



Interpersonal Communication, Transformational Leadership, and Workload on Employees' Performance at PT Sawit Riau Makmur

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ABSTRACT

The purpose of this research is to analyze the effect of interpersonal communication, transformational leadership, and workload on employee performance. This research was conducted at PT Sawit Riau Makmur Rokan Hilir. The population in this study were all employees of PT Sawit Riau Makmur Rokan Hilir, totaling 76 people. Due to the relatively small population size, the entire population was sampled in this study using the census method. The results of this study explain that communication has no significant effect on employee performance, leadership has no significant effect on employee performance, and workload has a positive and significant effect on employee performance at PT Sawit Riau Makmur Rokan Hilir.

Keywords: Interpersonal Communication, Transformational Leadership, Workload, Employee Performance

INTRODUCTION

Management is the science of managing the process of utilizing human resources and other sources effectively and efficiently to achieve a certain goal (Hasibuan, 2014). Good management will facilitate the realization of organizational, employee and community goals. One of the important resources in management is human resources. The importance of human resources needs to be realized by all levels of management.

To face competition in this global era, companies are required to work more efficiently and effectively in carrying out increasingly fierce competition. To achieve this goal is inseparable from the role of employees who have the ability and willingness to carry out various company activities in accordance with what has been determined. Thus, it can be said that the presence of employees is one of the resources that determine the success of a company.

Performance (Andi et al., 2022; Pernando et al., 2022; Tohan et al., 2022) is the result achieved by employees in their work according to certain criteria that apply to a job (Robbins & Judge, 2015). According to Tohardi in (Warella et al., 2021), performance is very important for an organization because high performance will certainly reduce absenteeism or work due to laziness, with high performance from laborers and employees, the work given or assigned to them will be able to completed in a shorter or faster time, with high performance the organization benefits from a small angle of the damage rate because the more dissatisfied at work, the less enthusiastic at work, the greater the damage rate, high performance automatically makes employees happy to work so it is unlikely that employees will move to work elsewhere, high performance can reduce the number of accidents because employees with high performance tend to work carefully and thoroughly so that they work according to existing procedures.

PT Sawit Riau Makmur Rokan Hilir is one of the companies engaged in the palm oil mill. The company PT Sawit Riau Makmur Rokan Hilir is engaged in the processing of Fresh Fruit Bunches (FFB) to produce Crude Palm Oil (CPO) and Palm Kernel (PK). The following is a graph of the employee performance appraisal of PT Sawit Riau Makmur Rokan Hilir for the last 5 years.

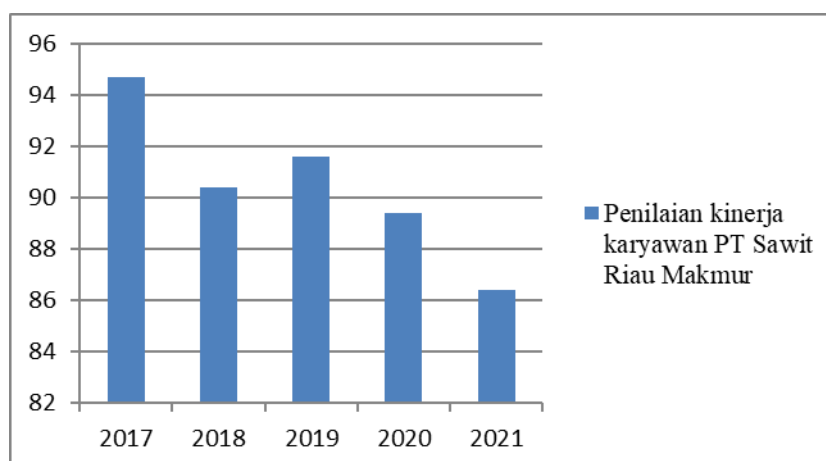


Figure 1. Employee performance appraisal of PT Sawit Riau Makmur 2017-2021

Based on Figure 1, it can be seen the results of the employee performance appraisal of PT Sawit Riau Makmur Rokan Hilir for the last 5 years. In 2017 an average value of 94.7% was obtained, in 2018 90.4%, in 2019 91.6%, in 2020 89.4% and in 2021 86.4%. It can be seen that there has been a decline in the performance of employees of PT Sawit Riau Makmur Rokan Hilir over the last 3 years.

The following are the results of the pre-survey research by taking a total of 20 employees at PT Sawit Riau Makmur Rokan Hilir.

Table 1. Pre-Survey Research Results

No	Statement	Answer Choices					Percentage
		1	2	3	4	5	
1	Leaders provide motivation to employees in carrying out their work.	4	3	7	4	2	57%
2	I feel happy with the office atmosphere now	0	2	2	9	7	81%
3	The salary given by the company is in accordance with the results of the work	1	1	4	7	7	78%
4	I don't feel the workload is too much	5	6	2	4	3	54%
5	I am able to understand communication between employees	2	4	6	6	2	62%
6	The facilities provided by the company are adequate	1	0	6	8	5	76%

Source: PT Sawit Riau Makmur Teluk Mega, 2022

Based on table 1, it can be seen from the pre-survey results that the first point is the statement "Leaders motivate employees to carry out their work" gets a percentage of 57%, on the second point, namely the statement "I feel happy with the current office atmosphere" gets a percentage of 81%, on the third point, namely the statement "The salary provided by the company is in accordance with the results of work" gets a percentage of 78%, on the fourth point the statement "I don't feel the workload given is too excessive" gets a percentage of 54%, on the fifth point in the statement "I am able to understand communication between employees" by 62% and on the sixth point in the statement "The facilities provided by the company are adequate" got a percentage of 76%.

Communication is important in the organization because with good communication between employees can complete the work given properly. Interpersonal communication is communication carried out by individuals to exchange ideas or thoughts with other individuals (Hanani, 2017). As has been researched by (Nilasari et al., 2020) which concluded that interpersonal communication has a positive and significant influence on employee performance. However, there is research which suggests that interpersonal communication has no significant effect on employee performance (Hidayat et al., 2018).

Leadership also has a very large influence for employees in all companies. Leadership (Abasilim et al., 2019; Andrianto et al., 2023; Putri et al., 2023) is an effort to influence others to achieve goals. Transformational leadership are leaders who inspire their followers to go beyond their own interests and for the benefit of the organization (Robbins & Judge, 2015). A good leader will direct, encourage, and manage all elements in the group or organization to achieve the desired organizational goals so as to produce maximum employee performance (Gusriani et al., 2022; Istiana et al., 2022; Sirait et al., 2022; Sukmawaty et al., 2021; Wardana et al., 2022). According to (Rivai, 2020) suggests that transformational leadership has a positive and significant effect on

employee performance, while research according to (Asbari et al., 2020) states that transformational leadership has no significant effect on employee performance.

In addition, the workload (Biondi et al., 2021; Hafni et al., 2022; Nyoto et al., 2023) that continues to increase without an appropriate distribution of workload will result in a decrease in employee performance. According to (Vanchapo, 2020) workload is a process or activity that must be completed by a worker within a certain period of time. The number of tasks and responsibilities can affect the performance of an employee, because employees can become unfocused in carrying out their work. As the results of research (Nabawi, 2019) state that workload has a positive and significant effect on employee performance. But this is contrary to the results of research (Ahmad et al., 2019) which states that workload has no significant effect on employee performance.

Based on the background above and the differences in the results of previous researchers, a study was conducted with the title "Analysis of the Influence of Interpersonal Communication, Transformational Leadership, and Workload on Employee Performance at PT Sawit Riau Makmur Rokan Hilir". The objectives of this study are as follows: (1) To analyze the effect of interpersonal communication on the performance of employees of PT Sawit Riau Makmur Rokan Hilir (2) To analyze the influence of transformational leadership on the performance of employees of PT Sawit Riau Makmur Rokan Hilir (3) To analyze the effect of workload on the performance of employees of PT Sawit Riau Makmur Rokan Hilir.

LITERATURE REVIEW

Employee Performance

The company can be said to be successful if the performance of human resources seeks to improve employee performance to achieve company goals that have been set. Performance is the achievement of results from employees over a certain period of time based on their duties and responsibilities and focuses on organizational goals (Setiawan, 2015).

According to (Robbins, 2016) there are 5 employee performance indicators, namely: (1) Quality of Work, (2) Quantity, (3) Timeliness, (4) Effectiveness, (5) Independence.

Interpersonal Communication

According to (Hanani, 2017) one of the scopes of communication science is interpersonal communication or interpersonal communication. According to Devito quoted from (Hanani, 2017) said that interpersonal communication is a message sent by a communicator with a direct message effect.

According to (Thoha, 2013) there are 5 indicators of interpersonal communication, namely: (1) Openness, (2) Empathy, (3) Support, (4) Positivity, (5) Similarity.

Transformational Leadership

According to (Robbins & Judge, 2015) transformational leadership are leaders who inspire their followers to go beyond their own interests and for the benefit of the organization. Transformational leadership style is a way for a leader to motivate and empower people under his responsibility to be able to work together in realizing the vision and mission of the organization.

According to Bass and Avalio in (Hutahayan et al., 2019) there are 4 indicators of transformational leadership, namely: (1) Influence of Idealism, (2) Inspirational Motivation, (3) Intellectual Stimulation, (4) Individual Consideration.

Workload

Workload is one aspect that must be considered by every company, because workload is one that can affect employee work productivity. According to (Vanchapo, 2020) workload is a process or activity that must be completed by a worker within a certain period of time.

According to (Koesomowidjojo, 2017) there are 3 indicators of workload, namely: (1) Working Conditions, (2) Use of Working Time, (3) Targets to be achieved.

Relations Between Variables

Interpersonal Communication Relations Against Employee Performance

Interpersonal communication (Hall et al., 2010) in an organization is very important, because with good communication, employees can support and assist each other in completing work so that work can be completed

immediately with the amount and quality set and in the right time. Lack of communication between employees can cause miscommunication which will result in the results of the work performed. This will certainly impact the results of employee performance. There are several researchers who argue that interpersonal communication has a significant effect on employee performance. According to (Nilasari et al., 2020) with the results of the study that interpersonal communication has a positive and significant effect on employee performance. The results of this study are supported by (Januaryzki & Wihara, 2021) which states that interpersonal communication has a positive and significant effect on employee performance. But according to (Mamonto W.F, Nelwan. O.S, 2016) interpersonal communication has a negative and significant effect on employee performance. And according to (Hidayat et al., 2018) interpersonal communication has no significant effect on employee performance. From this description it can be concluded that:

H1: Interpersonal Communication has a positive effect on the performance of employees of PT Sawit Riau Makmur Rokan Hilir.

Relationship of Transformational Leadership on Employee Performance

A transformational leadership style can inspire positive change in those who follow it. If the leadership style for employees is further enhanced, then employee performance can also increase, and vice versa if the leadership given to employees is low, employee performance will decrease. A good leader will direct his employees at work so that employees become more motivated. According to (Hidayat et al., 2018) the results of transformational leadership research have a positive and significant effect on employee performance and to strengthen this research there is also according to (Mamonto W.F, Nelwan. O.S, 2016) with the results of transformational leadership research having a positive and significant effect on performance employee. And according to (Ramadhani & Indawati, 2021) which states that transformational leadership has a positive and significant effect on employee performance. However, according to (Asbari et al., 2020) states that transformational leadership has no significant effect on employee performance. From this description it can be concluded that:

H2: Transformational leadership has a positive effect on employee performance at PT Sawit Riau Makmur Teluk Mega.

The Relationship between Workload and Employee Performance

Workload is a number of processes or activities that must be completed by a worker within a certain period of time. If the workload assigned to an employee is higher, the employee's performance will be lower, conversely if the workload is lower, the employee's performance will increase. Giving excessive workload will make employees tired and will affect their performance. According to (Nabawi, 2019) the results of workload research have a positive and significant effect on employee performance. To strengthen this research, according to (Januaryzki & Wihara, 2021), it states that workload has a positive and significant effect on employee performance. But according to (Rolos et al., 2018) states that workload has a negative and significant effect on employee performance. And according to (Ahmad et al., 2019) workload has no significant effect on employee performance. From this description it can be concluded that:

H3: Workload has a positive effect on employee performance at PT Sawit Riau Makmur Teluk Mega.

METHODOLOGY

Place and time of research

The research was conducted at PT Sawit Riau Makmur Rokan Hilir which is located in Teluk Mega Village, Teluk Mega Village, Tanah Putih District, Rokan Hilir Regency, Riau. The time of research starts from August 2022 until now.

Population

The population is the whole of the research object which can be in the form of humans, events and so on, so that this object can be a source of research data. In this study, the population was all employees at PT Sawit Riau Makmur Rokan Hilir, totaling 76 people.

Sampling Technique

Based on this research, because the total population is not greater than 100 respondents, the researchers took 100% of the population at PT. Sawit Riau Makmur Rokan Hilir, namely as many as 76 respondents. Thus, the use of the entire population without having to draw a research sample as a unit of observation is referred to as a census technique.

RESULTS AND DISCUSSION

Descriptive Analysis Results

Respondent Profile

Table 2. Results of Respondent Profile Analysis

Profile	Category	Total	Percentage
Gender	Man	70	92%
	Woman	6	8%
Age	18 - 25 Years	5	7%
	26 - 35 Years	32	42%
	36 - 45 Years	36	47%
	> 45 Years	3	4%
Years of service	< 2 years	10	13%
	2 - 4 years old	18	24%
	5 - 8 Years	31	41%
	> 8 Years	17	22%
Income	< IDR 3,000,000	9	12%
	IDR 3,000,000 - IDR 5,000,000	53	71%
	IDR 5,000,000 - IDR 10,000,000	13	17%
	> IDR 10,000,000	0	0%

Source: Processed Data, 2022

Based on table 2 above, it can be seen that the most responses were men, namely 70 people. Meanwhile, there were fewer female respondents than male respondents, namely 6 people. Age 36-45 years with a total of 36 people, while ages 18-25 years with a total of 5 people, then ages 26-35 years totaled 32 respondents, and for ages > 45 years there were 3 respondents. Most respondents were at the age of 36-45 years. The length of time employees has worked at PT Sawit Riau Makmur Rokan Hilir is <2 years with 10 respondents, while 2-4 years with 18 respondents, then 5-8 years with 31 respondents, for >8 years there are 17 respondents. Most of the respondents' working period was in the working period of 5-8 years. The average income of PT Sawit Riau Makmur employees is <Rp. 3,000,000 with a total of 9 respondents, while Rp. 3,000,000 - Rp. 5,000,000 with a total of 53 people, then Rp. 5,000,000 – Rp. 10,000,000 totaling 13 people, for >Rp 10,000,000 there were 0 respondents. The highest average income for employees of PT Sawit Riau Makmur is IDR 3,000,000 – IDR 5,000,000.

Validity Test Results

From the results of the validity test on all items for the Interpersonal Communication (X1), Transformational Leadership (X2), Workload (X3), and Employee Performance (Y) variables used in this study, all items have an r count > 0.30. So, it can be concluded that all indicators for each variable have a valid value. This means that the use of questionnaire indicators in collecting research data is a valid statement and what is the aim of this study meets the testing requirements

Reliability Test Results

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Information
Employee Performance	0.747	r count > 0.60 Reliable
Interpersonal Communication	0.615	r count > 0.60 Reliable
Transformational leadership	0.623	r count > 0.60 Reliable
Workload	0.619	r count > 0.60 Reliable

Source: Processed Data, 2022

Data in table 3 can be seen that the value of the alpha coefficient is the employee performance variable which is equal to (0.747), the interpersonal communication variable is equal to (0.615), the transformational leadership variable is equal to (0.623), and the workload variable is equal to (0.619) is in the category tall. So it can be concluded that all variables are reliable.

Normality Test Results

Table 4. Normality Test Results

Kolmogorov-Smirnov test	Unstandardized Residual	Conclusion
Kolmogorov-Smirnov value	0.661	Normal Distribution
Sig	0.775	

Source: Processed Data, 2022

Based on the data from the One-Sample Kolmogorov-Smirnov Test table, a significance of 0.775 was obtained, which means it was greater than 0.05, so it could be concluded that the test data were normally distributed.

Multicollinearity Test Results

This multicollinearity test is carried out using the VIF value. Multicollinearity is the existence of a strong relationship between several variables. A variable shows symptoms of multicollinearity seen from the high VIF (Variance Inflation Factor) value on the independent variables of a regression model. The basis for decision making for the multicollinearity test is as follows:

1. If the tolerance value < 0.10 or $VIF > 10$, multicollinearity occurs
2. If the tolerance value > 0.10 or $VIF < 10$, then multicollinearity does not occur.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF	Information
Interpersonal Communication	0.401	2.493	Non-Multicollinearity
Transformational leadership	0.556	1.798	Non-Multicollinearity
Workload	0.524	1.910	Non-Multicollinearity

Source: Processed Data, 2022

From the table above it can be seen that all variables have tolerance values above 0.10 and VIF values below 10, so it can be concluded that the regression model in this study did not occur multicollinearity.

Heteroscedasticity Test Results

The heteroscedasticity test aims to test whether the regression model has an inequality of variance from one residual observation to another. In this study it was possible to carry out the heteroscedasticity test, namely the plot graph test.



Source: Processed Data, 2022

Figure 2. Scatter plot of heteroscedasticity testing

From the figure 2, it can be seen that the scatterplot results from the heteroscedasticity test show that the data spread randomly above and below zero on the Regression Studentized Residual axis, meaning that the regression model in this study is free from symptoms of heteroscedasticity.

Model Testing Results

Testing the F model aims to find out how the influence of interpersonal communication variables, transformational leadership and workload together on employee performance is as follows

Table 6. Model Testing Results

F count	F table	P value	Sign	Alpha (α)	Information	Hypothesis
34.226	2.730	0.000	<	0.05	Sig	Ha accepted Ho rejected

Source: Processed Data, 2022

Based on the results of the F test in the table, the calculated F value of 34,226 is greater than the F table, which is 2.73 with a significance of 0.000. the significance value of the resulting test is smaller than α (0.05) so it can be concluded that there is a significant influence between interpersonal communication, transformational leadership and workload together on employee performance.

Determination Coefficient Test Results

The coefficient of determination is used to measure the contribution of interpersonal communication, transformational leadership and workload to employee performance. The greater the correlation coefficient of determination, the better. Guidelines for knowing the strength of the relationship from the coefficient of determination (R²) can be seen in the table, namely:

Table 7. Determination Test Results

Variable	Adjusted R Square
Y	0.571

Source: Processed Data, 2022

The results of the regression calculation in the table can be seen that the coefficient of determination (adjusted R Square) obtained is 0.571. This means that the variables of interpersonal communication, transformational leadership and workload affect employee performance by 57.1% while the remaining 42.9% is explained by other variables not proposed in this study.

Multiple Linear Regression Test Results

By processing data using SPSS version 21, a table of coefficients is obtained which shows how the results of multiple linear regression are.

Table 8. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients (B)
Constant	2.243
Interpersonal Communication	0.090
Transformational leadership	0.255
Workload	0.729

Source: Processed Data, 2022

Interpretation: (1) The alpha constant of 2,243 states that if there is the influence of interpersonal communication, transformational leadership and workload will increase by 2,243, (2) The regression coefficient of 0,090 states that for every addition of 1 unit of interpersonal communication, it is predicted that employee performance will increase of 0.090, (3) The regression coefficient of 0.255 states that for every addition of 1 unit of transformational leadership, it is predicted that employee performance will increase by 0.255, (4) The regression coefficient of 0.729 states that for every addition of 1 unit of workload, it is predicted that employee performance will increased by 0.729.

Partial Test Results (T Test)

The t test is used to determine the significant level of influence of promotion, motivation, work experience and job satisfaction (Kersiati et al., 2023; Sriadmitum et al., 2022) variables on employee performance. The value of t table with $\alpha = 0.025$ and $Pr = n-k-1 = 76-3-1$ so that a t table of 1.993 is obtained. The results of hypothesis testing using SPSS in this study can be seen in the following table.

Table 9. Partial Test Results (T Test)

Variable	T	Sig	Information
Interpersonal Communication	0.599	0.551	Influential and insignificant
Transformational leadership	1.912	0.060	Influential and insignificant
Workload	5.667	0.000	Positive and significant influence

Source: Processed Data, 2022

From table 9 it can be seen that: (1) t count is 0.599 while t-table is 1.993 because t count (0.599) \leq from t table (1.993) then H₀ is accepted H_a is rejected, (2) t count is 1.912 while t-table namely 1,993 because t count (1,912) \leq from t table (1,993) then H₀ is accepted H_a is rejected, (3) t count is 5,667 while t-table is 1,993 because t count (5,667) \leq from t table (1,993) then H₀ is rejected Haha accepted.

Discussion of Research Results

The Effect of Interpersonal Communication on Employee Performance

Thus, it can be concluded that interpersonal communication has no effect and is not significant on the performance of employees at PT. Riau Oil Palm Prosperous Rokan Hilir. The better interpersonal communication within the company will improve performance within the company because good communication will create a harmonious working atmosphere and can reduce conflicts between employees so that work enthusiasm will be created in the company which will improve employee performance for the better.

Interpersonal communication or interpersonal communication is face-to-face interaction between two or several people, where the sender can convey messages directly, and the recipient can respond directly too.

Based on the results of the descriptive analysis, it shows that interpersonal communication is a variable that is considered good for respondents. Through descriptive analysis of respondents' responses to interpersonal communication variables that interpersonal communication that exists between employees is still not running effectively due to a lack of openness in conveying information, a lack of acceptance of the results of joint decisions and also a lack of listening to the opinions of other employees, giving rise to unfavorable prejudices among employees.

The results of this study are supported by previous research conducted by (Hidayat et al., 2018) which states that interpersonal communication has no significant effect on employee performance.

The Effect of Transformational Leadership on Employee Performance

Thus, it can be concluded that transformational leadership has no effect and is not significant on the performance of employees at PT. Riau Oil Palm Prosperous Rokan Hilir. Good leadership will be able to bring employees in a better direction at work. Transformational leadership is a leadership style carried out by leaders by motivating and empowering the people they are responsible for working together to realize the company's vision.

Based on the results of the descriptive analysis, it shows that transformational leadership is a variable that is considered very good for respondents. Through descriptive analysis of respondents' responses to transformational leadership variables that lack of respect given by employees to leaders, this lack of respect can affect employee performance at work because employees do not care about leaders so they will not work optimally.

The results of this study are supported by previous research conducted by (Asbari et al., 2020) which states that transformational leadership has no significant effect on employee performance.

Effect of Workload on Employee Performance

Thus, it can be concluded that workload has a significant effect on performance at PT. Riau Oil Palm Prosperous Rokan Hilir. Providing a workload that is in accordance with the abilities of employees will make employees feel comfortable and not pressured when carrying out their work. Workload is the tasks assigned to the workforce or employees to be completed at a certain time by using the skills and potential of the workforce.

Based on the results of the descriptive analysis, it shows that workload is a variable that is considered very good for respondents. Through descriptive analysis of respondents' responses to workload variables, giving jobs that are in accordance with employee abilities makes employees feel comfortable doing their jobs so that work can be completed properly so that performance within the company increases.

The results of this study are supported by previous research conducted by (Januaryzki & Wihara, 2021) which states that workload has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of research analysis and discussion of the Influence of Interpersonal Communication, Transformational Leadership and Workload on Employee Performance at PT Sawit Riau Makmur Rokan Hilir which has been described in Chapter IV, the following conclusions can be drawn: (1) Interpersonal communication has no significant effect on employee performance PT Sawit Riau Makmur Rokan Hilir. The results of the study show that interpersonal communication within the company will improve performance within the company because good communication will create a harmonious working atmosphere and can reduce conflicts between employees so that the company will create morale that improves employee performance for the better. (2) Transformational leadership has no significant effect on the performance of employees of PT Sawit Riau Makmur Rokan Hilir. The results of this study indicate that the lack of respect given by employees to leaders, this lack of respect can affect employee performance at work because employees do not care about leaders so they will not work optimally. (3) Workload has a positive and significant effect on the performance of employees of PT Sawit Riau Makmur Rokan Hilir. The results of this study indicate that giving jobs that are in accordance with the abilities of employees makes employees feel comfortable doing their jobs so that work can be completed properly so that performance in the company increases.

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