

The Effect of Interpersonal Communication and Work Motivation on Employee Performance in Padang City Regional Company Offices (PDAM)

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ABSTRACT

The purpose of this study was to analyze: (1) The effect of interpersonal communication towards work motivation, (2) The effect of interpersonal communication on employee performance, (3) The effect of work motivation on employee performance. The population of this research is 265 employees of the Regional Drinking Water Company (PDAM) of Padang City. The sampling technique for this study was the proportional random sampling technique with a total sample of 159 people. The data used is primary data and secondary data. The data analysis technique used is to use SPSS version 16.0 program for path analysis. The data analysis used is descriptive analysis and inductive analysis. Inductive analysis in this study includes (1) normality test (2) homogeneity (3) path analysis (4) t test (5) direct and indirect effect. The results showed that: (1) interpersonal communication had a positive effect on work motivation, where the effect of interpersonal communication on work motivation was 39% with a sig level of 0.000 <0.05. This means that when interpersonal communication increases the employee's work motivation will also increase (2) interpersonal communication has a significant positive effect on employee performance, where the effect of interpersonal communication on performance is 51.9% with a sig level of 0.00 <0.05. This means that if interpersonal communication increases, employee performance will also increase. (3) Work motivation has a significant positive impact on employee performance, where the effect of work motivation on performance is 29.4% with a sig level of 0.000 <0.05. This means that if work motivation increases, employee performance will also increase.

Keywords: *Employee Performance, Interpersonal Communication, Work Motivation.*

1. INTRODUCTION

The Organization is a social entity that can be properly regulated, by providing certain limitations regarding its performance so that it can contribute to the achievement of organizational goals. A good organization or institutions that grow and develop which will always focus on the aspect of human resources in carrying out its functions optimally, so that in the face of some environmental changes that occur. Technical, theoretical, conceptual, moral abilities of organizational actors at all levels of work are needed.

Human resources are in the highest position in encouraging an institution to display norms of behavior, values and beliefs as a means of support and become a separate motivation for improving its performance. Human resources have reason, thoughts, feelings, desires, abilities, skills, knowledge, encouragement,

work, innovation, creation and hope. Without human resources, an organization or company will be meaningless. New technology, new and complete information, lots of capital, abundant raw materials, complete facilities and infrastructure are useless without human resources to run them.

In the Padang City Government, there found some problem that related to the quality of performance of officials or employees in the organization which consist of several things, including the ability and expertise of human resources that are not yet optimal, the inadequate collection of public aspirations regarding the policies of the Padang City Government, the absence of perceptions and commitments. The same in public information services and many functions of Human Resources (HR) undergo changes and are closely related to the vision, strategy, structure, processes, in the organizational system.

Employee performance problems also occur in the Regional Drinking Water Company (PDAM) of Padang City, which is a Regional Company owned by the Government of the City of Padang. Regional Drinking Water Company (PDAM) which is engaged in Drinking Water Services to the community, whose main task is to develop the PAD economy. With drinking water services to the community evenly, orderly and regularly, it is expected to improve the well-being of the community and all aspects of society, health and public services.

The development and formation of the Regional Drinking Water Company (PDAM) of Padang City is based on the Regional Regulation of Padang City No.8 of 2014 concerning the Establishment of the Official Work Administration Organization In carrying out the duties of functions based on the Mayor of Padang Regulation No. 8 of 2014 concerning the Main Duties of the Regional Drinking Water Company (PDAM) of Padang City. Seeing the main tasks that must be carried out by the Regional Water Company (PDAM) of Padang City, the participation of employees must be improved so that it is expected to improve performance.

Based on the results of the author's provisional observations in the field and completed with interviews from several employees on November 11, 2016, it is suspected that the employees' low performance at the Regional Water Company (PDAM) is still low. This is due to the low level of communication and work motivation of employees in carrying out their duties. The phenomenon of employee performance can be seen from a) lack of awareness of discipline in work, who are not good at carrying out the work for which they are responsible b) there are still some employees who are absent from their work, this indicates an impact on the decrease in the quantity of employee work c) there are still many employees who are not present during working hours, even though this greatly affects the work activities that must be performed by PDAM employees d) there are still some employees who work well if there is supervision from the supervisor e) interaction among employees is still not good, such as there are employees who do not want to know with other employees, so that there is no relationship between each other in the agency.

Looking at the reality in the field, the authors found a lack of strict sanctions against violations committed by employees in various ways, so that employees have no burden if they have to make mistakes because there will be no sanctions for those mistakes. In addition, the authors also see a lack of understanding of PDAM employees regarding the regulations relating to PDAM duties. This happens that the socialization carried out by superiors has not been optimal about how good performance is, this is in accordance with the author's

initial interview with PDAM employees at Sub. Head of Leaks.

Armstrong and Baron (Wibowo 2007: 7) [1] Performance is the result of work performed by employees, and these results have a solid relationship between the strategic objectives of the organization, customer satisfaction and the economic contribution. Another definition of performance (Hasibuan 2009: 94) [2] is a result of work accomplished by an individual in completing the undertakings relegated to him dependent on abilities, experience and truthfulness just as time.

According to Rivai (2005: 604) [3] Performance is the result or level of a person's overall success in completing a task or job within a certain period. Typically measured by standard work results, predetermined goals, or predetermined and company standards. Furthermore, performance according to Marihot Tua

EH (2002) in Latief (2012) [4], The results of employees' work or actual behaviors based on their roles in the organization. Employee performance is very important to the organization's efforts to achieve its goals.

From the expert opinions above, those can be concluded that performance is the result of employee work based on the tasks assigned to the employee for a certain period, on certain standards and on certain criteria that have been agreed within the company and has a strong relationship with company goals itself.

Many factors influence employee performance, one of the factors that is thought to influence it is interpersonal communication. The low performance of the employees of the Regional Drinking Water Company (PDAM) in Padang City is thought to be influenced by interpersonal communication and work motivation. Devito in Liliwari (1991: 12) [5] reveals that interpersonal communication is the sending of messages from someone and received by a person or group of people with effects and feedback. According to Mangkunegara in Dudung (2011: 78) [6], the formation of good performance is generated if there is communication between all employees. This means that good communication will support the formation of performance. According to Muhammad (1995: 159) [7] interpersonal communication is the process of exchanging information between one person and another, or usually between two people, which can be immediately retrieved. Effendi (2003: 77) [8] states that interpersonal communication is communication between a person and another person who is also alone personally. The word "personal" in this definition has a special meaning in that person who is different from other people.

In line with the opinion above, Thoha (2005: 166) [9] He pointed out that interpersonal communication can be interpreted as a process in which someone delivers a message and is received by another person or a small group of people, and results and feedback are immediately produced.

Based on the description above, interpersonal communication is communication between two people or face-to-face or by using tools and can be known directly backwards. This interpersonal communication emphasizes the giver and receiver of information as unique individuals, who are different from one another regardless of their position.

The phenomenon of the Interpersonal Communication of PDAM employees can be seen a) in giving and receiving assignments, here it is seen that there is still a lack of communication between leaders and employees in assigning tasks. b) Among fellow office personnel. If there is a difficult job, the employee seems less willing to consult, so that the work is done by him. c) Lack of support among employees in carrying out their duties. This can be seen when working on assignments; employees are indifferent if their friends ask questions. d) In attending routine meetings, there are employees who appear to be still reluctant to express their opinions and after the meeting is over, no one asks questions e) lack of sense of togetherness among office personnel. This can be seen from the fact that there are still employees who do not greet each other because of the small groups formed in the office.

According to Robbins in Dudung (2011: 80) [6] Indicates that communication enhances motivation by explaining to employees what to do, their work conditions, and what can be done to improve poor performance. This is very important in order to increase employee creativity. Interpersonal communication is based on positive perceptions and can create good relationships between fellow employees and good relationships will create intimacy among fellow employees. Good interpersonal communication can prevent conflicts between employees and leaders, because this will be able to express feelings honestly and openly.

Employee motivation is also thought to affect their performance in carrying out tasks, because motivation is also a dynamic force that drives a person to achieve. As stated by Malayu (2005: 95) [10] that motivation is the arrangement to make a development that makes an individual's energy for work so they will cooperate, work successfully and are incorporated with every one of their endeavors to make fulfillment.

William J. Stanton in Mangkunegara (2005: 93) [11] states: "A motive is a stimulated need which a goal-oriented individual seeks to satisfy." Meanwhile, according to Edwin B. Flippo in Hasibuan [2] (2006: 143) Direction or motivation is essence, It is the ability to align the interests of employees and the organization, so that behaviors lead to the realization of employees' wishes while achieving achievements or organizational goals (a ability to guide employees and organizations to work successfully, so that employees' wishes and organizational goals can be achieved at the same time).

So, the motivation is very important in work, because with this motivation it is expected that someone will work hard and be enthusiastic to achieve good high work results, as stated by Malayu (2005: 89) [10] that motivation is what causes, channels and supports someone's behavior to be willing to work hard and enthusiastically to achieve optimal results. According to Winardi in Sudarto (2009: 68) [12], The concept of motivation is an important concept in the study of personal job performance. In other words, motivation is an important determinant of personal performance.

1.2 Relevant Studies

The relevant research found by the author regarding performance is research conducted by Suparno (2014) [15] The headline is the impact of motivation, work discipline, and ability on the performance of employees in the Sragen Regency Education Office. According to this research, motivation has a positive and significant impact on performance. The higher the employee's motivation, the higher the performance.

The relevant research that the writer finds regarding performance is research conducted by Farid (2014) [14]. With the title *The Influence of Work Rotation, Interpersonal Communication and Leadership Style on Work Motivation and Its Impact on Work Performance of Bapedal Aceh Employees*. Based on this research, Interpersonal Communication and Leadership Style have a positive and significant effect on Work Motivation. The better interpersonal communication created in the organization, the higher one's motivation to work.

The relevant research that the writer finds regarding performance is research conducted by Boy (2012) [13] with the title *The Influence of Organizational Culture, Interpersonal Communication and Organizational Commitment on Employee Performance at System Infratel Network Unit in PT Telekomunikasi Indonesia TBK's*. Based on this research, interpersonal interaction has a positive and significant impact on performance. The higher the intensity of interpersonal communication created; it provides great opportunities for improving employee performance in the organization.

2. METHODS

Type of research is a causative descriptive study. This research is intended to describe the influence between variables and other variables. The population of this research is 265 employees of the Regional Drinking Water Company (PDAM) of Padang City. The sampling technique for this study was the technique proportional random sampling with a total sample of 159 people. The data used are primary data and secondary data. The data analysis technique used is path analysis with the SPSS version 16.0 program. The data analysis used is descriptive analysis and inductive analysis. Inductive analysis in this study includes (1) normality test (2) homogeneity test (3) path analysis (4) t test (5) direct and indirect effect.

3. RESULTS AND DISCUSSION

3.1 Classic Assumption Test

3.1.1 Normality test

Test is carried out with the intention of checking whether it is normally distributed or not. This test uses the method *Kolmogorov-Smirnov* with $\alpha = 0.05$. If the significant level is greater than $\alpha = 0.05$, then the data are normally distributed. Meanwhile, if the significant level is smaller than $\alpha = 0.05$, the data is not normally spread. The results of data processing for the normality test show that the significance value for each *Kolmogorov-Smirnov* variable is > 0.05 , namely performance (Y) of 0.356, the interpersonal communication variable (X1) is 0.192, the work motivation variable (X2) is 0.75. Therefore, it can be concluded that the data is normally distributed.

3.1.2 Homogeneity test

Test Homogeneity test is a test used to see whether the data obtained from the sample is homogeneous or not. To find out, the method is used *Levene Statistic* at $\alpha = 0.05$ with the criteria if the resulting significance $> \alpha = 0.05$ means that the sample data has the same variance, whereas if the significant results are $< \alpha = 0.05$, it means that the sample data has different variants. The results of the homogeneity test can be seen that the significant level of work motivation is 0.088 and significant interpersonal communication is 0.888 with a significant value $>$

0.05, it is stated that X1, X2 are homogeneous. This means that the research variables have a homogeneous variance, or the data is homogeneously distributed.

3.2 Path Analysis

Sub-Structure1

In this sub-structure analysis will discuss the effect of transformational leadership style (X₁) on work motivation (X₂). Following are the results of data processing on the sub structure I.

Table1. The Interpersonal Communication Variable Path Coefficient (X₁) on Work Motivation (X₂)

Model	Standardized Coefficients	t	Sig.
	Beta		
1 (Constant)		17,475	.000
X1	.385	5,222	.000

The table above explains the results of the analysis of the effect of the variables causing Interpersonal Communication (X1) on variables due to work motivation (X2) showing the path coefficient $PX2X1 = 0.385$. The value of t count = 5.222 with a sig level of 0.000. Based on the data analysis, it shows that Interpersonal Communication has a significant effect on the work motivation of employees at the Regional Drinking Water Company (PDAM) in Padang City.

Sub Structure II

In this sub-structure analysis will discuss the influence of Interpersonal Communication (X1) and Work Motivation (X2) on Performance (Y). Following are the results of data processing in sub-structure II:

Table 2. Interpersonal Communication Variable Path Coefficient (X1) and Work Motivation (X2) on Performance (Y)

Model	Standardized Coefficients	t	Sig.
	Beta		
1 (Constant)		2,956	.004
X1	.519	8,248	.000
X2	.294	4.669	.000

a. Dependent Variable: Y

Table 38 explains the results of the analysis of the effect of the variable causing Interpersonal Communication (X1) on the variable due to Performance (Y) shows the path coefficient of $PX2X1 =$

0.519 The value of $t_{count} = 8.248$ with a sig level of 0.000. Based on the data analysis, it shows that Interpersonal Communication has a significant effect on the performance of employees at the Regional Drinking Water Company (PDAM) in Padang City.

The influence of the variable that causes work motivation (X2) to the variable due to performance (Y) shows the path coefficient of $PX2X1 = 0.294$ The value of $t_{count} = 4.669$ with a sig level of 0.000 the data shows that work motivation has a significant effect on employee performance in Municipal Water Company (PDAM) Padang City.

T test

The first hypothesis test is to test the influence of interpersonal communication on work motivation. Based on data analysis for testing the first hypothesis, it is known that the path coefficient of $PX2X1 = 0.385$ sig level value 0.000 <0.05. The result of this analysis shows that H_0 was rejected, and H_a was accepted. It can be concluded that interpersonal communication has a significant positive impact on employees' work motivation of the Regional Drinking Water Company (PDAM) in Padang City. Thus, the first hypothesis proposed in this study can be accepted.

The second hypothesis test Was taken to show the effect of interpersonal communication on performance. Based on the data analysis for testing the second hypothesis, it is known that the path coefficient of $PYX1 = 0.519$, the level value of the sig level is 0.000 <0.05. The results of this analysis indicate that H_0 is rejected, and H_a is accepted. It can be concluded that there is a significant positive influence between interpersonal communications on the performance of the employees of the Regional Drinking Water Company (PDAM) in Padang City. Thus, the second hypothesis proposed in this study can be accepted.

The third hypothesis testing is done to prove the effect of work motivation on performance. Based on data analysis for testing the second hypothesis, it is known that the path coefficient of $PYX2 = 0.294$ sig level value 0.000 <0.05. The results of this analysis indicate that H_0 is rejected, and H_a is accepted. It can be concluded that there is a significant positive influence between work motivations on performance of the employees of the Regional Drinking Water Company (PDAM) in Padang City. Thus, the third hypothesis proposed in this study can be accepted.

Direct and indirect test

The Influence effect of the interpersonal communication variable (X1) on performance (Y) is 26.93%. Meanwhile, the direct effect of work motivation (X2) on performance (Y) is 8.64%.

Based on the research results, it can be seen that the direct effect of $X1 \rightarrow X2$ is 0.385, $X1 \rightarrow Y$ is 0.519 and $X2 \rightarrow Y$ is 0.294. While the indirect effect is 0.058, it can be said that interpersonal communication has an effect on performance, although the effect of lasnung will increase, when added with good work motivation, so that it will increase employee performance.

4. CONCLUSIONS

There is a significant positive influence between interpersonal communications on the work motivation of the employees of the Regional Drinking Water Company (PDAM) in Padang City. The influence of interpersonal communication on work motivation is 39% with a sig level of 0.000 <0.05. This means that if interpersonal communication increases, employee work motivation will also increase.

According to Robbins in Dudung (2011: 80) Communication improves motivation by explaining to employees what to do, their working conditions, and what steps can be taken to improve poor performance. The results of this study are consistent with the research conducted by Farid (2014) [14] entitled "The Effect of Work Rotation, Interpersonal Communication and Leadership Style on Work Motivation", where the research findings show that Interpersonal Communication and Leadership Style have a positive and significant effect on Work Motivation of Bapedal Aceh Employees.

Based on the above description, it can be concluded that interpersonal communication has a significant positive impact on work motivation. In other words, the better the interpersonal communication, the higher the motivation level of the employees of the Regional Drinking Water Company (PDAM) in Padang City. In other words, interpersonal communication is a factor for increasing work motivation.

Interpersonal communication has a significant positive impact on employee performance of the Regional Drinking Water Company (PDAM) in Padang City where the influence of interpersonal communication on performance is 51.9% with a sig level of 0.00 <0.05. This means that if interpersonal communication increases, employee performance will also increase.

According to Mangkunegara in Dudung (2011: 78) [6] , he explained that the formation of good performance is generated if there is communication between all employees. The results of this study are in line with research conducted by Boy (2012) entitled "The Influence of Organizational Culture, Interpersonal Communication and Organizational Commitment on

Employee Performance at Infratel Network Management System Unit PT Telekomunikasi Indonesia Tbk's ", where one of the findings shows that interpersonal communication has a positive effect and significant towards the employee performance of the Infratel Network Management System Unit of PT Telekomunikasi Indonesia Tbk.

Employee performance will be carried out well if interpersonal communication between employees and leaders can run well because through this interpersonal communication, leaders and employees have shown an open attitude in carrying out their duties, empathy among employees and leaders as well as support and positive feelings among fellow employees.

In addition to good interpersonal communication when coupled with high work motivation from employees in carrying out their duties, it will usually be seen from the persistence, patience, seriousness, enthusiasm, discipline and responsibility of employees in carrying out their work with full dedication and a sense of responsibility. All of this will have an impact on the good or quality of the employee's performance.

Based on the above description, it can be concluded that interpersonal communication has a significant positive impact on performance. What is the best interpersonal communication, the best employee motivation level of the Regional Drinking Water Company (PDAM) in Padang City. In other words, interpersonal communication is one of the factors for increasing performance.

There is a significant positive influence between work motivations on the performance of the employees of the Regional Drinking Water Company (PDAM) in Padang City, where the influence of work motivation on performance is 29.4 with a level of sig 0,000 <0.05. This means that if work motivation increases, employee performance will also increase.

According to Winardi in Sudarto (2009: 68) [12], the concept of motivation is an important concept in the study of individual work performance. In other words, motivation is an important determinant of individual performance. The results of this study are in line with the research conducted by Suparno (2014) [15] entitled "The Influence of Motivation, Work Discipline and Competence on Employee Performance at the Education Office of Sragen Regency", One of the survey results showed that motivation has a positive and significant impact on the performance of employees in the district office of education Sragen. Judging from the respondents, work motivation can also affect the performance of the employees of the Regional Drinking Water Company (PDAM) in Padang City, where

according to the researcher's observations, highly motivated employees will also perform high.

Based on the above description, it can be concluded that work motivation has a significant positive impact on performance. That is the better interpersonal communication the better level of work motivation of the employees of the Regional Drinking Water Company (PDAM) in Padang City. In other words, work motivation is one of the factors to increase performance.

Author Contribution

This study contributes to universities and companies related to the object of this research on how to improve employee performance. One of the ways to improve employee performance is by conducting employee competency development such as education and training for employees, so that the quality of employee work can be further improved in the future.

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Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Y	X1	X2
N		159	159	159
Normal Parameters ^a	Mean	51.01	57.86	56.99
	Std. Deviation	9.371	14.081	8.115
Most Extreme Differences	Absolute	.074	.086	.079
	Positive	.056	.050	.045
	Negative	-.074	-.086	-.079
Kolmogorov-Smirnov Z		.928	1.083	.995
Asymp. Sig. (2-tailed)		.356	.192	.275
a. Test distribution is Normal.				

Table 4. Homogeneity test

	Levene Statistic	df1	df2	Sig.
X1	.673	28	120	.888
X2	1.448	28	120	.088

Table 5. Direct

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	44.168	2.528		17.475	.000
X1	.222	.042	.385	5.222	.000

Table 6. Analytic test

Model	StandardizedCoefficients		t	Sig.
	Beta			
1	(Constant)		2.956	.004
	X1	.519	8.248	.000
	X2	.294	4.669	.000

a. Dependent
Variable: Y