

**THE EFFECT OF WORK COMMUNICATION AND TEAMWORK ON
EMPLOYEE PERFORMANCE AT THE BONTONOMPO 1 HEALTH CENTER
OF SOUTH BONTONOMPO SUB-DISTRICT**

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Abstract

This study aims to analyze the effect of communication and teamwork on employee performance at Bontonompo 1 Health Center, located in South Bontonompo District. Quantitative data was utilized for the research, with a sample size of 45 individuals. The study explored the relationship between work communication, teamwork, and employee performance to assess their combined impact on the organization's effectiveness. The findings indicated that both work communication and teamwork had a significantly positive influence on employee performance. The f-statistic value of 34.965 surpassed the f-table value of 3.23, with a remarkably low significance value of 0.000. This statistical result affirms the robust and meaningful impact of effective work communication and collaborative teamwork on enhancing employee performance. In a well-functioning workplace, clear and open communication channels foster seamless exchanges of ideas, feedback, and information among employees, supervisors, and teams. Moreover, the study highlights the importance of teamwork in achieving organizational objectives. When employees work together as a unified team, they share responsibilities, support each other, and pool their diverse skills and expertise, leading to higher levels of productivity and efficiency. Teamwork encourages collective creativity and problem-solving, which are invaluable assets in a dynamic and demanding work environment. The results of this study reinforce the idea that effective communication and teamwork are not only individually valuable but also interrelated and complementary factors in driving employee performance. Organizations that prioritize nurturing a culture of open communication and teamwork are more likely to witness improved employee satisfaction and engagement, ultimately contributing to enhanced overall organizational performance.

Keywords: Performance, Teamwork, Work Communication

1. INTRODUCTION

In recent times, the Indonesian government has been making substantial efforts to achieve comprehensive health development, aiming to improve the well-being of the Indonesian people and ensure universal access to quality healthcare. Health development involves collaboration from all elements of the state to maximize public health outcomes.

As per Article 28 H paragraph (1) of the 1945 Constitution, “every Indonesian citizen has the right to live in physical and mental prosperity, a healthy environment, and access to health services.” Therefore, obtaining health services is considered a fundamental right for all citizens, making it the government's obligation to provide accessible and effective healthcare facilities and resources.

To implement health development, the Indonesian government has established Puskesmas (Community Health Centers), aiming to provide equitable and high-quality health services. Puskesmas focuses on promotive and preventive efforts within their working areas. As a local government agency, Puskesmas has a vision, mission, and goals to achieve, for which it requires both financial and non-financial support, along with a well-equipped and skilled workforce.

One of the key efforts in health development is the establishment of Puskesmas, which aims to provide good and equitable health services. According to the Regulation of the Minister of Health of the Republic of Indonesia No. 43 of 2019, Puskesmas is a health service facility that prioritizes promotive and preventive efforts in its working area, covering public health and first-level individual health efforts. As a local government agency, Puskesmas has a defined vision, mission, and goals.

For effective achievement of these goals, Puskesmas requires both financial and non-financial support and, equally important, skilled human resources. Human resources play a pivotal role in achieving organizational goals effectively and efficiently (Uyun, 2021). Managing employees effectively is crucial for optimizing company performance. As employees are integral to government management, development, and community service, their performance directly impacts the success of Puskesmas.

To enhance the performance of health center employees, several factors play a vital role, with communication being one of them. Effective communication facilitates information transfer between individuals or parties, fostering cooperation and teamwork within an institution or organization (Simanjuntak, 2005).

One persistent challenge faced by health centers is the low performance of health workers. For instance, Bontonompo 1 Health Center in Gowa Regency has experienced performance issues among its 45 ASN employees. Absenteeism, especially due to illness, has been a recurring problem throughout 2022, with the attendance rate dropping to 5% in May, July, and November. This absenteeism affects the center's ability to provide timely and efficient services.

After assessing the performance of Bontonompo 1 Health Center employees, a decline in their performance has been observed, evident from the patient numbers. Successful employee performance is closely related to effective communication and teamwork within the Puskesmas. However, there are existing communication challenges, including difficulty in managing emotions during exchanges, which affect information sharing. Additionally, patient perceptions of poor service quality have become a prevailing issue. The lack of teamwork and cohesiveness among employees have resulted in delays in completing tasks.

2. LITERATURE REVIEW

2.1. Work Communication

Work communication plays a crucial role in any professional environment as it involves the exchange of information, ideas, and feedback among individuals or teams to achieve common goals, ensure smooth workflow, and foster a collaborative work environment. Davis and Newstrom (1985) define communication as the transfer of information and understanding from one person to another. Effective communication has

a significant impact on employee performance, as it is essential for facilitating existing activities and improving employee work enthusiasm.

2.2. Teamwork

Megawati and Supriyatn (2019) describe teamwork as an activity managed and carried out by a group of people within an organization. The primary role of teamwork is to facilitate managers or employees in making decisions that align with company goals. Teamwork is a suitable organizational form for enhancing company performance. Additionally, competence plays a critical role in employee performance. Employees need to possess the necessary competence to perform their job duties effectively and achieve maximum and satisfactory performance (Puji Nugroho & Irmawati, 2020).

2.3. Performance

In the context of work, performance refers to the results or achievements of an individual's work or job performance (Wibowo, 2011). Riani (2013) defines job performance as the level of productivity of an employee compared to their co-workers, based on various task-related results and behaviors. From these definitions, it can be concluded that performance reflects the success of employees in carrying out their assigned tasks or work. Several factors can influence performance, including abilities, work communication, support received, the nature of the work itself, and the employee's relationship with the organization.

3. RESEARCH METHODS

For this study, a quantitative approach was employed, specifically utilizing quantitative research methods. This method focuses on generating objective and statistically measurable results, enabling researchers to make generalizations and predictions based on the collected data. The data collection techniques used in this research include questionnaires, observation, and literature study (Sugiyono, 2018).

The target population for this study comprised all ASN employees at Puskesmas Bontonompo 1 Kec. South Bontonompo, totaling 45 individuals. The sampling technique utilized in this study was a saturated sample, which means that all 45 employees were included in the research. To analyze the collected data, multiple linear regression analysis was performed using SPSS 23 data processing software.

4. RESULTS AND DISCUSSION

4.1. Research Results

4.1.1. Validity test

The validity test results show that all statement items from the Work Communication, Teamwork, and Performance variables show that the r-statistic value is above 0.251 and the significance value is <0.05 so that all statement items on the instrument are said to be valid.

4.1.2. Reliability Test

The reliability test results show that the Cronbach's alpha value for all variables is greater than 0.60. Where work communication has a Cronbach's alpha value of $0.771 > 0.60$. Then for teamwork has a Cronbach's alpha value of $0.836 > 0.60$. And finally the performance variable has a Cronbach's alpha value of $0.890 > 0.60$. So it can be concluded that the questionnaire used can be said to be reliable and can be trusted as a variable measuring instrument.

4.1.3. Normality Test

Table 1. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		45
Normal Parameters, ^b	Means	0
	Std. Deviation	206.248.101
Most Extreme Differences	Absolute	0.113
	Positive	0.113
	Negative	-0.107
Test Statistics		0.113
asymp. Sig. (2-tailed)		.190 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: SPSS processed (2023)

Based on the results of the normality test in the table 1, a sig value of $0.190 > 0.05$ is obtained, which means that it can be concluded that the data in this study are normally distributed.

4.1.4. Multicollinearity Test

Table 2. Multicollinearity Test Results

Model	Unstandardized Coefficients			Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta					tolerance	VIF
1	(Constant)	5.114	3.132			1,633	0.110		
	Work Communication	0.301	0.078	0.380		3,858	0,000	0,921	1,086
	Teamwork	0.243	0.040	0.594		6,035	0,000	0,921	1,086

Source: SPSS processed (2023)

Based on the results of the multicollinearity test in the table 2, a tolerance value of $0.921 > 0.10$ was obtained and a VIF value of $1.086 < 10$. It can be concluded that the

independent variables, namely work communication and teamwork, are not correlated with each other so that it can be stated multiple linear regression models are free from multicollinearity assumptions.

4.1.5. Partial Test (t-test)

Table 3. Partial Test Result (t-test)

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	5.114	3.132			1,633	0.110
Work Communication	0.301	0.078	0.380		3,858	0,000
1 Teamwork	0.243	0.040	0.594		6,035	0,000

a. Dependent Variable: Performance

Source: SPSS processed (2023)

Based on the results of the simultaneous test or f-test in the table above, the results are as follows:

- 1) Work Communication shows that the t-statistic > t-table ($3.858 > 1.681$) and sig value $0.000 < 0.05$. So it can be concluded that H1 is accepted.
- 2) Teamwork shows that t-statistic > t-table ($6.035 > 1.681$) and sig value $0.000 < 0.05$. So it can be concluded that H2 is accepted.

4.1.6. Simultaneous Test (f-test)

Table 4. Simultaneous Test Results (F-Test)

ANOVA^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	311,632	2	155,816	34,965	0.000b
Residual	187,168	42	4,456		
Total	498,800	44			

a. Dependent Variable: Performance

b. Predictors: (Constant), Teamwork, Work Communication

Source: SPSS processed (2023)

Based on the results of the simultaneous test or f-test in the table above, it shows that the f-statistic value is 34.965. This value is greater than the f-table ($34,965 > 3.23$). The significant value in the f test is 0.000 which indicates that the value is less than 0.05 ($0.000 < 0.05$). So it can be concluded that the of work communication and teamwork have a positive and significant effect simultaneously on the performance.

4.1.7. Coefficient of Determination

Table 5. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.790 ^a	0.625	0.607	211.102

a. Predictors: (Constant), Teamwork, Work Communication

b. Dependent Variable: Performance

Source: SPSS processed (2023)

Based on the test results for the coefficient of determination in the table above, it is known that the coefficient of determination is 0.607 or 60.7%. This shows that performance is affected by work communication and teamwork by 60.7% while the remaining 39.3% is influenced by other variables not examined in this study.

4.2. Discussion

4.2.1. Occupational Communication on the Performance of Employees

The study's results indicate that work communication has a positive and significant impact on employee performance. Effective communication is crucial for health workers, as it facilitates quick decision-making during emergencies, ensuring patient safety. The research findings align with previous studies conducted by (Munir *et al.*, 2020; Putri *et al.*, 2022; Sinambela *et al.*, 2019; Sukmawati *et al.*, 2020), which also demonstrated that improved communication leads to better employee performance. Moreover, good communication positively affects job satisfaction, which further contributes to enhanced performance (Hermanto, 2020; Wandi *et al.*, 2019; Wardhani *et al.*, 2016).

4.2.2. Teamwork on Employee Performance

The study reveals that teamwork has a positive and significant influence on employee performance. High levels of teamwork enhance performance, fostering mutual trust among team members and reducing the need for close supervision. Teamwork is an essential element in achieving organizational goals effectively and efficiently. The concept of team synergy is critical, and the success of an organization depends on the collaborative efforts of its members rather than individual achievements. These findings align with research conducted by (Mardhiyah, 2022; Marpaung, 2014) emphasizing the importance of teamwork for organizational success. The results also support the notion that teamwork creates positive synergies through coordinated efforts, outperforming individual performance (Lawasi & Triatmanto, 2017). The study's conclusions are consistent with previous research by (Hermawan *et al.*, 2017; Puji Nugroho & Irmawati, 2020; Siagian, 2020; Sinambela, 2021), demonstrating the positive impact of teamwork on employee performance.

4.2.3. Work Communication and Teamwork on the Performance of Employees

The study findings indicate that both work communication and teamwork have a simultaneous positive and significant effect on employee performance. The results reinforce the importance of these factors in influencing individual performance. Organizations need to foster an environment that supports effective communication and encourages teamwork to optimize employee performance. Training and development

programs focusing on communication and teamwork skills can be valuable tools for improving performance. By emphasizing teamwork and effective communication, organizations can enhance overall productivity and achieve better results.

The implications drawn from this study underscore the significance of the organizational context in influencing employee performance. Creating a supportive environment for communication and teamwork is vital for fostering employee success. Organizations can prioritize training and skill development programs to strengthen teamwork and communication among employees, which in turn will contribute to improved performance.

5. CONCLUSION

In conclusion, the research findings and discussions clearly demonstrate a positive relationship between work communication, teamwork, and employee performance. The study conducted on the employees of Bontonompo 1 Health Center in South Bontonompo District confirmed that both work communication and teamwork significantly influence and enhance employee performance.

Based on these results, it is highly recommended that the Bontonompo 1 Health Center and other organizations prioritize strategies to improve work communication and teamwork among their employees. Offering opportunities for training and skill development in communication and team building will contribute to continuous improvements in employee performance and, consequently, to the overall success of the organization.

Recognizing and nurturing the significance of these factors will help organizations create a more productive and efficient work environment, leading to better outcomes for both employees and the organization as a whole. Investing in effective communication and fostering a strong spirit of teamwork can yield substantial benefits, including increased employee satisfaction and improved overall organizational performance. By taking these steps, organizations can ensure continued growth and success in the long run.

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