



Contents lists available at Journal Global Econedu

Journal of Educational and Learning Studies

ISSN: 2655-2760 (Print) ISSN: 2655-2779 (Electronic)

Journal homepage: <http://jurnal.globaleconedu.org/index.php/jels>



The effect of communication, welfare and team work on performance of employees agency of performance and human resources development of sungai penuh city

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Article Info

Article history:

Received Jan 16th, 2022

Revised Feb 19th, 2022

Accepted Mar 21th, 2022

Keyword:

Communication

Welfare

Team work

ABSTRACT

This study aims to see the effect of (1) Communication on the performance of the Personnel and Human Resources Development Agency of Sungai Penuh City (2) Welfare of the performance of the Personnel and Human Resources Development Agency of Sungai Penuh City (3) Team work on the performance of the Personnel and Human Resources Development Agency of Sungai Penuh City (4) Communication, welfare and team work have a joint effect on the performance of employees of the City of Sungai Penuh's Civil Service and Human Resources Development Agency. The population in this study is all There are 48 employees of the Sungai Penuh City Personnel and Human Resources Development Agency. Techniques for determining the number of samples taken using total sampling. The results of this study indicate that (1) Communication has a positive significant effect on the performance of the Personnel and Human Resources Development Agency of Sungai Penuh City (2) Well-being provide a positive influence on the performance of the Personnel and Human Resources Development Agency of Sungai Penuh City (3) Team work provide a positive influence on the performance of employees of the Agency for Personnel and Human Resources Development Sungai Penuh City (4) Communication, welfare and team work jointly have a positive effect on the performance of employees of the City of Sungai Penuh City Personnel and Human Resources Development.



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Introduction

To achieve maximum performance, the agency must be able to create conditions that can encourage and enable employees to develop and improve their abilities and skills optimally. Basically the purpose of the agency is to improve performance to achieve agency goals, be able to survive in competition with other companies, and be able to achieve profit targets.

An agency, company, or agency is a collection of people who are managed or run by individuals or jointly who require large capital which aims to achieve the goals of the agency which in managing its business is assisted by employees. Therefore, the leadership of the company and employees must work together well and solidly regardless of the level of position so that the expected company goals can be achieved optimally.

The achievement of the goals of an agency is guided by the potential of human resources owned by each employee. Therefore, agencies must have good human resource management because human resource

management is not only a mere strategic activity, but is also something that is essential in achieving agency goals. In an agency, human resources have an important role. Its position is far from being just a means of production and driving the activities of human resource agencies to have a hand in determining the progress or development of an agency.

One of the government agencies in Sungai Penuh City related to human resources is the Personnel and Human Resources Development Agency (BKPSDM) of Sungai Penuh City. Sungai Penuh City is domiciled as an Agency which is a supporting element of local government led by a Head of Agency and is under and responsible to the Regional Head (Regent) through the Regional Secretary, has a role according to the characteristics that are more administrative in the formulation of policy formulations, guidance/ fostering the dein of coordination of personnel affairs and human resource development of the apparatus. The performance of BKPSDM is evaluated by the Mayor at the end of each year.

Along with the passage of time where BKPSDM Sungai Penuh City faces strategic issues, namely not optimal employee services in teaching, there are still employee complaints about existing services, lack of facilities and infrastructure, competition among employees in the vicinity. So it is important for agency management to be able to maintain the best performance of its employees, one of which is by stimulating the performance of its employees. Every BKPSDM room in Sungai Penuh City receives criticism and suggestions, both in the form of complaints and suggestions to evaluate employee performance

Table 1 <Preliminary Survey on the Performance of BKPSDM Employees in Sungai Penuh City>

No	Question Items	Agree (%)	Don't agree (%)
1	The results of my work satisfy the leadership	30	70
2	My work meets quality standardsBKPSDM Sungai penuh City	40	60
3	I did the job the result is better than last time	35	65
4	The quantity of my work is more than what the agency expects	50	50

From the results of an initial survey of 20 employees of the Sungai Penuh City BKPSDM regarding performance, it can be seen that many employees stated that they felt unsure of themselves in their ability to take action, overcome obstacles, and did not have a positive outlook. For question 1, they disagreed as much as 70%, question 2 as much as 60% and question 3 as much as 65% and question 4 as much as 50%.

These factors are communication, welfare and team work. Communication has a very important role in an agency. Based on previous research conducted by Rensius that communication has a positive effect on employee performance. This has a direct impact on the agency if an agency often lacks good communication. Communication is the process of generating, distributing and receiving messages within an agency.

The low level of welfare will result in low morale which will of course reduce employee performance, which means that employee performance in the company is also low. No company wants to give high salaries to low-performing employees. Therefore, it is appropriate that every company will always try so that employees have high work morale, it is hoped that enthusiasm and enthusiasm will increase. The welfare program is carried out not only for the welfare of employees but also for the sake of improving the performance of a company.

Team work generates positive synergies through coordinated efforts. This means that the performance achieved by a team is better than the performance per individual in an agency or a company. Teamwork must also be effective in order to make a good contribution to employee performance and work results in an institution. Solid teamwork will facilitate the agency's efforts to improve its performance. This is also supported by previous research conducted by Rika that teamwork

positive and significant effect on employee performance.

Employee performance improvement is not something that can be attempted unilaterally by employees, but a joint effort in communication and teamwork between employees and agency policies in the welfare of their employees. From the background explanation above which is based on theories and based on previous research, in this study the authors are interested in analyzing this phenomenon with the research title "The Effect of Communication, Welfare and Team Work on the Performance of BKPSDM Employees in Sungai Penuh City".

Method

The population and sample in a study have a central and decisive role (Muri, 2015:144). The population is the whole of the object of study that provides an accurate picture of the research. According to Hamid (2014: 55) population is the total number of objects or subjects that are used as data sources in a study that have the same nature or characteristics. Thus, the population in this study were all BKPSDM employees of Sungai Penuh City, totaling 48 people.

The research sample is a limited number and part of the population, part of the selected and representative population of the population (Muri, 2015: 150). Meanwhile, according to Sugiyono (2017: 120) the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusion will be applicable to the population. However, because the sample used is the entire population, namely the Sungai Penuh City BKPSDM, the sample in this study is the same as the population, namely the entire Sungai Penuh City BKPSDM totaling 48 people,

This sampling technique uses a total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to Sugiyono (2017) the total population is less than 100 and the entire population is used as a research sample.

Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation model.

Results and Discussions

Classic assumption test

Normality test

This normality test is used by the author to test the normality of the regression model. The test is carried out using the method kolmogorov-smirnov test to each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than $= 0.05$. The results of the normality test can be seen in table 2.

Table 2 <Normality Test Results>

		One-Sample Kolmogorov-Smirnov Test			
		Performance	Communication	Well-being	Team work
N		48	48	48	48
Normal Parameters	mean	50.6531	34.0612	33.9184	34.5714
	Std. Deviation	3.50922	2.55284	3.17436	2.31840
Most Extreme Differences	Absolute	.116	.123	.144	.165
	Positive	.081	.101	.079	.106
	negative	-.116	-.123	-.144	-.165
Kolmogorov-Smirnov Z		.809	.862	1.005	1.156
asympt. Sig. (2-tailed)		.529	.447	.265	.138
a. Test distribution is Normal.					

Source:SPSS output results, 2022.

From Table2 which is a normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the performance variable (Y) is $0.529 > 0.05$ communication variable (X1) is $0.447 > 0.05$; welfare variable (X2) is $0.265 > 0.05$; team work variable (X3) is $0.138 > 0.05$; So it can be concluded that for the variables of performance, communication, welfare, the team work of BKPSDM employees of Sungai Penuh City is normally distributed.

Multicollinearity Test

Multicollinearity test is useful for testing whether there is a correlation between the independent variables in the regression model. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogunal.

Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a deviation in the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value is > 0.10 and the VIF value is < 10 then the data is free from multicollinearity symptoms can be seen in Table 3.

Table 3 <Multicollinearity Test Results>

Model	Coefficients ^a	Collinearity Statistics	
		Tolerance	VIF
1	Communication	0.970	1.030
	Well-being	0.953	1.049
	Team work	0.982	1.018
	Performance	0.970	1.030

a. Dependent Variable: Y

Source: SPSS output results, 2022

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another. If the variance of the residual from one observation to another observation is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. Detect the presence of heterosThis research uses a Plott Graph test (Scatter Plot). This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1.

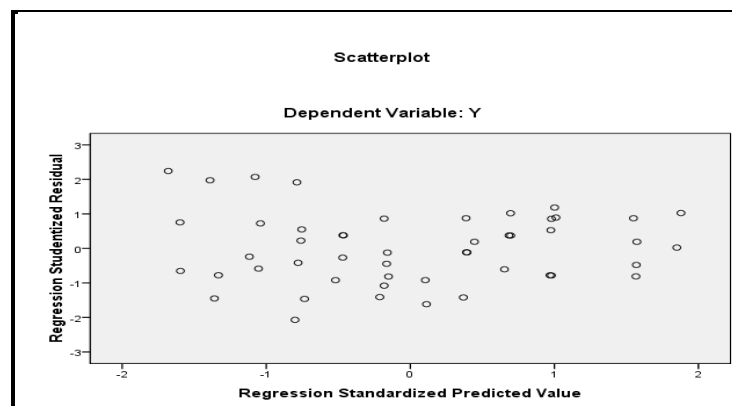


Figure 1 <Heteroscedasticity Test Results>

In Figure 4.1 above, it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. The spread of data points does not form a wavy pattern that widens then narrows and widens again. The spread of data points is also not patterned, so this shows that the data in this study does not occur heteroscedasticity.

Research Hypothesis Test

Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression was used, which aims to determine how much influence several independent variables have on dependent variable. Multiple regression analysis was performed by comparing tcount with ttable and sig value with $= 0.05$. In detail the results of multiple regression testing can be seen in Table 3.

Table 3 <Multiple Regression Equation>

Model		Coefficients ^a		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients				
		B	Std. Error	Beta		
1	(Constant)	46,796	10,434		4.485	.000
	Communication	.506	.180	.368	2.818	.007
	Well-being	.409	.065	.308	6.256	.000
	Team work	.527	.197	.348	2,681	.010

a. Dependent Variable: Y

Source: SPSS Output Results (year 2022)

Based on Table 3, the estimation model can be analyzed as follows:

$$Y = 46,796 + 0.506(X_1) + 0.409(X_2) + 0.527(X_3) \dots\dots\dots (2)$$

Based on the above equation it can be explained that:

1. From the above equation it can be seen that there is a constant value of 46,796 which means that if communication, welfare, team work, is zero, then the value of the performance variable is at 46,796. This means that the variables of communication, welfare, team work, contribute to improving the performance of BKPSDM employees in Sungai Penuh City.
2. Communication regression coefficient value is positive 0.506. This means that if communication increases by one unit, it will result in an increase in performance of 0.506 unit.
3. The welfare regression coefficient value is positive, namely 0.409. This means that if welfare increases by one unit, it will result in an increase in employee performance by 0.409 unit.
4. Team work regression coefficient value is positive, namely 0.527. This means that if team work increases by one unit, it will result in an increase in employee performance by 0.527 unit.

Regression Coefficient Test (t Test)

Hypothesis Testing 1

The first hypothesis proposed is that communication partially has a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the communication variable is $0.007 < 0.05$ of the significance value (0.05). Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between communication on the performance of the BKPSDM employees of Sungai Penuh City.

Hypothesis Testing 2

The second hypothesis proposed is that welfare partially has a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the welfare variable is $0.000 < 0.05$ of the significance value (0.05). Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between welfare on the performance of BKPSDM employees in Sungai Penuh City.

Hypothesis Testing 3

The third hypothesis proposed is that team work partially positive effect on performance. Based on the results of the analysis of the t test, it is known that the significance level of the team work variable is $0.010 < 0.05$ of the significance value (0.05). Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between Team work on the Performance of BKPSDM Employees in Sungai Penuh City.

Hypothesis Testing 4

The fourth hypothesis proposed, that communication, well-being, team work jointly have a positive effect on employee performance. Based on the results of the analysis of the F test, it is known that the significance level of the variables of communication, welfare, and team work is $0.004 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between communication, welfare, and team work on the performance of BKPSDM employees in Sungai Penuh City. As can be seen in table 4.

Table 4 <F . Test Results>

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	150137	3	50,046	5.107	.004a
	Residual	440.965	44	9,799		
	Total	591.102	47			

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: SPSS Output Results (year 2022)

Coefficient of Determination (Adjusted R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation of the independent variable, where the value of R square used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The value of the coefficient of determination in this study was taken from the value of Adjusted R Square which can be seen in table 5.

Table 5< R Square Test Results>

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807a	.651	.632	3.13037

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: SPSS Data Processing Results (Year 2022)

Based on the results of the analysis R square is 0,651 this means that 65.1% of employee performance is influenced by the independent variables of communication, welfare, team work. While the remaining 34.9% is influenced by other variables outside the model.

Discussion

The discussion of the research results is intended to explain and interpret the research results.

Influence Communication on the Performance of BKPSDM Employees in Sungai Penuh City.

The results of this study indicate that communication has a significant positive effect on the performance of BKPSDM employees in Sungai Penuh City. This indicates that communication determines the performance of BKPSDM employees in Sungai Penuh City. This means that the better communication between employees in the agency, it will improve employee performance because of the establishment of good relations between employees and without problems.

From the results of this study, it can be seen that the Communication variable has a coefficient of 0.506 which means that communication has a great influence. This indicates that communication can play a role in improving employee performance. If the BKPSDM employee of Sungai Penuh City wants to improve employee performance, it must create good communication between employees and leaders in the agency.

This is in line with the opinion (Nawawi, 2011) Communication can also mean the similarity of meaning between communicators and communicants with the aim of changing attitudes, opinions or views/behavior of others about the message conveyed (Poltak, 2015). Another opinion suggests that communication is an oral or written relationship of two or more people that can lead to understanding in a problem.

Thus, business communication includes the sending and receiving of messages within an organization between two people, among a small group of people, or in one to several areas to influence organizational behavior. The results of communication efforts may be intentional by one person by trying to influence another or unintentionally one's actions are perceived or interpreted by another

The results of this study are in line with research Rika Fatmala (2017) which shows that communication has a positive and significant effect on employee performance.

Influence Welfare of the Performance of BKPSDM Employees in Sungai Penuh City.

The results of this study indicate that welfare has a significant positive effect on the performance of BKPSDM employees in Sungai Penuh City. This indicates that the welfare of employees determines the performance of BKPSDM employees in Sungai Penuh City. This means that the better and better the welfare of employees in the agency, it will improve employee performance.

From the results of this study, it can be seen that the work welfare variable has a coefficient 0.409 which means welfare has a big influence. This indicates that high and good welfare can play a role in improving employee performance. If the BKPSDM employees of Sungai Penuh City want to improve employee performance, they must create the welfare of the employees in the agency.

This is in line with the opinion (Soetopo, 2012) that welfare is a safe and prosperous condition avoiding various threats and difficulties felt by someone who has done a job in a place or company. Another opinion suggests that welfare is a complete remuneration (material and non-material) provided by the company based on company policy (Kaswan, 2012).

The provision of welfare will create calm, work spirit, dedication, discipline and a loyal attitude towards the company so that labor turnover is relatively low. Employee welfare programs are benefits and welfare improvements that are given not based on employee performance but based on membership as part of the organization and employees as human beings who have many needs in order to carry out their lives normally and work better (Torang, 2014).

The results of this study are in line with the research of Yuliana Sulistianingsih (2007), which shows that welfare affects employee performance.

Influence Team work on the Performance of BKPSDM Employees in Sungai Penuh City.

The results of this study indicate that team work has a significant positive effect on the performance of BKPSDM employees in Sungai Penuh City. This indicates that team work determines the performance of BKPSDM employees in Sungai Penuh City. This means that the better and more solid the team work between employees and the leadership of the agency will improve employee performance.

From the results of this study, it can be seen that the team work variable has a coefficient of 0.527 which means that team work has the greatest influence from other variables. This indicates that team work can play a role in improving employee performance. If the BKPSDM employees of Sungai Penuh City want to improve employee performance, they must improve and create a good and solid work team between employees and good leaders in the agency.

This is in accordance with the opinion of (Daft, 2006) Team work (teamwork) is people who work together to solve problems and achieve goals in a group. Cooperation is a form of group consisting of more than one person who performs a task with a number of rules and procedures. A group is a collection of two or more people who interact with each other in such a way that the behavior and performance of a person is influenced by the behavior/performance of other members (Al Fajar, 2010).

In the implementation of cooperation, mutual benefits must be achieved, the implementation of cooperation can only be achieved if mutual benefits are obtained for all parties involved in it. If one party is harmed in the cooperation process, then the cooperation is no longer fulfilled. In an effort to achieve mutual benefits or benefits from cooperation, it is necessary to have good communication between all parties and a common understanding of common goals (Effendy, 2007).

The results of this study are in line with Rika Fatmala's research (2017) which shows that there is a significant positive effect between team work on employee performance.

Effect of Communication, Welfare, Team work on the Performance of BKPSDM Employees in Sungai Penuh City.

The results of this study indicate that communication, welfare, team work together have a significant influence on the performance of BKPSDM employees in Sungai Penuh City. This indicates that communication, welfare, team work and performance determine the performance of BKPSDM employees in Sungai Penuh City. This means that communication, welfare, team work, good performance will improve employee performance.

This is in line with the research of Rika Fatmala (2017), Yuliana Sulistianingsih (2007) which shows that the results show the support for a positive and significant influence between communication, welfare, team work and performance on employee performance.

Conclusion

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. Communication has a positive influence on the performance of BKPSDM employees in Sungai Penuh City. This means that employee performance will increase if communication in the agency is good for employees and leaders, and is able to provide encouragement to employees in improving their performance, thus the first hypothesis (H1) is accepted.
2. Welfare has a positive influence on the performance of BKPSDM employees in Sungai Penuh City. This means that employee performance will increase if the welfare is high and good so that it can provide morale to employees in carrying out their work. The higher and better the welfare in the agency, the higher the employee's performance in doing their work in the agency, thus the second hypothesis (H2) is accepted.
3. *Team work* provide a positive influence on the performance of BKPSDM employees in Sungai Penuh City. This means that employee performance will increase if the team work between employees and leaders in the agency is good for employees, thus making employees enthusiastic and able to carry out their work well. And good and solid team work will encourage high performance, so the third hypothesis (H3) is accepted.
4. Communication, welfare, team work together have a positive effect on the performance of BKPSDM employees of Sungai Penuh City. From the ANOVA test, the significance probability value was 0.004. The probability of significance is less than 0.05, with a significance level of 0.004 or 0.05 as a result H_0 is rejected and H_a is accepted. The variables of communication, organizational climate and team work together affect the performance of BKPSDM employees in Sungai Penuh City.

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