

## **The Effect of Communication on Employee Performance with Team Work As a Moderating Variable**

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### **ABSTRACT**

Communication is the key to the success or failure of a target achieved and carried out by an employee. If employees are trapped in an atmosphere of confusion but have good communication, researchers believe employees can resolve it through good communication. Based on this, this research aims to analyze the influence of communication on employee performance. In contrast to a number of previous studies, this research adds the Work Team variable as a moderating variable which is believed to strengthen the influence of the Communication variable on Employee Performance. This research is quantitative research with an explanatory approach which uses a number of previous studies related to Organizational Communication, Employee Performance and Work Teams as a reflection and is combined into the latest research and at the same time has differences from previous studies. This research uses primary data that researchers obtained from Bank Bukopin which is spread throughout Indonesia. The data was distributed via an online questionnaire with statements 1-5 containing the sentences strongly agree, agree, normal/so-so, disagree and strongly disagree. These data were analyzed using the smart PLS 4.0 analysis tool The result in this article show that the Communication variable has a positive relationship and a significant influence on Employee Performance because the P-Values are positive and are below the 0.05 significance level, namely 0.021. Apart from that, researchers also believe that the Teamwork variable can moderate the influence of the Communication variable on the Employee Performance variable because with good teamwork chemistry will arise which forms good communication and ultimately improves the performance of each employee. In line with this, the results from the second row of the third table of the flow coefficient show that the Teamwork variable can moderate the influence of the Communication variable on Employee Performance because the P-Values value is positive and is below the 0.05 significance level, namely 0.000. Thus, the first and second hypotheses in this study can be accepted and validated.

**Keywords:** *Communication, Employee Performance, Team Work*

### **INTRODUCTION**

Various perceptions of communication are put forward to provide limitations on what is meant by communication, according to one's point of view. The term communication in English comes from the Latin word communication, and comes from

the word *communis* which means the same. The same here means the same (Effendy, 2003). Etymologically, communication means receiving and sending messages or information between two or more people with the aim that the message sent or received can be understood and understood, relationship and contact. Terminologically, communication means the process of conveying a message by someone to another person. From the definition above, it can be seen that communication involves a number of people, where someone expresses a message to another person. A person can be said to communicate if a message is conveyed to another party. Of course, the message must be able to be understood by other people. If the message is not conveyed or not understood, it means that communication has not occurred according to the purpose of communication, which means there is a communication failure (Clara et al., 2022).

According to (Mangkuprawira, 2007) Communication can be defined as an individual or group of people transferring information, understanding and comprehending, from one place to another. According to Himstreet and Baty (1996), quoted (Wijayanto et al., 2022), communication is a process of exchanging information between individuals through a common system, either with symbols, signals or behavior or actions. According to Barelson and Steiner (1964), quoted by (Putra et al., 2016), communication is the transfer of information, ideas, emotions, skills and so on using symbols, words, images, figures and graphics. This is an action or process of communication which is usually called communication. From the definition stated above, it can be concluded that communication is a process of exchanging verbal or non-verbal messages between the sender and recipient with the intention of changing behavior. Without good communication, there will be no good cooperation to achieve the common goals of an organization.

Organizational communication is basically an interaction carried out within the scope of an organization where this interaction includes internal organizations regarding everything that will be done within the organization. According to Pace and Faules (2013:34) Organizational communication is an activity of collecting, processing, then storing and disseminating messages, information or communication that can make an organization function. According to (Mayangsari, 2021) Organizational communication is an interrelationship in various message developments delivered through a channel from the message source to the message recipient. Usually in an organization there are parties as sources of information recipients and as information givers to produce an effective organizational competence in processing messages and channels as feedback and feed forward of the effects of communication in advancing the organization. According to Goldhaber (1986) quoted by (Lestari, 2021), the definition of organizational communication is the process of creating and exchanging messages in a network of relationships that depend on each other to overcome an uncertain or ever-changing environment.

According to Wiryanto (2005) quoted by (Husein, 2011) that organizational communication is the sending and receiving of various organizational messages within formal and informal groups of an organization. Formal communication is communication that is approved by the organization itself and is oriented towards the interests of the organization. The contents include how things work in the organization, productivity, and various jobs that must be done in the organization. For example: memos, policies, questions, press conferences, and official letters. The informal communication is communication that is socially approved. From these several definitions, it can be concluded that organizational communication is a communication process that occurs within an organization in the form of a complex process of receiving and sending information, which can create similarities in meaning so that it can support the achievement of organizational goals and communication objectives.

There are several things that can be influenced by Communication, one of which is Employee Performance. According to Armstrong and Baron (1998) quoted by (Wibowo et al., 2021) Performance comes from the definition of performance. There are also those who define performance as the result of work or work achievement. Performance has a broader meaning, not only stating the results of work, but also how the work process takes place. Performance is about doing work and the results achieved from that work. Performance is about what is done and how to do it. Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and provides economic contributions. According to (Afandi, 2018) performance is the result of work that can be achieved by individuals or groups in an organization in accordance with their respective authority and responsibilities in order to achieve the goals of the organization illegally without breaking the law and not conflicting with morals and ethics.

According to Prawirosentono (2004) quoted (Suganda et al., 2023), performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization concerned legally, not legally. violates the law and is in accordance with morals and ethics. According to Mitchell (1989), quoted by (Sedarmayanti, 2009), the definition of employee performance is how an employee carries out his work. Increased employee performance will also influence improving the performance of the organization where the employee concerned works, so that predetermined organizational goals can be achieved. From the various definitions of performance above, it can be concluded that performance is the result of all joint activities within an organization and the activities carried out within an organization are influenced by certain factors.

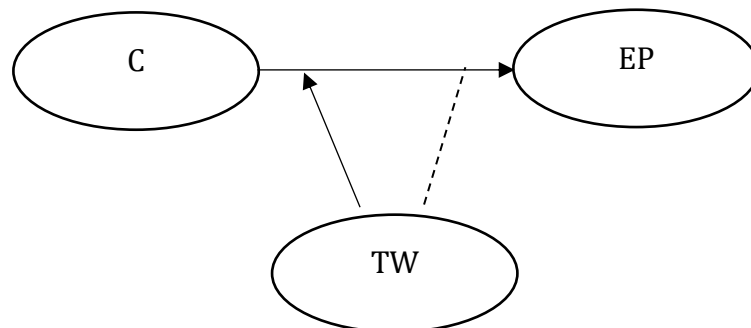
There are a number of studies (Munthe & Tiorida, 2017); (Aridansyah, 2019); (Erningsih, 2020)(Andi Miranda et al., 2023) & (Riski Handayani Haris, 2022) show a

positive relationship and a significant influence on employee performance. Different from a number of previous studies, this research adds the Team Work variable as a moderating variable.

## RESEARCH METHODS

Communication is the key to the success or failure of a target achieved and carried out by an employee (Nuraeni et al., 2017). If employees are trapped in an atmosphere of confusion but have good communication, researchers believe employees can resolve it through good communication. Based on this, this research aims to analyze the influence of communication on employee performance (Winda Meidina & Netty Laura, 2022). In contrast to a number of previous studies, this research adds the Work Team variable as a moderating variable which is believed to strengthen the influence of the Communication variable on Employee Performance (Hadiansyah & Yanwar, 2017). This research is quantitative research with an explanatory approach which uses a number of previous studies related to Organizational Communication, Employee Performance and Work Teams as a reflection and is combined into the latest research and at the same time has differences from previous studies (Vera Parlinda, 2019). This research uses primary data that researchers obtained from Bank Bukopin which is spread throughout Indonesia. The data was distributed via an online questionnaire with statements 1-5 containing the sentences strongly agree, agree, normal/so-so, disagree and strongly disagree (Rio et al., 2021). These data were analyzed using the smart PLS 4.0 analysis tool with the following research model:

**Figure 1**



**Noted:**

C: Communication

EP: Employee Performance

TW: Team Work

**Hypothesis:**

H1: The Influence of Communication on Employee Performance

H2: Team Work Can Moderates The Influence of Communication on Employee Performance

**RESULT AND DISCUSSION**

In using the smart PLS 4.0 analysis tool, the data that researchers obtained from 300 Bank Bukopin employees who had the minimum criteria of working for 3 years had to go through the test stages required in using the smart PLS 4.0 analysis tool, namely validity test, reliability test, and flow coefficient. sequentially. Based on the explanation above, the following are the results of the validity test in this research (Gujarati, 2013):

**Table 1**  
Validity Test

Variable	Item Question	Loading Factor
Communication (X)	Good communication can make it easier for employees to complete existing work	0.841
	Good communication can make employees more productive	0.832
	Good communication can make employees have many networks	0.821
	Good communication can make employees more effective in solving problems	0.822
	Good communication can make employee performance better	0.819
	Good communication can improve company performance	0.827
	Employee performance can be influenced by good communication	0.914

Employee Performance (Y)	Employee performance can be influenced by good teamwork	0.944
	Employee performance can be influenced by company performance	0.951
	Employee performance can be influenced by the network that employees have	0.919
Team Work (Z)	Teamwork can make difficult work easy to do	0.891
	Teamwork can make employee relationships more harmonious	0.889
	Good teamwork can make employee communication also good	0.878
	Good team work can make	0.882

**Validity Test > 0.70**

**Reliability Test**

In accordance with the researcher's explanation in the first line validity test section, if the validity test has been completed on the data collected through questionnaires on 300 Bank Bukopin employees, then the next stage is a reliability test (in order) to find out what the Communication, Employee Performance and Work Team variables are. valid or not. To find out the results, below are the results of the reliability test in this study (Sarstedt et al., 2014):

**Table 2**  
Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Communication	0.941	0.901	Reliable
Employee Performance	0.899	0.858	Reliable
Team Work	0.876	0.845	Reliable

**Reliable > 0.70**

**Path Coefisien**

In the researcher's explanation in the validity and reliability test section above, it shows that if the researcher has carried out a validity test on the data collected and the

results have been declared valid, then the researcher will carry out a reliability test to find out whether the variables used in this case are the Communication, Employee Performance and Work variables. Reliable team. So the final stage is the Path Coefficient with the aim of finding out whether the Communication variable can have positive results and a significant influence on the Employee Performance variable and whether the Teamwork variable can strengthen the influence of the Communication variable on Employee Performance. To confirm this, below are the results of the Path Coefficient in this study (Ghozali, 2016):

**Table 3**  
 Path Coefisien

	Variable	P-Values	Noted
<b>Direct Influence</b>	C-> EP	0.021	Accepted
<b>Indirect Influence</b>	TW*C->EP	0.000	Accepted

**Significant Level < 0.05**

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## CONCLUSION

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