

Communication And The Mediating Effect Of Team Work On Smile Autoservice

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Abstract

This study aims to determine the effect of communication on employee performance through team work mediation at Smile Auto Service Makassar, which is one of the largest private companies in the Makassar area. The research design used uses a quantitative research approach to examine an individual in a group using the path analysis method with the help of SPSS 26. In this research, the population collection technique uses a saturated sampling technique with a sample size of 30 people. The results of this research show that communication has a positive and significant effect on team work, communication has a positive and significant effect on employee performance, team work has a positive and insignificant effect on employee performance and communication through team work mediation has a positive and insignificant effect, so it can be said that team work has not been able to become a mediating variable in this research.

Kata Kunci: *Communication, Team Work and Employee Performance.*

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INTRODUCTION

Human Resources (HR) have an important role in increasing the effectiveness and efficiency of organizations in various activities. HR management is the main aspect in supporting the sustainability of an organization or company, so HR must be managed well in order to create good performance. Employee performance is an indicator of the company's success in achieving its goals.

Rivai and Sagala (Fachrezi and Khair, 2019) state that performance is the result or level of success of a person or as a whole during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or targets or criteria that have been determined in advance and have been agreed. There are several factors that can influence employee performance, especially influenced by skills or abilities in communication and teamwork to create an organizational atmosphere that can motivate employees to perform at their best. Good performance also requires good communication and teamwork (Eva and Triatmanto, 2017).

Meifilina (2015) stated that communication is a process of exchanging symbols between the sender and recipient both verbally and non-verbally to change behavior. Communication is used as a means of conveying information and a means of coordinating all company activities. In carrying out work, each individual is required to have communication skills and overall good relationships, both with superiors,

subordinates and co-workers. Fast and transparent communication really supports the achievement of company goals.

Communication has an important role in employee performance because communication is one of the causes that influences company activities. If communication between employees is not good, it will cause problems that can be detrimental to the company. Employees can communicate with each other, colleagues and leaders, so that reporting errors do not occur. The sender and recipient of the message understand each other's meaning of the message conveyed, which means that there is effective communication (Lawasi and Triatmanto, 2017).

Companies need a cohesive team to complement the process in achieving company goals. Work in a company will not be completed if employees do not work together in harmony. Teamwork is a group of people with different abilities, skills, experiences and backgrounds who unite to achieve one goal in one or more activities (Ibrahim, Djuhartono and Sodiq, 2021).

Communication and teamwork between employees is a method that must be carried out simultaneously in order to create optimal performance to help achieve company goals. So that by interacting with each other, brilliant ideas or concepts can emerge to help the company develop further and become successful.

Smile Autoservice Makassar is one of the business units owned by the IMB Group company which was founded in 1944. This company operates in the automotive sector, namely vehicle repair and maintenance services, especially cars. Since its founding until now, this company has collaborated with various insurance companies and other business entities in Makassar. In the course of each activity carried out, communication and teamwork between employees in the field is quite good. However, based on the results of observations made during the implementation of the MBKM internship in August 2022, several factors emerged that caused work activities to be ineffective and inefficient, namely due to a lack of communication and teamwork between employees. So it is not uncommon for negligence to occur, such as miscommunication which hampers ongoing operational processes and a lack of cohesiveness when working together in teams, resulting in work often not being completed on time and indirectly, the expected results and time estimates that have been set are not in accordance with the initial agreement that has been made. informed to consumers.

Until now, Smile Autoservice Makassar's performance targets set every month have not been fully achieved. According to data from KPI (Key Performance Indicator) as a measuring tool that describes the company's effectiveness in achieving targets, it shows that the data obtained from the Smile Autoservice Makassar company has not reached its target every month. Below is data on performance results from Smile Autoservice Makassar employees:

Table 1. Data on Achievements of the Makassar Smile Autoservice Panel for July to December 2022

No.	Month	Target	Achieved
1	July	300 Panel	252
2	August	300 Panel	293
3	September	300 Panel	288,5
4	October	300 Panel	264,5
5	November	300 Panel	398
6	December	300 Panel	225

Source: Data KPI (*Key Performance Indicator*) Smile Autoservice Makassar

In table 1 above, the data shows that in the last 6 months of 2022 from July to December, the achievement targets that have been set each month have not been fully achieved, counting that only November achieved the panel target. So, it can be seen that there are several obstacles originating from within the company in achieving targets which are caused by a lack of communication and teamwork between the employees concerned, resulting in problems with employee performance which is less than optimal.

Based on the description in the background above regarding the importance of communication and teamwork on employee performance in achieving company targets, researchers are interested in conducting research under the title: "Employee Performance: Communication and the Mediation Effect of Team Work at Smile Autoservice Makassar".

H1: Communication has a positive and significant effect on team work at Smile Autoservice Makassar.

H2: Communication has a positive and significant effect on employee performance at Smile Autoservice Makassar.

H3: Team Work has a positive and significant effect on employee performance at Smile Autoservice Makassar.

H4: Communication has a positive and significant effect on employee performance through Team Work mediation at Smile Autoservice Makassar.

METHODOLOGISTS

The approach used in this research is a quantitative approach which presents figures obtained from data through respondents' answers from questionnaires. The location of this research was Smile Autoservice Makassar. This research uses a path analysis model which aims to determine cause and effect by explaining the direct or indirect influence between variables through mediating variables. In addition, to check the effect of the mediating variable between the independent variable and the dependent variable, calculations were carried out using a Sobel test calculator. The population in this study was the total number of Smile Autoservice Makassar employees, totaling 44 people. The sampling technique used a saturated sampling technique where the entire population in this study was used as the sample. Thus, the number of samples taken was 30 mechanical employees from Smile Autoservice Makassar

RESULTS AND DISCUSSION

Table 2. Respondent's Gender

No	Jenis Kelamin	Respondent's	Percentage (%)
1	Male	25	83,3%
2	Female	5	16,7%
Jumlah		30	100%

Source: SPSS 26 data processing results

Table 3. Respondent's Educational Level

No	Pendidikan	Respondent's	Percentage (%)
1	SD	2	6.7%
2	SMA/SMK	22	73.3%
3	D1/D2/D3	2	6.7%
4	S1/S2/S3	4	13.3%
Jumlah		30	100%

Source: SPSS 26 data processing results

Table 4. Validity Test Results

Statement Items	Correlation Value (r)		Probability	Information
Communication (X)	X1	0,751	0,000<0,05	Valid
	X2	0,612	0,000<0,05	Valid
	X3	0,748	0,000<0,05	Valid
	X4	0,697	0,000<0,05	Valid
Team Work (Y1)	Y1.1	0,807	0,000<0,05	Valid
	Y1.2	0,797	0,000<0,05	Valid
	Y1.3	0,730	0,000<0,05	Valid
Employee Performance (Y2)	Y2.1	0,583	0,000<0,05	Valid
	Y2.2	0,731	0,000<0,05	Valid
	Y2.3	0,886	0,000<0,05	Valid
	Y2.4	0,694	0,000<0,05	Valid

Source: SPSS 26 data processing results

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	R Tabele	Information
Communication (X)	0,740	0,60	Reliabel
Team Work (Y1)	0,675		Reliabel

Employee Performance (Y2)	0,698		Reliabel
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Source: SPSS 26 data processing results

Table 6. Path Analysis Model I Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.267	1.952		4.747	0.000
	Communication	0.350	0.144	0.418	2.436	0.021
a. Dependent Variable: Team Work n = 30 R Square = 0,175 = 17,5% Nilai e1 = $\sqrt{1 - 0,175} = 0,908$ Thitung = 2,436 Ttabel = 2,052						

Source: SPSS 26 data processing results

Table 7. Path Analysis Model II Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.286	3.292		3.124	0.004
	Communication	0.444	0.198	0.415	2.239	0.034
	Team Work	0.167	0.237	0.130	0.703	0.488
a. Dependent Variable: Employee Performance n = 30 R Square = 0,234 = 23,4% Nilai e2 = $\sqrt{1 - 0,234} = 0,875$						

Thitung Communication = 2,239

Thitung Team Work = 0,703

Ttabel = 2,052

Source: SPSS 26 data processing results

Picture 1. Sobel Test Results

Input:		Test statistic:	Std. Error:	p-value:
a	0.350	Sobel test:	0.17103916	0.3417346
b	0.167	Aroian test:	0.06758184	0.86487733
s _a	0.908	Goodman test:	NaN	NaN
s _b	0.875	Reset all	Calculate	

Data from: <https://quantpsy.org/sobel/sobel.htm>

DISCUSSION

Respondent Description

From table 2 above, it can be seen that of the 30 respondents, the number of male employees was 25 (83.3%) and the remaining 5 were female respondents (16.7%). So it can be concluded that the majority of respondents are male Smile Autoservice Makassar employees.

From table 3 above, it can be seen that the percentage of respondents consisted of 22 people (73.3%) of Smile Autoservice Makassar employees with high school/vocational education (SMA/SMK), 4 people (13.3%) of Smile Autoservice Makassar employees with bachelor's/master's/doctoral education (S1/S2/S3), 2 people (6.7%) of Smile Autoservice Makassar employees have D1/D2/D3 education and 2 people (6.7%) of Smile Autoservice Makassar employees have elementary school education (SD). So it can be concluded that the majority of respondents are Smile Autoservice Makassar employees who have a high school/vocational education (SMA/SMK).

Validity Test Results

Based on table 4 above, there is a validity test aimed at measuring whether a questionnaire is valid or not, which can be measured using the product moment correlation technique. The criteria for accepting/rejecting the hypothesis are as follows: reject H_0 if the correlation value is positive and the calculated probability is $<$ the probability value set at 0.05 (Sig 2-tailed $< \alpha 0.05$) and accept H_0 if the correlation value is negative and/or the probability is calculated $>$ probability value set at 0.05 (Sig 2-tailed $> \alpha 0.05$). The results show that all of the statement items given to respondents were declared to be all valid.

Reliability Test Results

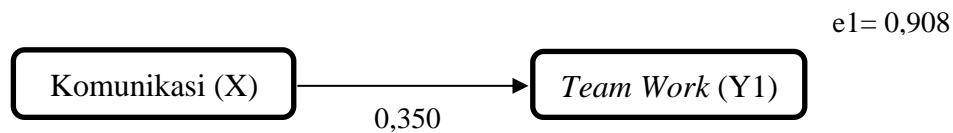
From table 5 above, it can be seen that the instrument reliability value shows that the level of reliability is adequate because all variables are close to 1 $>$ 0.60. The communication variable (X) has a reliability value of 0.740 $>$ 0.60, for the team work variable (Y1) it has a reliability value of 0.675 $>$ 0.60 and the employee performance variable (Y2) has a reliability value of 0.698 $>$ 0.60. So it can be concluded that the statement items for each variable explain or provide an overview of the variables studied, in other words that the instrument is reliable or reliable.

Test Data Analysis and Hypothesis

Path Analysis

This research uses path analysis which aims to determine cause and effect by explaining the direct or indirect influence between variables through mediating variables.

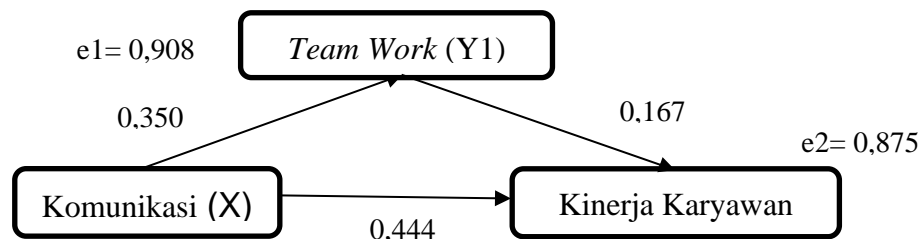
In table 6 above, there are the results of testing Model I with a path analysis test between the Communication variable (X) and the Team Work variable (Y1), which can be seen that the significance value of the communication variable is $0.021 < 0.05$, with an Unstandardized Coefficients beta value of 0.350. With a coefficient of determination (R Square) value of 0.175, which means that the influence of the communication variable on employee performance is 17.5% with a value of $e1 = 0.908$.



Picture 2. Model I Path Diagram

For the Communication variable (X), the Tcount value is 2.436, which is greater than the Ttable of 2.052 ($2.436 > 2.052$) and the significance level is $0.021 < 0.05$.

In table 7 above, there are test results for model II using the path analysis test which can be seen that the significance value of the Communication variable (X) on Employee Performance (Y2) is 0.034 (< 0.05) with an Unstandardized Coefficients value of 0.444 and a variable significance value Team Work (Y1) on Employee Performance (Y2) is 0.488 (> 0.05) with an Unstandardized Coefficients value of 0.167.



Picture 3. Model II Path Diagram

For the Communication variable (X), the Tcount value is 2.239, which is greater than the Ttable of 2.052 ($2.239 > 2.052$). Meanwhile, for the Team Work variable (Y1), the T value obtained was 0.703 from the T table of 2.052 ($0.703 < 2.052$). With a coefficient of determination (R Square) value of 0.234, which means that the influence of the communication variable on employee performance is 23.4% with a value of $e2 = 0.875$.

Sobel Test Result

In picture 3 above, there are Sobel test results. Ghazali (2016) stated that the Sobel test is used to check whether the mediating variable has a significant mediating effect between the independent variable and the dependent variable or not. To carry out calculations using a Sobel test calculator, data is required that has been previously obtained from path analysis, as follows.

In figure 1 above, you can see:

$$a = 0.350$$

$$b = 0.167$$

$$Sa (e1) = 0.908$$

$$Sb (e2) = 0.875$$

So the results show that the statistical value of the Sobel test is 0.171 and the significance value (p-value) is 0.864, so it can be concluded that the influence of Communication (X) through Team Work mediation (Y1) has no significant effect on Employee Performance (Y2).

CONCLUSION

In this research there are 3 variables, namely independent variables, independent variables (VB), mediation variables (VM) and dependent variables (VT). The independent variable is Communication (X), the mediating variable is Team Work (Y1) and the dependent variable is Employee Performance (Y2). Based on the results of data analysis submitted in this research regarding "Employee Performance: Communication and Mediating Effects of Team Work at Smile Autoservice Makassar", 30 employee respondents were obtained and the following conclusions were drawn:

1. For the variable Communication (X) on Team Work (Y1), the T value obtained is 4.436 which is greater than the T table value of 2.052 ($4.436 > 2.052$) with a significance value of $0.021 < 0.05$ with an Unstandardized Coefficients value of 0.350. So it can be concluded that Communication (X) directly has a positive and significant effect on Team Work (Y1).
2. For the Communication (X) variable on Employee Performance (Y2), the Tcount value of 2.239 is greater than the Ttable value of 2.052 ($2.239 > 2.052$) with a significance value of $0.034 > 0.05$ with an Unstandardized Coefficients value of 0.444. So it can be concluded that direct communication (X) has a positive and significant effect on employee performance (Y2).
3. For the Team Work (Y1) variable on Employee Performance (Y2), the T value obtained is 0.703, which is smaller than the T table value of 2.052 ($0.703 < 2.052$) with a significance value of $0.448 > 0.05$ with an Unstandardized Coefficients value of 0.167. So it can be concluded that Team Work (Y1) directly has a positive and insignificant effect on Employee Performance (Y2).
4. To determine the indirect influence of the Communication variable (X) through the mediation of Team Work (Y1) on Employee Performance (Y2), the unstandardized coefficients value of the direct influence of Communication (X) on Team Work (Y1) and Team Work (Y1) is multiplied.) on Employee Performance (Y2) = $0.350 \times 0.167 = 0.058$. So it can be concluded that the indirect effect is smaller than the direct effect, namely 0.058, which means that indirectly Communication (X) through Team Work mediation (Y1) on Employee Performance (Y2) has a positive and insignificant effect.

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