Interpersonal Relations, Work Performance and Competence on Employee Performance

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ABSTRACT

This study aims to determine the effect of interpersonal relationships, work performance and competence on employee performance at the Office of Women's Empowerment, Child Protection, Population Control and Family Planning in Langsa City. The method used in sampling was nonprobability sampling with saturated sampling technique and the number of samples in this study were 31 respondents. Data analysis in this study used the t test, F test and the coefficient of determination. The results showed that partially the interpersonal relationship variable has a positive and significant effect on employee performance. Work performance variable has a positive but not significant effect on employee performance. And competence has a positive but not significant effect on employee performance. Simultaneously interpersonal relationships, work performance and competence have a positive but not significant effect on employee performance. The results of the resulting multiple linear regression equation, it can be concluded that the interpersonal relationship variable has a positive influence on employee performance of $0.468X_1$. The work performance variable has a positive influence on employee performance of $0.043X_2$. And competency variables have a positive influence on employee performance of $0.153X_3$. Of the three independent variables that exist, the one that has the greatest positive influence on employee performance is the interpersonal relationship variable. From the results of the determination coefficient test it can be explained that 12.2% of the interpersonal relations variable, work performance and competency can explain the performance variable.

Keywords: *Interpersonal Relations; Work Performance; Competence; Employee Performance*

INTRODUCTION

Human resources are an important asset in the company which is the main driver of the course of activities within the organization. Every organization always expects human resources who are able to work well. So that human resources or employees within the organization must be qualified to achieve organizational success. Human resources that

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are defined in this organization are people who work in a company with available facilities, and are able to carry out work according to the targets given by the company.

Performance is one of the important roles in the progress of a company, the higher the performance of employees, the easier the goals of the organization can be achieved. The achievement of an organizational goal can only be achieved through good performance, if an organization experiences an obstacle then the employee's performance is not effective in carrying out the assigned tasks. Employee performance in the company can be achieved because of training provided by the company, motivation given by superiors, and interpersonal relationships between employees and superiors that occur in the company.

The Office for Women's Empowerment, Child Protection, Population Control and Family Planning measures employee performance using the E-Kin application (E-Kinerja) which is measured once a month. This E-Kinerja application is filled in 300 minutes per day and affects TPP Payments (Employee Income Benefits). And employees fill absences 2 times a day.

Table 1. Data from the Office of Women's Empowerment, Child Protection, Population Control and Family Planning in Langsa City

Number	Position	Amount
1.	Head of Departement	1
2.	Secretary	1
3.	Head of quality of life for women and quality of Family	1
4.	Head of population control division, extension and mobilization	1
5.	Head of the protection of women's rights special protection of children and fulfillment of children's rights	1
6.	Head of family planning division of family resilience and welfare	1
7.	Head of the family resilience and welfare section	1
8.	Head of section for special protection of children, fulfillment of children's right information and data	1
9.	Head of advocacy and mobilization section	1
10.	Head of section for population control and counseling and utilization of PKB and PLKB	1
11.	Head of the women's protection section and women's violence data	1
12.	Head of participation guarantee and development section with KB	1
13.	Head of quality of life for women in economic, political, social and legal affairs	1
14.	Head of family quality, gender data and information section	1
15.	Head of sub division of finance	1
16.	Head of evaluation anf reporting program subdivision	1
17.	Head of general staffing and documentation subdivision	1
18.	Staff	14
	Total	**31**

Sources: data is processed (2022)

Based on table 1 above, it can be seen that in 2022 the number of employees at the Office of Women's Empowerment, Child Protection, Population Control and Family

Planning in Langsa City will be 31 people. With this many employees, good management is needed so that performance can continue to be maintained getting better. There are several things that can affect performance including interpersonal relationships, work performance and competence.

Interpersonal relationships are face-to-face relationships that are carried out between people, which results in everyone involved in the relationship capturing the reactions of others directly, where these reactions can be seen both verbally and non-verbally. This relationship is very important in the company so that fellow employees can interact well. If the interpersonal relationship is not good, then the resulting performance will not be good either. Within the company, it is not only the relationship between fellow employees that must be good, but the relationship among the leaders must also be good so that employees do not hesitate to express their opinions.

Employee performance is very important in the organization to achieve its goals, so the organization makes various efforts to improve it. Achievement at work is one of the needs that everyone wants to achieve at work. Employee performance is inseparable from communication factors within the organization. Organizational communication is the process of creating and exchanging messages in a network of interdependent relationships to cope with an uncertain or ever-changing environment. The purpose of communication in the organizational process is none other than in the context of forming mutual understanding between employees, or in other words so that there is equality in the frame of reference, as well as in the field of experience.

Competence is the basic foundation of people's characteristics and indicates a way of behaving or thinking, equating situations and supporting for a long period of time. Competence can deepen and broaden one's work abilities. The more often someone does the same job, the more skilled and faster he gets the job done. The more kinds of work a person does, the richer and wider his work experience and the increase in his performance will also increase.

LITERATURE REVIEW
Performance

According to Kasmir (2016) performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities that have been achieved in completing the tasks and responsibilities that have been given. However, according to Fahmi (2018) performance is the result obtained by an organization, both profit-oriented and non-profit oriented, which is produced over a period of time, is the process by which individual performance is measured and evaluated.

Nawai (2015) stated that organizational performance is a function of the results of work/activities within the company which are influenced by internal and external factors of the organization in achieving the set goals. Meanwhile, Priansa (2018) states that performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the organization.

Performance Indicator

According to Mangkunegara (2018) the performance indicators are as follows:
1. Quality of work
   Quality of work is a view of the quality of work produced by employees against the skills and abilities of employees.

2. Quantity

The quantity of work is the amount that must be completed by employees in a predetermined time.

3. Work constraints

Reliability is whether employees can follow instructions, have initiative, be careful and diligent at work.

4. Work attitude

The work attitude of the company, other employees and cooperation within the organization.

Interpersonal Relations

According to Wisnuwardhani and Mashoedi (2012) says that "Interpersonal relationships are relationships consisting of two or more people who are interdependent with one another and use consistent patterns of interaction". Meanwhile, according to Hakim et al., (2014) interpersonal relationships are where we communicate, we don't just convey information, but indirectly we are aware that we also determine the level of emotional connection with our interlocutors.

Interpersonal relationship is communication that takes place between two people who have a clear relationship (Devito, 2011). Then according to Hasibuan (2017) states that interpersonal relations are harmonious human relations, created by awareness and willingness to merge individual desires for the sake of integrating common interests. The goal is to produce message integration that is strong enough, encouraging productive and creative collaboration to achieve common goals.

Interpersonal Relations Indicator

According to Rakmat in Vemmylia (2019) states that the indicators of interpersonal relationships are as follows:

1. Mutual Respect

Similar to tolerance, respect for others is the main thing in an individual interpersonal relationship, respecting individuals, groups, and other audiences will create good interpersonal relationships through building a brand image.

2. Loyalty and Tolerance

Tolerance will make other people feel comfortable with us so as to create a good communication and be able to establish better relationships.

3. Openness

Good interpersonal relationships start from an openness between an individual to another individual.

4. Familiarity

Intimacy refers to meeting the need for affection. Interpersonal relationships will be maintained if both parties can meet the needs of affection as intended.

Work Performance

Handoko (2016) says that work performance is a result of work achieved by the organization evaluating or assessing its employees. Whereas Hasibuan (2017) says that work performance is a result of work achieved by a person in carrying out the tasks assigned to him which are based on skill, experience and sincerity as well as time.

According to Sutrisno (2018) work performance is the result of a person's efforts which is determined by the ability of his personal characteristics and the perception of his

role in the job. Wijoyo (2016) states that work performance or performance is defined as the success of an individual in a task and work. Mangkunegara (2018) defines work performance or performance as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Work Performance Indicator

According to Hasibuan (2017) indicators that affect work performance include the following:

1. Quality of work

   This factor includes accuracy, neatness in carrying out tasks, using and maintaining work tools and skills in doing work.

2. Knowledge

   It is the ability of a subordinate to be judged by knowledge of something related to tasks and work procedures, the use of work tools and the technical ability of his work.

3. Job adjustments

   Is an indicator of work assessment in terms of the ability of employees to carry out tasks outside of work as well as the existence of new tasks, speed of thinking and acting at work.

4. Employment relations

   Work relationships whose assessment is based on the attitude of subordinates towards superiors and then accepting changes at work.

Competence

Wibowo (2016) defines competence as an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Meanwhile, according to Rivai (2016) competence is a fundamental characteristic possessed by someone who has a direct influence on, or can describe, excellent performance.

Mangkunegara (2018) human resource competencies are competencies related to knowledge, skills, abilities, and personality characteristics that directly affect their performance. (Wirawan, 2017) defines that human resource competence is to describe the characteristics of knowledge, skills, behavior and experience possessed by humans to carry out a particular job or role effectively.

Competence Indicator

Wibowo (2016) explains competency indicators as follows:

1. Personal character

   Personal character is a physical characteristic and a reaction or response that is carried out consistently to a situation or information.

2. Self-concept

   Self-concept is a set of attitudes, value systems or self-image that a person has.

3. Knowledge

   Knowledge is information that a person has about a certain specific area.

4. Skills

   Skill is the ability to perform a specific set of physical or mental tasks.

5. Work motivation

Motive is something that is consistently thought or desired by someone, which will then direct, guide, and choose a certain behavior towards a number of actions or goals.

Conceptual Framework

The relationship contained in each variable can be described in Figure 1 below which explains that each variable does have a significant influence.

1. The effect of interpersonal relationships on performance.

The link between interpersonal relationships and performance indirectly has been seen through the factors that influence individual performance that have been put forward by Mathis and Jackson (2016) they state that one of the factors that influence individual performance is individual ability to do work consisting of talent , interests and personality factors. In this case interpersonal relationships can be classified as one of the technical abilities possessed by individuals.

The effect of interpersonal relationships on performance shows that interpersonal relationships have a positive and significant effect on performance with a significant value of 0.008 <0.05, this indicates that interpersonal relationships have a positive and significant influence on performance (Abdi et al., 2017). There is an influence between interpersonal relationships on employee performance with a T-statistic of 8.426536 > 1.96. This means that the better the interpersonal relations, the higher the level of employee performance (Gunawan et al., 2018).

2. The effect of work performance on performance

Work performance in general can have a relationship with performance, where the better the employee's performance, the better the performance produced. Work performance is the result of work achieved by employees in carrying out the tasks assigned to them based on skills, experience and sincerity of time (Hasibuan, 2019). This can be proven by the number of tasks that have been successfully carried out in accordance with the goals desired by the company.

The influence of work performance on performance shows that work performance has a significant value of 0.000 <0.05, this indicates that work performance has a significant effect on employee performance. This is reinforced by the results of the t count value of 4.753 > t table 1.665 indicating that the work performance variable has a significant effect on employee performance (R. Hasibuan & Arnesih, 2020). The work performance variable partially has a significant influence on employee performance, because the significance value of the work performance variable is 0.004 <α 0.05 and the calculated t value is 2.943 greater than the t table value of 1.981 (Elisy & Pranoto, 2019).

3. The effect of competence on performance

Competence explains what people do in the workplace at various levels and details the standards for each level, identifies the characteristics, knowledge and skills required by individuals to enable them to carry out their duties and responsibilities effectively so as to achieve professional quality standards at work, and covers all aspects records of performance management, specific skills and knowledge, attitude, communication, application and development.

Significant testing with decision-making criteria: Ha is accepted and Ho is rejected, if t count > t table or Sig. t < α Ha is rejected and Ha is accepted, if t count < t table or Sig. t > α t count is 1.784 while t table is 1.97 and significant is 0.007, so that t count is 1.784 > t table 1.97 and is significant 0.007 > 0.05, then Ha is accepted and rejected

which states that work competence has a significant effect on employee performance (Ariyati et al., 2021). Work competence has a positive and significant influence on employee performance. This means that increasing work competence will affect the level of employee performance at the company (Krisnawati & Bagia, 2021).

In accordance with the explanation described above, the conceptual framework in this study can be described as follows:
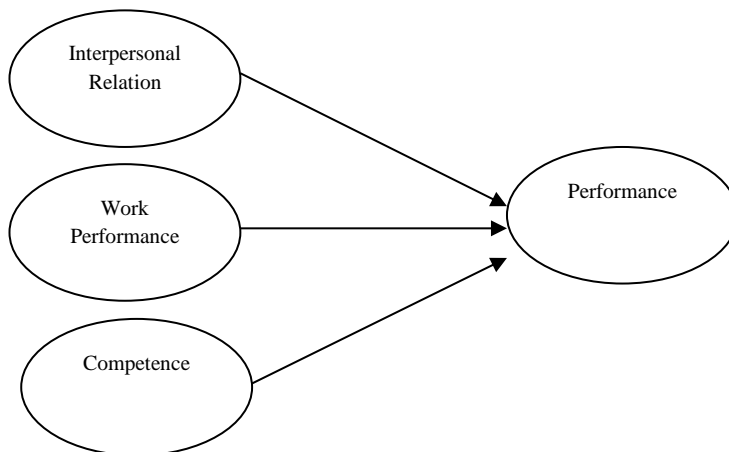

Figure 1. Conceptual Framework

RESEARCH METHOD

This research was conducted using a quantitative method, where the primary data was obtained from the results of distributing questionnaires to respondents, namely employees at the Office of Women's Empowerment, Child Protection, Population Control and Family Planning in Langsa City. The type of qualitative data that can be collected is in the form of an overview and relevant information on the Office of Women's Empowerment, Child Protection, Population Control, and Family Planning in Langsa City, as well as supporting theories in this study. And the quantitative data in this study are in the form of questionnaire scores that have been filled out by employees of the Office of Women's Empowerment, Child Protection, Population Control, and Family Planning in Langsa City. The population in the study were 31 employees. Due to the small population size, the entire population was sampled in this study using the Nonprobability Sampling method with saturated sampling technique.

The data analysis method uses validity and reliability tests where if in the questionnaire there are question items that get a correlation coefficient <0.30 then the question is corrected or it is not uncommon for the question item to be dropped from the questionnaire. If the answers to the questionnaire are answered randomly, then it can be said to be unreliable. A construct or variable is said to be reliable if the Cronbach Alpha value is > 0.60 and it is said to be unreliable if the Cronbach Alpha is <0.60. As well as testing the coefficient of determination, where if R^2 is greater, then the percentage change in the dependent variable (Y) caused by the independent variable (X) is higher. If R^2 is smaller, then the percentage change in the dependent variable (Y) caused by the independent variable (X) is lower.

RESULT AND DISCUSSION

Based on the results of the distribution of research questionnaires conducted to 31 employees of the Office of Women's Empowerment, Child Protection, Population Control, and Family Planning in Langsa City, then proceed with the help of SPSS software to process them to obtain research results as shown in the tables below .

Table 2. Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.074	1.724		.623	.539
	Interpersonal Relation	.468	.188	.427	2.491	.019
	Work Performance	.043	.149	.049	.286	.777
	Competence	.153	.188	.140	.816	.421

Sources: data is processed (2022)

From table 2 above it can be concluded that the resulting multiple linear regression analysis equation formulation is $Y = 1.074 + 0.468X_1 + 0.043X_2 + 0.153X_3$. It can be explained that if the value of the interpersonal relations variable, work performance and competence is zero, then the employee's performance is worth 1.074. However, if it is assumed that the value of the interpersonal relations variable increases by one unit, with the value of the work performance and competence variables being fixed, then the value of the employee's performance will increase by one unit. Likewise, if the value of the work performance variable increases by one unit, assuming the value of the interpersonal relations variable and competence is fixed, then the value of the employee's performance will increase by one unit. As well as for the value of the competency variable it is assumed to increase by one unit and the value of the interpersonal relations variable and competence is fixed, so the value of employee performance will increase by one unit.

By looking at the results of the resulting multiple linear regression equation, it can be concluded that the interpersonal relationship variable has a positive influence on employee performance of $0.468X_1$. The work performance variable has a positive influence on employee performance of $0.043X_2$. And competency variables have a positive influence on employee performance of $0.153X_3$. Of the three independent variables, the one that has the greatest positive influence on employee performance is the interpersonal relationship variable.

Hypothesis Test (t test)

Table 2 shows the results of the t test. To be able to determine the effect that occurs between each independent variable on the dependent variable, the significance t value is compared to the alpha value of 0.05. The interpersonal relationship variable has a calculated t value of 2.491 with a significance value of 0.019, meaning that the significance t value is smaller than the alpha value (0.019 <0.05), so it can be concluded that Ho is rejected and Ha is accepted. From the results of the significance t value compared to the alpha value, it can be concluded that the interpersonal relationship variable has a significant effect on employee performance.

The work performance variable has a calculated t value of 0.286 with a significance value of 0.777, meaning that the significance t value is greater than the alpha value (0.777

> 0.05), so it can be concluded that Ho is accepted and Ha is rejected. From the results of the significance t value compared to the alpha value it can be concluded that the work performance variable has no significant effect on employee performance. Furthermore, it can be seen that the competency variable has a calculated t value of 0.816 with a significance value of 0.421, meaning that the significance t value is greater than the alpha value (0.421 > 0.05), so it can be concluded that Ho is accepted and Ha is rejected. From the results of the significance t value compared to the alpha value, it can be concluded that the competency variable has no significant effect on employee performance.

Hypothesis Test (F test)

To be able to determine the simultaneous effect of interpersonal relations variables, work performance and competence on employee performance, an F test was carried out. The results of the F test using the SPSS software assistance are shown in table 3 below.

Tabel 3. Result F test

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	1.422	3	.474	2.387	.091[b]
1	Residual	5.363	27	.199		
	Total	6.785	30			

Sources: data is processed (2022)

Table 3 shows that the calculated F value is 2.287 with a significance value of 0.091, meaning that the variable values of interpersonal relationships, work performance and competence are simultaneously greater than the alpha value (0.091 > 0.05), so it can be concluded that Ho is accepted and Ha is rejected . From the results of the significance F value compared to the alpha value it can be concluded that simultaneously the variables of interpersonal relations, work performance and competence have no significant effect on employee performance.

Coefficient of Determination

Tabel 4. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.458[a]	.210	.122	.44568

Sources: data is processed (2022)

The coefficient of determination shows how much influence the independent variable can have on the dependent variable. Based on table 4 above, it is shown that the Adjusted R square value is 0.122, meaning that only 0.122 or 12.2% of the interpersonal relations, work performance and competency variables can explain the performance variables. The remaining 87.8% is influenced by other variables that are not in this study.

CONCLUSION

In accordance with the results of the discussion of the results of the research that has been conducted to determine the effect of interpersonal relationships, work performance and competence on employee performance, it is concluded that multiple linear regression analysis which shows the influence of the independent variable on the dependent variable is $Y = 1.074 + 0.468X1 + 0.043X2 + 0.153X3$.

Partially, interpersonal relationships have a positive and significant relationship to employee performance. This effect is indicated by a significance value of 0.019 <0.05. This interpersonal relationship is a condition where fellow employees and superiors respect each other, mutual openness and establish intimacy between people. Thus, of course, it can improve the performance of employees who are getting better.

Work performance partially has a positive but not significant relationship to employee performance. This influence is indicated by a significance value of 0.777 > 0.05. This work performance can be achieved if the knowledge and relationships possessed can support the completion of tasks at work. Thus the higher the knowledge and good relations one has, the better the performance will be.

Competence partially has a positive but not significant relationship to employee performance. This influence is indicated by a significance value of 0.421 > 0.05. Competence will increase along with the increase in employee motivation and skills. Performance will get better with increased skills and motivation at work.

Simultaneously interpersonal relationships, work performance and competence have a positive but not significant influence. This can also be seen by only 12.2% of the variables of interpersonal relations, work performance and competence which can explain the performance variables.

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