

The Influence of Interpersonal Communication on Employee Performance at PT. Unilever Indonesia Tbk Ciracas Region Sales Division

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Abstract

Interpersonal communication applied in the company environment is communication that is more dialogical in nature with an emphasis on self-disclosure which can often lead to feedback and understanding of one another, this is done within the PT. Unilever Indonesia Tbk Ciracas Region Sales Division, as an effort to improve employee performance. The purpose of this research is to determine interpersonal communication on employee performance at PT Unilever Indonesia Tbk Sales Division for the Ciracas Region. This research uses a quantitative descriptive method with data collection techniques through distributing questionnaires and library data. In this research, the saturated sampling method used was 30 employees of PT. Unilever Indonesia Tbk Ciracas Region Sales Division, using simple linear regression data analysis techniques. The results of this research show that **not available** the influence of interpersonal communication on the performance of PT Unilever Indonesia Tbk Sales Division Ciracas Region employees. low influence has an influence contribution of 7,8% on employee performance variables. It is hoped that the results of this research will contribute to further research.

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1. INTRODUCTION

In this increasingly competitive era of globalization, companies are required to continue to improve their organizational performance in order to survive and excel in competition. One of the key factors that influences organizational performance is employee performance. Employees who have high performance will make a significant contribution to achieving company goals and success. PT Unilever Indonesia Tbk, as one of the fast-moving *consumer goods* (FMCG) companies in Indonesia, realizes the important role of employees in achieving business success. The Marketing Division, especially in the Ciracas area, has a big responsibility in marketing and promoting Unilever products to consumers. For this reason, the performance of employees in this division is very crucial.

One aspect that is believed to have a significant influence on employee performance is interpersonal communication. Interpersonal communication is the process of exchanging information, thoughts and feelings between two or more people who interact with each other. In an organizational context, effective interpersonal communication can facilitate the exchange of ideas, task coordination, problem solving, and better decision making. Therefore, this research aims to analyze the influence of interpersonal communication on employee performance at PT Unilever Indonesia Tbk, with a focus on the Marketing division in the Ciracas region. It is hoped that the results of this research can provide theoretical contributions in the development of the science of human resource management and organizational communication, as well as provide practical implications for PT

Unilever Indonesia Tbk in its efforts to improve employee performance through optimizing interpersonal communication.

In this research, several aspects of interpersonal communication will be discussed such as openness, empathy, supportive attitudes, positive attitudes, and equality, as well as their influence on various dimensions of employee performance such as work quality, work quantity, timeliness, effectiveness, and independence. The research method used is a quantitative approach with data collection techniques through questionnaires and data analysis using relevant statistical methods. It is hoped that this research will produce useful findings for PT Unilever Indonesia Tbk in formulating human resource development strategies, especially in increasing the effectiveness of interpersonal communication to encourage more optimal employee performance. Apart from that, the results of this research can also be a reference for further research in the field of organizational communication and performance management.

With the communication pattern implemented by PT. Unilever Indonesia Tbk Sales Division for the Ciracas Region, provides an overview of how the role of interpersonal communication can influence the performance of employees in the company environment. This research can certainly provide an answer to what extent the influence of interpersonal communication variables has on employee performance. As an illustration of previous research, the following are the results of research with the same variables. According to Swanson in (Taufik Rihatno, 2017) The context of interpersonal communication is that communicators deal interpersonally. Until now there has been no agreement among communication experts regarding the number of people involved in interpersonal communication. In interpersonal communication, trying to use many sensory channels, so that participants can see, hear, laugh, touch, and interact with each other. Therefore, in interpersonal communication, use all abilities in the form of optimal messages and behavior, so that feedback occurs whether intentionally or not.

According to DeVito, interpersonal communication in (Emma Dwi Ariyani & Dini Hadiani, 2020) can contextually be defined as the process of sending and receiving messages between two or more people with mutually beneficial effects and feedback for speaking and listening to produce meaning (DeVito, 2009; Pearson et al., 2011). Good interpersonal communication has a dialogic nature where self-openness is able to generate feedback and understanding of one another (Peranginangin & perbawaningih, 2017) in (Ajeng Safitri & Nur Fitriyana, 2021) According to Swanson in (Taufik Rihatno, 2017) Context of interpersonal communication are communicators dealing interpersonally. Until now there has been no agreement among communication experts regarding the number of people involved in interpersonal communication. In interpersonal communication, we try to use many sensory channels, so that participants can see, hear, laugh, touch and interact with each other. Therefore, in interpersonal communication, use all abilities in the form of optimal messages and behavior, so that feedback occurs whether intentionally or not.

Mangkunegara in (Lysta Lestary & Harmon, 2017) kPerformance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given

According to Mathis & Jackson in (Ahmad Rivai, 2020) they argue that performance is basically what employees do or don't do. Employee performance is what influences how much they contribute to the organization which includes: (1) output quantity, (2) output quality, (3) output period, (4) attendance at work, and (5) cooperative attitude. Wake up deep (Debby Endayani Safitri, 2019) stated, "Performance (*performance*) is the work results achieved by a person based on job requirements." Performance indicators include

quantity (amount of work), quality (quality of work), precision time (punctuality), attendance (attendance), team work (ability to collaborate).

Previous research results from other researchers according to (Taufik Rihatno, 2017) There is an Interpersonal Communication Relationship with Team Cooperation of Student Members of the Jakarta State University Softball Achievement Sports Lecture, Previous research results from other researchers according to (Taufik Rihatno, 2017) There is an Interpersonal Communication Relationship with Team Cooperation of Student Members of the Jakarta State University Softball Achievement Sports Lecture, Research results (Agis Nur Fazhan Sulistira et al., 2023) shows that active acceptance communication is very important and effective in strengthening teamwork. Karang Taruna Bhina Bakti considers active acceptance communication as a factor that strengthens, increases understanding, and increases cooperation between team members. Interpersonal communication on work team performance partially interpersonal communication has a significant effect on work team performance (Nandang Koswara, 2017).

Based on the results of previous research, researchers are interested in researching the variables of interpersonal communication and employee performance with the title the influence of interpersonal communication on employee performance at PT. Unilever Indonesia Tbk Sales Division for the Ciracas Region. It is hoped that the results of this research can contribute to further research.

2. RESEARCH METHOD

This research is a quantitative descriptive study, with the aim of getting an idea of how interpersonal communication influences the performance of employees of PT. Unilever Indonesia Tbk Sales Division for the Ciracas Region. According to Sudjana and Ibrahim (2004:64) descriptive research is "research that attempts to describe a symptom, event, incident that is occurring at the present time". For the quantitative approach, it is explained by (Arikunto, 2010) that the approach uses quantitative because it uses numbers, starting from data collection, interpretation of the data, and the appearance of the results.

The population in this study were employees of PT Unilever Indonesia Tbk Sales Division for the Ciracas Region. The sample used in this research were employees at PT Unilever Indonesia Tbk Sales Division for the Ciracas Region. totaling 30 employees, with the sampling technique being saturated sampling. According to (Lijan Sinambela, 2021) the sample is part of the number and characteristics of the population.

Hypothesis

In this research, the formula for hypothesis testing can be explained as follows

$H_1: \rho = 0$	There is a significant influence of interpersonal communication on employee performance
$H_0: \rho \neq 0$	There is no influence of interpersonal communication on employee performance

Analysis Model Techniques

In this research, a simple linear regression analysis technique (*simple linear regression*). According to (Lysta Lestary & Harmon, 2017) in the regression equation, namely a formula that finds the value of the dependent variable from the known value of the independent variable, the regression coefficient is a value that measures the magnitude of the influence of X on Y if X is increased or decreased.

Regression analysis is a statistical method that observes the relationship between the

dependent variable Y and a series of independent variables X1,....,Xp (Hijriani, Muludi, & Andini, 2016) in (Tri Novriza Putri et al., 2019).

Regression linear is a method that can be used to measure at least 2 variables. The way to measure the data is by using dependent variables and independent variables which are drawn through the correlation between the 2 variables via a straight line (Susanti et al, 2010) in (Andik Adi Suryanto & Asfan Muqtadir, 2019).

Operational definition of interpersonal communication variables; 1) openness, 2) empathy, 3) supportive attitude, 4) positive attitude, 5) similarity. Meanwhile, the operational definition of employee performance variables is work quality, work quantity, work discipline, thoroughness, initiative and efficiency.

The research design can be explained through the image below, the influence of interpersonal communication as variable independent *variables*), and employee performance as variable Y (*dependent variable*).

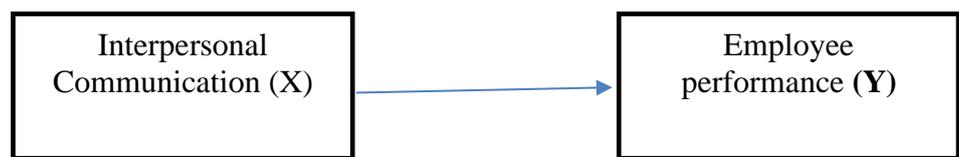


Figure 1 Research Design

3. RESEARCH RESULTS AND DISCUSSION

Results

Validity test

Testing the validity of the instrument statement items in this research uses a formula **Pearson Product Moment (Bivariate Pearson)**. The test criteria for declaring an item valid are if $r_{count} > r_{table}$.

Validity test of the interpersonal communication variable instrument (X) The conclusion was obtained that the stated instrument items **valid 14 items**, while the employee performance variable (Y) exists **16 items** declared valid. The test uses a two-sided test with a significance level $\alpha = 0.05$ with $n = 10$ then it is obtained $r_{table} = 0,632$. The test criteria for declaring an item valid are $r_{count} > r_{table}$ This validity test was carried out on 10 non-sample respondents.

Reliability Test

Reliability testing is carried out to obtain the level of accuracy (reliability) of the data collection tools (instruments) used. Instrument reliability testing is carried out using a formula **Alpha Cronbach's** using the help of the SPSS program. The test criteria for stating an item are stated **reliable** is $r_{count} > r_{table}$. Based on the calculation results, it is concluded that each item that has been declared valid is reliable with a level of significance $\alpha = 0.05$ and degree of freedom $dk = n-1 = 10- 1 = 9$, significance **5%**, then obtained $r_{table} = 0,666$. In the interpersonal communication variable (X) $r_{count} = 0,679$ bigger $r_{table} = 0,660$ for **reliable**, and employee performance variable (Y) $r_{count} = 0,808$ bigger $r_{table} = 0,666$ for **reliable**

Simple Linear Regression Analysis Test

In Table 1, the results of a simple regression analysis can be explained, regarding the size of the t-calculated value, the level of significance, and the regression formula can be seen. To make it clearer, here are the coefficient results carried out using SPSS;

Table 1
Simple Regression Analysis Table

Model		Coefficients		t	Sig.
		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error		
1	(Constant)	23.134	6.732	3.436	.002
	X	.316	.206	1.535	.136

a. Dependent Variable: Y

Source: Data processed from SPSS

Based on the calculations above, a regression equation is obtained which can be used to predict variables through interpersonal communication variables, namely; **Y' = 23.134 + 0.316x**.

As a basis for decision making, it can be seen that by using **thank you** as follows:

- a) If value **t_{count}** > value **t_{table}**, then there is an influence of variable X on variable Y.
- b) If value **t_{count}** < value **t_{table}**, then there is no influence of variable X on variable Y

Based on the calculation of t-table that has a significance of 5% can be found using the formula: $t_{table} = t(\alpha/2; n-k-1)$, so the value **t value_{table} is; t (0.025; 30-1-1) = t (0.025; 28) = 2.042**, then **t-count (1.535) < t-table (2.042)**, significance value $0.136 > 0.000$, thus it can be concluded that there is no influence of interpersonal communication variables on employee performance variables.

From the calculation results in table 2, it explains the magnitude of the correlation value/**connection** (R) ie **r** as big as **0,279**. This value can be interpreted to mean that the relationship between the two research variables is in the relationship category **low (interval 0.20- 0.399)**. From this output, a coefficient of determination (R Square) is obtained **0,078**, which implies that the influence of the variable x (**Interpersonal communication**) to variable Y (**employee performance**) is equal to **7,8%**.

Table 2
Coefficient of Determination

Model	Model Summary			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.279 ^a	.078	.045	2.934

a. Predictors: (Constant), X

Source: Data processed from SPSS

Discussion

Based on the results of the research above, interpersonal communication variables have no effect on employee performance, so PT. Unilever Indonesia Tbk Sales Division for the Ciracas Region, the importance of communication at the managerial level by carrying out interpersonal communication that has a dialogical nature, openness, and individual understanding of one another should be carried out intensively. Based on the results of the research above, interpersonal communication has no effect on employee performance, of course PT. Unilever Indonesia Tbk Sales Division for the Ciracas Region, management in this case can implement it in activities by utilizing various communication channels, one of which is through the senses, so that participants can see, hear, laugh, fingering, and interacting with each other. Efforts to get feedback (*feedback*) within the PT. Unilever Indonesia Tbk Ciracas Region Sales Division, is to use all capabilities in the form of messages in the form of optimal behavior carried out by all employees at both top and bottom levels.

4. CONCLUSION

Based on the test results and analysis of the relationship between variable that there is no influence between interpersonal communication variables on employee performance variables because of values $t\text{-count} < t\text{-table}$ then $t\text{-count} (1.535) < t\text{-table} (2.042)$ **significance value 0.139 > sig 0.000**. Then the interpersonal communication variable has an influence **low with an r value of 0.279 (interval 0.20- 0.399** and has an influential contribution of **7,8%** on employee performance variables, while the remaining amount is **92,2%** influenced by other factors. Furthermore, we can find out the regression equation that can be used to predict, namely $Y' = 23.134 + 0.316x$.

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