

The Effect of Individual Characteristics and Interpersonal Communication toward Employee Performance

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Abstract: Whether these factors affect the overall performance or not. Then based on the problem, the writer is interested in doing research. This research is associative quantitative research, so the data used are primary data, where data is obtained from questionnaires filled out by employees. The analysis used is the validity test, reliability test, classic assumption test, correlation test, coefficient of determination test, regression test, and hypothesis test (t-test and F test). Correlation test results of individual characteristics (X1) and interpersonal communication (X2) on employee performance (Y) obtained 0.491 which means that there is a simultaneous relationship. The test results of the coefficient of determination between individual characteristics (X1) and interpersonal communication (X2) on employee performance (Y) obtained 0.241 indicates that the variables X1 and X2 affect the Y variable by 24.1% while the remaining 75.9% is influenced by other variables. The results of multiple regression analysis obtained $Y = 15,694 + 0,181X1 + 0,343X2$ meaning the constant 15,694 states that if there is no increase in the value of individual characteristics and interpersonal communication or zero value, then the level or magnitude of employee performance is 15,694. Hypothesis test results obtained F count = 4,813 and F table = 1,985 then apply F count > F table or equal to H0 is rejected with Ha accepted, meaning that it can be stated that the simultaneous influence tested is a significant effect.

Keywords: Individual Characteristics, Interpersonal Communication and Employee Performance.

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I. Introduction

Human Resources in the company are all individuals ranging from subordinates to superiors, who work and become members of organizations in the company. Humans become the driving force of every work process in the company even though with any sophisticated tools the human position in the company is not completely replaced. The tools used are inseparable from human surveillance and operations. Human resources are difficult to be replaced by other resources and a factor in the success or failure of an organization depends on the role of human beings themselves

Based on that, many companies try to improve the quality of human resources so that employees can carry out their work activities better and optimally. Human existence is the most special resource, the privilege that exists in humans is the only resource in the company that has different thoughts, feelings, and personalities.

Employee performance in a company is one of the factors that determine the development of a company. If the employee's performance is good, the company's goals will be achieved and vice versa if the employee's performance decreases resulting in work becoming boring and the work does not finish on time. Every company must be faced with various problems, one of which is employee performance. Efforts in improving performance and addressing employee performance problems must certainly be considered is a good quality of human resources.

Different employee personalities make employees have their characteristics that form an individual characteristic of employees. Individual characteristics that are different in each of individual create a different contribution to the performance of the company. Employees with good characteristics will make these employees easier to do their jobs so that the resulting performance is an optimal and very good influence on the company. Vice versa, employees with bad characteristics will hinder the company is operating and developing.

Besides the individual characteristics of interpersonal communication is also an important factor in an organization. Based on Danang Sunyoto and Burhanudin (2011:69) [1] interpersonal communication also plays a very important role in improving employee performance. The effective communication factor is the most desirable alternative to fulfill precisely and efficiently the delivery of messages, instructions, and feedback from subordinates. At the same time correcting whether the message conveyed can be understood and well received by his subordinates.

There are three types of individual characteristics, namely a). characteristics in the form of skills possessed by someone. b) risk preferences and psychological-related characteristics [18]. Overall it is evident that individual characteristics can be in the form of skill and non-skill characteristics [9]

Communication is an important issue because many violations occur because perpetrators do not know that they are outside the path of order. Therefore we need the implementation and application of effective communication that can improve employee morale and performance so that with good performance, the goals set by the company can be more easily achieved properly. If the creation of good communication, the employee's performance will increase so that the company's goals with the expected results will be achieved.

II. Related Work

Based on Kasmir (2016:6) human resource management through planning, employee recruitment, selection, training, development, compensation, careers, safety, and health as well as maintaining industrial relations until termination of employment in a structured process. This is to achieve company goals and improve mutual prosperity. [2].

Interpersonal communication skills become an individual's ability to communicate directly and cooperatively with other people or groups of individuals both non-verbal or verbal. Feelings that are sensitive to a problem and understand the emotions of others around them and that ability is a skill that is not necessarily possessed by others [11].

Interpersonal communication skills, especially for a public manager are needed in the organization. A leader will continue to interact with others both with his own employees or other parties to deal with problems that occur in the organization, because it needs a good interpersonal communication skills [12]

A performance management program in a company becomes very important and fundamental for human resource management in order to have good performance. With the implementation of performance management, it really helps the company in making plans and implementing other programs in the company [7]

Based on Wayan, I. Bagia (2015: 63) individual characteristics are unique characteristics inherent in individuals that can affect individual productivity in carrying out work in an institution or organization. Indicators of Individual Characteristics [3] :

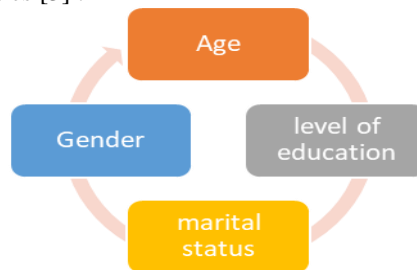


Figure 1: Individual characteristic (Wayan, I, Bagia, 2015) [3]

Learning about interpersonal communication in the family environment becomes important and becomes a major part of the theory and research of interpersonal communication in the future. So it needs to be expanded in a more interesting context [10].

Based on Mulyana, Dedy (2010:81) [4] interpersonal communication is communication done with other people face to face directly and face to face so that people who are invited to communicate can capture what is spoken by the other person either nonverbally or verbally.. Interpersonal Communication Indicators:

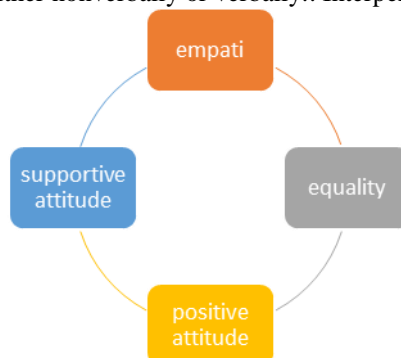


Figure 2: Interpersonal Communication Indicators

(source: Mulyana, Dedy, 2010) [4]

To see the different aspects of the individual performance process, it can be seen from several aspects, including the involvement of a person in the resulting project [13]. Based on Mangkunegara, A. A. Anwar Prabu (2015) [5] employee performance is all the work results achieved by employees both quality and quantity in carrying out the tasks and responsibilities given by the organization to him. Employee Performance Indicator:

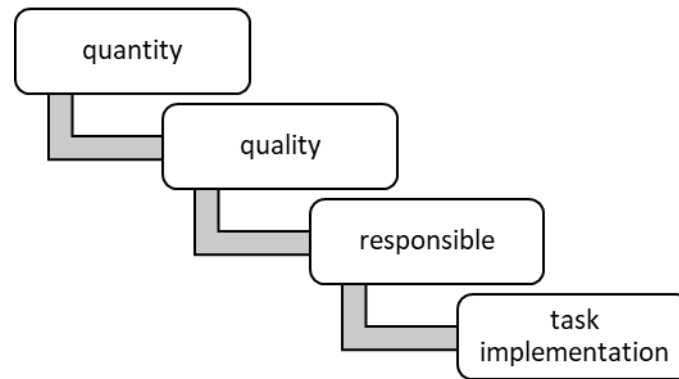


Figure 3: Employee Performance Indicators:

(source: Mangkunegara, A.A Anwar Prabu, 2015) [5]

Theoretical framework

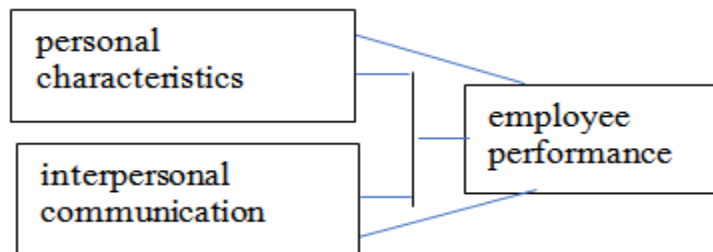


Figure 4: Theoretical framework

III. Metode

This research uses to primary data from manufacturing “ABC”. As for the variables to be translated, namely Individual Characteristics, Interpersonal Communication and Employee Performance. The population in this study is the company of an “ABC” company and the samples taken in this study were 97 companies using the Slovin formula. Sampling using Nonprobability Sampling with the purposive sampling method. The technique of collecting data uses a questionnaire that is then recapitulated and tabulated, after that the validity test, the reliability test, the trial test, the coefficient of determination test, the regression test and the hypothesis test. The data used are primary data with a data collection method using a questionnaire distributed to company employees.

The approach used as a reference in this study is a quantitative approach with a survey method in which data is obtained through a questionnaire given to employees in the company "ABC". The method aims to collect various data to test the level of hypotheses that produce conclusions. In drawing accurate and reliable conclusions according to Sugiono (2009: 29) has the characteristics of 1) the data used in the study were collected according to samples taken from the population. 2) data can be in the form of a person's opinion, perceptions and problems that occur, in the same time and a short period. 3) the data is analyzed using certain methods in accordance with the conclusions produced [6]

IV. Result and Discussion

1) Validity test

Table 1: result if individual characteristics test

No	ITEM	r count	r table	Result
1	ITEM_1	0,312	0,1996	Valid
2	ITEM_2	0,426	0,1996	Valid
3	ITEM3	0,513	0,1996	Valid
4	ITEM4	0,629	0,1996	Valid
5	ITEM5	0,598	0,1996	Valid
6	ITEM6	0,631	0,1996	Valid
7	ITEM7	0,594	0,1996	Valid
8	ITEM8	0,776	0,1996	Valid
9	ITEM9	0,541	0,1996	Valid
10	ITEM10	0,408	0,1996	Valid

Source: Primary data processed 2018

From the analysis results obtained item score and total score. This value is then compared with the r table value. r table was sought at a significant 5% by 2-sided test and N = 97, then r table was obtained at 0.1996. Based on the analysis results obtained correlation values for the entire score of the item > 0.1996, it can be concluded that the entire score of the item is significantly correlated with the stated total score (valid).

2) Variable to Interpersonal communication validity

Table 2: Test Results of Interpersonal Communication Validity

No	Instrumen	r count	r table	Result
1	ITEM_1	0,382	0,1996	Valid
2	ITEM_2	0,578	0,1996	Valid
3	ITEM_3	0,360	0,1996	Valid
4	ITEM_4	0,721	0,1996	Valid
5	ITEM_5	0,602	0,1996	Valid
6	ITEM_6	0,710	0,1996	Valid
7	ITEM_7	0,632	0,1996	Valid
8	ITEM_8	0,494	0,1996	Valid
9	ITEM_9	0,287	0,1996	Valid
10	ITEM_10	0,465	0,1996	Valid

Source: Primary data processed 2018

From the analysis results obtained item score and total score. This value is then compared with the r table value. r table was sought at 5% significance by 2-sided test and N = 97, then r table was obtained at 0.1996. Based on the analysis results obtained correlation values for the entire score of the item > 0.1996, it can be concluded that the entire score of the item is significantly correlated with the stated total score (valid).

3) Variable employee performance validity

Table 3: Test Results of Employee Performance Validity

No	Instrumen	r count	r table	result
1	ITEM_1	0,541	0,1996	Valid
2	ITEM_2	0,230	0,1996	Valid
3	ITEM_3	0,655	0,1996	Valid
4	ITEM_4	0,817	0,1996	Valid
5	ITEM_5	0,767	0,1996	Valid
6	ITEM_6	0,352	0,1996	Valid
7	ITEM_7	0,209	0,1996	Valid
8	ITEM_8	0,638	0,1996	Valid
9	ITEM_9	0,740	0,1996	Valid
10	ITEM_10	0,207	0,1996	Valid

Source: Primary data processed 2018

From the analysis results obtained the value of the item score and total score. This value will be compared with the value r table. r table was sought at a significant 5% by 2-sided test and N = 97, then r table was obtained at 0.1996. Based on the analysis results obtained values for the entire score of the item > 0.1996, it can be concluded that the overall score of the item is significantly correlated with the stated total score (valid).

4. Reliability Test

Table 4 Results of the Individual Characteristics Reliability Test (X1) Reliability Statistics

Cronbach's Alpha	N of Items
.721	10

Source: Primary data processed 2018

Table 5 Results of Interpersonal Communication Reliability Test (X2) Reliability Statistics

Cronbach's Alpha	N of Items
.704	10

Source: Primary data processed 2018

Table 6 Results of Employee Performance Reliability Tests Reliability Statistics

Cronbach's Alpha	N of Items
.718	10

Source: Primary data processed 2018

Based on the reliability test results from the above data, there are three significant outputs because they have a Cronbach's Alpha value > 0.70 so that they are declared reliable.

5) Correlation Test

Partial correlation coefficient Individual Rubber (X1) on Employee Performance (Y).

Table 7 Results of SPSS Partial Correlation Test
Correlations

		Individual Characteristics	The performance Employee
Individual Characteristics	Pearson Correlation	1	.306**
	Sig. (2-tailed)		.002
	N	97	97
The performance Employee	Pearson Correlation	.306**	1
	Sig. (2-tailed)	.002	
	N	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data processed 2018

Based on the results of the X1Y partial correlation test with manual calculations and using SPSS. An obtained correlation or closure value of 0.306 can be concluded that the level of relationship between Individual Rubber (X1) to Employee Performance (Y) is low, which is found at an interval level (0.20-0.399). It was also concluded that the independent variable of Karetristik Individual (X1) had a positive relationship with the dependent variable Employee Performance (Y) of 30.6%. Partial correlation coefficient Interpersonal Communication (X2) on Employee Performance (Y).

Table 8 Results of SPSS Partial Correlation Tet

Correlations

		Individual Characteristics	The performance Employee
Individual Characteristics	Pearson Correlation	1	.443**
	Sig. (2-tailed)		.000
	N	97	97
The performance Employee	Pearson Correlation	.443**	1
	Sig. (2-tailed)	.000	
	N	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data processed 2018

The results of the partial correlation test with calculations using SPSS. Obtained correlation or closure value of 0.443 it can be concluded that the level of the relationship between Interpersonal Communication on employee performance is moderate, which is found at an interval level (0.40-0.599).

It was also concluded that the independent variable Interpersonal Communication had a positive relationship with the dependent variable Employee Performance of 44.3%. To calculate the simultaneous correlation, the value of the correlation coefficient between Individual Rubber (X1) and Interpersonal Communication (X2) is needed.

Table 9 Partial Correlation Test Results
Correlations

		Individual Characteristics	Individual Characteristics
Individual Characteristics	Pearson Correlation	1	.226**
	Sig. (2-tailed)		.026
	N	97	97
The performance Employee	Pearson Correlation	.226**	1
	Sig. (2-tailed)	.026	
	N	97	97

** . Correlation is significant at the 0.01 level (2-tailed).
Source: Primary data processed 2018

After obtaining the correlation coefficient between Individual Rubber (X1) and Interpersonal Communication (X2) which is equal to 0.226, it can be calculated simultaneously correlation coefficient. The following is the calculation of the simultaneous correlation between Individual Rubber (X1), Interpersonal Communication (X2) and Employee Performance (Y):

Table 10 Results of SPSS Simultaneous Correlation Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
dimension0	.491 ^a	.241	.225	4.254	1.170

a. Predictors: (Constant), Karakteristik individu, Komunikasi Interpersonal
b. Dependent Variable: Kinerja Karyawan
Source: Primary data processed 2018

Based on the results of the simultaneous correlation test X1 and X2 against Y with calculations using SPSS. An obtained correlation or closure value of 0.491 can be concluded that the level of relationship between Individual Rubber (X1) and Interpersonal Communication (X2) on Employee Performance (Y) is moderate, which is at the interval level (0.40-0.599).

It was also concluded that the independent variable of the Individual Rubber (X1) and Interpersonal Communication (X2) had a positive relationship with the dependent variable Employee Performance (Y) of 49.1%.

6) Test the coefficient of determination
Determination Coefficient Test

Table 11 Results of SPSS Determination Coefficient Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
dimension0	.306 ^a	.094	.084	4.623	.735

a. Predictors: (Constant), Karakteristik Individu
b. Dependent Variable: Kinerja Karyawan
Source: Primary data processed 2018

The simple determination coefficient test with manual calculations and using SPSS obtained the coefficient of determination or R square value of 0.094 thus it can be concluded that the independent variable of characteristic individual (X1) has an influence on the dependent variable Employee Performance (Y) of 9.4% and the remaining 90.6% is influenced by other variables.

Based on the results of the simple determination coefficient test with calculations using SPSS obtained the coefficient of determination or R square value of 0.241 thus it can be concluded that the independent variable of characteristic Individual (X1) Interpersonal Communication (X2) has an influence on the dependent variable Employee Performance (Y) of 24, 1% and the remaining 75.9% are influenced by other variables.

7) Multiple Regression Test

Table 12 Results of SPSS Multiple Regression Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.694	3.644		4.307	.000
Karakteristik Individu	.181	.077	.217	2.354	.021
Komunikasi interpersonal	.343	.080	.394	4.266	.000

a. Dependent Variable: Kinerja Karyawan

The results of the multiple regression test with calculations using SPSS, the regression linear equation is obtained as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 15,694 + 0,181X_1 + 0,343X_2$$

The regression line equation obtained above, the regression model can be concluded as follows:

- The constant value of 15,694 states that if there are no Individual Characteristics (X1) and Interpersonal Communication (X2) then the level or amount of employee performance (Y) is 15.694%.
- The regression coefficient of 0.181, states that each addition of Individual Characteristics (X1) will increase Employee Performance (Y) by 18.1%. And vice versa if Individual Characteristics (X1) decrease by 1% then Employee Performance (Y) is also predicted to decrease by 18.1%.
- A regression coefficient value of 0.343, states that each addition of 1% for Interpersonal Communication (X2) will increase Employee Performance (Y) by 34.3%. And vice versa if Interpersonal Communication (X2) falls by 1% then Employee Performance (Y) is also predicted to fall by 34.3%.

Multiple Hypothesis Test (Test F)

Table Results Test F

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	539.536	2	269.768	14.904	.000 ^a
Residual	1701.433	94	18.100		
Total	2240.969	96			

a. Predictors: (Constant), Karakteristik Individu, Komunikasi Interpersonal

b. Dependent Variable: Employee Performance

Source: Primary data processed 2018

Based on the results of the F test above the conclusions can be drawn as follows: If F count > F table, then the coefficient of multiple correlations tested is significant, which can be applied to the entire population. Based on the results of F count and F table, it can be concluded that f count = 14.904 > f table = 3.095 thus there is a simultaneous influence of Individual Characteristic variables and Interpersonal Communication variables on employee performance variables

V. Conclusion

The results of research and discussion that has been described previously, it can be concluded as follows:

- a. Simultaneously influential individual characteristics and interpersonal communication have a significant effect on employee performance.
- b. Partially Individual Characteristics there is a significant influence on Employee Performance.
- c. Partially, Interpersonal Communication has a significant effect on Employee Performance.

After observing and focusing on the results of research and discussion that have been carried out, then the following are some suggestions from researchers about the effect of Individual Characteristics and Interpersonal Communication on Employee Performance. as follows:

- a. The management must always hold training continuously about individual characteristics and other factors that can affect employee performance so that it is expected that an increase in production results will appear
- b. Interpersonal communication must be further improved to improve employee performance to achieve the goals expected

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