Implementation Sep 22

by Agung Stie Sultan

ITS

Performance Measurement Through Employee Communication the Forestry Service Office of the UPT Forest Management Unit Region II Pematangsiantar

Marisi Butarbutar[1*], Efendi[1], Ernest Grace[1], Salmon Simarmata[1], Damayanti Napitupulu[1]

[1] Sekolah Tinggi Ilmu Ekonomi Sultan Agung, Pematangsiantar, Indonesia

Email Address

marisi.butar2@gmail.com (Marisi Butarbutar), efendi.wu@gmail.com (Efendi), ernestgr87@gmail.com (Ernest Grace), salmonsimarmata08@gmail.com (Salmon Simarmata), damayriana@gmail.com (Damayanti Napitupulu)
*Correspondence: marisi.butar2@gmail.com

Abstract:

The purpose of this research is to know the measurement of employee performance through communication by knowing the effect of communication on employee performance. The approach used in the research design is a qualitative descriptive approach and a quantitative descriptive approach. The results of the study found that communication and employee performance were good but there were dimensions that were not optimal, and there was a positive and significant influence between communication on employee performance. This meant that the t-count value is $6.252 >$ a table with a degree of freedom $(0.05;65)$ of 1.998 or $0.000 < 0.05$ meaning that H1 is accepted, which means that a communications effect on employee performance is positive and important.

1. Introduction

The Forestry Service Office of the UPT Forest Management Unit Region II Pematangsiantar in carrying out forest management efficiently and sustainably cannot be separated from the support for the performance of employees from the service. Based on the rules of government, Research on Work Achievements of civil servants consists of Employee Work Targets and Work Behavior. Civil servants are very vital government assets that need to be empowered optimally so as to provide optimal contributions as public servants who protect and serve the community, so that the achievement of civil servants is very important to note [12,7] and, the research which shows the importance of evaluating the performance of civil servants with the

ITS

application of WTE (Work Targets of Employees) and WB (Work behaviour) because employees are actively involved in the assessment [6].

The performance of the employees of the Forestry Service Office of the UPT Forest Management Unit Region II Pematangsiantar has not been optimal, where in the SKP dimension, there are still employees committing violations that cause work ineffectiveness and there are still employees who are not aware of their duties. Then for the PK dimension, it can be seen from the lack of employee discipline in terms of the working hour system, which is often out talking with fellow employees, sitting around waiting for office hours, and when working hours are still often out of the office.

The communication variable is indicated to support performance. According to Purwanto, the communication relationship between managers, between managers and employees, or between employees, is one of the keys to the success of achieving goals by managers [13]. Supported by research of Pakpahan et al, the results of which have a positive influence on communication on employee performance [11]. Likewise research which shows that civil servant communication, one of which is through an interpersonal communication, is very important because it can increase employee job satisfaction which will have an impact on employees' performance [10].

The phenomenon of communication at the Forestry Service Office of the UPT Forest Management Unit Region II Pematangsiantar occurs in the upward communication dimension, where communication relationships are not established effectively, and some employees still lack confidence or are reluctant to greet the leadership. In the downward communication dimension, this can be seen from the way in which messages are delivered to employees whose information is sometimes unclear, so that employees often misunderstand in carrying out their duties.

The hope of every organization as well as this service is optimal employee performance which will have an impact on the performance of the agency. One of the efforts that are expected to improve employee performance is through effective communications between employees. However, in reality there is still a gap between expectations and reality at the service.

2. Literature Review

2.1. Communication

According to Dewi, "communication is an exchange of information that requires a change in attitudes and behavior through relationships between people [4]. According to Wibowo, the stages of the communication process consist of: Sender, Encoding, Message, Channel or Medium, Decoding, Receiver, Noise, and Feedback [17]. Communication is the process of turning groups of individuals into groups that contribute [5].

In the measurement of communication can be measured through the dimensions proposed the direction of the flow of communication consists of four, namely: downward communication, upward communication, sideways communication, and diagonal communication [14]. According to Bangun, communication in organizations can flow vertically and horizontally [3]. Vertical communication can be divided into two, namely downward direction and upward direction, while horizontal communication can be divided into two, namely horizontal and diagonal directions.

ITS

2.2. Performance

Performance is a process that adapts to the direction and purpose of ensuring that organizational processes are in place to maximize the production capacity of employees, teams and ultimately the organization [9]. Meanwhile, according to Wibowo, performance is the output of work that is closely related to organizational goals, customer satisfaction, and has an impact on economic contribution [17]. Performance is also about doing work from the results achieved from work.

Performance measurement can be done with the following dimensions, several factors that can be used as performance measurements are: Effectiveness and Efficiency; Authority and Responsibility; Discipline; and Initiative [16]. To measure the performance of civil servants, by implementing which consists of: Employee Work Targets of Employees (WTE) covering elements of quantity, quality, time, and cost; and Work Behavior (WB) includes service orientation, commitment, work initiative, cooperation and leadership [12]. Performance appraisal of civil servants with WTE is expected to provide more objective performance appraisal results [8].

2.3. The Effect of Communication on Performance

Ansari et al in their research shows that communication has a positive effect on employee performance [2]. Likewise, research Alam found that employee communication has a positive effect on performance of employees [1].

Thinking Framework:

Figure 1. Thinking Framework.

Hypothesis

The hypotheses that can be given in this study are:

H_1: a positive and significant influence between communication on employee performance The Forestry Service Office of the UPT Forest Management Unit Region II Pematangsiantar.

3. Research Methods

This study uses a mix method approach by combining qualitative and quantitative methods [15]. The population of this study were all civil servants in the The Forestry Service Office of the UPT Forest Management Unit Region II Pematangsiantar as many as 67 people. The research instrument in the form of a questionnaire which is an indicator developed by researchers from the derivatives of the dimensions of the variables studied, and has been tested for validity with the condition that it is valid if rcount > 0.3, and reliability with a Cronbach Alpha if Item Deleted > Cronbach's Alpha value of 0.70. Then test for normality with Kolmogorov-Smimov with Asmp. Sig (2-tailed) is greater than alpha 0.05. The scale used in respondents' answers is a five-scale Likert Scale [15] Qualitative analysis with answer intervals, as well as

ITS

quantitative analysis with simple linear regression, correlation, coefficient of determination and hypothesis testing (t test).

4. Results and Discussion

4.1. Validity and Reliability Test

4.2. Validity test

The usefulness of this validity test is to determine the accuracy and accuracy of a measuring instrument in measuring the measured data. The results of the validity test of this study are shown in the following Table 1.

Table 1. *Validity Test.*

Variable	Corrected Item-Total Correlation	$t_{critical}$	Criteria
Communication	0,577	0,30	Valid
Performance	0,477	0,30	Valid

Source: Data processing, 2021

The results from Table 1 can be explained that the three research variables, communication and performance are declared to have valid criteria, this is because they are in accordance with the provisions that the correlation value of arithmetic > from critical 0.30.

4.3. Reliability Test

The usefulness of the reliability test is to determine the reliability of the questionnaire items conducted in the study. The results of the reliability test of this study can be seen in the following Table 2.

Table 2. *Reliability Test.*

Variable	Cronbach's Alpha	Level Reliability	Criteria
Communication	0,846	0,70	Reliability
Performance	0.847	0,70	Reliability

Source: Data processing, 2021

Table 2 shows the results of reliability testing with the statement that all research variables namely communication and performace that the value of Cronbach's alpha > from the reliability level of 0.70, the research variable is declared reliable or reliable.

4.4. Normality

The purpose of the normality test is to assess the distribution of data that has a normal distribution or not. The results of the normality test can be seen in the following Table 3.

Table 3. *Normality Test: One-Sample Kolmogorov-Smirnov Test.*

		Communication	Performace	Total
N		67	67	67
Normal Parameters[a,b]	Mean	46.4925	63.3134	109.8060
	Std. Deviation	4.22967	4.10177	7.48177
Most Extreme	Absolute	.071	.087	.065

ITS

Differences	Positive	.071	.087	.065
	Negative	-.068	-.075	-.045
Kolmogorov-Smirnov Z		.579	.710	.529
Asymp. Sig. (2-tailed)		.891	.694	.942

Source: Data processing, 2021

Table 3 shows the results that the value of asymp. sig. (2-tailed) each research variable of communication and performance is normally distributed with reference to the asymp value. sig. (2-tailed) > 0.05, where for communication variable the value is 0.891, performance is 0.694, and total 0.942

4.5. Linear Regression

Linear aims to determine the effect of independent variables is communication, and the dependent variable in this case performance. The results of linear regression testing can be seen in the Table 4 below.

Table 4. *Linear Regression Coefficients*[a].

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	35.685	4.437	
	Communication	.594	.095	,613

a. Dependent Variable: Performance

Source: Data processing, 2021

The results of the equation in Table 4 show the value of Y = 35.685 + 0.594 X, the conclusion is that communication have a positive effect on performance.

4.6. Correlation and Determination Analysis

The calculation of the close relationship between variables and the contribution between variables is shown in the results of the analysis in the Table 5 below:

Table 5. *Analysis of the Correlation and Determination.*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.613[a]	.375	.366	3.26628

a. Predictors: (Constant), Communication

Source: Data processing, 2021

Table 5 shows the results that the calculation results obtained r = 0.613 indicates a strong and positive relationship of communication with employee performance. Furthermore, the coefficient of determination = 0.375 means that 37.5% of employee performance is explained by communication, and the remaining 62.5% is the contribution of other variables such as intelligence, characteristics, abilities, and others that are not discussed in this research.

4.7. Hypothesis Testing

Hypothesis testing (t_{test}) was conducted to see the effect of each independent variable on the dependent variable. To clarify the results of test hypothesis, see the Table 6 below.

H1: a positive and significant influence between communication on employee performance

Table 6. Hypothesis testing (t_{test}).

Model		T	Sig.
1	(Constant)	8.042	.453
	Communication	6.252	.000

a. Dependent Variable: Performance

Source: Data processing, 2021

The results from Table 6 show, the value of t_{count} is 6.252 > t-table with degrees of freedom (0.05;65) of 1.998, or with a significance of 0.000 <0.05, which means that H1 is accepted, meaning that communication has a positive and significant effect on employee performance. This finding is in line with previous research by Anshari et al and Alam that communication affects employee performance [1,2]

5. Conclusions and Suggestions

5.1. Communication

Based on the results of the research, it can be explained that civil servant communication is in the fairly good to very good category. However, there are still some low indicators that need to be improved. In the upward communication dimension, the employee indicators provide ideas when experiencing difficulties at work. To improve it, the leadership should provide opportunities for employees to convey constructive ideas in carrying out their work when facing certain difficulties, to be followed up in making operational standards and procedures for better task implementation. In the downward communication dimension with indicators of how superiors motivate employees at work. To optimize it, leaders should be willing to mingle with employees to understand more their condition and provide certain motivation to employees so that they work more optimally.

5.2. Performance

Based on the results of the study, it can be explained that the performance of civil servants is in the category of quite good to very good. However, there are some lowest indicators that need to be improved. In the SKP dimension, the employee's accuracy indicator in completing the task. To improve it, the leader should supervise the work of employees more so that employees are more focused and thorough in their work and do not procrastinate their work. On the dimensions of SKP on indicators of achievement of work targets. To optimize it, leaders should provide clear direction and information on the tasks that must be carried out to their employees, especially new employees, so that they are able to achieve the work targets set.

5.3. Employee Performance Measurement Through Motivation

Regression analysis shows the coefficient value of 0.594. It can be interpreted that if there is an effective communication effort worth 1 unit, it will be followed by an increase of 0.594 units of employee achievement. It is interpreted that the more effective employee communication will have an impact on employee performance to be much better. Then the correlation value and the coefficient of determination indicate that the relationship between communication and employee performance is strong and positive with an r value of 0.613. With the contribution of high and low

ITS

employee performance of 37.5% is the contribution of employee communication. The results of hypothesis testing indicate that communication has a positive and significant effect on employee achievements, with a significance value of 0.000 which is smaller than 0.05. It is interpreted that effective employee communication will create optimal employee performance, which will directly have positive implications for the achievements of the agency.

Conflicts of Interest

Funding

References

[1] Alam, S. Pengaruh Komunikasi, Motivasi, dan Disiplin Kerja Terhadap Kinerja Pegawai Lembaga Penjaminan Mutu Pendidikan. *Katalogis,* 2014, 2(1), 135.

[2] Anshari, H.; Masjaya.; Amin, M.J. Pengaruh Komunikasi Organisasi dan Budaya Organisasi Terhadap Kinerja Pegawai Bagian Sosial Sekretariat Daerah Kabupaten Kutai Timur. *Journal Administrative Reform,* 2014, 2(3), 397.

[3] Bangun, W. Manajemen Sumber Daya Manusia. Jakarta: Erlangga, 2012.

[4] Dewi, S. Komunikasi Bisnis. Yogyakarta: CV. ANDI OFFSET, 2007.

[5] Harjanti, M.; Fuady, W. Pengaruh Budaya Organisasi, Disiplin Kerja dan Komunikasi Terhadap Kinerja Pegawai Negeri Sipil (PNS) Pada Balai Besar Wilayah Sungai (BBWS) Pemali Juana Semarang. *Jurnal Ekonomi Manajemen Akuntansi,* 2017, 6(24), 328.

[6] Hartanto, S. Penerapan Sistem Penilaian Sasaran Kerja Pegawai (SKP) Dalam Rangka Peningkatan Kinerja Pegawai Negeri Sipil (PNS) di Balai Pelestarian Nilai Budaya Jawa Barat. *Aspirasi : Jurnal Ilmiah Administrasi Negara,* 2016, 1(1), 1-14.

[7] Hidayati, S.N.; Syamyudi. Analisis Kinerja Pegawai Guna Menunjang Kinerja Organisasi Dalam Memberikan Pelayanan Masyarakat. *Maksipreneur,* 2017, VI(2), 65.

[8] Majida, A.F. Pengaruh Penilaian Kinerja Dengan Sistem Sasaran Kerja Pegawai (SKP) Terhadap Kinerja Pegawai Negeri Sipil (PNS) (Studi Pada Bagian Umum Rumah Sakit Daerah Dr.Saiful Anwar Malang). *Jurnal Ilmiah Mahasiswa FEB Universitas Brawijaya,* 2016, 4(2).

[9] Mondy, R. W. Manajemen Sumber Daya Manusia (10th ed.). Erlangga, 2008.

[10] Nadeak, B. Komunikasi Interpersonal Pegawai Negeri Sipil Dalam Kepuasan Kerja. *JPI: Jurnal Politikom Indonesia,* 2018, 3(1), 57.

[11] Pakpahan, G.E.; Lie, D.; Butarbutar, M.; Thressa, S.I. Pengaruh Komunikasi dan Budaya Organisasi Terhadap Kinerja Pegawai Pada Kantor Pelayanan Kekayaan

ITS

Negara dan Lelang (KPKNL) Pematangsiantar. *Maker: Jurnal Manajemen,* 2016, 2(2), 26-32.

[12] Peraturan Pemerintah. Peraturan Pemerintah (PP) tentang Penilaian Kinerja Pegawai N egeri Sipil. 2019, 30. Available online: https://peraturan.bpk.go.id/Home/Details/1075 73/pp-no-30-tahun-2019 (accessed on 5 August 2021).

[13] Purwanto, D. Komunikasi Bisnis (W. C. Kristiaji (ed.)). Erlangga, 2006.

[14] Robbins, S.P.; Coulter, M. Manajemen (N. I. Sallama (ed.); jd. 10,). Erlangga. 2010.

[15] Sugiyono. Metode Penelitian Kuantitatif Kualitatif dan R&D. Bandung: Alfabeta, 2013.

[16] Sutrisno, E. Manajemen Sumber Daya Manusia. Jakarta: Kencana, 2011.

[17] Wibowo. Perilaku Dalam Organisasi (2nd ed.). Jakarta: Rajawali Pers. 2013.

Implementation Sep 22

24% SIMILARITY INDEX

18% INTERNET SOURCES

7% PUBLICATIONS

11% STUDENT PAPERS

1	**Submitted to University of Melbourne** Student Paper	3%
2	**Submitted to Colorado State University, Global Campus** Student Paper	3%
3	**radjapublika.com** Internet Source	2%
4	**Submitted to Universitas Jenderal Soedirman** Student Paper	2%
5	**repository.president.ac.id** Internet Source	1%
6	**jurnal.stie-aas.ac.id** Internet Source	1%
7	**ejournal.staindirundeng.ac.id** Internet Source	1%
8	**garuda.ristekbrin.go.id** Internet Source	1%
9	**ejournal.umm.ac.id** Internet Source	1%

22 repository.unpas.ac.id
Internet Source
<1%

23 garuda.kemdikbud.go.id
Internet Source
<1%

24 journal.unesa.ac.id
Internet Source
<1%

25 Tiar Rizky Abdillah, Edi Joko Setyadi, Suryo Budi Santoso, Rina Mudjiyanti. "Pengaruh Tekanan Anggaran Waktu, Tekanan Ketaatan, dan Pengalaman Auditor Terhadap Audit Judgment (Studi Pada Kantor Akuntan Publik Provinsi Daerah Istimewa Yogyakarta)", Ratio : Reviu Akuntansi Kontemporer Indonesia, 2020
Publication
<1%

26 apfjournal.or.id
Internet Source
<1%

27 lontar.ui.ac.id
Internet Source
<1%

28 pezzottaitejournals.net
Internet Source
<1%

29 seajbel.com
Internet Source
<1%

30 cakrawala.imwi.ac.id
Internet Source
<1%

31 eprints.eudl.eu

Internet Source

<1 %

32 jimfeb.ub.ac.id
Internet Source

<1 %

33 pingpdf.com
Internet Source

<1 %

34 ppsfip.ppj.unp.ac.id
Internet Source

<1 %

35 Birhan Ambachew Taye, Temesgen Teferi
Zewdu. "Assessing the Effect of Training and
Development on Employee Performance:
Evidence from CBE, Woldia District", Research
Square Platform LLC, 2023
Publication

<1 %

Exclude quotes   Off   Exclude matches   Off
Exclude bibliography   On

Implementation Sep 22

FINAL GRADE

/0

GENERAL COMMENTS

Instructor

PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8