

INVESTIGATING THE EFFECT OF COMMUNICATION AND TEAMWORK ON EMPLOYEE PERFORMANCE: AN EMPIRICAL STUDY IN INDONESIA AIRPORT COMPANY

Ayu Nadya Anggraini^{1*}, Camilus Isidorus Ikut²

¹ Faculty of Economics and Business UNTAG Semarang, Indonesia

*Email: ayunadya@gmail.com (corresponding author)

ABSTRACT

The study aimed to investigate the effect of communication and teamwork on employee performance. The type of research used is a quantitative method, Primary data sources were obtained through a survey of all employees in the Operations and Services section of PT. Angkasa Pura 1, General Ahmad Yani International Airport Branch Office, Semarang, Central Java, Indonesia. The technique used a random sampling so a total of 52 employees were obtained. The results showed that communication had a positive effect on employee performance. Other finding concluded that teamwork had a positive and significant effect on employee performance. The results contribute to providing important evidence of building cooperation and communication in organizations.

Keywords: Communication; Teamwork; Employee Performance.

Article History: Submitted: 2024-10-23; Revision: 2024-10-28; Accepted: 2024-10-29; Available online: 2024-10-31

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How to Cite: Anggraini, A. N., & Ikut, C. I. (2024). Investigating the Effect Of Communication and Teamwork on Employee Performance: An Empirical Study in Indonesia Airport Company. *Untag Business and Accounting Review*, 3(2), 39-45.

INTRODUCTION

Companies need high employee performance to achieve their goals. For activities to get closer to the target, good communication is required for all employees (Siagian, 2011). In addition, companies need solid teamwork can complete the performance achievement process. Communication that occurs within an organization will affect organizational activities, such as work efficiency, employee satisfaction, and others (Mangkunegara, 2015). Likewise, work in a company will not be carried out properly if employees do not work together in harmony. The work team produces positive synergy through coordinated efforts (Robbins et al, 2015). Performance achieved through teamwork is better than individual performance. Teamwork has been proven to be effective in providing good contributions to employee and organizational performance.

Several prior studies have proven the role of communication and cooperation in improving performance. Research by Iradawaty (2022) and Dewi (2021) stated that communication has a positive influence on employee performance. Research conducted by Devi et al. (2022) and Fortuna (2022) proved that teamwork contributes to employee performance. However, some studies show density. A study by Najati and Susanto (2022) stated that communication does not affect employee performance. Other study explain that teamwork does not influence employee performance (Hatta et al., 2017).

This study examines two factors of employee performance with employees of the Operations and Services division of PT. Angkasa Pura 1, General Ahmad Yani International

Airport Branch Office, Semarang. The preliminary study showed that the level of consumer satisfaction in using flight services was not optimal. This was partly due to different communication and teamwork factors for each employee. The results of the survey from January to December 2022 showed that employee performance related to the quality of Avio bridge utilization still exceeded the standard or normal time.

Based on the previous description, the influence of communication and teamwork on employee performance has not been consistent. Therefore, this study aims to validate the influence of communication and teamwork on employee performance. The study will contribute theoretically to the human resources literature. Furthermore, empirical findings provide input for managers in developing communication and teamwork.

LITERATURE REVIEW

The Influence of Communication on Employee Performance

Communication plays an important role in employee performance because communication is one of the causes that affect company activities. After all, bad relationships can cause problems that will harm the company. Employees can communicate with each other, both with leaders and coworkers, so that there are no reporting errors. The sender and recipient of the message understand each other's meaning of the message conveyed, it can be interpreted that effective communication has occurred. Lack of communication between members will give bad results or not achieve the targets that have been set, maximum employee performance can be achieved if there is effective communication. If you are careful, having a good level of communication will create a lot of performance, because motivation can arise in the employee's personality while carrying out the correct activity actions, so that the expected target can be achieved.

Research conducted by Sigar et al. (2021) stated communication has a positive and significant influence on employee performance. Study by Dewi (2021), and Avianty (2023) concluded communication has a positive and significant influence on employee performance. Based on the explanation, there is a positive influence of communication on employee performance. So the first hypothesis proposed in this study is:

H1: Communication has a positive and significant effect on employee performance.

The Effect of Teamwork on Employee Performance

Teamwork is a factor that affects employee performance, through effective and coordinated cooperation can achieve better work performance and achievement and solution cooperation is considered the best organization because organizational research will not be carried out properly if it is not aligned. A strong team is able to provide efficient performance so that employees can achieve predetermined organizational goals. Teamwork has a significant effect on employee performance. A team always has better solutions than individuals, a combination of various talents and innovative solutions can make the work team more competitive than individuals. Another factor needed to improve employee performance besides teamwork is communication. According to research conducted by Devi (2022), teamwork has a positive and significant effect on employee performance. According to research by Phina et al. (2018), Adbulle & Aydıntan (2019), and Fortuna (2022), teamwork has a positive and significant effect on employee performance. Based on the explanation, there is a positive effect of teamwork on employee performance. So the second hypothesis proposed is:

H2: Teamwork has a positive and significant effect on employee performance.

Figure 1 describe the conceptual framework of this research.

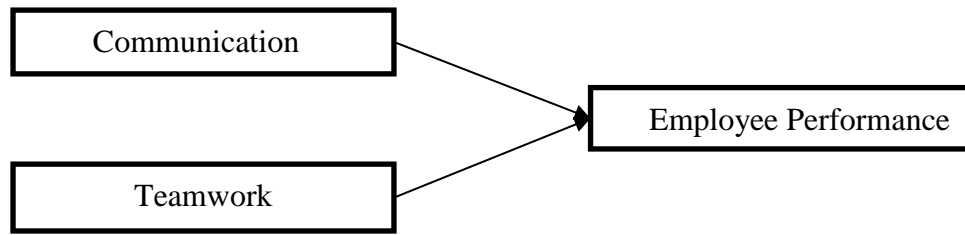


Figure 1. Research Framework

RESEARCH METHODS

Sample

The population in this study were all employees of the Operations and Services division of PT. Angkasa Pura 1, Ahmad Yani International Airport Branch Office, Semarang, totaling 112 employees. Sampling in this study used simple sampling, namely simple random sample selection (Sugiyono 2010). The determination of the sample size carried out by the researcher, according to the Slovin formula, was 52 employees.

Measure

Communication is an interpersonal interaction that uses a linguistic symbol system, for example, a verbal (words) and a nonverbal symbol system. This system can be socialized directly/face to face or through other media (written, oral, and visual). In this study, communication is operationalized with communication understanding, communication enjoyment, influence on attitudes, better relationships, and actions. Teamwork is a grouping of two or more people who adapt to each other in activities to achieve specific goals. In this study, teamwork is operationalized with the ability to work together, trust, and togetherness. Employee performance is the result of a process that refers to and is measured over a certain period based on previously determined provisions or agreements. In this study, employee performance is operationalized with work quality, work quantity, timeliness, effectiveness, independence.

Data analysis

The data analysis consists of validity tests, reliability measurements, classical assumptions, and multiple linier regression.

RESULT AND DISCUSSION

Result

Based on the description in Table 1, the gender of the respondents shows that the majority of the employees in the Operations and Services section of PT. Angkasa Pura I, General Ahmad Yani International Airport Branch Office, Semarang are male, namely 40 employees or 76.9% of the total sample. The large number of male employees is because of PT. Angkasa Pura I, General Ahmad Yani International Airport Branch Office, Semarang requires employees who have strong physical conditions, for this reason, the company has a policy to employ more male employees. Furthermore, the characteristics of the respondents are explained based on age, namely: 21-30 (69.2%), age 31-40 (21.2%), and age > 40 (9.61%). This shows that the majority of respondents are dominated by the age of 21-30 years. This is because of the Operations and Services of PT. Angkasa Pura I, General Ahmad Yani International Airport Branch Office, Semarang needs young employees who still have strong stamina, for this reason, the company has a policy to employ more employees aged 21-30 years. Based on the education data above, it can be explained that the characteristics of respondents based on education are Bachelor's Degree (30.8%), Diploma (19.2%), and High

School (50%), which shows that respondents with high school education dominate, namely 26 employees or 50% of all respondents. The large number of employees with high school education is because many job formations do not require too high skills, for that the company has a policy to increase the number of employees with high school education. Likewise, based on the length of service above, it can be explained that the characteristics of respondents with a length of service are 1-5 years (34.6%), 6-10 years (46.2%), and 11-20 years (19.2%) which shows that respondents with a length of service of 6-10 years dominate, namely 24 employees or 46.2% of all respondents. The condition of the length of service is quite good. Employees with a length of service of 6-10 years are considered to be experienced enough to do the work given. The large number of employees with a length of service of 1-5 years is because it is a step by the company to replace old employees who retire. It is known that in the last 5 years, many employees have been dismissed.

Table 2 show the results of the validity test from a survey with 30 respondents. The results can be seen that all indicators used to measure communication, teamwork, and employee performance in this study that $r_{count} > r_{table}$ (0.361) so that the indicators used in the instrument are valid.

Reliability testing is a criteria for measuring a questionnaire that indicates a construct. A questionnaire is reliable if a person's answer to the statement is consistent or stable over time. Reliability measurement it this study used one shot measurement. Here the measurement is only once and then the results are compared with other questions or measure the correlation between the answers to the questions. The results of the reliability test calculation can be seen in Table 2. It shows that all Cronbach Alpha value above 0.60, which means all variables are reliable (Ghozali, 2016).

Table 1. Respondents Profile

Identity	Characteristic	Frequency	Percentage
Sex	Man	40	76.9%
	Woman	12	23.1%
Age	21 - 30 years	36	69.2%
	31 - 40 years	11	21.2%
	> 40 years	5	9.61%
Education	Bachelor	16	30.8%
	Diploma	10	19.2%
	High School	26	50.0%
Work Experience	1-5 Years	18	34.6%
	6-10 Years	24	46.2%
	11-20 Year	10	19.2%

Table 2. Validity and Reliability Testing Result

Variables, Indicator Items	r-count	r-table	Cronbach Alpha
Communication X1.1, X1.2 , X1.3, X1.4, X1.5	0.823, 0.758, 0.747, 0.878, 0.942	0.361	0.885
Teamwork X2.1, X2.2, X2.3	0.706, 0.869, 0.698	0.361	0.638
Employee performance Y1, Y2, Y3,Y4, Y5	0.758, 0.791, 0.878, 0.425, 0.521	0.361	0.715

Table 3. Hypothesis Testing Result

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	6.181	1.781		3.471	0.001
Communication	0.200	0.097	0.311	2.061	0.045
Teamwork	0.813	0.234	0.523	3.472	0.001

Note: Dependen variable = employee performance

Multiple regression analysis is used to determine the effect of communication and teamwork on employee performance. Based on the results of SPSS processing in Table 3, it can be seen that the regression coefficient (beta) or $\beta_1 = 0.311$ and $\beta_2 = 0.523$ so that the regression equation can be arranged as follows:

$$\text{Employee performance} = 0.311 \text{ Communication} + 0.523 \text{ Teamwork} \dots\dots\dots(1)$$

Based on Table 3, the calculated t value is $2.061 > t\text{-table } 2.009$ (df=49) with a significance value of $0.045 < \alpha: 0.05$, so the H1 hypothesis is accepted. This finding means that the research hypothesis H1 which states that communication has a positive influence on employee performance is proven. The further result shows the t-value of $3.472 > t\text{-table } 2.009$ (df = 49), with a significance value of $0.001 < \alpha: 0.05$ so H2 is accepted. Thus, the hypothesis that state teamwork has a positive influence on employee performance is approved.

Discussion

Based on the results of the study, it can be seen that communication has a positive effect on the performance of employees in the Operations and Services section of PT. Angkasa Pura I, General Ahmad Yani International Airport Branch Office, Semarang. This proves that communication has a positive effect on employee performance values. The results of the study are in line with Iradawaty (2022), that communication can be achieved through a good understanding of communication with employees, successful communication will provide a pleasant atmosphere, having the character in working will establish better relationships and effective communication makes a good action. The results of the study are also in line with research conducted by Sigar et al (2021) which shows that communication has a positive and significant effect on employee performance. And also supported by the results of Dewi (2021) and Avianty (2023), which states that communication has a positive and significant effect on employee performance.

Based on the research results, it can be seen that teamwork has a positive effect on the performance of employees in the Operations and Services section of PT. Angkasa Pura I, General Ahmad Yani International Airport Branch Office, Semarang. This is proven by the fact that teamwork has an important influence on employee performance values. In general, teamwork of employees in the Operations and Services section of PT. Angkasa Pura I, General Ahmad Yani International Airport Branch Office, Semarang is included in the high category. The results of the study according to Phina et al. (2018), Adbulle & Aydıntan (2019), and Devi et al. (2022), high teamwork will be able to create good performance and can achieve goals for an organization, good teamwork through being willing to work together,

providing trust, and being able to work together. The results of the study are in line with the research conducted by Devi et al. (2022), which shows that teamwork has a positive and significant influence on employee performance. And also supported by the results of Fortuna's research (2022), which states that teamwork has a positive and significant influence on employee performance.

CONCLUSION AND RECOMMENDATION

Conclusion

The results of the study can be concluded as follows: first, communication has a positive and significant effect on employee performance. This shows that if communication is improved, employee performance will increase. Second, teamwork has a positive and significant effect on employee performance. This shows that if teamwork is improved, employee performance will increase.

Managerial Implications

The management of employees in the Operations and Services section of PT. Angkasa Pura I, General Ahmad Yani International Airport Branch Office, Semarang is expected to improve communication. Especially on the indicator of a better relationship between individuals in the company the communication that is established is very helpful in acting on work that has a response that disagrees so that it is hoped that the leadership will improve communication between employees well. The management of employees in the Operations and Services section of PT. Angkasa Pura I, General Ahmad Yani International Airport Branch Office, Semarang is expected to improve teamwork. Especially on the indicator of trust being established in the work team so that it is hoped that the management will increase full trust in teamwork well.

To improve performance, communication needs to be achieved through good communication and understanding to employees, successful communication will provide a pleasant atmosphere, having a character in working will establish better relationships, and in effective communication makes a good action. Likewise, high teamwork will be able to create good performance and can achieve goals for an organization, good teamwork through wanting to work together, giving trust, and being able to compact

Limitation and Futher Research

Limitations in this study require critical assessment and interpretation of the impact of the research. Recommendations are based on the conclusions and refer to practical actions of standard work and possibilities for continuing future research.

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