

**THE EFFECT OF INTERPERSONAL COMMUNICATION, WORKLOAD AND
WORK ENVIRONMENT ON WORK EFFECTIVENESS AND
ORGANIZATIONAL COMMITMENTS AS INTERVENING VARIABLES IN THE
REGIONAL SECRETARY OFFICE IN BINTAN DISTRICT**

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Abstract

This study aims to analyze the effect of interpersonal communication, workload and work environment on work effectiveness and organizational commitment as intervening variables at the Regional Secretariat Office in Bintan Regency. The research method uses a quantitative approach with a causal design. The population of this study was all employees at the Regional Secretariat Office in Bintan Regency, with a total of 133 people. In this study, the sampling technique was non-probability sampling with the Saturated Sampling (Census) technique with a total sampling of 133 people. Data collection techniques using questionnaires and documentation. Data analysis using SEM analysis with PLS. The results of the study are as follows: (1) The effect of Interpersonal Communication on Work Effectiveness is positive and significant. (2) The effect of workload on work effectiveness is positive and not significant. (3) The influence of the work environment on work effectiveness is positive and significant. (4) The effect of Organizational Commitment on Work Effectiveness is positive and significant. (5) The effect of Interpersonal Communication on Organizational Commitment is positive and significant. (6) The effect of workload on organizational commitment is positive and significant. (7) The effect of work environment on organizational commitment is positive and significant. (8) The effect of Interpersonal Communication on Work Effectiveness variable with Organizational Commitment as an intervening variable is positive and significant. (9) The effect of Workload on Work Effectiveness variable with Organizational Commitment as an intervening variable is positive and significant. (10) The effect of Work Environment on Work Effectiveness variable with Organizational Commitment as an intervening variable is positive and not significant.

Keywords : *Interpersonal Communication, Workload, Work Environment, Organizational Commitment, and Work Effectiveness*

1. INTRODUCTION

Organization is a consciously coordinated social entity, consisting of two or more people with relatively identifiable boundaries, which functions continuously to achieve a common set of goals. For organizations that plan and formulate government administration, of course the employee's performance can be seen from how the organization can plan, organize, actualize and control the government administration that has been formulated, such as at the Bintan Regency Regional Secretariat Office.

Work effectiveness is a condition in which physical and spiritual activities carried out by humans can achieve the desired results. Effectiveness is the range of efforts of a program as a system with certain human resources and means to fulfill its goals and objectives without crippling the means and resources and without putting undue pressure on its implementation. With the existence of effectiveness, conditions of low employee work effectiveness must be avoided so as not to have an impact on existing work activities. Effectiveness is the extent to which the use of

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organizational resources (manpower, money, technology, raw materials) is maximized with the aim of increasing the results of each unit in the use of human resources. The condition of work effectiveness in the employee environment still often raises many questions which will ultimately lead to a decrease in performance, therefore a strong organizational commitment is needed between each party in the organization in order to achieve maximum performance. Organizational commitment in this case is a strong desire to remain an office employee, a desire to work hard in accordance with office goals, have a commitment to work with agencies and employee responsibilities to the office. As well as certain beliefs and acceptance of the office's values and goals. In other words, it is an attitude that reflects employee loyalty to the office and a continuous process in which office employees express their concern for the office and continuous success and progress. Therefore, a strong organizational commitment is needed between each party in the organization in order to achieve maximum performance. Organizational commitment in this case is a strong desire to remain an office employee, a desire to work hard in accordance with office goals, have a commitment to work with agencies and employee responsibilities to the office. As well as certain beliefs and acceptance of the office's values and goals. In other words, it is an attitude that reflects employee loyalty to the office and a continuous process in which office employees express their concern for the office and continuous success and progress. Therefore, a strong organizational commitment is needed between each party in the organization in order to achieve maximum performance. Organizational commitment in this case is a strong desire to remain an office employee, a desire to work hard in accordance with office goals, have a commitment to work with agencies and employee responsibilities to the office. As well as certain beliefs and acceptance of the office's values and goals. In other words, it is an attitude that reflects employee loyalty to the office and a continuous process in which office employees express their concern for the office and continuous success and progress. Organizational commitment in this case is a strong desire to remain an office employee, a desire to work hard in accordance with office goals, have a commitment to work with agencies and employee responsibilities to the office. As well as certain beliefs and acceptance of the office's values and goals. In other words, it is an attitude that reflects employee loyalty to the office and a continuous process in which office employees express their concern for the office and continuous success and progress. Organizational commitment in this case is a strong desire to remain an office employee, a desire to work hard in accordance with office goals, have a commitment to work with agencies and employee responsibilities to the office. As well as certain beliefs and acceptance of the office's values and goals. In other words, it is an attitude that reflects employee loyalty to the office and a continuous process in which office employees express their concern for the office and continuous success and progress.

Communication is an important thing in organizational behavior, communication is not only the process of delivering information and news that can be seen, heard, understood, but the process of delivering comprehensive information or messages including the feelings and attitudes of those who convey the information. But what often happens here is communication, especially in the wrong interpersonal communication, when they gather, they use the wrong communication such as not communicating according to the existing organizational structure and some employees who prefer to chat (talk about things that are not important) during working hours.

Excessive workload will have an adverse impact on employees in general, which will cause fatigue both physically and mentally and will cause emotional reactions such as headaches, digestive disorders, and irritability. While the workload is too little, there will also be a reduction in motion which will cause boredom. Boredom in the work done or too little work results in a lack of attention to work so that it is potentially harmful to employees. As for what happened to this agency because at certain times for some employees who were too long and also forced to carry out work activities according to their abilities and work capacities without showing signs of fatigue,

The work environment is the entire set of tools and materials that come before the work, both as individuals and as a group. The work atmosphere is not conducive, and some are found

such as broken tables, chairs and employee cupboards, this disturbs the comfort of employees. The layout of employees' work desks that are close together causes employees to be less focused on completing their work. The inefficient layout makes them tend to often chat with their co-workers and many of the employees spend their time working coolly playing cellphones to get rid of the boredom. The work environment is everything that is around the workers that can affect themselves in carrying out the tasks assigned, such as cleanliness, comfort, sounds, the availability of smoking rooms, room temperature, and parking lots. Therefore, the work environment is a factor that supports effectiveness in optimal work for employees because the work environment in an organization is a working condition that provides a comfortable and safe working atmosphere and situation for employees.

With the up and down dynamics that exist in the Regional Secretariat of Bintan Regency, the title to be explored is "The Influence of Interpersonal Communication, Workload, and Work Environment on Work Effectiveness with Organizational Commitment as an Intervening Variable at the Regional Secretariat of Bintan Regency"

2. IMPLEMENTATION METHOD

The research method uses a quantitative approach. The population of this research is all employees at PT Swakarya Indah Busana Tanjungpinang City with a total of 133 people. The sampling technique was total sampling (Census) so that the 133 population employees were used as research samples. Data collection techniques using a questionnaire. Data analysis using SEM analysis with PLS.

3. RESULTS AND DISCUSSION

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses a composite reliability value with the criteria of a variable being said to be reliable if the composite reliability value is > 0.600 (Hair, Hult, Ringle, & Sarstedt, 2014).

Table 1. Internal Consistency Analysis

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1	0.965	0.967	0.968	0.672
X2	0.923	0.927	0.936	0.619
X3	0.916	0.923	0.931	0.599
Y	0.943	0.945	0.95	0.594
Z	0.969	0.97	0.972	0.697

Source : PLS 4.0 data processing, 2022

Based on the Internal Consistency Analysis data in the table above, the results show that the X1 variable has a composite reliability value of $0.968 > 0.600$ then the X1 variable is reliable, then the X2 variable has a composite reliability value of $0.936 > 0.600$ then the X2 variable is reliable, the X3 variable has a reliability value. composite value of $0.931 > 0.600$ then the X3 variable is reliable, the Y variable has a composite reliability value of $0.950 > 0.600$ then the Y

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variable is reliable, the Z variable has a composite reliability value of 0.972 > 0.600 then the Z variable is reliable.

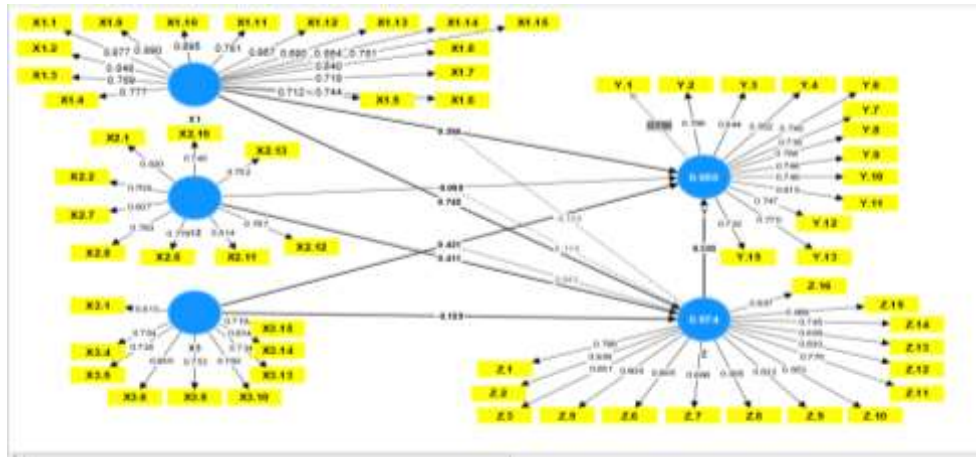


Image 1. Research Model
Source: PLS 4.0 data processing, 2022

Testing the direct influence hypothesis aims to prove the hypotheses of the influence of one variable on other variables directly (without intermediaries). If the path coefficient value is positive, it indicates that an increase in the value of one variable is followed by an increase in the value of other variables. If the path coefficient value is negative, it indicates that an increase in one variable is followed by a decrease in the value of another variable. If the probability value (P-Value) < Alpha (0.05) then Ho is rejected (the influence of a variable with other variables is significant). If the probability value (P-Value) > Alpha (0.05) then Ho is accepted (the influence of a variable with other variables is not significant).

Table 2. Direct Effect Hypothesis

	Original samples (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 -> Y	0.354	0.347	0.121	2,922	0.003
X1 -> Z	0.742	0.741	0.050	14,835	0.000
X2 -> Y	-0.099	-0.092	0.103	0.956	0.339
X2 -> Z	0.411	0.415	0.053	7,692	0.000
X3 -> Y	0.421	0.425	0.086	4.906	0.000
X3 -> Z	-0.159	-0.162	0.055	2.876	0.004
Z -> Y	0.303	0.300	0.135	2,247	0.025

Source: PLS 4.0 data processing, 2022

1. The direct effect of the Interpersonal Communication variable on the Work Effectiveness variable has a path coefficient of 2,922 (positive), then the increase in the value of the Interpersonal Communication variable will be followed by an increase in the Work Effectiveness variable. The influence of Interpersonal Communication variable on Work Effectiveness has a P-Value of 0.003 < 0.05, so it can be stated that the effect of Interpersonal Communication on Work Effectiveness is positive and significant.

2. The direct effect of the workload variable on the work effectiveness variable has a path coefficient of 0.956 (positive), then an increase in the value of the workload variable will be followed by an increase in the work effectiveness variable. The effect of the workload variable on work effectiveness has a P-value of $0.339 > 0.05$, so it can be stated that the effect of workload on work effectiveness is positive and not significant.
3. The direct effect of the Work Environment variable on the Work Effectiveness variable has a path coefficient of 4,906 (positive), then the increase in the value of the Work Environment variable will be followed by an increase in the Work Effectiveness variable. The influence of the Work Environment variable on Work Effectiveness has a P-Value of $0.000 < 0.05$, so it can be stated that the influence of the Work Environment on Work Effectiveness is positive and significant.
4. The direct effect of the Organizational Commitment variable on the Work Effectiveness variable has a path coefficient of 2.247 (positive), then an increase in the value of the Organizational Commitment variable will be followed by an increase in the Work Effectiveness variable. The influence of the variable Organizational Commitment on Work Effectiveness has a P-Value of $0.025 < 0.05$, so it can be stated that the effect of Organizational Commitment on Work Effectiveness is positive and significant.
5. The direct effect of the Interpersonal Communication variable on the Organizational Commitment variable has a path coefficient of 14,835 (positive), then the increase in the value of the Interpersonal Communication variable will be followed by an increase in the Organizational Commitment variable. The influence of Interpersonal Communication variable on Organizational Commitment has a P-Value of $0.000 < 0.05$, so it can be stated that the influence of Interpersonal Communication on Organizational Commitment is positive and significant.
6. The direct effect of the Workload variable on the Organizational Commitment variable has a path coefficient of 7,692 (positive), then the increase in the value of the Workload variable will be followed by an increase in the Organizational Commitment variable. The influence of the workload variable on organizational commitment has a P-value of $0.000 > 0.05$, so it can be stated that the effect of workload on organizational commitment is positive and significant.
7. The direct influence of the work environment variable on the organizational commitment variable has a path coefficient of 2.876 (positive), then an increase in the value of the work environment variable will be followed by an increase in the organizational commitment variable. The influence of the work environment variable on organizational commitment has a P-value of $0.004 < 0.05$, so it can be stated that the influence of the work environment on organizational commitment is positive and significant.

Table 3. Indirect Effect Hypothesis

	Original samples (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 -> Z -> Y	0.225	0.222	0.101	2.22	0.026
X2 -> Z -> Y	0.125	0.124	0.058	2.158	0.031
X3 -> Z -> Y	-0.048	-0.048	0.028	1,741	0.082

Source: PLS 4.0 data processing, 2022

1. The indirect effect of Interpersonal Communication variable on Work Effectiveness variable with Organizational Commitment as an intervening variable has a path coefficient of 2.220 (positive). The influence of Interpersonal Communication variable on Work Effectiveness moderated by Organizational Commitment has a P-Value of $0.026 < 0.05$, so it can be stated that the effect of Interpersonal Communication on Work Effectiveness variable with Organizational Commitment as an intervening variable is positive and significant.

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2. The indirect effect of the Workload variable on the Work Effectiveness variable with Organizational Commitment as the intervening variable has a path coefficient of 2.158 (positive). The effect of Workload variable on Work Effectiveness moderated by Organizational Commitment has a P-Value of 0.031 < 0.05, so it can be stated that the effect of Workload on Work Effectiveness variable with Organizational Commitment as an intervening variable is positive and significant.
3. The indirect effect of the Work Environment variable on the Work Effectiveness variable with Organizational Commitment as the intervening variable has a path coefficient of 1.741 (positive). The effect of the Work Environment variable on Work Effectiveness moderated by Organizational Commitment has a P-Value of 0.082 < 0.05, so it can be stated that the influence of the Work Environment on the Work Effectiveness variable and Organizational Commitment as the intervening variable is positive and not significant.

The coefficient of determination (R Square) aims to evaluate the prediction accuracy of a variable. In other words, to evaluate how the variation in the value of the dependent variable is affected by the variation in the value of the independent variable in a path model.

Table 4. Coefficient of Determination

	R-square	R-square adjusted
Y	0.95	0.948
Z	0.974	0.973

Source : PLS 4.0 data processing, 2022

In the table above, the results of the influence of Interpersonal Communication, Workload, and Work Environment on Work Effectiveness are 94.8%, and the remaining 5.2% is influenced by other variables outside those studied in this study. While in the table above, the results of the influence of Interpersonal Communication, Workload, and Work Environment on Organizational Commitment are 97.3%, and the remaining 2.7% is influenced by other variables outside those studied in this study.

4. CONCLUSION

The findings of data analysis in the discussion and hypothesis testing, it can be concluded as follows:

1. The direct effect of the Interpersonal Communication variable on the Work Effectiveness variable has a path coefficient of 2,922 (positive), then the increase in the value of the Interpersonal Communication variable will be followed by an increase in the Work Effectiveness variable. The influence of Interpersonal Communication variable on Work Effectiveness has a P-Value of 0.003 < 0.05, so it can be stated that the effect of Interpersonal Communication on Work Effectiveness is positive and significant.
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THE EFFECT OF INTERPERSONAL COMMUNICATION, WORKLOAD AND WORK ENVIRONMENT ON WORK EFFECTIVENESS AND ORGANIZATIONAL COMMITMENTS AS INTERVENING VARIABLES IN THE REGIONAL SECRETARY OFFICE IN BINTAN DISTRICT

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