



The Influence of Communication Effectiveness on Performance Government Employees in Regional Civil Service Agency of Rembang Regency

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Abstract

This study tries to determine the effect of communication effectiveness on the performance of government employees within a scope of government agencies. Using a quantitative approach, this study used a survey method. Data collection using a questionnaire technique by giving a questionnaire to all employees of 48 people in Regional Personal Agency of Rembang Regency. The data obtained were analyzed using simple linear regression analysis techniques. The results of the analysis show that the constant value shown by the regression of the employee performance variable is 19.154. Meanwhile, the regression coefficient of the organizational communication effectiveness variable shows a positive value of 0.519. These results indicate that the organizational communication effectiveness variable has a positive influence on the employee performance variable by 0.519. Meanwhile, based on the results of the t test, the t value of 2.787 is greater than the t-table value of 1.684. So from these results it can be said that H₀ is rejected and H₁ is accepted. This shows that there is a very significant influence magnitude value between the organizational communication effectiveness variable on the state civil servant performance variable of 14.2% while the remaining 85.8% is influenced by other variables.

Keywords: *Effectiveness of Communication; Employee Performance; Organizational Communication; Government Organizations*

Introduction

Humans in reality need communication when interacting with others around them. As a social being, human always need the presence of others in every activity to achieving the goals. In their interactions, sometimes humans meet other humans who have the same goal, this cause them to work together and form a group or organization. In other words, humans have goals individually and also have goals as groups or organizations.

An organization is an organized forum for human activities, which uses communication as an important means of enhancing and expediting activities that have been jointly determined. Schein in Muhammad stated that organization is a rational coordination of the activities of a number of people to achieve some general goals through the division of work and functions through a hierarchy of authority

and responsibility. In addition, Schein also revealed that organizations have certain characteristics that have a structure, goals, are interconnected with one part to another and are very dependent on human communication to coordinate activities in their organization (Muhammad, 2014: 23).

In organizing humans gather, interact to achieve common goals, this also applies to all forms of organization including government organizations which are usually found in the vision and mission of the organization. Government organizations as an example of an organization are state-owned institutions to run the government to achieve government goals. The goals of government organizations are generally contained in the vision and mission of the organization. Indonesia as a broad country, the organization is formed in stages from the center to the regions or what is called the central and regional governments (Fauzi, A. 2020).

In activities, organization can be said to be good, if communication between all parties involved be harmonious. Such parties can generally be called superiors, subordinates and co-workers. There are several forms of relationship related to communication, namely vertical communication and horizontal communication. Vertical communication is communication that exists between superiors and subordinates, while horizontal communication is communication between co-workers.

One of the organizational elements that can influence its development is team work (Tri, A, 2020), This is related to the people in the organization. Everyone, who is part of the organization certainly has different duties and functions and positions. In this position, communication has a very important role in maintaining good cooperation between the personal involved. Therefore, a harmonious and effective communication is needed so that the message conveyed by each section can be conveyed properly. Thus it will be easy together as a team to achieve organizational goals.

The success of communication in the organization is the glue of the relationship between fellow members in work units and can improve the performance of employees and ultimately also improve the performance of the organization. Conversely, failure to communicate can cause the performance of employees to decline and cause organizational performance also decline. This can be seen when employee dissatisfaction appears to be the starting point of the next problems in the organization, such as truancy/absenteeism, superior-subordinate conflicts and employee rotation. Employee dissatisfaction can reduce motivation, decrease work morale, and decrease work performance (Pramita, S., Lukito, (2017).

Regional Civil Service Agency or Badan Kepegawaian Daerah (BKD) as a government organization in the spotlight after the Regional Government of Rembang Regency obtained a value of 55.04 or predicate C in terms of performance achievement based on Government Regulation Number 8 of 2006 concerning Financial Reporting and Performance of Government Agencies and Presidential Regulation No. 29/2014 concerning the Performance Accountability System for Government Agencies and Regulation of the Minister of Empowerment of State Aparatus and Bureaucratic Reform number 12 of 2015 concerning Guidelines for Evaluation of the Implementation of the Performance Accountability System for Government Agencies. This means that the level of achievement of organizational performance is still low. There is an opinion that weakness in the administration sector is considered to be the cause of the low performance of the State Civil Apparatus or Aparatus Sipil Negara (ASN). The question arises about the role of BKD in managing these ASNs so that their performance is very low.

Meanwhile, based on the information before the research was carried out, BKD occurred various errors in communication and caused the service was not optimal. March 2019 at the opening of the CPNS training activity, the facilities and infrastructure at the rehearsal were not yet available, even though all preparations such as tables, chairs, pulpits, sound system should be ready at the time of rehearsal, finally the rehearsal was delayed, until the building management officer prepares everything. Later in the same month when a joint meeting between BKD and Regional Parlement was held regarding budget, there was

a lack of data that should have been submitted to the meeting forum. This resulted in the meeting being hampered.

Interpreting the above problems can be said that effective communication has an important role in an organization. Organizational communication problems and employee performance in BKD Rembang are interesting to study, considering that one of the BKD's duties is to carry out supporting functions of government affairs in the field of personnel and education and training. Also looking at the strategic goal, namely reaffirming the commitment of BKD Rembang Regency in implementing development in the apparatus sector through modern ASN management. Thus we need good cooperation from all parties, especially the all elements in organization. In addition, maximum employee performance is an important requirement for a government organization to be able to provide satisfactory service. How is it possible for an agency to provide satisfactory service, if the agency's employees cannot provide good service.

Whereas with the existence of a new Law that regulates the State Civil Apparatus, which regulates the position, obligations, rights of ASN and fostering Civil Servants carried out based on the career system and work performance system, it can be expected that the performance of ASN can increase. Improvements to the employee management system are also carried out based on the management performance base and institutional system. That is can run well, need a supportive organization, especially agencies dealing with staffing.

Based on the above problems, this study can be formulated whether there is an effect of organizational communication effectiveness on employee performance in BKD Rembang Regency? This study aims to find the effect of organizational communication effectiveness on employee performance in BKD Rembang Regency. In addition, this research is expected to provide input to the BKD of Rembang Regency, in order to pay attention to organizational communication for employees, so that it can have a positive effect on employee performance. This research is also expected to be a reference for future research, especially regarding organizational communication, and the effect of organizational communication effectiveness on employee performance.

Related Works

Etymologically, effectiveness comes from the root word "effect". Effect is one of the most important elements in all the essential of communication. The effect is not just the feedback and reaction of the recipient the communication to the message conveyed by the communicator, but a combination of a number of "forces" working in society, where the communicator only controls one power, namely the message. Effectiveness is the ability to set the right goals and do the right job. There are five indicators of effective communication that can be seen. First, understanding, namely the ability to understand the message carefully as intended by the communicator. Second is pleasure, that is, if the communication process is not only successful in conveying information, it can also take place in an atmosphere that is pleasing to both parties. In the purpose of communication, it is not just giving messages, but is also intended for pleasant interaction with each other to foster human relationships. Third, the influence on attitude. Communication is said to affect attitudes, if a communicant after receiving a message then his attitude changes according to the meaning of the message. In many situations we try to influence the attitudes of others and try to get others to be as positive as we want them to be. Fourth, relationships are getting better. That in the process of effective communication indirectly increases interpersonal relationships. In organizations, communication is often carried out not to convey information or to influence attitudes, but sometimes there is an implicit intention, namely to build good relations. Finally, action, where the two communicating parties take action in accordance with the message communicated (Suranto, 2011: 105).

Effective communication is everyone's hope, whether it is formal or informal. With this effective communication, the parties involved get job satisfaction and other benefits to improve employee performance. Communication plays a very important role in an organization. The success of an organization really depends on the smooth communication made by its members or employees in the organization. As is well known, an organization is a group of people who work together to achieve a goal. To be able to work together synergistically, effective communication is required. The decrease in communication effectiveness is caused by the performance of team members are not in accordance with the demands of the task as a result of ineffective communication. Research conducted by Griffith (2002) states the importance of communication in organizations, the effectiveness of communication will greatly determine organizational success both in the short and long term. We can see this in employees when preparing a presentation, conveying ideas or ideas in a meeting, business negotiations, training a team, building a work team, and in any organizational activity.

Masmuh, A (2010) states that every employee who carries out activities in the organization is an individual who has various needs and always tries to achieve satisfaction with their needs. Personal needs possessed by each employee can indirectly affect the organization. Satisfaction with these needs will affect the attitudes and behavior of employees, indirectly will have an impact on the performance of employees in completing their work. Satisfaction of needs can assist employees in carrying out each activity properly. If employees are satisfied with the communication that exists in an organization, it is hoped that this will have a positive effect on employee performance. Satisfaction with organizational communication is influenced by organizational aspects such as trustworthiness, support and high performance goals. The study results also show that there is a significant relationship between employee communication satisfaction with their performance. There are three components of communication satisfaction that have a significant impact on employee performance indicators. A significant positive relationship that is in line with the results of other studies can be related to employee needs in both aspects of communication, such as information and communication relationships (Alsayed et al., 2012). In an organization or company, if employees are satisfied and comfortable, then in creating a good performance it will be very easy for these employees to carry out their duties and assist in achieving company goals (Robbins, 2006: 102). The impact of job satisfaction tends to focus on employee performance. Attendance rate, and employee turnover rate. Organizations with more satisfied performance tend to have higher performance and attendance rates and lower turnover than organizations that have less satisfied employees.

Work performance is the result of a person's work, which can be seen or assessed based on the quantity or quality of the work results in accordance with their responsibilities (Mangkunegara, 2009: 9). Quantity is an assessment of how much work is produced in a predetermined period of time. Quality is an assessment based on the quality of the work based on predetermined standards. So quantity and quality can be the basis for an assessment of the results of one's work.

The opinion of Bernandin and Russell quoted by Riani, that the measure of employee performance includes First, the quantity of work the amount of work done in a specified period. Second, quality of work, the quality of work achieved based on terms of suitability and readiness. Third, job knowledge, knowledge about the job and skills. Fourth, cooperation, willingness to cooperate with other people or fellow members of the organization. Fifth, personal qualities, regarding personality, leadership, warm hospitality and personal integrity. The sixth, creativeness, authenticity of ideas that arise and actions to solve problems that arise. Seventh, initiative, enthusiasm to carry out new tasks and to enlarge its responsibilities. Finally, dependability, willingness to be trusted in terms of attendance and work completion.

Hypothesis

The hypothesis of this research is taken to test the truth through the following hypotheses:

H₀ :There is no significant (positive) influence between the effectiveness of communication (X) on the performance Employee (Y).

H₁ :There is significant (positive) influence between the effectiveness of communication (X) on the performance Employee (Y).

Methodology

The study uses a quantitative approach, where research is based on the philosophy of positivism, by examining a particular population or sample. The sampling technique was carried out randomly, data collection used statistical / quantitative data analysis research instruments with the aim of testing the predetermined hypothesis (Sugiyono 2015: 13). This research uses a survey method, by questionnaire as an instrument for collecting data from respondents. There are two variables in this study, namely the effectiveness of organizational communication as the independent variable (X) and the performance of ASN employees as the dependent variable (Y). The research location at BKD Rembang Regency is located at Jl. P. Diponegoro No.110 Rembang. The focus of sampling was all employee at echelon III and staff, with a total number of samples taken as many as 49 people from all fields. Considering the total population is less than 100, the samples taken are all (Arikunto, 2013: 174).

The distribution of questionnaires is intended to find and collect complete information about the effectiveness of organizational communication as the independent variable (X) and the performance of ASN employees as the dependent variable (Y). The questionnaire was given to respondents with a closed system where the respondents were asked to choose an answer from a list of answers provided by the researcher (Morissan, 2012). The measurement scale used is the Likert scale. This scale is used to measure a person's attitude about an attitude object. Indicators of the attitude variable towards an object are the starting point in making questions or statements that the respondent must fill in. The answer to each question or statement is expressed in words: very understandable; just understand; ordinary; not really understand; do not understand.

Data analysis used in this study is a simple linear regression analysis technique, where if there is data from two known research variables which are the independent variable X and which is the dependent variable Y, while other Y values can be calculated or predicted based on an X value (Kriyantono, 2006). Formula simple linear regression as:

$$Y = a + bX$$

Y =Variabel depend
 a =Konstant (α)
 b = Koefisien regresi
 X =Variabel Independ

Discussion

Based on the results of hypothesis testing in this study using a simple linear regression analysis method. From the results of the analysis using SPSS, the following results were obtained

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients		ig.
	B	Std. Error	Beta		
1 (Constant)	19.154	6.742		.841	.007
Effectiveness of organizational communication	.519	.186	.377	.787	.008
a. Dependent Variable: Performance of ASN employees (Y)					

Table 1. Simple Linear Regression Test Results

Table 1. Shows that the value of the constant (a) is 19.154 and the regression coefficient is 0.519. Based on the constant value and the regression coefficient, the regression equation can be written as follows:

$$Y = 19,154 + 0,519X$$

Y = Performance of ASN employees

X = Effectiveness of organizational communication

The constant value is 19,154 which means that the total score of Employee Performance is 19,154. The regression coefficient value of Organizational Communication Effectiveness (X1) is 0.519, which means that for every 1 increase in the Organizational Communication Effectiveness score (X1) will increase the Performance score (Y) by 0.519.

Table 2. Determination Coefficient Test Results

Model		R Square	Adjusted R Square	Std. Error of the Estimate
1	.377 ^a	.14	.124	3.366
a. Predictors: (Constant): Effectiveness of organizational communication (X)				
b. Dependent Variable : Performance of ASN employees (Y)				

Model Summary

Meanwhile, from the test results the data also shows that the Communication Effectiveness variable (X) has a regression coefficient value of 0.519 which means that if the Communication Effectiveness increases by 1 unit, it will increase Employee Performance by 0.519 units. Based on the research results, the Employee Performance variable has a partial determination coefficient (R Square) of 0.142 which means that the Communication Effectiveness variable contributes 14.2% in explaining the Employee Performance variable. It can be concluded that the effectiveness of communication has a positive and significant effect partially on employee performance.

To determine whether the hypothesis is accepted or rejected, the t-test is used. if t count < t table ($\alpha = 5\%$, $df = 47$) or the significance value $t > 0.05$, H_0 is accepted, H_1 is rejected. Conversely, if t count > t table ($\alpha = 5\%$, $df = 47$) or a significance value < 0.05 , H_0 is rejected, H_1 is accepted. From the df table

the t value for $\alpha = 5\%$, $df = 47$ is 1.684. Because the t count value of 2.787 which means more than t table 1.684 ($2.787 > 1.66320$) and the significance level of 0.008 is smaller than 0.05 ($0.008 < 0.05$), then H_0 is rejected and H_1 is accepted. Until it can be concluded that the effectiveness of Organizational Communication has a positive and significant influence on Employee Performance as perceived by government employee of BKD in Rembang Regency.

The coefficient of determination or R Square in the table model summary = 0.142, this means that the Organizational Communication Effectiveness variable affects the Employee Performance variable as much as 14.2%, while the rest is influenced by other variables not examined in this study. While the correlation coefficient $R = 0.377$, which means that there is a strong and positive relationship between the effectiveness of organizational communication and employee performance.

Conclusion and Suggestion

Based on the results of the research described above, it can be concluded as follows: first, ASN BKD Rembang Regency has a fairly good ASN performance. Judging from the average score of Communication Effectiveness; Second, the effectiveness of Communication is partially perceived by ASN has a positive and significant influence on the performance of the ASN. This significant influence means that the better of organizational communication effectiveness, the better the performance of the ASN, conversely the lower the communication effectiveness, the lower the ASN Performance.

Although the results of the research show that the performance of ASN in Rembang Regency area is quite good, efforts to improve the performance of the ASN must still be made. The authorities in policy making, especially the Head of the Regional Civil Service Agency of Rembang Regency as a leader in the organization are expected to make more efforts to improve the performance of the ASN.

The results of this study can encourage and trigger further research in the field of leadership communication management and leadership decisions by using other variables that have not been included in this study such as, communication media, leadership communication, also previous studies the factors can be identified, what are the dominant influences on the performance of ASN.

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