Analysis of the effect of interpersonal communication, teamwork, and work discipline on the performance of outsole employees

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Article Info

ABSTRACT

This learning aims to analyze the influence of interpersonal communication, Teamwork, and work discipline on the Performance of outsole employees at PT. Multi Self-Creation. This study used a quantitative approach with a population of 50 employees. The method of data collection uses the form of interviews and questionnaires. The data analysis technique used is data analysis used is multiple linear regression analysis and hypothesis testing. The results showed that partial interpersonal communication has a significant effect on employee performance, Teamwork has a substantial impact on employee performance, and work discipline has a significant effect on employee performance. Simultaneously interpersonal communication, Teamwork, and work discipline have a considerable impact on employee performance. It is recommended to improve the Performance of employees in the future, should the leadership of PT. Multi Kreasi Mandiri can: 1) Provide examples to employees to open active and relevant discussions so that Interpersonal Communication can run effectively, 2) Create Teamwork which is better to create a sense of belonging to the company, 3. Improve employee work discipline by controlling the implementation of SOPs continuously.

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Introduction

Effective human resource management plays a crucial role in overseeing, coordinating, and optimising the utilisation of people to attain organisational objectives. Troth & Guest (2020) assert that proficient HR management and human resources are crucial for the holistic advancement of a firm and play a pivotal position in facilitating the organisation to attain numerous advantages. Each organisation attempts to enhance employee performance with the aim of achieving organisational objectives (Nugroho, 2019). The majority of firms regard people as a crucial asset that requires nurturing and growth to achieve optimal performance. Optimal performance is a coveted state in the realm of employment. An employee's work performance will be deemed satisfactory if it adheres to both quality and quantity benchmarks (Mariani & Sariyathi, 2017).

Employee Performance is a measure of human resources a company has played a role or not in the organization's progress. To achieve the best Performance, it is necessary to manage directed human resources through various policies that can adjust the common interests between employees and the company. Employee performance will be good if there is awareness and sincerity of employees as individuals in carrying out their duties and responsibilities (Pramularso, 2018). According to Afandi (2016), Performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve goals organization illegally, does not violate the law, and does not conflict with morals and ethics.

How have good human resource management productivity requires interpersonal communication. Good interpersonal communication will produce good employee performance. Rustan & Hakki (2017) interpersonal communication is communication between two or more people who interact with each other such as exchanging ideas, conveying information, science, and so on, to create a good relationship. According to Robbins and Timothy in Sarboini, Surya, & Safiansyah (2017), Teamwork is a group whose individual efforts produce higher Performance than the number of separate inputs. It must be realized that cooperation is a fusion of various individuals into one person to achieve common goals. The goal is not a personal goal, not a team leader's goal, nor is it the goal of the most famous person on the team.

The definition of work discipline is an order or regulation made by the management of an organization (Ahmad Afandi & Bahri, 2020). Discipline will allow one to discern what should or should be done or what should be done, and what should not be done. Afandi also added that a work discipline is a tool used by managers to change behavior and to increase one's awareness and willingness to comply with all applicable corporate regulations and social norms. The achievement of organizational goals certainly requires the role of employees with good Performance. According to Mathis & Jackson (2016), the Performance of employees is the beginning of an organization's success in achieving its goals—poor Performance is caused by low Discipline, poor Teamwork, and poor interpersonal communication.

Despite its obvious importance to organisational performance, research on the link between teamwork and improved employee productivity has lagged. The scant number of published empirical studies on the topic supports this. Other popular independent variables that have been used as components of teamwork to predict employee job performance from the limited research available include things like interpersonal skills, communication that disregards the abilities of team members, recognition etc. As a result, performance measurement differs from context to context due to its multidimensional nature (Bates & Holton III, 2010). Interpersonal communication, teamwork, and organisational discipline will all be explored as they pertain to the relationship between teamwork and employee success in the workplace.

Method

The research method is a guideline for each researcher, which explains how the steps of a study are carried out. Research methods are related to the procedures, techniques, and design of the research carried out. The authors carry out the research approach: 1. Descriptive research is a form of research aimed at describing existing phenomena, both natural phenomena and manufactured phenomena. The phenomenon can be in documents, activities, characteristics, changes, relationships, similarities, and differences between one phenomenon and another (Sukmadinata, 2006:72). 2. Quantitative methods are called traditional methods because this method has long been used as a traditional research method. This method is referred to as the positivistic method because it is based on the philosophy of positivism. This method is scientific because it has met scientific rules, namely concrete or empirical, objective, measurable, rational, and systematic.

Variables are characteristics or attributes of individuals or organizations that can be measured or observed and vary with the person and organization being studied. The variables studied to produce data that are category (discrete/nominal data) or continuum data (ordinal, interval, and ratio) (Creswell & Creswell, 2017). Based on the research above, it can be concluded that a research variable is an attribute of the nature or value of people, objects, or activities that have certain variations set by the researcher to be studied and then draw conclusions. According to the relationship between one Variable and another, it can be distinguished from the dependent Variable and Independent Variable. According to Sugiyono (2019), dependent variables are variables that are influenced or that become a result due to the existence of free variables. The object of this study is to distribute questionnaires to PT—Multi Kreasi Mandiri employees, as many as 50 people.

Test the Instrument.
Validity Test.
For the level of validity, a significant test was carried out on 30 respondents by comparing the calculated r-value with the table r. To find por_{table} used formula: (pdf) = n-k n = number of samples k= value of construct (number of

independent variables). In this case, the magnitude of df can be calculated, namely n-k = 30-2 = 28 or df = 28, with a significance of 5% or alpha 0.05, then the $_{table}$ r is 0.3610. if the $_{calculated}$ r (for each statement visible in the Correlated Item Total Correlation column) is greater than the $_{table}$ r and the value of r is positive, then the statement item is declared valid.

Table 1. Interpersonal Communication Variable Validity Test Results (X_1)

Indicator	r count	r table	Information
$X_1.1$	0,825	0,361	Valid
$X_1.2$	0,910	0,361	Valid
$X_1.3$	0,735	0,361	Valid
$X_1.4$	0,853	0,361	Valid
$X_1.5$	0,919	0,361	Valid
$X_1.6$	0,809	0,361	Valid
$X_1.7$	0,863	0,361	Valid
$X_1.8$	0,789	0,361	Valid
$X_1.9$	0,866	0,361	Valid
$X_1.10$	0,840	0,361	Valid

Source: SPSS 25 Results, Data Processed in 2021

Table.1 above states the results of the validity test. It can be known that all items of the questions on the questionnaire are declared valid because r_{count}> 0.3610, then all statements can be used as a collection tool data in the study.

Table 2. Teamwork Variable Validity Test Results (X_2)

Indicator	r count	r table	Information
$X_2.1$	0,873	0,361	Valid
$X_2.2$	0,846	0,361	Valid
$X_2.3$	0,881	0,361	Valid
$X_2.4$	0,895	0,361	Valid
$X_2.5$	0,862	0,361	Valid
$X_2.6$	0,945	0,361	Valid
$X_2.7$	0,914	0,361	Valid
$X_2.8$	0,763	0,361	Valid
$X_2.9$	0,904	0,361	Valid
$X_2.10$	0,945	0,361	Valid

Source: SPSS 25 Results, Data Processed in 2021

Based on the results in table. 2 above, the data processing test results show that all items of the questions on the questionnaire are declared valid because r_{counts}> 0.3610, then all statements can be used as a data collection tool in research.

Table 3. Work Discipline Variable Validity Test Results (X_3)

Indicator	r count	r table	Information
$X_3.1$	0,685	0,361	Valid
$X_3.2$	0,875	0,361	Valid
$X_3.3$	0,821	0,361	Valid
$X_3.4$	0,816	0,361	Valid
$X_3.5$	0,912	0,361	Valid
$X_3.6$	0,971	0,361	Valid
$X_3.7$	0,896	0,361	Valid
$X_3.8$	0,811	0,361	Valid
$X_3.9$	0,854	0,361	Valid
$X_3.10$	0,824	0,361	Valid

Source: SPSS 25 Results, Data Processed in 2021

Based on the results in the table. Three above the results of the data processing test, it can be seen that all items of the questions on the questionnaire are declared valid because r_{count}> 0.3610 then all statements can be used as a data collection tool in research.

Table 4. Employee Performance Variable Validity Test Results (Y)

Indicator	r count	r table	Information
Y.1	0,829	0,361	Valid
Y.2	0,879	0,361	Valid
Y.3	0,809	0,361	Valid
Y.4	0,912	0,361	Valid
Y.5	0,775	0,361	Valid
Y.6	0,888	0,361	Valid
Y.7	0,763	0,361	Valid
Y.8	0,893	0,361	Valid
Y.9	0,931	0,361	Valid
Y.10	0,912	0,361	Valid

Source: SPSS 25 Results, Data Processed in 2021

Table. The above four show that each r value $_{counts}$ >r_{table} 0.3610. This shows that each questionnaire is valid and can be used as a data collection tool in research.

Reliability Test
A reliability test is a tool used to measure the consistency of a questionnaire which is an indicator of a variable or construct. In this study, the Cronbach Alpha formula was used because the questionnaire or questionnaire used in this study did not have a wrong answer or zero. This reliability test is used the same as the validity test when conducting tests or measurements as part of the data collection process. Arikunto (2016:319) argues that in measuring the degree of significance of the reliability coefficient, the value of the calculation is consulted with the following data: (1) 0.800 1,000: very high reliability, (2) 0.600 0.799: high reliability, (3) 0.400 0.599: sufficient reliability, (4) 0.200 0.399: low reliability, (5) 0.000 0.199: very low reliability

Of the five levels of reliability of the coefficient above, the one used as an instrument indicator is expressed as highly reliable as>0.600. The reliability level is known by looking at the value of the reliability coefficient and consulting the coefficient interval reliability. Another way is to use the direct definition of comparing the value of r 11 (Cronbach Alpha) with the table r. It is said to be reliable if Cronbach Alpha is more significant than the r of the table. The results of the reliability test in this study can be seen in the table below:

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Information
Interpersonal Communication (X1)	0,950	Very high reliability
Teamwork (X2)	0,969	Very high reliability
Work Discipline (X3)	0,953	Very high reliability
Employee Performance (Y)	0,959	Very high reliability

Sumber: SPSS 25 Results, Data Processed in 2021

Based on the table. 5, it can be explained that the number of statements presented is (n) 10 items, where the variables X_1, X_2, and Y *Cronbach's Alpha* produce values more significant than the reliability standard, which is 0.60. Then it can be concluded that all instruments are declared reliable.

Results and Discussions

Simple Linear Regression Analysis.
Simple Linear Regression Analysis to perform regression analysis, then make the table 6.
Results of simple linear regression analysis of interpersonal communication variables (X₁) against employee performance variables (Y)

By table. Eight above obtained a simple linear regression equation as; Y = 0.576 + 1.012X1. Based on the equation stated above, the following explanation can be given: The value of the constant is 0.576, meaning that if the score on the Variable Communication Interpersonal is equal to zero, then the level of Performance is 0.576 units. The value of Interpersonal Communication is 1.012, meaning that if the value of K communication Interpersonal increases by one unit, then performance Karyawan will experience an increase of 1,012 units. If

the value of Communication Interpersonal decreased by one team, then the indigo performance Karyawan decreased by 1.012 an.

Table 6. Interpersonal Communication Variables (X_1) To Employee Performance Variables (Y)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Itself.
		B	Std. Error	Beta		
1	(Constant)	.576	2.843		.203	.840
	Communication Interpersonal	1.012	.063	.919	16.151	.000

a. Dependent Variable: Employee Performance

Source: SPSS 25 Results, Data Processed in 2021

Results of Simple Linear Regression Analysis of Teamwork Variables (X_2) Against Employee Performance Variables(Y)

Table 9. Teamwork Variables (X_2) To Employee Performance Variables(Y)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Itself.
		B	Std. Error	Beta		
1	(Constant)	3.624	3.013		1.203	.235
	Teamwork	.913	.066	.894	13.848	.000

a. Dependent Variable: Employee Performance

Source: SPSS 25 Results, Data Processed in 2021

Based on the table. Nine above obtained a simple linear regression equation as: $Y = 3.624 + 0.913X_2$

Based on the simple linear regression equation above, it can be explained as follows: (1) The constant value is 3.624, meaning that if the Teamwork score equals zero, the employee's performance level will be 3,624 units. (2) The value of Teamwork is 0.913, meaning that if Teamwork increases by one unit, the performance employee will experience an increase of 0.913 units. If the value of Teamwork decreases by one team, then the nila Performance of the employee falls by 0.913 one.

Results of Simple Linear Regression Analysis of Work Discipline Variables (X_3) Against Employee Performance Variables(Y)

Table 10. Work Discipline Variables (X_3) To Employee Performance Variables(Y)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Itself.
		B	Std. Error	Beta		
1	(Constant)	4.280	2.905		1.473	.147
	Discipline Work	1.072	.063	.927	17.069	.000

a. Dependent Variable: Employee Performance

Source: SPSS 25 Results, Data Processed in 2021

Based on the table 10 obtained a simple linear regression equation as; $Y = 4,280 + 1,072X_3$

Based on the simple linear regression equation above, it can be explained as follows: The value of the constant is 4.280, meaning that if Disiplin K erja the value is 1.072, then the Performance of the employee value is 4.280 units. The value of the regression coefficient of discipline work is 1.072, meaning that if the value of discipline work increases by 1 unit, then the Performance of the employee will increase by 1.072 units; if the value of Displin work decreases by one team, then the indigo Performance of the employee fell by 1,072 units.

Multiple Linear Regression Analysis

In multiple regression analysis, in addition to measuring the strength of the relationship between two or more variables, it also indicates the direction of the relationship between independent variables. The dependent

variables are assumed to be random/stochastic, which means to have a probabilistic distribution. The free Variable is assumed to have a fixed value (in repeated sample imaging).

Table 11. Interpersonal Communication Variables (X_1), Teamwork (X_2), Work Discipline (X_3) Against Employee Performance Variables(Y)

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Itself.
		B	**Std. Error**	**Beta**		
1	(Constant)	4.943	2.716		1.820	.075
	Interpersonal Communication	.543	.179	.493	3.040	.004
	Teamwork	.104	.179	.402	3.780	.000
	Work Discipline	.657	.166	.568	3.968	.000

Coefficients^a is the table title: Coefficients[a]

a. Dependent Variable: Employee Performance

Source: SPSS 25 Results, Data Processed 2021

Based on the table. 11 above obtained the equation of multiple linear regression as: Y = 4.943+0.543X1 +0.104X 2 +0.657X 3

Based on the simple linear regression equation above, it can be explained as follows: (1) The constant value is 4.943, meaning that if interpersonal communication is 0, Teamwork is 0, and work discipline is 0, then the performance level is 4.943 units. (2) The value of the regression coefficient of interpersonal communication is 0.543, meaning that if interpersonal communication experiences an increase in the value of one unit, then the level of employee performance will increase by 0.543 units assuming other independent variables that are zero-valued. (3) The value of the regression coefficient of the teamwork variable is 0.104, meaning that if the Teamwork experiences an increase in the value of one unit, the employee performance level will increase by 0.104 units assuming an independent Variable for others that are worth zero. (5) The value of the regression coefficient of the work discipline variable is 0.657, meaning that if the work discipline increases in the value of one unit, then the employee's performance level will increase by 0.657 units with the assumption of another independent variable that is zero-valued. The equation above shows that the variables of interpersonal communication, Teamwork, and work discipline affect employee performance. Based on the value of the regression coefficient on each Variable, it can be explained that the Variable that has the most influence on employee performance is the work discipline variable which has the value of the coefficient Regression is more significant compared to the variables of interpersonal communication and Teamwork.

Multiple Correlation Analysis.

To measure multiple correlations, the results of processed correlation data will be presented in the table 12

Table 12. Results of Multiple Linear Correlations of Interpersonal Communication Variables (X_1), Teamwork (X_2), Work Discipline (X_3) To Performance VariablesEmployees (Y)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943^a	.888	.881	2,38679

Model Summary[b]

a. Predictors: (Constant), Interpersonal Communication, Teamwork, Work Discipline

b. Dependent Variable: Employee Performance

Source: SPSS 25 Results, Data Processed in 2021

Based on table 12, it is known that the R-value of the variables of interpersonal communication (X_1), Teamwork (X_2), and work discipline (X_3) with employee performance (Y) of 0.943 p. this indicates a solid relationship between interpersonal communication (X_1), Teamwork (X_2), and work discipline (X_3) and employee performance (Y).

Coefficient of Determination Analysis.

To measure the coefficient of simultaneous determination, the processed correlation data will be presented in the table below: Based on table. 12 above, by looking at the Adjusted R Square (simultaneous termination coefficient) of 0.881, this indicates the contribution of interpersonal communication variables (X_1), Teamwork (X_2), and work discipline (X_3) to employee performance (Y)of 88.1%, and other variables determine the remaining 11.9%.

Test the Hypothesis.
Test t (Partial).
The first hypothesis test is the t-test, used to see the effect of each free/independent Variable (X1, X2, X3) partially on the bound/dependent Variable (Y) with a significant level of 5% or 0.05 as follows:

Hypothesis:
H0: There is no influence of independent variables on dependent variables.
Ha: There is an influence of independent variables on dependent variables.

T table
df = n-2 df = 50-2 df = 48 ttabel = (48:0.05), ttable = 2,010

Criterion
If the value of t counts>t in the table, then Ha is accepted, and Ho is rejected.
If the value of t counts<t in the table, then Ho is taken, and Ha is rejected.

Test t Interpersonal communication variables (X1) employee performance (Y)
To find out the results of the t-test (partial) from the effects of data processing, it can be seen in table 15 below:

Table 14. Partial Test (T-Test) Interpersonal Communication Variables (X_1) Against Employee Performance Variables (Y)

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Itself.
	B	Std. Error	Beta		
1 (Constant)	0,576	2,843		0,203	0,84
Communication Interpersonal	1.012	0,063	0,919	16,151	.000

Source: SPSS 25 Results, Data Processed in 2021

From the data above, it is known that t count>ttable (16.151>2.010) and significance values 0.000<0.05, then H0 is rejected, and Ha is accepted, which means that there is a significant influence of interpersonal communication on employee performance.

Test t variable Teamwork (X2) employee performance (Y)
It can be seen in the table to find out the results of the t test (partial) from the results of data rocessing. 16 below:

Table 15. Partial Test (T-Test) Teamwork Variables (X_2) Against Employee Performance Variables (Y)

Coefficients^a					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Itself.**
	B	**Std. Error**	**Beta**		
1 (Constant)	3,624	3,013		1,203	,235
Teamwork	,913	,066	,894	13,848	.000
a. Dependent Variable: Employee Performance					

Source: SPSS 25 Results, Data Processed in 2021.

Based on the data above, it is known that t count>ttable (13,848>2,010) and significance values 0.000 <0.05, then H0 is rejected Ha is accepted, which means that there is a significant influence of Teamwork on employee performance.

Test t variable work discipline (X3) employee performance (Y)
To find out the results of the t-test (partial) from the effects of data processing, can be seen in table 17. From the data above, it is known that t >ttable (17,069>2,010) and significance values 0.000<0.05, then H0 is rejected. Ha is accepted, which means that there is a significant influence of work discipline on employee performance.

Table 16. Partial Test (T Test) of Work Discipline Variables(X₃) Against Employee Performance Variables (Y)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Itself.
		B	Std. Error	Beta		
1	(Constant)	4,280	2.905		1.473	,147
	Work Discipline	1.072	,063	,927	17.069	.000

Coefficientsᵃ

a. Dependent Variable: Employee Performance

Source: SPSS 25 Results, Data Processed: (2021)

Test F (Simultaneous)

The statistical test F shows whether all the independent variables in the model have a common influence on the dependent variables. The F test is used to determine whether or not there is a simultaneous influence of interpersonal communication variables (X $_1$), Teamwork (X $_2$), and work discipline (X₃) on employee performance variables. To perform the F test (simultaneously) then, the following data are presented:

Table 17. Test F Simultaneous Variables of Interpersonal Communication Variables (X $_1$), Teamwork (X $_2$), Work Discipline (X₃) Against Employee Performance Variables (Y)

ANOVAᵃ

Model		Sum of Squares	Df	Mean Square	F	Itself.
1	Regression	2084,448	3	694,816	121,967	.000ᵇ
	Residual	262,052	46	5,697		
	Total	2346,500	49			

Source: SPSS 25 Results, Data Processed in 2021.

Based on the above, you can see where the calculated F value is greater than the table F value (121.967>3.19) and the significance value is 0.000 <0.05, then H0 is rejected Ha is accepted, which means there is an influence effective interpersonal communication (X 1), Teamwork (X 2), and work discipline (X 3) simultaneously to employee performance (Y). This research is also in line with a previous study entitled "The influence of group cooperation, work discipline, interpersonal communication, and motivation on employee performance in the industrial and trade offices of west Sumatra province (Wittria Anggelina 2017).

The quality of interpersonal communication in organizations is very important. Those who are able to convey their ideas effectively to others are more likely to be promoted than their less talented peers (Arifin, 2019; Purwaningsih, 2019). Basically, interpersonal communication is the process of conveying the right orders and information from superiors to subordinates regarding tasks that must be completed as part of the job. It is not productive to be rude when communicating with others (Taufan & Indiyati, 2020). Negative work experiences can be overcome in this way. To improve performance, one must be able to have good quality interpersonal communication. Some academics have argued that teamwork is a crucial professional skill necessary to realise the organization's vision, realise its goals and strategies, and activate and improve the employees' performances. There are a number of factors that help to define and emphasise the connection between cooperation and professional success. Because teamwork is seen by some scholars as one of the primary driving forces for enhancing a firm's performance, Jones et al. (2007) argue that it is crucial to investigate the influence of teamwork on performance. Pandi Afandi (2018) explains that managers use discipline to get employees to alter their behaviour and to make them more aware of and amenable to following the rules of the workplace and of society at large.

Conclusions

The results showed that interpersonal communication affects employee performance. Teamwork affects employee performance. Work discipline affects employee performance. Interpersonal communication, Teamwork, and work discipline affect employee performance. To improve employee performance in the future, the leadership of PT. Multi Kreasi Mandiri can: 1) Provide examples to employees to open active and relevant discussions so that Interpersonal Communication can run effectively, 2) Create Teamwork that is better to create a sense of belonging to the company, 3. Improve employee work discipline by controlling the implementation of SOPs continuously.

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