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THE EFFECT OF VERTICAL, HORIZONTAL AND DIAGONAL COMMUNICATIONS ON EMPLOYEE PERFORMANCE AT THE TRAINING BOARD MALUKU PROVINCE

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This study aims to analyze (1) the effect of communication consisting of vertical, horizontal and diagonal communication on performance and (2) the most dominant variable affecting employee performance at the Education and Training Agency of Maluku Province. The number of samples is determined based on the Kresjic table, where if the population is 231 people, at an error rate of 10%, the number of samples is 125 people, which is determined by simple random sampling. Data were analyzed by multiple linear regression. The results showed that (1) vertical, horizontal and diagonal communication together had a positive and significant effect on the performance of the Education and Training Agency employees of Maluku Province by 78.9% and (2) horizontal communication was the most dominant variable affecting the performance of the Education and Training Agency employees. Maluku Province is 64.9%.

Key word : Vertical Communications, Horizontal Communications, Diagonal Communications On Employee Performance

BACKGROUND

An organization is required to maximize its performance in cooperating with other people for various purposes such as business, professional, social and various other purposes. They work together to determine the goals to be achieved, develop work plans, manage and run their organization's business operations. To realize it all, it requires a togetherness of its members, namely internal parties within the organization, if the internal parties within the organization have good cooperation, are compact, and prioritize the interests of the organization, then this creates a conducive work climate within the organization. and of course the performance of the organization will be better too.

Communication is the main tool for perfecting relationships within the organization. The absence of communication can lead to misunderstandings and if left unchecked will affect the life of the organization, both superiors and employees in their own agency (Febrian, Nuraini, & Aprianti, 2016). Communication has an extraordinary role in supporting the development of an organization. Organizational communication itself consists of internal and external communication. Internal communication is still divided into two, namely formal and informal. This research will discuss about formal internal communication which consists of vertical and horizontal communication. And external communication in the form of diagonal communication.

According to Munthe & Tiorida (2017), communication is a very important tool to improve individual achievement as well as operating results. Communication that increases cooperation, trust and enthusiasm leads to better performance and results. It was further stated that communication has three basic components, namely the sender, the message and the receiver. This process begins with the sender who should be able to sentence the message to be conveyed to the recipient. Information communicated between the sender and the receiver should have mutual understanding and completeness if feedback is included in the process. Communication can take place in several ways, namely vertically from top to bottom or bottom to top, horizontally or diagonally. These ways of communication will greatly affect employee performance, because it really depends on the communication mechanism itself, where the Maluku Province Education and Training Agency uses more verbal communication, namely communication that uses symbols or words, both verbally and in writing.

The ability to use verbal communication effectively is very important for employees because it allows identification of goals, development of strategies and behaviors to achieve goals. At the Education and Training Agency of Maluku Province, there are several types of verbal communication, both verbally, namely instructions, directions, verbal reports and talks as well as in writing in the form of letters, memos, instructions and reports. In order for this communication to be successful, an effort is needed, namely knowing the characteristics of the subject receiving the information, the object of information and the way of communication.

Vertical communication as a control function acts as a controller for organizational members carried out by superiors who are at the managerial level to control the organization so that it is more directed (Haryati, 2019). Horizontal communication consists of conveying information among colleagues in the same work unit. Work units include individuals who are placed at the same level of authority in the organization and have the same supervisor. Diagonal communication is communication that takes place between two work units that are at different levels of the organizational hierarchy, but carry out similar activities (Sului, 2021).

Several studies have shown a link between communication and performance, as reported by Wiboowo (2013) that internal communication is communication that takes place within the organization carried out by members of the organization. Teachers as organizational members in schools, if they have the understanding and skills in communicating with other parties in their schools, will have a very big influence on improving their performance. Similarly the research of Gani (2014) shows that communication barriers affect the performance of Midtown Hotel Surabaya employees.

The results of Swandhana (2017) find that horizontal communication in Prime Sauce is currently still lacking based on the results of interviews from members of the Prime Sauce group themselves and still needs to be improved in terms of task coordination, problem solving, and information sharing aspects. Meanwhile, from the aspect of conflict resolution, the method used by Prime Sauce is close to the opinion of experts or communication experts, so just a little improvement will be good. In addition, horizontal communication has a relationship with performance because as a managerial tool, communication is often expected to share information with members, coordinate activities, reduce managerial burdens and unnecessary rules, and improve performance. Similarly, Sari & Susanti (2020) who found that vertical communication had a positive and significant effect on teacher performance. This means that the smoother and more effective the communication between school leaders and their staff (teachers) will be, the more teacher performance will increase.

RESEARCH METHODS

The type of research is descriptive quantitative with associative approach which aims to examine the effect of communication on employee performance. The number of samples is determined based on the Kresjic table, where if the population is 231 people, at an error rate of 10%, then the number of samples is 125 people, which is determined by simple random sampling. Analysis of the data used is multiple linear regression with the help of SPSS 17.00. The regression model is as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where :

Y = Performance

b₀ = Constant

X₁ = Vertical communication

X₂ = Horizontal communication

X₃ = Diagonal communication

b₁, until b₃ = Regression coefficient variable X₁, X₂, X₃

e = Standard error

RESULTS AND DISCUSSION

Model analysis and hypothesis testing are conducted to determine the extent to which the results of statistical tests determine whether or not the proposed hypothesis is accepted. The model used in this study is the Multiple Linear Regression Analysis Model. This model is used to examine the effect of communication variables, namely: vertical communication (x₁), horizontal communication (x₂), and diagonal communication (x₃), on performance (Y) either simultaneously/simultaneously or individually/partially. The results of the calculation of multiple linear regression analysis using the SPSS version 25.00 program are presented in the following table.

Table 1.
Summary of Multiple Linear Regression Analysis Results

Number.	Variable	Regression Coefficient (β)	F Count	Probability
1.	Constant = 3,479	-	28,802	0,000
2.	Vertical Communication (X1)	0,365		
3.	Horizontal Communication (X2)	0,649		
4.	Diagonal Communication (X3)	0,204		
R = 0,888 R ² = 0,789 n = 125 F _{tabel} = 3,94 ; α = 0,05				

Based on the results in the table above, it can be made a multiple linear regression equation model for this research as follows:

$$Y = 3.479 + 0.365X_1 + 0.649 X_2 + 0.204 X_3$$

The above equation shows that: (1) constant value = 3,479; it means that by assuming the independent variable is constant, then the performance value is 3,479; and (2) the addition of the value of vertical communication variables (x1), horizontal communication (x2), and diagonal communication (x3), by 1 unit will increase the value of employee performance scores sequentially by 0.365; 0.649; and 0.204 units assuming other variables are constant.

The magnitude of the relationship between variables can be known by looking at the number of correlation coefficients (r). From the table above, it can be seen that the value of $r = 0.888$. These results mean that the relationship between the variables of vertical communication (x1), horizontal communication (x2), and diagonal communication (x3) with performance is positive and strong.

Then the value of R^2 (coefficient of determination) shows the magnitude of the contribution of the influence of the independent variable on the dependent variable in a model. The calculation results presented in the table above show the value of $R^2 = 0.789$. This means that 78.9% of the variation in the rise and fall of employee performance scores is influenced by vertical communication (x1), horizontal communication (x2), and diagonal communication (x3). While the remaining 21.1% is influenced by other variables not examined, namely motivation, job satisfaction, work spirit, compensation and competence.

1. Simultaneous Testing (F-Test)

Simultaneous testing (F-Test) was used to test the significance of the effect between the independent variables on the dependent variable. The testing technique is carried out by comparing the calculated F value with the F_{table} value at a significance level of 0.05 and a level of confidence (level of confidence) of 95%.

Based on the results of the multiple linear regression analysis calculations presented in the table above, it can be seen that the F_{count} value is greater than the F_{table} value ($28.02 > 3.94$), and the arithmetic significance value (sig) = 0.000 which is smaller than the value = 0,05. These results prove that simultaneously or together the variables of vertical communication (x1), horizontal communication (x2), and diagonal communication (x3) have a significant influence on the performance of the Education and Training Agency employees of Maluku Province.

2. Partial Testing (t-test)

Partial testing (t-test) is used to test the effect of the independent variable on the dependent variable partially or individually, and can also be used to see the influence of the most dominant independent variable. Technically, the test is done by comparing the value of t_{count} with the value of t_{table} at a significance level of = 0.05. Based on the results of the calculations in the attachment, the results of the partial test (t-test) can be presented in the following table.

Table 2.
Partial Test Results (t-test)

Number.	Variable	T count	Prob.	Conclusion
1.	Vertical Communication (X1)	2,331	0,002	Significant
2.	Horizontal Communication (X2)	2,932	0,005	Significant
3.	Diagonal Communication (X3)	2,479	0,000	Significant
	$t_{\text{tabel}} = 1,96$ $n = 125$ $\alpha = 0,05$			

The results of the partial test (t-test) which are summarized in the table above can be explained as follows:

The Effect of Vertical Communication on Performance

The t-count value of the Vertical Communication variable (x1), is greater than the t-table value ($2.331 > 1.96$) and the significance value (sig.) is smaller than the required ($0.000 < 0.05$). These results indicate that the vertical communication variable has a positive and significant influence on the performance of the Maluku Province Education and Training Agency employees. This shows that the null hypothesis is rejected, H_a is accepted, so it can be concluded that there is an influence between vertical communication and employee performance. In this case it is also supported by a probability value of $0.000 < 0.05$. This shows that the better the vertical communication that exists between leaders and subordinates and vice versa, the greater the employee's performance.

The results of the research above indicate that the vertical communication of the leader to his subordinates has been going well, but faces several obstacles, namely the time to meet with the leadership is very limited because the leader often performs tasks outside the office and often receives guests from outside so that the leader tends to provide instructions, directions and warnings through letters of reprimand and communicate on official matters. Therefore, effective ways of communicating between leaders and subordinates are to be embracing and nurturing, understand the desires and expectations of subordinates, provide protection and solutions for problems faced by subordinates and accept, respect and respect the opinions of subordinates in order to create good cooperation and facilitate the delegation of authority.

The results of the research above indicate that vertical communication from the bottom up has been going well, but there are still some obstacles and obstacles faced, namely subordinates are often afraid and do not dare to communicate with the leadership, do not have the initiative to communicate and often leave the workplace. while the leader needs information on matters related to work. Therefore, efforts are needed, including finding the right time to communicate with the leadership and when the leader does not have a heavy workload, is calm, relaxed and not stressed.

Effect of Horizontal Communication on Performance

The t-count value of the horizontal communication variable (x2), is greater than the t-table value ($2,932 > 1.96$) and the significance value (sig.) is smaller than the required ($0.000 < 0.05$). These results indicate that the horizontal communication variable has a positive and significant influence on the performance of the Maluku Province Education and Training Agency employees. This shows that the null hypothesis is rejected, H_a is accepted, so it can be concluded that there is a relationship

between horizontal communication and performance. In this case it is also supported by a probability value of $0.000 < 0.05$. This shows that the better the horizontal communication that exists between leaders and subordinates and vice versa, the greater the employee's performance.

The results show that horizontal communication has a relationship with increasing work performance, although horizontal communication goes well, there are still obstacles faced, namely the location of the room which is partitioned between work units so that there is an impression of being divided between work units, every employees have different interests and opinions, varying experiences, backgrounds and social strata and there is a tendency for employees to obey and obey only the Head of the Maluku Province Education and Training Agency. For this reason, an effort is needed, namely setting a special schedule to hold regular meetings or meetings and creating a forum that can accommodate all the aspirations and opinions of employees so that the goals of the organization are met.

The Effect of Diagonal Communication on Performance

The t-count value of the diagonal communication variable (x3), is greater than the t-table value ($2,479 > 1.96$) and the significance value (sig.) is smaller than the required ($0.000 < 0.05$). These results indicate that the diagonal communication variable has a positive and significant influence on the performance of the Maluku Province Education and Training Agency employees. This means that if communication between other work units is well established, then performance will also increase, and vice versa. The significance value indicates that the closeness of this relationship can be accepted at the 95% confidence level.

The results showed that diagonal communication had an effect on performance. However, diagonal communication has not been going well as a result of the location of the office which is very far apart, has its own rules and the existence of egoism that the work unit is better than other work units. Therefore, an effort is needed, namely carrying out sports or art activities between work units, holding formal and non-formal meetings and holding a flag ceremony at least once a month.

Based on the results of the research above, it is known that communication has a very important role in improving employee performance. Good communication will be established if there is openness and trust between the people involved in the organization. In this case, the important role of leadership is to determine the effectiveness of communication, because through communication it will increase the expectations and trust of employees to participate in the policy-making process.

The criteria in determining the dominant variable refer to the variable that has a tcount value that is greater than the other variables in this study. Based on this, the horizontal communication variable (x2) has a higher tcount value when compared to other variables, which is 2,932 and has the largest regression coefficient value among other variables, namely 64.9%.

CONCLUSION

Based on the results of the research and discussion described in the previous section, the following conclusions can be drawn:

1. Vertical, horizontal and diagonal communication together have a positive and significant effect on the performance of the Maluku Province Education and Training Agency employees by 78.9%.

- Horizontal communication is the most dominant variable affecting the performance of the Maluku Province Education and Training Agency employees by 64.9%.

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