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THE IMPACT OF EFFECTIVE COMMUNICATION ON EMPLOYEE PERFORMANCE

(In the Branch Office Environment Syariah Bumiputera Serang)

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Abstract - Effective Communication is one of the indicators to measure the level of employee work performance in an organization. Good performance is the goal of an organization that is desired by every private and government organization. The purpose of this study is to determine the condition of the development of effective communication and the improvement of work performance (performance) in the Bumiputera Serang Sharia Branch Office environment and to determine the extent to which effective communication influences the improvement of employee performance (Idayanti et al., 2020). The method used in this study is an associative research method with data in the form of questionnaire results distributed to respondents who are all employees in the Bumiputera Serang Sharia Branch Office environment. Statistical tests used are validity tests, reliability tests, simple linear regression analysis tests and correlations to determine the validity of the data and to determine the relationship and the magnitude of the influence between effective communication on improving employee performance. To conduct the analysis, the author used SPSS 17.0 for windows. Based on the results of the study, it shows that the condition or development of effective communication has a fairly good effect on performance based on the determination coefficient test showing results with a percentage of 33.7%. Meanwhile, the remaining 66.3% is influenced by other factors that were not examined in this study.

Keyword : ***Effective Communication and Employee Performance***.

1. INTRODUCTION

The Bumiputera Serang Sharia Branch Office (KCS) is one of the branch offices of the Bumiputera 1912 Sharia Life Insurance Company, the first and oldest Indonesian national life insurance company. The Bumiputera Serang Sharia Branch Office (KCS) is a representative office in Banten Province, led by a Branch Manager and overseeing several work units. Therefore, the Bumiputera Serang Sharia Branch Office is considered very interesting as a research object. Looking at the potential and continuity of the company's role, which prioritizes effective communication as one of the company's cultures in optimizing the performance of all its employees. Work performance is a very important issue for every organization, both government organizations and private companies. Very high or good work performance is very necessary in every effort and employee cooperation for organizational goals, as it is known that achieving organizational goals is something that is highly desired by every organization. Employees who have (Andrapuri et al., 2023; Olugbenga & Amarachi, 2021) low work performance will find it difficult to achieve the expected results.

Work performance has a broader meaning, not just stating the results of work, but can also be interpreted as the ongoing work process. Work performance issues do not arise spontaneously or haphazardly. Because this issue of work performance is very important for companies or government agencies to increase productivity, given the increasingly fierce competition in the era of globalization. In facing this increasingly fierce competition, increasing productivity and product

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quality is absolutely necessary. This can be achieved if the work performance or employee performance is of excellent quality (Ahmad, 2022; Andrapuri et al., 2023; Kambara et al., 2023; Olugbenga & Amarachi, 2021).
Improving employee performance, (Alesani & Hathorn, 2013; Olugbenga & Amarachi, 2021; Olugbo et al., 2023) both individually and as a group, will boost the overall performance of human resources within the organization and provide tangible feedback on employee behavior, which translates into increased productivity across all activities within the organization.(Dhone & Sarwoko, 2022) Performance appraisals provide valuable information for policy-making. Performance appraisals can also be used to encourage and guide employee development. Performance appraisal programs provide information in a format typically communicated to employees. These performance appraisals encourage superiors to pay attention to their subordinates. There are many ways to improve performance, including bonuses, rewards, training, and even motivation, often through communication from superiors to subordinates.
The end result of motivating subordinates is achieving optimal organizational performance. Therefore, it can be said that performance, often referred to as the work achievements of subordinates and the organization as a whole, is largely determined by how effectively the motivation is implemented and the capabilities of each individual member of the company(Sadia et al., 2016). Motivation processes are naturally carried out through effective communication.

In organizational life, various forms of communication occur, namely vertical, horizontal, and diagonal communication. Vertical communication is divided into two types: upward and downward. Vertical communication is more oriented towards hierarchical communication relationships between superiors and subordinates (Mawardi et al., 2024; Sadia et al., 2016). Horizontal communication is more lateral between the same level. Diagonal communication, on the other hand, is characterized by communication between work units or individuals who are not at the same hierarchical level. Thus, the issue of employee performance is indeed very complex, but this problem is not that difficult to improve as long as the methods used are appropriate and consistent in their application (Ahmad, 2022; Idayanti et al., 2020; Ufuophu-Biri & Ayewumi, 2022; Va, 2018). For example, the communication process must be effective, where information can be received and thus influence organizational activities, such as work efficiency, work performance, employee satisfaction, and others.

2. RESEARCH METHODS

The variables used are communication, based on the level of communication effectiveness, referring to the communicator and the message conveyed. Performance Improvement is a fixed variable.

Based on the objectives related to the title, the type of research used is explanatory research. According to (Kalogiannidis, 2020; Lantara, 2019), explanatory research aims to explain causal relationships between variables through hypothesis testing. This research employed a survey research method, where information was collected from respondents using a questionnaire. This study sampled a population using a questionnaire as a data collection tool, with the primary approach being a quantitative one. Validity testing is used to measure the validity of a questionnaire. A questionnaire is considered valid if the questions are able to reveal what it is intended to measure. Validity can be measured by correlating the scores of the questionnaire items with the total score of the construct or variable. To determine whether the score for each question item is valid the following statistical criteria are established:

1. If r count > r table and is positive, then the variable is valid.
2. If r count < r table, then the variable is invalid.
3. If r count > r table but has a negative sign, then H0 will still be rejected and H1 will be accepted.

2.1 Reliability Test

A reliability test is a tool for measuring a questionnaire that has indicators of variables or constructs. A questionnaire is considered reliable if a person's answers to the questions are consistent or stable over time. Reliability can be measured in two ways:

1. Repeated measures, where a person is asked the same questions at different times and then their answers are determined.
2. Single-shot measures, where the results are measured once and then compared with other questions or by measuring the correlation between the answers and the questions. Reliability tests can be conducted using SPSS 17.0, which provides facilities for measuring reliability using the Cronbach's Alpha (α) statistical test. A construct or variable is considered reliable if it produces a Cronbach's Alpha value > 0.60.

2.2 Normality Test

The normality test aims to determine whether the confounding variables or residuals in a regression model have a normal distribution. As is known, the t-test and F-test assume that the residual values follow a normal distribution. If this assumption is violated, the statistical test is invalid.

The normality test is intended to determine whether the residuals being studied are normally distributed. A normally distributed residual value is a bell-shaped curve with both sides extending to infinity. The distribution of the data is non-normal because there are extreme values in the data collected. This can be detected by using a standardized residual regression histogram and Chi-square analysis. According to Sugiona, the formula used to calculate Chi-square is as follows:

$$\boxed{X^2 = \frac{(fo-fh)^2}{fh}}$$

Next, the calculated Chi-square value is compared with the Chi-square table. If the Chi-square is smaller or equal to the Chi-square table, then the distribution is declared normal, and if the calculated Chi-square is greater than the Chi-square table, then the distribution is said to be abnormal.

2.3 Homogeneity Test

According to Sugiona, one statistical technique used to explain group homogeneity is variance. Variance is the sum of the squares of all deviations from the group mean. The formula used to find sample variance is as follows:

$$\boxed{S^2 = \frac{\sum(xi-\bar{x})^2}{(n-1)}} \qquad \boxed{S^2 = \sqrt{\frac{\sum(xi-\bar{x})^2}{(n-1)}}}$$

Explanation:

S^2	= Varians sample
S	= standard deviation sample
x□	= Average x
(xí - x□) ²	= Quadrant deviation

Next, we tested it using the F-test to determine whether the variance was homogeneous or not. The formula used is as follows:

$$\boxed{F = \frac{\text{The biggest variable}}{\text{Smallest variable}}}$$

Next, the F-count is compared with the F-table. If the F-count < F-table, it can be concluded that the variance of the data to be analyzed is homogeneous, but if the F-count > F-table, the variance

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of the data is not homogeneous

3. RESULTS AND DISCUSSION

Simple regression analysis is based on the functional or causal relationship between one independent variable and one dependent variable. It then determines whether the data is linear or nonlinear. The benefit of simple linear regression analysis is to determine whether increases or decreases in the dependent variable can be explained by increases in the independent variable. The results of a simple linear regression analysis can be seen in the following table:

Table 3.1 Simple Regression Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	84,667	6,219		13,614	,000
	Effective Communication	-,622	,126	-,580	-4,937	,000

a Dependent Variable: Performance

From the table above, it can be explained through the following linear equation:

Y = a + bX

Y = 84.667 + 0.622X

From this equation, the following conclusions and explanations can be drawn:

1. The constant value is 84.667. This means that if effective communication is 0, then performance is 84.667.
2. The regression coefficient for the effective communication variable (X) is 0.622, meaning that for every 1-point increase in effective communication, performance increases by 0.622 points. Similarly, if the independent variable (effective communication) increases by 1%, the dependent variable (performance) will increase by 62.2%. Because the coefficient is negative, it is the same as the previous test (r). Therefore, it can be concluded that when communication increases, performance decreases.

3.1 Koefisien Determinasi (KD)

The coefficient of determination test is used to determine the extent to which the independent variable contributes to the dependent variable. In other words, the coefficient of determination indicates how much of the dependent variable can be explained by the independent variable. This coefficient is called the coefficient of determination because the variance in the dependent variable can be explained through the variance in the independent variable. The results of the coefficient of determination test can be seen in the following table:

Table 3.2 Results of the Determination Coefficient Test

Model Summary *b*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,580[a]	,337	,323	2,63627

The table above shows that the percentage influence of the independent variable (Effective Communication) on the dependent variable (Performance) is 33.7%. The remaining 66.3% is influenced or explained by other variables outside this research model.

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3.2 Hypothesis Testing and Discussion

In testing the hypothesis that was previously proposed, the following test was carried out:

Uji t - test

The t-test is used to test the significance of a relationship, namely whether the relationship found applies to the entire population or not. Therefore, decision-making is based on a comparison of the calculated t-value with the t-table value or (critical value) with a df (degree of freedom) value = n-2 and a significance level of 0.05 or (5%), with the test conclusions as follows:

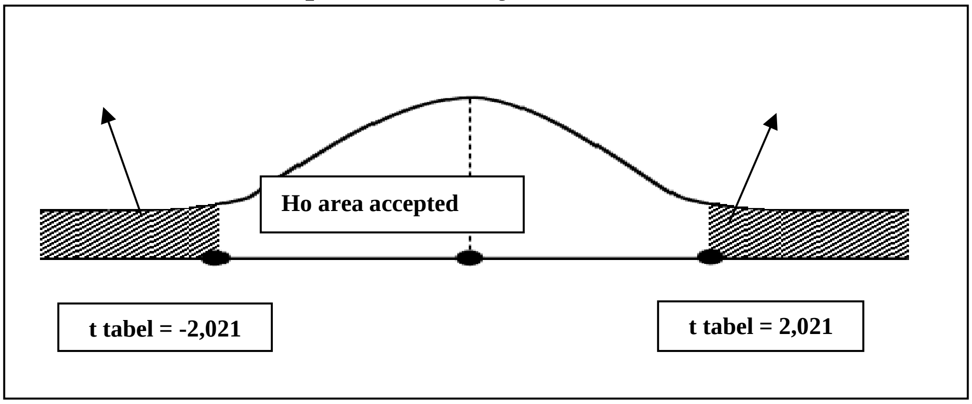
Table 3.3 t-test results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	84,667	6,219		13,614	,000
	Effective Communication	-,622	,126	-,580	-4,937	,000

From the table above, it can be seen that the t-count value = 4.937 with df (degree of freedom) of = n-2 = 50-2 = 48 while the t-table value = 2.021 with a 2-sided test of significance of 0.05. So the t-count > t-table (4.937 > 2.021). Thus, it can be concluded that Ha is accepted and Ho is rejected, to be clearer, it can be seen through the following curve image:

Acceptance and Rejection Curve Ho t-Test



From the results of the t-test curve, a t-table with a level of (5%(a/2)) = 2.021 was obtained. For the hypothesis test of acceptance of H0, if the calculated t> t-table, then there is a significant influence. From the calculation results, the calculated t = 4.937 was obtained so that H0 was accepted because the calculated t> t-table, then for the shaded rejection area, it has an area of 2.021 with α 5% and for the acceptance area of H0, namely the unshaded area.

4. CONCLUSION

Based on the research results of the Influence of Effective Communication on Improving Employee Performance in the Bumiputera Serang Sharia Branch Office (KCS), and after conducting hypothesis testing on the problems in this thesis, the author can make the following decisions:

1. Based on the research results, it shows that effective communication as an independent variable (X) has a significant influence on the employee performance variable (Y).
2. The implementation of effective communication within the Bumiputera Serang Sharia Branch Office (KCS) based on questionnaire data distributed to respondents shows that

employee performance improvement within the Bumiputera Serang Sharia Branch Office (KCS) is quite good. This is reinforced by the holding of Real Work Practice (PKN) which was carried out for 30 days within the Bumiputera Serang Sharia Branch Office (KCS). Leaders and other employees use effective communication variables to communicate with each other.

3. Based on the results of the test carried out using simple correlation analysis (r), it can be concluded that the relationship between Effective Communication and increased performance in the KCS Bumiputera Serang Sharia Branch Office is 0.580 or (58%). This shows that there is a moderate relationship between effective communication and increased performance.

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