

The Influence of Communication and Teamwork on Employee Performance with Work Stress as Moderating Variable

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Abstract

A company will not be able to develop and achieve company goals without the support of human resources. A company if it has good human resources will produce good performance for the company. This study aims to determine the effect of communication and teamwork on employee performance with work stress as a moderating variable. The research method used in this research is quantitative with Partial Least Square (PLS-SEM) technique and assisted by SmartPLS 3.0 software. The researcher chose the census technique in the sampling technique, namely employees in a Jakarta company as the sample in this study to examine the moderating effect and the direct influence of the related variables. The results of this study indicate that there is an effect of communication on employee performance, teamwork affects employee performance, and work stress affects employee performance, work stress is able to moderate communication on performance and work stress is able to moderate teamwork on employee performance. The method of determining the number of respondents' eligibility uses the Hair method which states that the respondent may be 5 to 10 times the number of research variable indicators.

Keywords

employee performance;
communication; teamwork;
work stress



I. Introduction

Competition in the business world in this era is very tight, the economy is very demanding of business as one of the roles or economic actors to be prepared to face stiff competition between entrepreneurs in Indonesia and abroad. To be able to survive or compete in maintaining ebusiness continuity, then the human resources that must be owned by the company are effective and efficient human resources. Each company certainly has goals and objectives to be achieved by the company. And within the company certainly has many factors in order to achieve company goals. One of the factors that influence the company is the performance of employees who are effective and efficient. Humans are involvement that can be a determining factor for the success of a company/organization achievement. One of the HR factors that must be owned by the company is the performance of employees who are compact, teamwork and contribute to each other's job descriptions so that work stress does not occur in doing a job and establish good communication between divisions in order to achieve the company's vision and mission.

Employee performance is the most important element in helping the company to achieve the goals or targets of the company (Steven & Prasetyo, 2020). The company never escapes the assistance of human resources, one of which is to have good and quality employee performance, it must establish good communication between leaders and employees and one employee to another in order to achieve a company target.

Communication is the process of delivering messages by someone to other people to tell, change attitudes, opinions or behavior either directly orally or indirectly through the media. In this communication requires a reciprocal relationship between the delivery of messages and recipients namely communicators and communicants (Hasbullah, et al: 2018).

Communication is one of the important factors that affect the performance of employees in the company. Communication has the goal of conveying messages from the source to be conveyed back to the recipient (Putri & Sariyathi, 2017). Communication within the company has a very important meaning, the importance of communication within the company is to convey important messages related to work. Communication in the company or organization must be made from various sides, namely communication between superiors and subordinates and one employee with another employee (Wandi et al., 2019). In addition to good communication, the company also requires team cohesiveness to complete work quickly with maximum results. So teamwork is needed to achieve good employee performance.

Teamwork is the performance achieved by a group of people getting better results than the results of each individual in the organization or company. Teamwork is something that must be considered for the sake of increasing employee performance, because in teamwork it will be a place or place for employees or leaders to exchange ideas or ways out of a problem or completion of work. (Simatupang, 2019). Teamwork in addition to achieving work quickly and with maximum results, teamwork can also strengthen good communication between leaders and employees and between employees and others so that the company can have good employee performance.

In the company sometimes there is also work stress experienced by employees and leaders. Where work stress is an excessive burden given by a company or organization to an employee so that the employee experiences work stress (Steven & Prasetyo, 2020). Work stress will have a positive or negative impact on employee performance, depending on how the employee reacts to it.

The motivation for scientific research is based on the experience of the researcher's own circumstances. Which researchers hope that this research can be understood and applied to companies, especially leaders to pay attention to the state of their employees and human resources in companies.

This study examines communication and teamwork on the effect of employee performance and work stress on employee performance within the company. Research with this concept has not yet been done before by other researchers because this concept was taken to find out whether communication and teamwork as well as work stress affect employee performance.

II. Review of Literature

2.1 Communication

Communication according to Marayasa & Faradila (2019) in Hutapea & Nuriana (2020:28) Communication is defined as the process of transferring information, in the form of an idea or communication conveyed by one party to another. What is meant by information transfer is that it involves more than just words or not a conversation, but from facial expressions or facial expressions, tone of voice, and so on. The point in the communication is whether in conveying information from one party to another in accordance with the message conveyed and can be well integrated.

2.2 Teamwork

Teamwork is a good suggestion to bring together several abilities and be able to come up with an innovative solution that makes the results of teamwork better than individuals. Active teamwork will be realized if every member has the same commitment. Lack of teamwork within the company will make the performance achieved less than optimal and result in delaying the completion time of a job. Amirullah, (2015).

2.3 Work Stress

Stress is the risk of any action and environment that results in excessive psychological and physical demands on a person. Work stress is a tense condition of a person that causes an imbalance in the physical and psychological that affects emotions, thinking patterns, and the condition of an employee according to (Hasibuan (2013:204) in Ahmad et al., (2019)). And according to Suprihanto et al (2003) in Christy & Amalia (2018) stated that from the organization's point of view, management is not worried if there are employees who experience mild work stress, on the grounds that a certain level of stress will have a positive impact. Because this will urge or motivate them to give better.

2.4 Employee Performance

According to AP Mangkunegara & Octorend (2015) Performance is described as the quality and quantity of work that can be achieved by individuals in working in an organization or company. Or someone is able to carry out tasks according to the respective responsibilities that have been entrusted to him.

Someone who is involved in the organization or also referred to as an employee has sufficient performance capabilities and has a suitability of abilities with what he does in his job. If this can be met, then a sense of responsibility and willingness will arise from within and the work will be active and contribute to the achievement of organizational or company goals in carrying out the work and duties of each individual and doing the task to the fullest. (Sido et al., 2012).

2.5 Hypothesis Development

a. The Effect of Communication on Employee Performance

Communication is an important thing in the organization, the strength of the organization lies in its human resources, not only depending on the system, technology and funding sources. So, in the organization will run a job, namely the interaction between humans or other divisions so that there is cooperation in order to achieve the same goal. That means that communication affects employee performance. According to research conducted by Wandu et al., (2019) which shows that communication affects employee performance. H1: The influence of communication on employee performance.

b. The Effect of Teamwork on Employee Performance

Teamwork is an activity carried out by a group of people or human resources who join an organization or company. Therefore, teamwork is very closely related to the results achieved or the goals to be achieved by employees. When employees do work in collaboration with co-workers, the task or work will feel light and quickly completed or faster to achieve the targets the company wants. Teamwork will also lead to closeness between employees with one another. According to research conducted by Imron & Suhardi (2019) in his research stated that teamwork affects employee performance. H2: There is an effect of teamwork on employee performance.

c. The Effect of Work Stress on Employee Performance

Work stress can have a negative effect on employee performance, which is likely to be detrimental to the company. Because it is feared that it will lead to poor employee performance, as said by Christy & Amalia (2018) in his research that work stress affects employee performance. Meanwhile, according to Tejasurya (2010) stress conditions can also have a positive impact called eustress, where this condition can encourage and motivate someone to work faster and improve their abilities. In his research stated that work stress can affect employee performance.

H3: the effect of work stress on employee performance.

d. Moderation of Work Stress is able to strengthen or weaken the influence of communication on employee performance.

According to Nurhidayat (2022) In order for work quality to be achieved, every employee must have good work communication. Communication is a key to understanding that can connect employees with leaders and between employees themselves. Without good communication, employees will not be able to work well to produce maximum performance. In addition, work stress can also affect employee performance to be not good if the workload is too heavy, work conflicts, unhealthy work environment, low quality of work supervision, inadequate work authority related to responsibilities, differences in values between employees and employees. frustrated leader at work.

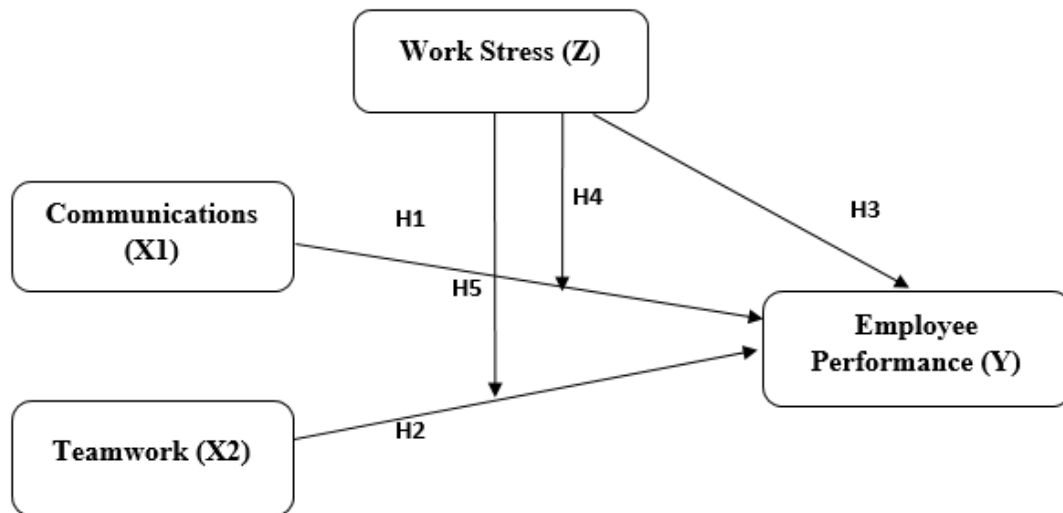
H4: Moderation of work stress can strengthen or weaken the influence of communication on employee performance

e. Moderation of work stress can strengthen or weaken the effect of teamwork on employee performance.

According to Princess (2013) Teamwork is very necessary in improving work efficiency both within the company, private sector and government. If the company does not have strong cooperation between one division and another, the resulting performance will be unsatisfactory and inefficient (on time). The company consists of various kinds of individuals who are required to work in order to achieve organizational goals. Teamwork is an activity that identifies various problems, discusses, finds solutions and improves how to solve the problems encountered. The problems that often occur in teamwork that affect employee performance, namely the lack of interaction within the group, differences of opinion, lack of cohesion between group members can be caused by various things. Too much work stress can threaten a person's ability to deal with the environment. This can affect the employees themselves appear various kinds of stress symptoms that can interfere with their performance so that they cannot work optimally. Work stress will give different reactions to each person depending on how the person's ability to control himself.

H5: Moderation of work stress can strengthen or weaken the effect of teamwork on employee performance.

2.6 Research Framework



III. Research Method

3.1 Types of Research

Quantitative research is used by researchers in research where this method is suitable for use in large populations with limited variables. It involves the utilization and analysis of numerical data using statistical techniques to answer specific questions like how, who, how much, when and where (Apuke & Programmes, 2017).

This research is a causal research because of the causal effect between the variables in the model, namely the analysis of the effect of communication, teamwork and work stress on employee performance in private companies in Jakarta.

This research is a random sampling study. This study uses a random sampling technique because sampling in which all individuals in the population either individually or together are given the same opportunity to be selected as sample members. This study uses a survey research method by distributing questionnaires and interviews to employees in private companies, both permanent employees, contract employees including the company's leadership itself.

3.2 Research Design

This quantitative research uses Smart PLS 3.0 as software in data processing by using Partial Least Square (PLS-SEM). Respondents in this study used employees who work in the company, both permanent employees, contract employees and company leaders as research objects (research samples).

3.3 Research Stages or Procedures

This research begins with a survey to obtain data and problems raised by researchers or what is known as the identification of research problems, then a research literature study is carried out related to the problems and variables raised in this study. After that, a conceptual framework for research related to the problem under study was developed. After that, identification of variables, definitions, hypotheses and questions, development of research designs, sampling techniques, related data collection and processing or data quantification and data analysis, to produce discussions and conclusions from research.

3.4 Population, Sample, Data Source

The population of this research I got as many as 214 respondents from employees who work in the company, both permanent employees, contracts and company leaders. The sample of this study used a random sampling technique from employees who work in the company. Sources of data using primary and secondary data.

3.5 Variable Operations

a. Employee performance

According to Sutrisno et al., (2016) Performance is the result that has been achieved by a person from the way he works in carrying out his work tasks. Employees can work well if an employee has high performance, so that it can produce good and maximum performance. Meanwhile, according to Mangkunegara & Octorend (2015) namely the results of work in quality and quantity that have been achieved by employees in carrying out their work in accordance with the responsibilities that have been entrusted to them. Performance indicators by Robbins (2016:260) in the Goddess (2019) there are 5 namely: quality of work, quantity, timeliness, effectiveness, independence.

b. Communication

Communication is a method of exchanging verbal and nonverbal information between the giver and recipient of information to change behavior (Arni (2016:4) in Daulay (2020)). According to Sutardji (2016:10-11) in Daulay (2020) There are 5 communication indicators, namely understanding, pleasure, influence on attitudes, better relationships, action.

c. Teamwork

Teamwork is the power of a group of people to achieve a common and desired goal. Teamwork will bring together ideas that will lead to success (Kusuma & Sutanto 2018). Teamwork is a group of people who have different skills and are coordinated to contribute or help each other with a job with the leader. There is a strong interdependence between members to achieve a goal or to complete a job. Indicators of teamwork according to West (2008:97) in Handayani Siregar (2019) there are 4, namely: responsibility, mutual contribution, maximum mobilization of abilities.

d. Work Stress

(Christy & Amalia, 2017) in his research stated that the notion of job stress is an imbalance in the personality characteristics of employees and the characteristics of the elements of their work and can occur in all jobs. Work stress indicators according to Robbins (2006) in Christy & Amalia (2018) There are 5 namely task demands, role demands, interpersonal demands, organizational structure, organizational leadership.

3.6 Data Collection Technique

The data collection techniques used were interviews, observations and distributing questionnaires using google forms or questionnaires and interviews with permanent employees, contract employees, or company leaders in Jakarta.

3.7 Research Instruments and Data Analysis

The researcher chose to use the data analysis technique with Partial Least Square (PLS-SEM), including validity and reliability testing by evaluating the Goodness-of-fit Outer Model and also adding descriptive statistics.

a. Descriptive Analysis

This analysis describes and describes a target object studied from sample data or a modest population without passing conclusions that apply in general (Simbolon & Priyonggo, 2022). Descriptive analysis in this study is in the form of a description of the problems related to the research variables raised by the researchers, namely the characteristics of employees in companies in Jakarta which include years of service, last education, gender, age.

b. Quantitative Analysis using Partial Least Square

PLS-SEM was chosen by researchers as data analysis used with the help of SmartPLS 3.0 software. According to (Hair et al., 2017) PLS is an analytical method that is not based on many assumptions. PLS is used to explain whether the relationship between these variables exists or not.

There are 5 stages of PLS analysis, namely according to Hair et al., (2017) is a conceptualized model, determined analysis method, determined resampling method, described path diagram and also evaluation model.

1. Outdoor Model Test

a) Validity test

The validity test needs to be carried out with the aim of knowing whether the construct is adequate to continue in the research or not. There are three kinds of evaluations carried out, namely Convergent and Discriminant Validity and Comparing the Average Variance Extracted (AVE) value.

b) Reliability Test

Measurement of reliability test is used with Cronbach alpha and composite reliability. To meet the reliability test standards, the Cronbach alpha and composite reliability values for the entire construct are above 0.7 (Hair et al., 2017).

2. Test the Inner Model or Structural Model

Structural model or inner model testing is used to see the relationship of one construct to another, the R-square value and the significance value of the research model conducted. (Hair et al., 2017).

IV. Results and Discussion

4.1 Descriptive Statistics

Respondents used were 214 respondents, using simple random sampling with the Hair method at least 5 to 10x the number of indicators. The results of the data in this study, obtained from questionnaires distributed to respondents using google forms and interviews. The questionnaire in this study contains statement items related to research variables, the questionnaire also contains respondents' personal data consisting of: gender, age, last education, employee status, and respondent's length of service. The data collected from the respondents are presented as follows:

Table 1. Characteristics of Respondents

No	Characteristics	Amount	Percentage (%)
1	Gender		
	1. Men	113	52.8
	2. Woman	101	47.2

Amount		214	100
2	Age		
	1.<25 Years	94	44
	2. 25 - 30 Years	78	36.4
	3. 31 - 40 Years	29	13.6
	4.> 40 Years	13	6
Amount		214	100
3	Last education		
	1. High school / equivalent	127	59.3
	2. D3	41	19.2
	3. S1	45	21
	4. S2	1	0.5
Amount		214	100
4	Employee status		
	1. Contract Employees	105	49.1
	2. Permanent Employees	83	38.8
	3. Casual Daily Workers	26	12.1
Amount		214	100
5	Length of work		
	1. < 3 Years	118	55
	2. 3 - 6 Years	57	26.6
	3. 7 - 10 Years	18	8.4
	4. > 10 Years	21	9.8
Amount		214	100

From table 1, it can be seen that the description of the respondents in terms of years of service, most of the respondents had a working period of less than 3 years, as many as 118 people (55%), this shows that the employee's work experience is still very minimal.

4.2 Validity and Reliability Test

a. Test the Validity of Measurement (Outer) Model

The outer model is the relationship between the indicators and their constructs. The initial evaluation or testing of the measurement model is reflective, namely with convergent validity. Evaluation convergent validity starts by looking at the item reliability (validity indicator) which is indicated by the value of the loading factor. The factor loading value less than 0.5 will be omitted in the model and if the factor loading value is more than 0.5 then it has good validity. For research in the early stages of developing a measurement scale, a loading value of 0.5 to 0.60 is considered sufficient. The factor loading significance test can be done with t statistic or p value, if the t statistic value > 1.96 and p value < 0.05 then it has significant validity.

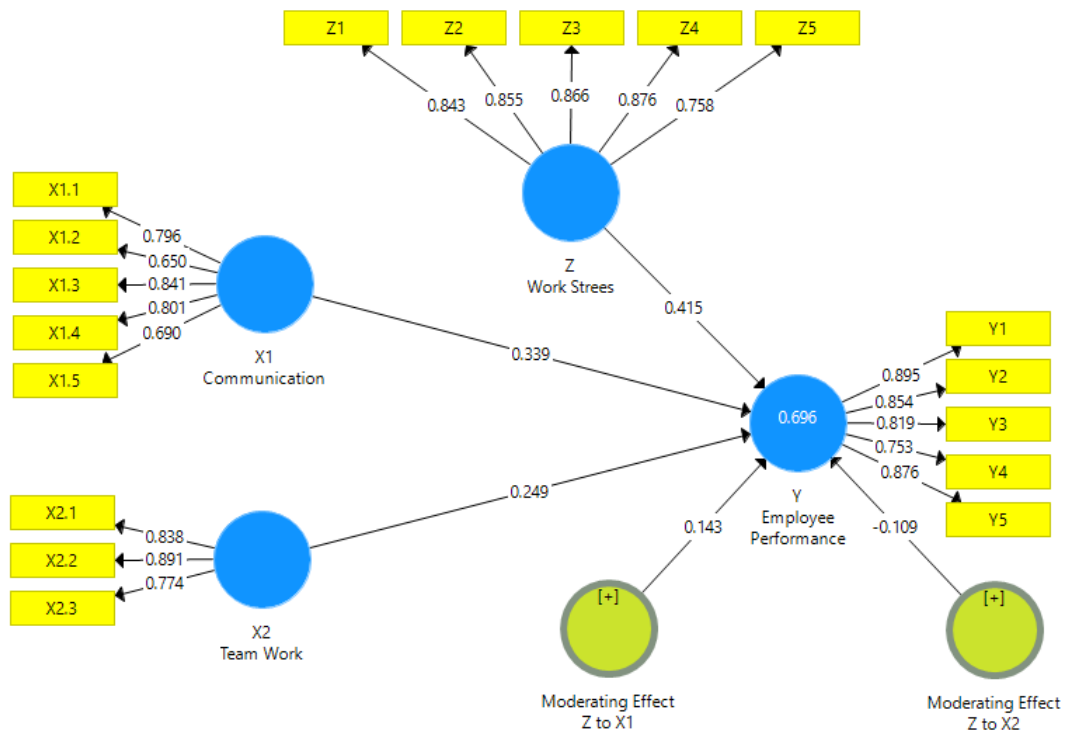


Figure 1. Construct Reliability and Validity

Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The validity of the instrument can be proven by some evidence. These evidences include content, otherwise known as content validity or content validity, constructively, or known as construct validity, and criteria, or known as criterion validity. (Yusup, 2018). From the outer loading image, the respondent's validity test in this study was in accordance with the existing criteria and was valid.

b. Reliability Test

Sugiyono (2013) A reliable instrument is an instrument which, when used several times to measure the same object, will produce the same data. Reliability tests were carried out on the outer model:

- Composite Reliability. Data that has composite reliability > 0.7 has high reliability.
- Cronbach Alpha. The reliability test was strengthened by Cronbach Alpha. Expected value > 0.7 for all constructs.
- Average Variance Extracted (AVE). Expected AVE value > 0.5 .

Based on the results of the respondent's data processing and the results of the outer loader image, the respondents from this study were reliable and answered the questionnaire questions consistently and the accuracy of the data from the respondents deserved to be tested in testing the hypothesis of this moderating model.

c. Structural Testing (Inner) Model

Inner model analysis is carried out to ensure that the structural model built is robust and accurate. The evaluation of the inner model can be seen from several indicators including:

Coefficient of Determination (R²)

The coefficient of determination is the square of the correlation coefficient (R²) related to the independent variable and the dependent variable (Saputri, 2016). In regression analysis, the coefficient of determination is usually used as the basis for determining the effect of the independent variable to dependent variable. The formula used is: $KD = R^2 \times 100\%$. In essence, it measures how far the model's ability to explain variations in the dependent variable is. The value of the coefficient of determination is between zero to one. From the coefficient value obtained from the data processing of this study, it was obtained that R² was 0.696.

From the value of the coefficient of determination (R²) 0.696, this value means that communication and teamwork on employee performance contributes as big as 0.696 or 69.6% while the remaining 0.304 or 30.4% is influenced by other factors outside this research.

4.3 Hypothesis testing

Testing this hypothesis includes the significance value of each path coefficient which states that there is a significant or insignificant effect between constructs. Structural model testing is used to test the hypothesis between research variables can be seen from the P value and T statistics. If the T statistic value > 1.96 then the effect is significant or if the P value < 0.05 the effect is significant (Angelini, 2018).

Table 3. Hypothesis Testing Results

Information	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Value
X1 Communication -> Y Employee Performance	0.339	0.340	0.053	6.411	0.000
X2 Teamwork -> Y Employee Performance	0.249	0.250	0.047	5.271	0.000
Z Work Stress -> Y Employee Performance	0.415	0.012	0.059	7.063	0.000
Z moderation over X1 -> Employee Performance	0.143	0.140	0.040	3.600	0.000
Moderate Z over X2 -> Employee Performance	-0.109	-0.104	0.045	2.411	0.016

Table 4. Outer Model Hypothesis Testing Results

Information	Moderating Effect Z to X1	Moderating Effect Z to X2	X1_Communication	X2_Team Work	Y_Employee Performance	Z_Work Stress
X1.1			-1,000			
X1.2			-1,000			
X1.3			-1,000			
X1.4			-1,000			
X1.5			-1,000			
X1_Communication * Z_Work Stress	-1,000					
X2.1				-1,000		
X2.2				-1,000		

X2.3				-1,000		
X2_Team Work * Z_Work Stress		-1,000				
Y1					-1,000	
Y2					-1,000	
Y3					-1,000	
Y4					-1,000	
Y5					-1,000	
Z1						-1,000
Z2						-1,000
Z3						-1,000
Z4						-1,000
Z5						-1,000

From tables 3 and 4 above based on the results of data processing that has been carried out for answer the hypothesis proposed, it is known that all five hypotheses are accepted. This matters show that there is a significant effect between the independent and dependent variables. The following is an analysis related to the influence between variables according to the proposed hypothesis:

a. The Effect of Communication on Employee Performance

The results of the path coefficient based on the T-Statistics value show that the effect of communication on employee performance has a significance level of 6,411. So it is stated that communication has a positive and significant effect on employee performance. The results of this study are in accordance with previous research conducted by Astariyani (2015) in LDP Putri & Sariyathi (2017) which states that communication has a positive and significant effect on employee performance, which means that the better the communication in the company, the better the employee performance will be. The results of this study indicate that communication is able to affect employee performance. Hypothesis 1 is accepted.

b. The Effect of Teamwork on Employee Performance

Based on the test results on the second hypothesis, the parameter coefficient value is 5.271, which means that teamwork has a positive and significant effect on employee performance so that Hypothesis 2 is accepted. The results of this study are in accordance with previous research conducted by Taroreh (2014) in LDP Putri & Sariyathi (2017) which states that the performance produced by the team is better than the performance of individuals in the company or organization and his research shows that teamwork has a positive and significant influence on employee performance.

c. The Effect of Work Stress on Employee Performance

From the results of the third hypothesis test, it is known that the path coefficient results are based on positive T-Statistics values, so it is stated that changes in consumer behavior have a positive or significant effect on online purchasing decisions with a T-Statistics value of 7,063. The results of this study state that work stress has a positive and significant effect. Hypothesis three accepted.

d. Moderation of work stress can strengthen the effect of communication on employee performance

The results of the fourth hypothesis test, it is known that the path coefficient results based on the positive T-Statistics value, so it is stated that work stress moderation is able to strengthen communication on employee performance with a T-Statistics value of 3,600. Hypothesis 4 is accepted

e. Moderation of work stress can strengthen the effect of teamwork on employee performance

The results of the fifth hypothesis test, it is known that the P-Values value that forms the moderation of consumer behavior change that is able to strengthen the influence of digital marketing on online purchasing decisions is 0.016 plus a positive T-Statistics value, so that the fifth hypothesis is accepted.

V. Conclusion

This study provides empirical evidence regarding the effect of communication and teamwork on employee performance with job stress as a moderating variable. This study uses a sample of 214 respondents, who are employees of a private company in Jakarta. The results showed that:

1. Communication has an effect on employee performance. Where in a company must have good quality human resources in order to achieve a company goal or target. The existence of good communication between leaders and employees with one another will have an impact on employee performance in doing their job descriptions within the company.
2. Teamwork affects employee performance. Where within the company also requires a good team in completing the work and achieving maximum results. The role of teamwork on employee performance is one of the important things in the company in order to help and solve every problem and task in the team, so that employee performance produces the best. Besides being able to produce the best performance, teamwork can also strengthen the relationship between one employee and another and between the leadership and employees.
3. Work stress affects employee performance. In this study, job stress has a positive effect on employee performance. Work stress that occurs in a person depends on how a person copes with the work stress. In fact, sometimes someone considers work stress because work pressure is a new challenge in the scope of work and a reference for someone to do or complete work challenges from the company. So work stress can have a negative or positive impact according to the way a person reacts to it.
4. Moderation of work stress can strengthen the effect of communication on employee performance. This shows that the condition of an employee who feels stressed about work and the employee communicates in terms of asking for help with other coworkers will help reduce the work stress experienced by the employee.
5. Moderation of work stress can strengthen the effect of teamwork on employee performance. This shows that with work stress conditions due to work or other things, someone needs help so that someone who experiences work stress due to workload or other things can ask for help from other colleagues to work together to complete the work. So that it can ease the work or burden that causes a person to become stressed.

Limitations

Although researchers have tried to design and develop this research in such a way, there are still many limitations in this research that still need to be improved in further research, including:

1. Researchers find it difficult to find research gaps in previous studies.
2. The number of respondents obtained by researchers, far from what the researchers expected. Researchers hope to get more respondents than the current number of respondents. Because the researchers themselves have done various ways of distributing questionnaires with social media, WhatsApp groups, email, etc., but maybe because the number of questions that the respondents attached made the respondents less attractive to fill out the questionnaires that the researchers distributed.

Suggestion

Based on the results of the research that has been done, there are several suggestions from researchers that can be considered for further research, including:

1. The results of this study can be used as consideration for both the leadership and employees.
2. The results of this study are closely related to human resources within the company.
3. The number of respondents obtained must be above this research, because the more the number of respondents obtained, the better the research results obtained.
4. Future research is expected to be able to get more previous research journals for communication variables, teamwork and work stress and also get more research gaps.

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