

Analysis of Interpersonal Communication to Improve Employee Performance at the Central Statistics Agency of Karawang

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Abstract

This research aims to understand interpersonal communication at the Central Statistics Agency of Karawang. This study employs qualitative methods with a case study approach. Data collection techniques include observations, interviews, and documentation. The data analysis technique applies qualitative descriptive analysis. From the interview results, the author interprets the findings narratively, demonstrating that interpersonal communication plays a crucial role in enhancing employee performance. The findings show that interpersonal communication has an impact of up to 99.07% in improving employee performance. This study indicates that interpersonal communication can enhance employee performance by fostering a sense of comfort, building trust, and mutual assistance. Interpersonal communication among Central Statistics Agency of Karawang employees encompasses essential aspects such as openness, empathy, supportive attitudes, positive attitudes, and equality.

1. Introduction

The success of an organization heavily relies on employee performance in the era of globalization and intense organizational competition. Communication and the work environment can significantly impact employee performance levels. Talent development, motivation, and high-quality work can all be supported within a work atmosphere. Good interpersonal communication is essential for creating a positive and productive work environment. Collaboration among employees can be enhanced, conflicts can be resolved, and information can be effectively conveyed through effective communication. Sharing information among organizational members is known as communication, which can occur between superiors and their subordinates or among peers. e created by effective human resource management (HRM). Employees facing challenges in the workplace can benefit from each other's advice and solutions. Communication can also be used to discuss future goals and create motivation. Improved interpersonal communication among employees at the Karawang Statistics Agency is expected to enhance productivity and enable them to produce accurate and precise data.

The Central Statistics Agency of Karawang (*BPS*) plays a crucial role in collecting, processing, and presenting statistical data necessary for development planning and policy-making at the regency level. Employee performance at the Karawang Statistics Agency is a critical component that requires attention to achieve this goal. Performance is the measurable achievement of individual work procedures and the overall management process. Performance is a measure of how well an organization implements its strategic planning policy programs (Serdamayanti, 2018).

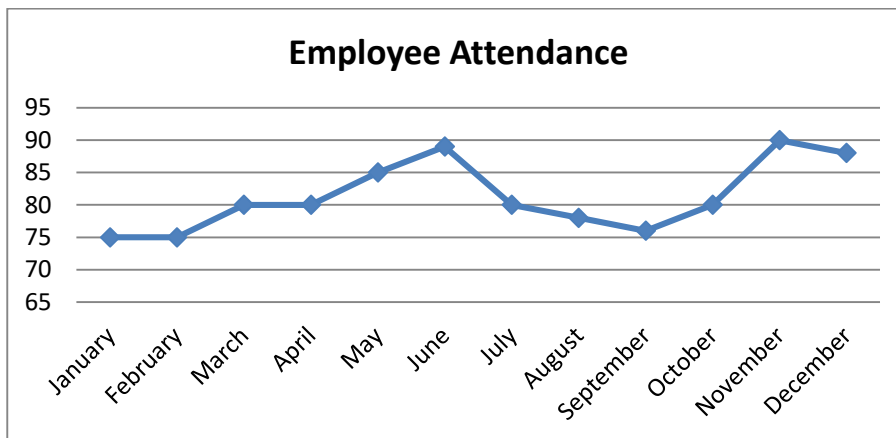


Fig.1 Employee Attendance Chart of Karawang Central Statistics Agency (2023)
 Source: Karawang Statistics Agency

The employee attendance chart above shows a decline in attendance from July to September, indicating a decrease in employee performance during that period. Census officers, also known as *BPS* partners, play a vital role in every *BPS* activity. Even with adequate facilities, infrastructure, and funding, without reliable partner roles, census activities at *BPS* will not be completed on time. This condition proves that the role of partners is a key element that must be considered with all its needs. As a key element, partners will determine the success of activities at *BPS*. The demand from *BPS* to obtain and maintain accurate data makes the quality of partners increasingly influential in a dynamic and diverse environment (Yumhi, 2019).

Based on preliminary observations, some of phenomena were found at the Karawang Statistics Agency, such as difficulties in presenting statistical data due to the volume of work being performed simultaneously and a lack of communication from partners regarding data, which disrupts the statistical data processing.

Government Regulation of the Republic of Indonesia Number 94 of 2021 concerning Civil Servant Discipline Article 15 paragraph (1) states that violations of the obligation to attend work and comply with working hours as referred to in Article 4 letter f are calculated cumulatively until the end of the current year. Article 4 letter f refers to attendance and compliance with working hours. Meanwhile, Article 15 paragraph (2) explains that civil servants who do not attend work and do not comply with working hours without valid reasons continuously for 10 (ten) working days as referred to in Article 11 paragraph (2) letter d number 4) will have their salary payments suspended starting the following month. PP RI Number 94 of 2021 concerning Civil Servant Discipline Article 1 paragraph (4) explains that civil servant discipline is the capacity of civil servants to comply with obligations and not to commit prohibitions established in laws and regulations.

Based on the above description, this research focuses on “Analysis of Interpersonal Communication to Improve Employee Performance at the Central Statistics Agency of Karawang”. The goal of this research is to determine the impact of interpersonal communication on improving employee performance at the Karawang statistics Agency.

2. Literature review

2.1 Human Resources Management

Management is a strategy for utilizing the energy and ideas of others to take action to achieve desired objectives. There are excellent management techniques for directing, controlling, and organizing all supporting components to achieve goals (Sulfemi, 2019). Human resource management (HRM) encompasses all activities contributing to the recognition of the importance of educators and educational staff in schools as key employees who contribute to the objectives and functions of activities to ensure the placement of employees as effective and efficient individuals for the benefit of the school, individuals, and society (Umiyati, 2021). Human Resource Management is the process of planning, organizing, mobilizing, and controlling personnel activities in an organization to achieve

predetermined organizational goals (Rivayanti *et al.*, 2020). According to Hasibuan, HRM is the art and science of managing the roles and relationships of the workforce related to achieving business goals effectively and efficiently (Putri *et al.*, 2022).

Based on the definitions provided by experts, HRM is beneficial for achieving the goals of the company, employees, and society. Therefore, it can be concluded that HRM is a process of planning, organizing, implementing, and evaluating to achieve goals effectively and efficiently.

2.2 Interpersonal Communication

The definition of interpersonal communication according to Joseph A. Devito (2013) in his book "The Interpersonal Communication Book" is "The process of sending and receiving messages between two persons, or among a small group of persons, with some effect and some immediate feedback," referring to the process of sending and receiving messages between two people or among a small group, with effects and immediate responses (Siti Aisah *et al.*, 2023). Interpersonal communication is the process by which individuals create, communicate, and utilize information to interact with their environment and others (Mulyeni, 2018). Communication is the method of conveying ideas and information in the form of instructions or work guidelines for carrying out tasks assigned by superiors to employees (Hamali, 2018:224). Interpersonal communication is the two-way exchange of information that occurs directly or indirectly, with or without using media, which is a term for communication (Busro, 2018:207). Based on the theories presented by experts, it can be concluded that interpersonal communication is a process of delivering and receiving news or information from one person to another consisting of two people, either verbally or nonverbally, being direct, closed, or interpersonal, and responsive (information exchange).

According to Joseph A. Devito, at least five things must be understood when establishing effective communication (Mirnawati, 2022), including:

- a) Openness : The willingness to respond positively to the information received when engaging in interpersonal relationships. Openness plays a crucial role in encouraging good communication among individuals
- b) Empathy : The ability to feel what others feel or the process of someone experiencing another's emotions and understanding the meaning of those feelings, which is then communicated with feelings that show understanding of others' feelings.
- c) Supportiveness : An open situation that supports effective communication. A supportive attitude reduces defensiveness during communication.
- d) Positiveness : A positive feeling about oneself, the ability to motivate others to participate more actively, and the ability to create a conducive communication situation for effective interaction.
- e) Equality : The recognition that both parties respect each other, are useful, and have something important to contribute.

2.3 Employee Performance

The term performance comes from the word performance, which means work results or achievements. According to the behavioral approach in management, performance is the results achieved by someone when carrying out their tasks based on their skills, efforts, and opportunities (Abdurrahman *et al.*, 2019).

Performance is the work that can be done by an individual or a group of people in a company according to their authority and responsibilities to achieve the organization's goals without violating laws and moral or ethical standards (Caissar *et al.*, 2022).

From the previous explanation, it can be concluded that employee performance is understood as the quality and quantity of work results achieved by employees according to specific evaluation standards set by the company. Employee performance in a company needs to be understood because it provides information regarding the quality and quantity of work produced by employees. With this progress, every company benefits from reviewing employee performance. The indicators of employee performance are (Caissar *et al.*, 2022):

- a) Quantity of Work Results : Any unit of measure related to the amount of work produced can be expressed in numbers or other numerical equivalents.
- b) Quality of Work Results : : Any form of measurement related to the quality or standard of work results that can be expressed in numerical measures or other equivalents.
- c) Efficiency of Task Execution : The methods used to complete tasks on time.

- d) Work Discipline : Adhering to applicable company regulations and having a vision to achieve company goals.
- e) Initiative : The ability to decide and do the right thing without being told, being able to find what should be done regarding the surrounding situation, and striving to keep moving to accomplish tasks even when circumstances become increasingly difficult.

2.4 Framework

Based on the indicators of interpersonal communication proposed by Joseph A. Devito, which include openness, empathy, supportiveness, positiveness, and equality (Mirnawati, 2022), along with the indicators of employee performance described by Afandi, which include quantity of work, quality of work, efficiency of tasks, work discipline, and initiative (Caissar *et al.*, 2022), the framework that underlies this research can be summarized as follows:

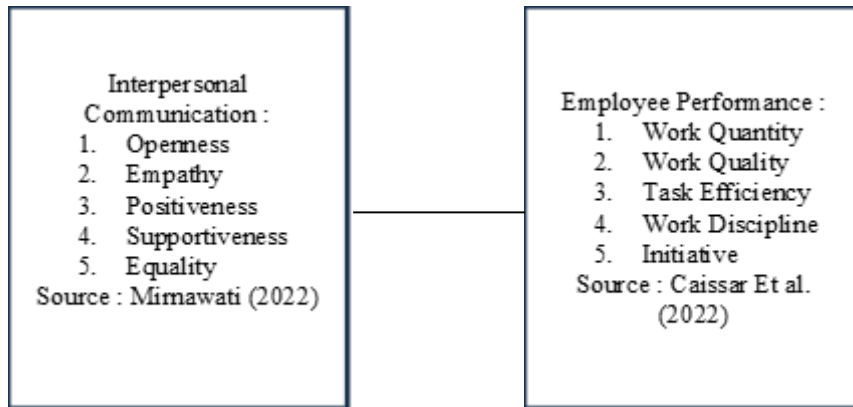


Fig.2 Research Frameworks (Mirnawati, 2022; Caissar *et al.*, 2022)

3. Research methods

This research adopts a case study approach, utilizing descriptive qualitative methods. The instruments in this research are detailed interview results and the researcher’s observations while seeking information and documentation. The scientific method collects data through systematic observation and recording of research phenomena carried out through observation and interviews.

The research design is a guideline or process and technique for planning research that serves as a guide for developing strategies for creating models or research plans. The research design reflects what is done and how the research is conducted. The research design is a process that produces a comprehensive picture of the stages of planning, implementation, data collection, and processing (Wiratna Sujarweni, 2014).

This research is qualitative, involving literature studies and field research. The research stages involve collecting literature sources. This search categorizes data based on search formulas. At this stage, data is processed to present search results, summarized to obtain complete information, and interpreted to generate knowledge for conclusions (Adlini *et al.*, 2022).

4. Results and Discussions

4.1 Institution Profile

Karawang Statistics Agency, called with *BPS* is a Non-Ministerial Government Institution located at Cakradireja St. No. 36 Karawang 41314, West Java – Indonesia.



Fig.3 Central Statistics Agency Logos (ppid.bps.go.id)

The logos of the Central Statistical Agency are blue, green and orange and each color has a special meaning, namely:

- Blue : Represents a population census that is carried out once in ten years in each year ending at zero. (zero).
- Green : Represents the census of agriculture every ten years in each year ending at number three. (three).
- Orange : Represents the economic census activity carried out once in ten years in each year ending at number six. (six).

The Central Statistical Agency is a non-ministerial government agency that is directly accountable to the President. Previously, the BPS was the Central Bureau of Statistics, which was established by the Act No. 6 of 1960 on Census and the Law No. 7 of 1960 about Statistic. As a substitute for both these laws, the Act no. 16 of 1997 on Statistics was enacted. According to this Act, which is followed by the legislative regulations below, the name of the central Bureau of statistics was formally changed to the Central Statistical Authority.

Substances that are new loads under Act No. 16 of 1997, among others:

- The type of statistics based on the purpose of its use consists of basic statistics fully organized by the *BPS*, sectoral statistics carried out by government agencies independently or in conjunction with the *BPS*, as well as special statistics organised by institutions, organizations, individuals, and or other elements of the public independently, or together with *BPS*.
- The results of the statistics conducted by *BPS* are published in the Official Statistical News on a regular and transparent basis so that the public can easily know and obtain the necessary data.
- A reliable, effective and efficient national statistical system.
- The Statistical Society Forum was formed as a container to accommodate the aspirations of the statistical society, which is tasked with providing advice and consideration to the *BPS*.

Based on the above-mentioned laws, the roles of the *BPS* are as follows:

- Providing data needs to governments and communities. This data is obtained from census or surveys carried out by ourselves and also from other departments or government agencies as secondary data.
- Helping statistical activities in ministries, government agency or other institutions, in building a national statistical system.
- Develop and promote standard statistical techniques and methodologies, and provide services in the field of statistical education and training.
- Building cooperation with international institutions and other countries for the development of Indonesian statistics.

The vision of Karawang Statistics Agency by considering the achievement of performance, paying attention to the aspirations of the community, potential and problems, as well as realizing the vision of the President and Vice-Presidents, then the Central Statistics Agency's vision for 2020-2024 is "Provider of Qualified Statistical Data for Advanced Indonesia (Karawang)".

The *BPS* mission is formulated taking into account the functions and authority of the *BPS*, the vision of *BPS* as well as the implementation of the 1st President and Vice-President Mission (Improving Human Quality of Indonesia), the 2nd (Productive, Independent and Competitive Economic Structure) and the 3rd Equal and Equitable Development, with the following description:

- a) Providing quality statistics of national and international standards.
- b) Building K/L/D/I through a continuous National Statistical System.
- c) Realising prime services in the field of statistics for the realization of the National System of Statistics.
- d) Building a superior and adaptive human resources based on values of professionalism, integrity and trust.

4.2 Informant Profile

Several parties involved in the interviews were designated as informants, divided into three groups:

- a) Main Informant : Young Statiscian (7 Persons)
- b) Key Informant : Head of General Sub-Division (1 Person)
- c) Additional Informant : Head of Karawang Statistics Agency (1 Person)

Table 1 Informant Profile (Karawang Statistics Agency, 2024)

No	Employee Name	Position	Main Informant	Key Informant	Additional Informant
1.	Robert Ronytua Pardosi, S.Si, MAB	Head of BPS Karawang			√
2.	Novi Rinawati, S.ST	Head of General Sub-division		√	
3.	Asep Surya, S.ST	Young Statiscian	√		
4.	Triyono, SE	Young Statiscian	√		
5.	Yedih Wahyudin, SE	Young Statiscian	√		
6.	Prima Rudiansyah, S.Si	Young Statiscian	√		
7.	Harni Dwi Prikasih, S.ST	Young Statiscian	√		
8.	Titi Kurniati, S.ST	Young Statiscian	√		
9.	Nurul Nubuwwati, M., S.ST	Young Statiscian	√		

4.3 Results

According to the results of the interviews conducted, they obtained answers from the informants, the answers were then combined and sought commonalities of each of those answers.

Table 2 Questions and Similar Answer from The Informants

No	Question	Similar Answer from the Informants
1	Is your interpersonal communication with your co-workers at the office going well?	The response from the informants indicated that the communications were running well.
2	What communication issues occur between you and your co-workers?	Results of replies from informants show that there is no conflict between them, there is only a minor problem and can be solved.
3	Do your co-workers always show empathy towards you? Can you give an example?	Results from replies of informants indicate that their colleagues have and show empathy and sympathy for them.
4	Do your co-workers always maintain a positive attitude towards you?	All replies by informants show a positive attitude between employees.
5	Do you feel awkward when communicating interpersonally with your superiors or co-workers?	Results by informants show that there are no annoyances when communicating with their colleague, but still feel embarrassed and cautious in the process of interpersonal communication especially with their superiors.

6	During break time, do you still engage in interpersonal communication with your co-workers?	The results of all informants show that they continue to communicate when they are at rest or at lunchtime.
7	Are tasks and information communicated clearly and understandably?	The results from s state that the delivery of information has been delivered well, clearly and understandably
8	Can your communication with coworkers affect your mood while working?	The result of rethe informants indicates that the language of interpersonal communication can affect their mood at work, this can influence their performance as a <i>BPS</i> employee.
9	Do conflicts often occur between you and your co-workers?	Replies from informants showed that there was no conflict between employees.
10	In your opinion, how does interpersonal communication affect your work outcomes?	Results from the informants show that interpersonal communication plays a crucial role in improving staff performance.

4.4 Discussions

Based on the results of the interviews, the author summarizes the role of interpersonal communication in improving the performance of employees at the Central Statistics Agency of Karawang. The table below presents the results of the consistency of answers from the informants. The calculation was performed by aligning the responses from the informants , and then interpreted based on the level of consistency regarding performance improvement, which is detailed in the following percentage table.

Table 3 *Percentage Results of Answer Consistency*

No	Question	Answer			Percentage (%)	Description
		Main Informant	Key Informant	Additional Informant		
1	Is your interpersonal communication with your co-workers at the office going well?	100%	100%	100%	100,00%	SATURATED
2	What communication issues occur between you and your co-workers?	98%	94%	98%	96,67%	SATURATED
3	Do your co-workers always show empathy towards you? Can you give an example?	100%	100%	100%	100,00%	SATURATED

4	Do your co-workers always maintain a positive attitude towards you?	100%	100%	100%	100,00%	SATURATED
5	Do you feel awkward when communicating interpersonally with your superiors or co-workers?	94%	94%	98%	95,33%	SATURATED
6	During break time, do you still engage in interpersonal communication with your co-workers?	100%	100%	100%	100,00%	SATURATED
7	Are tasks and information communicated clearly and understandably?	100%	100%	100%	100,00%	SATURATED
8	Can your communication with coworkers affect your mood while working?	100%	100%	100%	100,00%	SATURATED
9	Do conflicts often occur between you and your co-workers?	96%	100%	100%	98,67%	SATURATED
10	In your opinion, how does interpersonal communication affect your work outcomes?	100%	100%	100%	100,00%	SATURATED
TOTAL				99,07%		

In the table above, the percentage from the interview results is obtained, with the questions referring to aspects outlined in the conceptual framework. The percentage results were obtained by measuring the positive relationship between the variables, then calculating the average similarity of answers for each question, summing those averages and dividing by the number of questions.

Based on the table above, it can be explained that interpersonal communication plays an important role in improving employee performance. The calculations conducted demonstrate that interpersonal communication has an impact of up to 99.07% on enhancing employee performance.

5. Conclusion

From data analysis and discussion using the Smart Partial Least Square (PLS) method, the following conclusions can be drawn overall:

1. Interpersonal communication at the Central Statistics Agency of Karawang operates quite well and effectively, with important aspects such as openness, empathy, supportive attitudes, positive attitudes, and equality being adequately met.

2. Periodic Employee performance at the Central Statistics Agency of Karawang is quite good, with employees being competent in carrying out their tasks. During the interviews, it was found that good performance results stem from effective interpersonal communication.
3. The calculations indicate that interpersonal communication has an impact of up to 99.07% on improving employee performance. This shows that interpersonal communication can enhance employee performance by fostering a sense of comfort, building trust, and encouraging mutual assistance. The interpersonal communication among employees at *BPS Karawang* encompasses important aspects such as openness, empathy, supportive attitudes, positive attitudes, and equality.
4. Good communication can enhance employee performance effectiveness, as effective communication allows employees to feel comfortable and secure at work, enabling them to perform optimally without burdens or obstacles. Conversely, if employees feel uncomfortable or marginalized by certain parties or groups, it can lead to discomfort that may cause them to choose not to attend work or to work under pressure, thus affecting their performance.

6. Implications

From the findings of this research, the researcher has several recommendations supported by theories from experts as follows:

1. Establish good communication with *BPS Karawang* partners to avoid ineffective information delivery and to improve performance.
Build effective and transparent communication to foster trust and better performance (Schnackenberg & Tomlinson, 2016).
2. Foster good relationships among employees both inside and outside of work. For example, by organizing activities outside of work hours such as group meals, recreation, or meetings outside the office.
Consider how leaders or superiors can create a better work environment that allows employees to feel more positive about their work (Men, L. R., & Stacks, D. W., 2014).
3. Evaluate communication between departments and among employees by conducting employee satisfaction surveys, interviews, and direct observations to identify areas needing improvement.
Conduct routine evaluations of the effectiveness of interpersonal communication

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Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

Author Contribution

The authors confirm contribution to the paper as follows: **study conception and design:** R.A.S., S., M.M.K., U.M.D.S. and A.Z.A.; **data collection:** R.A.S., S., M.M.K., U.M.D.S. and A.Z.A.; **analysis and interpretation of results:** R.A.S., S., M.M.K., U.M.D.S. and A.Z.A.; **draft manuscript preparation:** R.A.S., S., M.M.K., U.M.D.S. and A.Z.A. All authors reviewed the results and approved the final version of the manuscript.

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