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The Influence of Interpersonal Communication and Education and Training on Employee Performance Through Work Motivation of Employees of the Human Resources Development and Personnel Agency (BKPSDM) in Maros Regency, South Sulawesi Province

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Abstract

This study aims to analyze the influence of interpersonal communication, education and training on work motivation and performance both directly and indirectly on BKPSDM employees in Maros Regency, South Sulawesi Province. The study was conducted at the Human Resources Development and Personnel Agency (BKPSDM) in Maros Regency, South Sulawesi Province. The design of this study was a survey with a quantitative approach, using a questionnaire filled out by all 75 BKPSDM employees in Maros Regency. Data were analyzed using path analysis. The results showed that interpersonal communication and education and training had a significant effect on employee work motivation. In addition, both factors also influenced employee performance both directly and through work motivation as an intervening variable. Work motivation proved to be the most significant variable in improving the performance of BKPSDM employees in Maros Regency. High work motivation is positively related to increased employee productivity. Thus, BKPSDM Maros Regency can focus on increasing work motivation through improving interpersonal communication and organizing quality education and training. Thus, a more productive work environment can be created and support the achievement of better performance. This study contributes to understanding the factors that influence employee performance in the BKPSDM Maros Regency environment and suggests strategic steps to improve performance through strengthening work motivation, interpersonal communication, and education and training.

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1 Introduction

Human resource management is a science or method of managing the relationships and roles of resources owned by individuals efficiently and effectively and can be used optimally so that the goals of the organization, employees and society are achieved (Hasibuan, 2021) .

The achievement of goals cannot be separated from the performance shown by the human element as employees/workers, so an organization/company must be able to improve and encourage the performance of its employees to be better. There are many factors that can affect employee performance. A government agency has an open work system, intense interaction with employees and to achieve the best individual performance as an employee in their work, good communication skills are needed (Devito, A, 2018; Widodo & Permatasari, 2020) . One form of communication that is important in a work organization is interpersonal communication, the existence of interpersonal communication between as a builder of working relationships. In several studies related to interpersonal communication on performance, many have been carried out (Febriani & Suharnomo, 2018) , (Karlina, 2018) which concluded positive and significant results. However, not a few other studies show different results (Khair, 2019) , (Setiawan & Lestari, 2016) that interpersonal communication has a positive but

not significant effect on performance. Effective communication in the workplace is encouraging a culture of open communication in the workplace, this can be done by creating an environment that supports discussion, collaboration, and sharing of information between employees.

In addition, performance improvement can be done by implementing education and training (Diklat). The implementation of Diklat (Education and Training) is very important in supporting the improvement of employee performance. Diklat is not only an agency routine, but there is an evaluation that can be carried out and followed up so that there is an impact from its implementation. Research (Indriani et al., 2020) , (Eliana, 2020) , (Munir et al., 2021) concluded that Diklat has a positive and significant effect on performance. Diklat can provide motivational encouragement by providing opportunities to learn and develop themselves. However, different results were found in research (Syamsuri & Siregar, 2018) , (Wicaksono, 2019) , (Suratman, 2018) found that Diklat had a positive but not significant effect on performance.

Motivational factors in work are very basic that every individual must have, motivation arises to increase passion in working so it is important for an employee to have high motivation in working. Research related to motivation and performance has been widely conducted, including (Muna, 2022) , (Bagaskara & Rahardja, 2018) , concluding that work motivation has a positive and significant effect on performance. Although there are also other research findings such as (Syamsuri & Siregar, 2018) , (Diana & Abdullah, 2018) , that work motivation has no significant effect on performance.

Various research problems that have been conducted show that in achieving optimal employee performance results are greatly influenced by factors and this certainly becomes a basis that can provide opportunities to further research the factors that influence the performance. So that from the results of previous research studies, it was still found that the results of previous researchers' observations were inconsistent regarding interpersonal communication, education and training on motivation and performance.

This study took the object of one of the government institutions, namely the Human Resources Development and Personnel Agency (BKPSDM) in Maros Regency, South Sulawesi Province, with the consideration that there are indications of suboptimal performance achievement. The internal pre-survey found that the absence of personnel analysts is the impact of the inaccurate formation of employee needs that should be involved through education and training programs and also the lack of information related to the schedule which results in the unfulfilled needs of employees in the position of personnel analyst. Lack of transparency and interpersonal communication (leaders, subordinates and fellow subordinates) so that employees who have the competence as analysts do not get space for the formation, and the result is a lack of employee understanding and frequent mistakes in personnel analysis tasks, lack of feedback, unclear goals and roles.

Furthermore, the identification of other problems in the institutional and administrative aspects and impacting on suboptimal employee performance is the standard operating procedures (SOP) that have not been implemented optimally and professionally due to the lack of employee understanding, the implementation of training tends to be carried out with irrelevant training programs, and this is indicated by data that the strategic target of increasing employee competency with a target of 70% was only achieved by 52.34% (2022) (BKPSDM, 2022). Then, another finding is that many employees do not yet have the skills according to their field of expertise such as in the planning and financial aspects, employees still cannot use technology.

This study attempts to analyze the influence of interpersonal communication and Education and Training on employee performance through work motivation of employees of the Human Resources Development and Personnel Agency (BKPSDM) in Maros Regency, South Sulawesi Province.

1. Literature review

Human Resource Management is an organizational function that drives subordinate performance in line with their leaders' goals. Research shows that the way an organization manages its human resources significantly

impacts organizational performance (Pfeffer, 2007) . Human resource management priorities often center on creating a safe environment that aligns the organization's strategy and climate with subordinates' values through motivation, incentives, and education (Salampasis et al., 2015) .

Interpersonal communication refers to the face-to-face exchange of information, feelings, and ideas between two or more individuals, which can be expressed verbally or nonverbally. According to (Maulana, 2013) , interpersonal communication is a communication process that is set on social objects to find out the meaning of a stimulus in the form of information or messages. According to (DeVito, 2022) , interpersonal communication is communication that occurs between two people who have a clearly visible relationship between them, for example a conversation between a father and a child, a husband and wife, a teacher and a student, and so on.

Diklat is an abbreviation of education and training. Diklat is a series of processes to improve the skills and knowledge of an employee in order to achieve the goals of an organization. According to (Ambar, Sulistiyani, 2009) , education and training (diklat) is an effort to maintain, improve the ability, capacity and professionalism of employees. According to (Notoatmodjo, 2003) that education and training is an effort to develop human resources, especially to develop intellectual abilities and human personality.

Motivation is a driving force that leads to goals and it rarely appears in vain. Every organization certainly wants to achieve its goals. According to (Robbins & Judge, 2021) , work motivation is the willingness to exert a high level of effort towards organizational goals, which is conditioned by the ability of that effort to meet an individual's needs. According to (Terry, 2021) , work motivation is the desire to satisfy certain needs.

Methodology

The study used a quantitative approach with a survey design, the collection was carried out through the distribution of questionnaires to consumers. A total of 75 employees became the research sample taken using saturated sampling techniques. Data analysis used path analysis.

Measurement Variable

Independent variables

Interpersonal Communication (X1). Behavior and way of conveying information between employees in work situations and occurs directly through face-to-face meetings and delivery both verbally and non-verbally so that there is a feedback response between the information giver and the information recipient. The indicators are a) openness, b) empathy , c) support, d) positive behavior, and e) similarity. Source: (Thoha, 2002)

Education and Training (X2). The process of improving employee skills by participating in self-development activities through education and training as an effort to develop human resources and increase capacity as employees in carrying out daily tasks. The indicators are a) training content, b) training methods, c) instructor attitudes, d) training duration, and e) training facilities. Source: Rae in (Garniwa, 2012)

Dependent variable

Employee Performance (Y2). The level of achievement of results from the implementation of certain tasks carried out by employees. The indicators are a) work quality, b) work quantity, c) timeliness, d) effectiveness, and e) independence. Source: (Robbins & Timothy, 2016)

Intervening variables

Work motivation (Y1). The strength of employees, both from within and outside themselves, that encourages them to start working behavior, according to a certain format, direction, intensity and time period in order to

achieve goals. The indicators are a) responsibility, b) achievement, c) opportunities for advancement, d) recognition for work, and e) challenging work. Source: (Mangkunegara, 2020)

2. Results

Instrument Test

The results of the validity test on the variable items of interpersonal communication, education and training, work motivation and employee performance all obtained *Pearson correlation values* ($r_{count} > r_{table}$ (0.227)). Thus, all indicators are able to support their variables and have valid values as measuring tools for these variables. Then, the reliability test using *the Cronbach's Alpha* method was obtained greater than 0.60. Based on these results, it is concluded that all variables have a good level of reliability.

Path Analysis

1. Path analysis 1

The results of the analysis obtained on the relationship between path 1 can be seen in the following table:

Table 1
Results of path analysis 1

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	6.208	1,869		3.322
	Interpersonal Communication X1	.396	.116	.396	3.419
	Education and Training X2	.304	.096	.366	3.160

a. Dependent Variable: Work Motivation Y1

Source: Primary data, processed 2023

For the interpersonal communication variable on work motivation is 0.396 and the significance value is 0.001 (Sig. <0.05) so that in this relationship there is a positive and significant influence. For the education and training variable on work motivation is 0.366 and the significance value is 0.002 (Sig. <0.05) so that in this relationship there is a positive and significant influence.

The correlation value of determination or R-square on the relationship of path 1 is 0.488. The value of the coefficient of determination (R²) shows that the contribution of the independent variables, namely interpersonal communication and education and training to the dependent variable, namely work motivation, is 48.8% and the remaining 51.2% is the influence of other factors that are not examined in this study.

2. Path analysis 2

The results of the analysis obtained on the relationship between path 2 can be seen in the following table:

Table 2
Results of path analysis 2

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	8,744	1,458		5,998
	Interpersonal Communication X1	.188	.091	.247	2,073
	Education and Training X2	.176	.075	.278	2,361
	Work Motivation Y1	.237	.086	.312	2,769

a. Dependent Variable: Employee Performance Y2

Source: Primary data, processed 2023

For the interpersonal communication variable on employee performance is 0.247 and the significance value is 0.042 (Sig. <0.05) so that in this relationship there is a positive and significant influence. For the education and training variable on employee performance is 0.278 and the significance value is 0.021 (Sig. <0.05) so that in this relationship there is a positive and significant influence. For the work motivation variable on employee performance is 0.312 and the significance value is 0.007 (Sig. <0.05) so that in this relationship there is a positive and significant influence.

Furthermore, for the correlation value of determination or R-square on the relationship of path 2 is 0.540. The value of the coefficient of determination (R²) shows that the contribution of the independent variables, namely interpersonal communication, education and training and work motivation to the dependent variable, namely employee performance, is 54.0% and the remaining 46.0% is the influence of other factors that are not studied.

Furthermore, for the indirect influence in this study, the Sobel test was conducted.

- a. The indirect influence of interpersonal communication on employee performance through work motivation

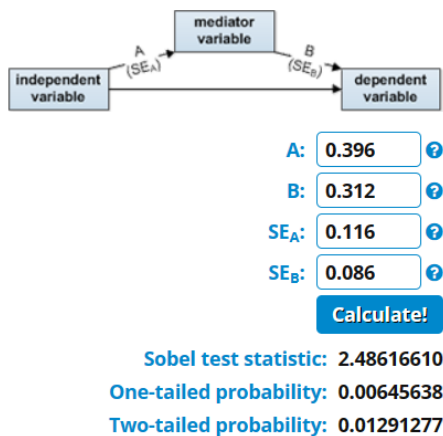


Figure 5. Sobel test 1

The results of the Sobel test 1 above show that:

Sobel test statistic (tcount) = 2.486

Two-tailed probability (p-value) = 0.012

For ttable (t distribution table) = 1.993

Conclusion. The calculated t value of the indirect effect is 2.486, and is greater than the t table = 1.993. The large value of the indirect effect of interpersonal communication (X1) on employee performance (Y2) through work motivation (Y1) is the result of multiplying the beta value of the communication coefficient interpersonal (X1) on work motivation (Y1) is 0.396 with a beta coefficient value of work motivation (Y1) on employee performance (Y2) of 0.312, so that $(0.396 \times 0.312) = 0.123$. Thus, the large value of the indirect influence of interpersonal communication (X1) on employee performance (Y2) through work motivation (Y1) is 0.123 points.

- b. Indirect influence of education and training on employee performance through work motivation

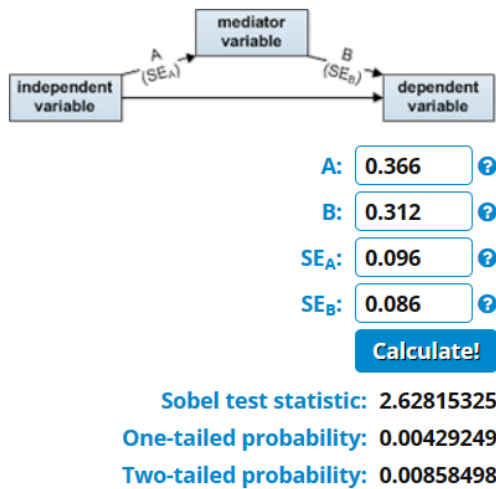


Figure 6. Sobel test 2

The results of the Sobel test 2 above show that:

Sobel test statistic (tcount) = 2.628

Two-tailed probability (p-value) = 0.008

For ttable (t distribution table) = 1.993

Conclusion. The calculated t value of the indirect effect is 2.628, and is greater than the t table = 1.993.

The large value of the indirect effect of education and training (X2) on employee performance (Y2) through work motivation (Y1) is the result of multiplying the beta value of the education and training coefficient (X2) on work motivation (Y1) which is 0.366 with the beta value of the work motivation coefficient (Y1) on employee performance (Y2) which is 0.312, so that $(0.366 \times 0.312) = 0.114$. Thus, the large value of the indirect effect of education and training (X2) on employee performance (Y2) through work motivation (Y1) is 0.114 points.

3. Discussion

The influence of interpersonal communication on the work motivation of BKPSDM employees in Maros Regency, South Sulawesi Province

Based on the results of the analysis, the influence of interpersonal communication variables on work motivation is positive and significant. This study is reinforced by studies such as (Abdurrahman, 2018; Wonodipho, 2019) which both found that increasing interpersonal communication can increase work motivation, resulting in better performance. Research (Maria, 2019) found that interpersonal communication has an indirect effect on performance through work motivation, but does not have a direct effect. In addition, the theory that supports this finding is (DeVito, 2022) that interpersonal communication is communication that occurs between two people who have a clear relationship between them and can interpret and motivate each other.

The influence of education and training on the work motivation of BKPSDM employees in Maros Regency, South Sulawesi Province

Based on the results of the analysis, the influence of education and training variables on work motivation is positive and significant. Several studies support this finding, such as (Herdajanto, 2023) who found that education and training had a significant effect on employee performance, while (Ngai et al., 2016) identified a positive relationship between vocational training and work motivation mediated by the adequacy of training and self-actualization. The most striking impact on increasing the motivation of BKPSDM employees in Maros Regency, South Sulawesi Province is the increase in responsibility felt by employees for their work. By attending quality training, employees become increasingly capable and motivated to carry out the responsibilities inherent in their roles. Training that is relevant and in accordance with work needs not only provides additional knowledge, but also forms a deeper understanding of the roles and responsibilities of individuals in the context

of the organization. Employees who feel that they are trained and competent in their tasks tend to respond with increased motivation (Garniwa, 2012) . They realize that having adequate skills and knowledge is the key to carrying out their responsibilities effectively.

The influence of interpersonal communication on the performance of BKPSDM employees in Maros Regency, South Sulawesi Province

Based on the results of the analysis, the influence of interpersonal communication variables on performance is positive and significant. Studies that consistently support the results of this study are (Maslikha et al., 2022; Saraih et al., 2019) . This relationship is further influenced by factors such as task design (Saraih et al., 2019) , organizational trust (Maslikha et al., 2022) . Interpersonal communication style, especially in an organizational environment, also plays an important role, with supportive, informal, and egalitarian communication styles associated with better performance and well-being (Taylor, 2012) . In an effort to improve performance through interpersonal communication, the aspect that continues to need to be improved is positive employee behavior, especially in maintaining an optimistic attitude in communicating. Employee optimism plays an important role in shaping a positive work culture.

The influence of education and training on the performance of BKPSDM employees in Maros Regency, South Sulawesi Province

Based on the results of the analysis, the influence of education and training variables on performance is positive and significant. Research that supports these findings is (Dalimunthe & Muda, 2017; Irshadullah, 2018) found that education and training each significantly improve performance. One of the crucial factors that influences employee performance is the content of the training itself. For respondents, they felt very lucky because the content of the training provided was in line with my current work needs. By understanding the learning styles of participants, training not only becomes more interactive, but also not boring. This helps to be more focused and active in participating in each training session (Nurbeti & Sitepu, 2020) .

The influence of work motivation on the performance of BKPSDM employees in Maros Regency, South Sulawesi Province

Based on the results of the analysis, the influence of work motivation variables on performance is positive and significant. Research that supports this finding is (Sarwani et al., 2019) identifying the positive impact of work motivation on job satisfaction which ultimately affects individual performance. Also, research (Constantinescu & Stegăroiu, 2023) highlights the relationship between employee performance and proactive personality traits, as well as certain motivational factors. One of the main factors that most dominantly influences employee performance through work motivation is employee responsibility. BKPSDM employees in Maros Regency, South Sulawesi Province feel that they have responsibility as part of a team or organization and tend to be more motivated to achieve goals. Although work motivation has been proven to be the main key in improving employee performance, the thing that remains important to improve is the quantity of work. In this context, work motivation must focus more on employee efforts to achieve high work quantity.

The influence of interpersonal communication on performance through work motivation of BKPSDM employees in Maros Regency, South Sulawesi Province

This study shows that there is an indirect positive and significant influence of interpersonal communication on employee performance through the work motivation of BKPSDM employees in Maros Regency, South Sulawesi Province. The important role of interpersonal communication is seen through openness among employees. Openness creates effective communication channels, allowing ideas and information to flow smoothly between various levels of the organization. Open communication creates an environment where each individual feels comfortable expressing opinions, solving problems, and contributing to common goals. Meanwhile, work motivation is reflected in employee responsibility. Employees who are internally motivated tend to show a high level of responsibility towards their duties and responsibilities. They will be more proactive in finding solutions, taking the initiative to achieve team and organizational goals. Strong work motivation encourages employees to actively involve themselves in achieving targets, thereby increasing productivity and

work quality (Febriani & Suharnomo, 2018) . The effectiveness of employee work is reflected in the work results produced, good performance can be measured by the extent to which someone is able to achieve the targets set and make a positive contribution to achieving organizational goals. With openness in communication and high work motivation, the performance of BKPSDM employees in Maros Regency, South Sulawesi Province is reflected in the efficiency, punctuality, and quality of the work results provided.

The influence of education and training on performance through work motivation of BKPSDM employees in Maros Regency, South Sulawesi Province

This study shows that indirectly there is a positive and significant influence of education and training on employee performance through the work motivation of BKPSDM employees in Maros Regency, South Sulawesi Province. As in this study shows that the role of training is very strikingly seen through the content of the training and training methods held. Training materials that are relevant to the duties and responsibilities of employees, and delivered with interactive and interesting methods, have had a positive impact on the understanding and skills of BKPSDM employees in Maros Regency, South Sulawesi Province. Carefully designed training is also able to provide new insights into work, open up insights, and improve employee competence. Furthermore, the work motivation of BKPSDM employees in Maros Regency, South Sulawesi Province appears to increase through increased responsibility. By giving heavier tasks and challenges that are in accordance with their skill levels, employees feel recognized and feel they have made a significant contribution to the success of the organization. Intrinsic motivation also arises when employees feel their responsibilities are increasing, and this has a positive impact on their enthusiasm and dedication in carrying out their duties. The results of the role of training and high work motivation can be reflected in employee performance. Employees who pay attention to effectiveness in working show the ability to apply the knowledge and skills acquired during training effectively.

4. Conclusion and Recommendations

Based on the results of the study, it was concluded that the performance of BKPSDM employees in Maros Regency, South Sulawesi Province can be improved through several factors, namely interpersonal communication, education and training, and work motivation. These factors have both direct and indirect influences on employee performance. Although all of these variables provide good contributions, work motivation stands out as the most significant factor in improving the performance of BKPSDM employees in Maros Regency, South Sulawesi Province. It can be identified that a high level of work motivation will have a major positive impact on employee productivity and dedication. Therefore, increasing work motivation should be the main focus in efforts to improve the performance of BKPSDM employees in Maros Regency, South Sulawesi Province. In addition, special attention is needed to improve interpersonal communication and improve the quality of employee education and training to ensure that they have the skills and knowledge needed to carry out their duties effectively. By strengthening these factors, it can create a more productive work environment and make a positive contribution to the overall work achievement of BKPSDM employees in Maros Regency, South Sulawesi Province. Work motivation identified as an intervening variable in this study is not only the cause of improving the performance of BKPSDM employees in Maros Regency, but is also a potential solution to overcome problems that may arise. By increasing work motivation, employees tend to have higher levels of satisfaction and involvement in their work. This can create a more positive and productive work environment. Therefore, it should be emphasized that increasing work motivation can be the main key in overcoming the performance problems of BKPSDM Maros Regency employees, and efforts to improve it should be a priority in developing human resources in the organization.

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