Influence of Interpersonal Communication and Teamwork on Organization to Enhance Employee Performance: A Case Study

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Abstract. The business world is facing the problem of falling demand while at the same time experiencing overproduction. This condition results in a threat to the decline in company profits. This condition also occurs in PT. X also experienced a decrease in net income. Many methods of measuring performance can be used. Here are some explanations of techniques or methods in measuring employees' Ranking Method, Paired Comparison Method, Grading Method, Forced Choice Method, Forced Distribution Method, Critical Incident Method, Graphic Rating Scale, Field Review Method. Confidential Report. Essay Method, Management By Objective (MBO), Psychological Appraisal, Assessment Centers, 360 Degree Feedback, and Behaviorally Anchored Rating Scales (BARS). The main focus studied is to determine the effect of interpersonal communication and teamwork to improve the performance of PT.X employees. Also, a comfortable climate makes employees motivated to pursue organizational opportunities with enthusiasm, help fellow employees, complete tasks creatively, and be full of ideas for renewal and improving employee performance in the team.

Keywords: Team Work, Organization, Employee Performance

1. INTRODUCTION

Performance appraisal has been implemented at PT. X. In its application uses Key performance Performance Indicators for Minner and Dharma [1]. Several aspects of measuring employee performance are as follows: (a). Quantity, quantity is related to the amount that must be completed or accomplished by an individual. Quantitative measurement (b). Quality: Quality is the quality that must be produced by the individual. (c). Timeliness: Timeliness is related to the completion time's suitability with the planned time.

Teamwork becomes a necessity in realizing work success. Teamwork will be a driving force with energy and synergy for individuals who are members of the teamwork. [2] States that Cooperation is the synergy of several people's strengths in achieving one desired goal. Cooperation will unite the power of ideas that will lead to success.

Teamwork is a group of people who work together to achieve the same goal[3][4]. People at all levels of the Organization are significant factors of an organization, and their full involvement will allow their abilities to be used for organizational benefits[5][4]. Thus, everyone in the Company's organizational structure with a specific goal needs good teamwork to achieve that goal. Evidence shows that teams usually perform better than individuals when the tasks require a large number of skills, opinions, and experience.

Teams have the skills to assemble, deploy, regroup, and disperse quickly. For example, approximately 80% of Fortune 500 companies currently have half or more of their employees on teams. 68% of small manufacturers in the US also use teams in various production areas[6]. It can be concluded that effective teamwork has a significant role for the Company to achieve its goals.

[7]The theory of team formation must go through 4 stages of formation: the forming stage, the storming stage, the norming stage (building norms), and the performing stage. This theory can be applied to Indonesian society, especially Javanese people who are collectivistic. [8]Based on the explanation of teamwork from the various theories above, it can also be concluded that the teamwork of employees in the organization is essential; poor teamwork is one of the things that causes someone to easily ignore work, such as not trusting each other and supporting lack of knowledge or skills, mutual shifting responsibility, and interdependence. Other symptoms that arise from poor teamwork are the achievement of targets that are late from the predetermined time. the working attitude does not support positive work and the perceived to interfere with the Organization's smooth running. [9]Based on the results of interviews on January 21, 2019, a lack of employee teamwork for the Organization was evident from the problems that arose. The main

problem is the decreased productivity of employees' performance.

[10]Explains that several things, namely strongly influence employee teamwork in the workplace, it is influenced by human values , and this is a top priority that must be fulfilled by the Company. Furthermore, teamwork is also influenced by comprehensive two-way communication. Cooperation is built on trust, and trust requires two-way communication. Some organizations are even trying to develop programs that ensure that communication

occurs.

[10]The importance of two-way communication (interpersonal communication) in building employee teamwork is known. [11][12]One of the factors that can affect organizational members' teamwork is the opportunity to interact with other people, which is one way of fulfilling human social needs. When these needs are met, individuals will need to respond to the Organization as the party that provides the fulfillment of the needs.

Interpersonal communication is the delivery or reception of messages or the exchange of meaning between two or more people and requires feedback to achieve a mutual understanding of what is meant. Ideally, it requires good teamwork between the leader and his subordinates for an organization to be successful. [13]Individuals who have good interpersonal communication will create quality teamwork because interpersonal communication is one of the factors that influence effective learning in teamwork.

Based on the researcher's knowledge, research on teamwork has been carried out by many previous researchers. As the study entitled: Testing New Approaches to Learning or Team Work Knowledge and Skills in Technical Education[13], it was revealed that teamwork is essential in the workforce in the industry[14]

Also, other research by with the title: Learning about Teamwork in an Online Study Environment[15] The results of this study explain that interpersonal communication can have a positive impact on students in learning by collaborating with a teacher[16]

The result of this research is that there is a very significant positive relationship between interpersonal communication and teamwork. Especially for PT.MX employees, the higher the level of interpersonal communication, the higher the level of teamwork.

Research authenticity Based on the researcher's knowledge, research on teamwork has been carried out by many previous researchers. As research

Testing a New Approach for Learning or Teamwork Knowledge and Skills in Technical Education[13] revealed that teamwork is essential in the industry[14]. This study uses a teamwork rating scale measurement tool, which results from a survey. The subjects taken are teachers and students at three colleges in Iowa, so that there is a significant relationship between interpersonal communication and teacher-student collaboration. Nebraska and South Dakota. [15] Another research title: Learning about Teamwork in an Online Study Environment, that in the late 1980s, the word "team" became a buzz word in the Organization, and teamwork became "a way to organize today."[16] This study uses a Wilderness Survival Quiz measuring tool, which contains alternatives to save yourself in quizzes, and the subjects taken are online students. This study explains that interpersonal communication can have a positive impact on students ' learning by collaborating with teachers. This study uses a Wilderness Survival Quiz measuring tool, which contains alternatives to save yourself in quizzes, and the subjects taken are online students. This study explains that interpersonal communication can have a positive impact on students ' learning by collaborating with teachers. This study uses a Wilderness Survival Quiz measuring tool, which contains alternatives to save yourself in quizzes, and the subjects taken are online students. This study explains that interpersonal communication can have a positive impact on students ' learning by collaborating with teachers.

Further research on the influence of work motivation, job satisfaction, and organizational commitment to employee performance in the Pati district concluded that motivation, job satisfaction, and organizational commitment to performance significantly affect employee performance[17].

The research with the title: interpersonal communication for teamwork, especially for employees of PT.X. Based on the description above, the researcher believes that the research conducted by researchers is different from the research that has been done above. The difference is that researchers provide intervention in the form of interpersonal communication training and teamwork to improve the performance of employees of PT.X. The next difference lies in the research type that the researcher carries out the synergy. The next difference lies in the research subject. The researcher's research subjects are individuals who are Marketing employees at company X. These are the things that distinguish the research that the researcher did from previous research.[18]

Performance is the result of work that has a strong relationship with the Organization's strategic goals, customer satisfaction and makes an economic contribution[19]

[20]States that a person's performance depends on the combination of abilities, efforts, and opportunities obtained. Performance results from employee work whose results aim to assist the Company in achieving organizational goals. As an individual thing, each employee certainly has different performance results.

[21]State that organizational performance is a sign that indicates an organization's capacity to achieve its independent goals efficiently. One of the elements that can be assessed is employees' performance through their productivity levels. Employee productivity can be in the form of quantity or quality of the performance it produces. Other research shows that various factors, including Knowledge Management, influence employee performance.[22]

2. METHOD

Dharma [1] there are several aspects in measuring employee performance as follows:

(a). Quantity, quantity is related to the amount that must be completed or accomplished by an individual. Quantitative measurement involves calculating the output of a processor implementation. This relates to the number of outputs produced by individuals in an organization. (b). Quality: Quality is the quality that must be produced by individuals. The qualitative measurement of this aspect reflects the measurement of the level of satisfaction of the work results or how well the work results have been done. (c). Timeliness: Timeliness is related to the completion time's suitability with the planned time. Timeliness measurement is a particular type of quantitative measurement that determines the completion time of a job (d). Cooperation:

Many methods in measuring performance can be used; here are some explanations of techniques or methods in measuring employees:

- Ranking Method.
- Paired Comparison Method.
- Grading Method.
- Forced Choice Method.
- Forced Distribution Method.
- Critical Incident Method.
- Graphic Rating Scale.
- Field Review Method.Confidential Report. Essay Method.
- Management By Objective (MBO)
- Psychological Appraisal.

- Assessment Centers.
- 360 Degree Feedback.
- Behaviorally Anchored Rating Scales (BARS),

Each of the above methods has its strengths and weaknesses, so it is not good for an organization to rely on only one type of method to measure its performance. Preferably, the Organization combines several methods according to its Organization's scope.

Three factors affect performance as follows[23]:

- *Ability to Do the Work*(Ability to Carry Out Work). owned by individuals in the Company.
- *Effort Expended* (The Effort Issued.
- *Organizational Support*(Organizational Support).

[23]state that individual performance can increase if these three components are met, and performance will decrease if one of these components is not implemented. For example, employees in the production department can do their job and have the desire to work hard. However, the Organization provides equipment with old technology or supervisor management style that causes negative reactions, lack of support from the Organization can reduce individuals' performance as part of the Organization.

Based on the explanation and research, it can be concluded that the factors that influence performance include: individual factors (the ability of employees to do work), psychological factors (employee commitment to work, including the effort given to do a job), and organizational factors. (organizational support and applied management system). The role of communication and teamwork is an organizational factor (organizational support and management systems including communication systems and teamwork that are implemented) are concepts that continue to develop in line with the Organization's needs to improve the quality of employees and management. The urgency related to this research is interpersonal communication and teamwork, which is also a culture that has become a strategic asset for the 21st century. Organizations that invest in human resources, knowledge assets, and values will be the most advanced and most successful than organizations that invest in human resources, knowledge assets, and values. not investing in this knowledgeability, so that the Company can be advanced and successful so that communication and teamwork are needed

Employees, and the Company can be advanced and successful. Their performance is good; it requires interpersonal communication skills intervention and teamwork because we communicate well and contains how to carry out communication and teamwork properly.

[24]defines teamwork as a collection of individuals who work together with mutual trust and support and are responsible for achieving a team's common goal.

[25]lists five aspects as necessary for the successful development of teams:

    a. Clear goals and directions.
    b. Good leadership.
    c. Duties, according to teamwork.
    d. Note the need to do work.
    e. A supportive organizational environment

[24]The factors that influence a team or workgroup's effectiveness are Clear goals. Mutually supportive team structure or workgroup, Strong support, Positive internal relationships

[26]suggests several factors affecting teamwork, namely:

- Clear goals and directions
- Good leader
- The appropriate task
- A mutually supportive environment
- To be responsible
- Able to communicate well
- Interpersonal relationships

Based on the explanation above, it can be concluded that several factors can influence teamwork. Namely, positive internal relationships among team members, being able to communicate well, supporting each other, trusting each other, and being responsible for the team's tasks for the realization of team goals. the. Based on these teamwork factors, the researcher relates to interpersonal communication aspects, namely openness, empathy, supportive attitudes, positive attitudes, and equality.

Interpersonal communication is the process of delivering information, thoughts, and certain attitudes between two or more people, where messages change either as communicants or communicators to achieve mutual understanding regarding the issues to be discussed, which eventually hopefully change behavior.

From the understanding of interpersonal communication described above, several components that must exist in interpersonal communication can be identified. [27]the components of interpersonal communication are:

- Source/communicator
- *Encoding*
- Message
- Channel
- Recipient/communicant
- *Decoding*
- Interference (noise)
- Communication context

[25] states that interpersonal communication has several objectives, namely:

    1) Finding Yourself
    2) Discovering the Outside World
    3) Forming And Maintaining Meaningful Relationships
    4) Changing Attitudes and Behaviors
    5) For Play and Fun
    6) To Help

[28] suggests five aspects of effective interpersonal communication, including aspects of openness (openness), empathy (empathy), support (support), positive attitude (positiveness), and equality (equality). The first aspect is openness,

The concept of a performance can be described as a form of individual achievement in an organization in carrying out work whose goal is to achieve the vision and mission that has been set

Aspects of interpersonal communication such as openness, empathy, positive and mutually supportive attitudes, and building equality have implications for individual behavior in the communication process in interacting with other individuals in the team. This will create social support so that individuals feel more comfortable with fellow team

3. RESULTS AND DISCUSSION

This interpersonal communication is a learning process to improve openness, empathy, supportive attitudes, positive attitudes, and equality. Communication Interpersonal is a method chosen and designed by researchers to improve interpersonal communication.

Teamwork This study will be measured using the scale of teamwork based on aspects of teamwork, namely having a clear goal, understanding tasks and roles, trusting and supporting each other, participating in a team, and being responsible for the team[24]. A high score on the teamwork scale indicates high employee teamwork, while a low score indicates a low level of employee teamwork.

This research was conducted in companies engaged in cooperatives. This research focuses on the employees of PT. X as many as 30 people. Subjects are production employees who work day-to-day in companies under contract with PT.X. Subjects in this study were selected who met predetermined characteristics. The research subjects' characteristics are PT.X production employees who work daily at the Company.

The data collection method required in this study used several instruments, namely the performance scale, the interpersonal communication scale, and the teamwork scale, in the form of a questionnaire. The questionnaire contains statements with other types of items designed to obtain appropriate information for analysis. The advantages of the questionnaire are that they are faster and cheaper, is anonymous, which respondents can open up and do not have to be pressured to give answers. The questionnaire is considered the best method for researching personal attitudes or opinions in certain situations because respondents are the ones who know best about themselves (Anastasi, 1997). Besides that, additional data using evaluation sheets, interviews, and observations.

The scale of teamwork is structured based on ten characteristics of teamwork consisting of items in the form of statements that are then outlined as blueprints, covering several aspects such as having goals, members understanding roles and tasks in the team, trusting and supporting each other, participating in teams, being able to agree with team members.[24] Subjects are expected to answer based on the statement's suitability with himself. The scale consists of 36 items, grouped into 18 favorable items and 18 unfavorable items

The interpersonal communication scale is compiled by the researcher based on several aspects of interpersonal communication, namely, creating a sense of openness, empathy, positive attitude, supportive attitude, and equality among employees[29]

Analysis of the data used in this study using quantitative methods with statistical techniques Non-Parametric Test, this analysis is used because the number of subjects is under 30. This study's data

processing uses the PLS Statistical Program For Social Science (SPSS).

This research begins with empirical field observations that have been carried out long before and the experience of researchers in the Company through existing problems and cases that have occurred.

Field research was conducted through empirical observations, the basis of existing company documentation, simple interviews, decisions, and previous research results, in particular, using the survey method through a designed questionnaire. The questionnaire items mostly refer to the principles of the questionnaire that have been used before, which are corrected before and after the trial. Case research and experiments were typically carried out by researchers in in-depth interviews and suggestions for improvement only.

The design of the conceptual research model. The model's conceptual design and the variables, the indicator items, and the questionnaire in full, the results of the scores were used for editing, collecting, tabulating, and scoring data.

Measurement of the level of behavior of employees in carrying out routine tasks. The higher the work achieved, the higher one's performance will be. Conversely, the lower the work achieved, indicating the decline in the person's performance.

Done to determine the correlation of the independent variables, namely: Variables which include interpersonal communication skills (X1), teamwork (X2

Sampling Techniques did first through purposive sampling (consideration sample), which is based on the existence of a specific objective, namely conducting social research with descriptive methods or problem-solving, then cluster sampling (group sample), which is grouping homogeneous and non-homogeneous populations, and finally drawing samples simple random sampling (simple random sample).

The flow of behavior change in this study begins by providing materials about interpersonal communication. through interpersonal communication like this makes individuals feel more comfortable with fellow team members,

TABLE 1. Regression test, **Model Summary**

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.656 (a)	.430	.388	.17068

a Predictors: (Constant), TW_X2, KOM_X1
b Dependent Variable: PERF_Y

TABLE 2. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.594	2	.297	10,200	.001 (a)
Residual	.787	27	.029		
Total	1,381	29			

a Predictors: (Constant), TW_X2, KOM_X1
b Dependent Variable: PERF_Y

4. CONCLUSION

Data collection technique Information or data in the form of scores required in this study are divided into three types of data, namely (1) scores related to employee performance, (2) scores *teamwork*, and (3) interpersonal communication scores. In this study, interpersonal communication positively affects performance, while team work does not affect performance. The main focus studied is to determine the effect of interpersonal communication and teamwork to improve the performance of PT.X employees. Also, a comfortable climate makes employees motivated to pursue organizational opportunities with enthusiasm, help fellow employees, complete tasks creatively, and be full of ideas for renewal and improving employee performance in the team.

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