

# PERFORMANCE OF DEVELOPEMENT AND ECONOMIC ADMINISTRATIVE ASSISTANT AT REGIONAL SECRETARIAT IN BANDUNG

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## Abstract

The research was conducted to analyze the influence of organizational communication to employee performance in order to solve the problems of employee performance of Administrative Assistant for Economic Affairs and Development of Regional Secretariat in Bandung. This research applied explanatory survey method with a quantitative approach. The variables are consisted of organizational communication and employee performance. Communication organization consists of the main forms of communication-down, upward communication and horizontal communication. They are very strong in the performance of employees that derives from dimensions in quantity of work, quality of work, job knowledge, creativeness, cooperation dependability, initiative and personal quantity. The sample was taken by using census technique. The respondents were the employees of the Development and Economic Administrative Assistant at Regional Secretariate in Bandung as many as 112 employees. The technique of data analysis used path Analysis. The result showed that communication of organizational influenced the performance of employees in Development and Economic Administrative Assistant at Regional Secretariat in Bandung was determined by the primary form of communication downward, upward communication and horizontal communication which were acceptable. Organizational communication influenced on employee performance while the remaining was influenced by other variables which was not examined. Partially downward communication influenced the performance of employees higher than upward communication and horizontal communication. Organization communication should consider assertiveness of the employee change based on culture as a form of moral consequence and a part of to achieve a good performance.

**Keywords:** *Public Administration, Public Policy, Organizational Communication, Performance*

## 1. Introduction

### 1.1 Background

Communication is the process of creating interaction interdependence through a network of labor relations, organizational communication is very important in the process of traveling the organization to achieve the object. The phenomenon of communication is the process of creating and exchanging messages in a network of relationships that depend on each other to overcome the environment of uncertain or constantly changing. The process of organizational communication will foster harmonious rhythm backed with power capable of personal individual or group

through the optimum skills and expertise, and the applicable rules, so that the performance of such services to the public in line with expectations.

Understanding about communication as described above is used to understand the organization's communications. In accordance with the approach of organizational behavior, organizational communication restrictions are sending and receiving of complex information in an organization that involves communication from superiors to subordinates, subordinates to superiors, and among fellow employees and influence each other.

Issues of public services could not be separated from the aspect of resource

capabilities of employees. In order for the implementation of the provision of optimum service to the achievement of high performance, the employees are required to meet specific requirements. The employee must have the competence, among others, to professional, personnel, social and provide the best possible service. In fact, there is still found that their dissatisfaction with the service received as a result of the performance level is still low, so that the level of public satisfaction with public services given by civil servants still deemed less.

Based on Bandung Regional Regulation Number 11<sup>th</sup> 2009 on Amendment Bandung Regional Regulation No. 10<sup>th</sup>, 2007 on the Establishment and Organizational Structure of the Regional Secretariat and the Parliament Secretariat Bandung, the employee performance is the embodiment and high morale, and some are even identified or translated freely that the moral quality of work is a high performance employees. Each employee is expected to improve the performance. The good and optimal employee performance come to fulfill the expectations of each agency, as well as Administrative Assistant for Economic and Regional Development Secretariat of Bandung.

From the initial observation of researchers at the Administrative Assistant for Economic and Regional Development Secretariat in Bandung, it is known that the performance of employees is low. This can be seen from the indicators of the first problem which is low ability of employees working in the Administrative Assistant for Economic and Regional Development Secretariat of Bandung. This is shown in the Section of Development and Natural Resources that are considered low in carrying out one of its core functions, namely in the terms of carrying out the monitoring and evaluation on the court at Regional Work Unit, for example: there were reports of Regional Work Unit which is not in accordance with the conditions in the field and the accuracy employee time of Administrative Assistant for Economic and Regional Development Secretariat of Bandung is still low. For example, in the development and Natural

Resources is supposed to enter the office before 08.00 a.m. according to Bandung Mayor Regulation No. 250 of 2008 on Main Duties and Functions of having to follow the ceremony in the morning. However, because of the late coming, most of employees cannot attend the morning ceremony.

## 1.2 Formulation of The Problem

- a. How does the employee performance influence the organizational communication on Administrative Assistant for Economic and Regional Development Secretariat in Bandung?
- b. How much the influence of organizational communication through downward communication, upward communication and horizontal communication on the employee performance of Administrative Assistant for Economic and Regional Development Secretariat in Bandung?

The development of administrative sciences (including the administration of the State) periodically shows differences in emphasis significant problem in accordance with the progress of society coupled paradigms. Broadly speaking, the public administration is an activity to perform the duties of State administration in accordance with the rules set forth for the benefit of the people. Specialization is a characteristic that is a first for a public administrator, who works in an organizational unit that has a special responsibility in accordance with the rules in improving an individual's performance.

Communication is the process by which people who are working in the organization communicate information to one another and interpret. Human communication is a process through which the individual in relation, in groups, in organizations and in society create, send, and use the information to coordinate the environment and others. Communication is also a process that has an activity of several stages apart from one another, but related, which forms the communication network. That pattern or model of relationships that occurs in the communication process.

Communication will depend on communicator ability, the accuracy of the

message or information, the process of encoding, the accuracy of the channel and the recipient. So, the communicant is a very important component. Communication is to provide and receive information, to influence others, help others in solving problems, make decisions, and evaluate effective behavior.

Performance is the ability of employees to carry out the duties in a organizations of institutions optimally. Performance of employees is the ability in which individuals or groups within the organization can carry out the work in accordance with the expected and planned goals and objectives. Performance is a result of work to be achieved in executing the tasks assigned to them based on skills, experience and sincerity as well as time. Assessment of performance is to assess the result of real work ratio of standard quality and quantity produced per employee. Assessment work needs to be done in each organization. Similarly, in government organizations, the work assessment will be used as the basis and foundation for the improvement of the government services to the community, to evaluate whether the level of service equivalent command with the money they spend for these services.

Communication is aims to provide and receive the information, to influence others, Helping others, solve problems, make a decisions and evaluate the behavior effectively. Communications in difficult organizational goals will be achieved. Because in the century of communication, communication occupy a central position. If the organization wants to go forward, mastering all the information and communicate that information in a way and the correct channel are strongly suggested. The three major forms of communication organisation are:

- (1) Communication to the bottom
- (2) Communication to the top
- (3) Horizontal communication

Three forms in the organization of communication is critical in improving employee performance. Employee performance is the result of quality and quantity of labor that employee achieved in performing their duties in accordance with

the responsibilities assigned. The dimensions of employee performance are as follows:

- (1) *Quantity of work*
- (2) *Quality of work*
- (3) *Job knowledge*
- (4) *Creativeness*
- (5) *Cooperation*
- (6) *Dependability*
- (7) *Initiative*
- (8) *Personal quantity*

The employee performance can not be separated from organizational communication. Communication enables to cooperate with each other, so that the activity or purpose of the organization is performing well, in the line with expectations. To be able to assess employee performance objectively and accurately is to measure the level of employee performance. Performance measurement can be also served as an efforts to gather information that can be used to direct employees efforts through a series of specific priorities, such as communication.

The result of the research or variable X Organizational Communication (Downward Communication, upward communication, horizontal and cross-channel communication) has the effect of orally, simultaneously and partially to work productivity of employees at the Department of Industry and Trade in Sumedang. Influence of Organizational Communication on Work Productivity Employees affected by the outside influence (epsilon) the labor productivity variable.

## 2. Method

The method in this research was survey explanatory. The study design (research design) was a plan of how a study will be carried out and served to provide guidance to investigators. In this study, the independent variable (X) was the study of organizational communication while the dependent variable (Y) was employee performance.

### 2.1 Operational Variable

The variables in this study were Communication Organization as an independent or free variable (X). Operational variables were listed as follows:

- (1) Communication to bottom: the message was down, a superior subordinate relationship and instructions was down.
- (2) Communication to the top: the delivery of information, relationship to the top and gave advise.
- (3) Horizontal communication: the exchange of a message, according to the functions and levels message was down.

Operational dependent or dependent variable (Y) that employee performs was as follows:

- (1) Quantity of work: the number of work result, the large number of jobs and no jobs were concentrated in one person only.
- (2) Quality of work: the suitability of the quality of work, work precision and the quality of the work according to science.
- (3) Job knowledge: knowledge about the work and knowledge about work skills.
- (4) Creativeness: originality of the idea of labor, delivery to great ideas and innovations.
- (5) Cooperation: cooperation of employees, employee's attitudes to socialize with each other and employee communications.
- (6) Dependability: employee's attendance, employee proficiency and professionalism of every employee.
- (7) Initiative: a passion to perform the tasks and the ability to act
- (8) Personal quantity: an employee's personality and attitude of employees.

The distribution of respondent as Employees Administrative Assistant Economy and Development Secretariat in Bandung describe on table 1. as followed:

**Table..1. Subject Population (Respondents) Employees Administrative Assistant Economy and Development Secretariat in Bandung**

No.	Unit	Headcount
1	Dept of Economy	31
2	Dept of construction and natural resources	31
3	Dept of Public Welfare &	25

Community	
4	Dept of Food Security
	Number of Respondents
	112

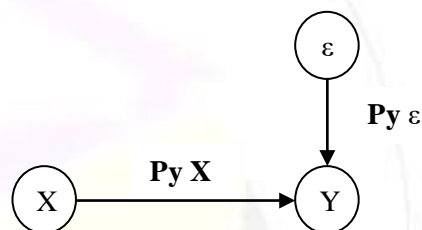
Source: Administrative of Assistant for Economic and Development Secretariat in Bandung, 2013.

## 2.2 Data Collection and Analysis Technique

Data collection techniques as followed:

- (1) Study of literature
- (2) Research field: non-participation observation, interviews and questionnaires.

Data anaysis technique used path analysis was conceptually translated into the following picture:

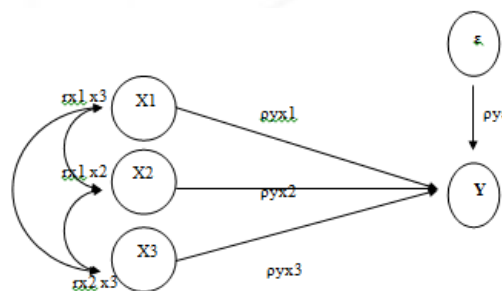


**Figure 1. Influence Structure of Variable X with Variable Y**

Note:

- X = Organization of Communication
- Y = Performance of Employees
- Pyx = Coefficient of X and Y
- E = Variable that affects the outside variables studied
- Pyε = Coefficient of variable residue epsilon

Pathanalysis was conceptually translated into the following picture:



**Figure 2. Structure of Effect X1.... X3 to Y**

- X1 = Downward Communication
- X2 = Upward Communication
- X3 = Horizontal Communication
- Y = Performance of Employee
- $\rho_{yx1}, \dots, \rho_{yx3}$  = Path Coefficient X1... X3 to Y
- $\rho_{y \epsilon}$  = Coefficient of variable residue epsilon
- E = The influence of other variables
- Rx = Correlation to X
- $\rho_{yx1}$  = Coefficient of influence public policy, command and indoctrination, rational work to get the results of the performance of employees.
- $\rho_{yx2}$  = Coefficient track of work practices, suggestions and recommendations the working loyalty to employee performance.
- $\rho_{yx3}$  = Path coefficients of cooperation and coordination, problem solving, interpersonal support to employee performance.

Furthermore, the data obtained were analyzed quantitatively using such statistical correlation and path analysis (path analysis) with SPSS 21 to see the value of the standard Beta regression test results.

A high gauge validity would have a small measurement error, the score means each subject was obtained by measuring devices that were not much different from actual score. This test aimed to determine the reliability of measuring instruments used. It showed the accuracy and reliability of homogeneity questionnaire that was used as a measuring tool. The method was used to test the reliability of measuring instruments used in this study with the technique of interval split consistency (split half) of Spearman-Brown.

- (1) The data from two variables were measured using the measurement instrument of accession with the Likert scale that produces an ordinal scale, revamped in advance using the method of successive intervals so that the data obtained from the measurement scale interval.
- (2) Based on the original interval scale, there was simple correlation coefficients.

The score of the correlation coefficient was between variables obtained, made in a matrix inverse correlation matrix shaped as follows:

- a. Determine the correlation matrix between variables
- b. Compute the inverse correlation matrix
- c. Calculate the path coefficient
- b. The study hypothesis is expressed into statistical hypotheses.
- (3) Determine the test statistic that would be used.
- (4) Conclusion.

### 3. Result and Discussion

This research was concerning communication organization on government environment and its influence on performance of employee, that is, there was delivery process of ideas, programs, and ideas of government to the community in order to achieve the goals of the state. The employee of government as communicator consisting of the lower level of the Chairman of the Environment to the high level of the President, they should be able to communicate to the employee in every level to deliver the ideas. The main focus of government is to maintain security, order, justice, social welfare, economy, public works and the preservation of natural resources and environment have become the most vital thing for government to have good, clear, accurate, reliable, professional and strong and able to act quickly, accurately, effectively, efficiently, and synergize in efforts to communicate government communication.

The result of research should consider validity and reliability instrument. R tabel value referred to the table for product moment correlation r and determined score of  $\alpha = 0.05$  and  $n = 112$ . Based on the calculation values, it was obtained r tabel = 0.334, if there were no valid items statement, the data obtained could not be used for further analysis. The reliability test results of the instrument could be seen in the table below:

**Table 3. The Result Validity Test of Organization Communication (X) and Performance of (Y)**

Variable	Reliability	Decision
X	0,756	Reliable Enough
Y	0,742	Reliable Enough

Source: Result of investigation, 2013.

The table above showed that all of variables had a value of reliability that has been reliable. The decision reliability test results showed that all the instruments used to measure all items of variable organizational communication and employee performance. Table 4. Contain of multiple correlation coefficient of the data, showed the coefficient of determination (R<sup>2</sup>) of 0586 that means 58.6% of variability of employee performance could be explained by the independent variable in this case the communication of the organization, which also means that there were significant organizational communications on employee performance for coefficient of determination (R<sup>2</sup> = 58.6% ), or 58.6%, this means that the influence of variables outside the model that is equal  $\rho_{y\varepsilon} = 1 - R^2 = 0414$  (error).

**Table4. Multiple Correlation Coefficient**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.765 <sup>2</sup>	.586	.674	6,58266

Source: Result of investigation, 2013.

Table5.describe the values for the coefficient standardized of coefficient line as followed:

**Table 5. The values for the Coefficients Standardized of Coefficients Line**

Model	Unstandardized Coefficients		Std coeff	t	Sig
	B	Std Error	B		
Cons	28.658	3.558		8.056	.000
X <sub>1</sub>	3.367	.419	.653	8.027	.000
X <sub>2</sub>	.699	.418	.141	1.674	.097
X <sub>3</sub>	.193	.482	.034	.690	.690

Source: Result of investigation, 2013.

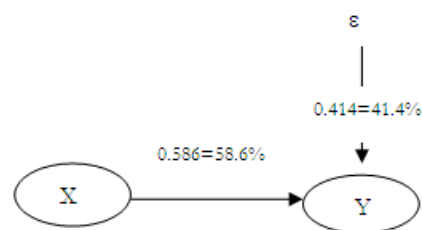
Note:

- X<sub>1</sub> = Downward Communication
- X<sub>2</sub> = Upward Communication
- X<sub>3</sub> = Horizontal Communication

The results of data processing could be made in the form of path diagram and structural similarities to include the estimated coefficient on the data processing, the structural equation was:

$$Y = 0.586X + \varepsilon$$

The coefficient of determination and across multiple exogenous variables tested were R<sup>2</sup> = 58.6%. This multiple determination value was the square of the multiple correlation coefficient R = 0765. The R<sup>2</sup> showed that the degree of influence of organizational communication was very closely when compared with other variables not studied.



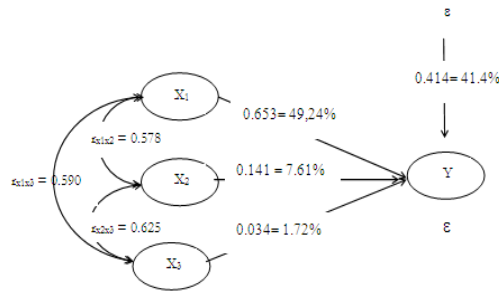
**Figure 3. The influence of the magnitude of variable X to Y**

Based on the analysis of test contributions influence, it was suggested that organizational communication variables affect the performance of employees was equal to 0586, or 58.6%. Communication organization that consisted of a main form of downward communication, upward communication and horizontal communication affects the performance of 58.6%, while the rest was equal to 41.4% is influenced by other variables that were not examined in this study.

Standardized path of coefficients or coefficient of each factor based on Table 3 was obtained from the path of diagram and structural similarities to include the estimated coefficient on the data processing, the structural equation was as follows:

$$Y = 0.653X_1 + 0.141X_2 + 0.034X_3 + \varepsilon$$

The values of the coefficient paths could be seen in the following picture:



Picture4. Amount of Influence the Top Form X1, X2 and X3 to Y

Speaking of government communication, will be faced with communicative techniques in government leadership that is able to understand the mistakes that have occurred, ward off misinterpretations of what has been conveyed, misunderstandings and unclear communication between communicator with communicant. The crisis of confidence in the current organization communication often be a hazard, but it can occasionally bulge again if it is not improved and managed on an ongoing basis. Improving the quality, integrity, accountability and competence of government communicators as well as the assertiveness of the leaders of the leadership they are carrying as a form of moral consequence and maintaining the authority of leadership.

Communicator who is able to guide the communicant to believe that he is a person capable of doing the work he is handling, that he has integrity and also has good intentions towards the communicant. The failure or success of a communicator of government communication can be seen from the characteristics of communicator itself, credibility that includes competition and reliability, attractiveness, and other strengths. Successful communicator is determined by the ability to make choices that will increase their work ethos in the eyes of communicant. To support the ethos, a communicator must have a mature preparation factor (reviewing reports from subordinates to be communicated to the communicant), seriousness (sincerity that what he delivered is a job that will be implemented in the near term in the short term and long term) sincerity (good intentions as a form of responsibility of trustee), trust, tranquility, friendliness and

simplicity. Pay attention to authority, Integrity, and responsibility. Good ability, clear, accurate, accurate, thorough, reliable, professional and strong and able to act quickly, accurately, effectively, efficiently, and synergy to communicate government communication a government communicator must be very obliged so that communicant able, submissive, obedient, obedient, calm, confident, proud and fully supportive of the ongoing work of government

Table 2. Validity of Test Results Organizational Communication variables (X) and Performance (Y)

Variable	R	Decision
X	≥ 0,334	Valid
Y	≥ 0,334	Valid

Source: Result of investigation, 2013.

Based on the table above instruments test for Communication Variables organization and performance of employees indicate that all statements were valid, so all of data could be continued to the next analysis. An item was said to be valid when the value of r or the correlation between the scores of items with a total shows significant coefficients, was said to be significant when the value of the item r label smaller than the calculated value The results of calculations could be clearly seen in the following table:

Table 6. Summary of Effect of X<sub>1</sub>, X<sub>2</sub> and X<sub>3</sub> to Y

No	Path	The direct effect and indirect (%)	Cumulative
1	$\rho_{YX1}$	49.2	49.2
2	$\rho_{YX2}$	7.6	56.8
3	$\rho_{YX3}$	1.72	58.6
Influence of Others Variable			41.4
Total Effect			100.00

Source: Result of investigation, 2013.

The above data showed that the upward communication has the greatest influence on employee performance, followed by a downward communication had a strong influence on employee performance variables. While the influence of the variables is the smallest on the performance of horizontal communication.

### 3.1 The Effect of Simultaneous Communication Organisation (X) on Employee Performance (Y)

Organizational communication included in functional organizational communication and

complex contextual situations are easier to understand when using a mixed methods research approach, compared to using a qualitative or quantitative research approach. There are more than fifteen mixed method design typologies that have been identified. Because these typologies share many characteristics and criteria, they have been classified into six different types. Three of these types are sequential, meaning that one type of data collection and analysis happens before the other. The other three designs are concurrent, meaning both qualitative and quantitative data are collected at the same time.

The study on communication organization influence on the performance of employees in the Administrative Assistant for Economic and Regional Development Secretariat in Bandung" was determined by the primary form of downward communication, upward communication and horizontal communication were acceptable. To be able to assess the employee performance objectively and accurately is to measure the level of employee performance. Performance measurement could also be served as an attempt to gather information that could be used to direct employees' efforts through a series of specific priorities, such as communication.

Based on the understanding of the organization, it was explained that communication could affect employee performance. If communication was executed in accordance with the organization's main form of communication organization, organizational communication was considered effective. In this position, the researchers observed that in the fact of Regional Secretariat had sought systematic measures to overcome the problem of low performance of employees. The results also illustrated that one of the supporting factors in the success of employee performance was the creation of organizational communication.

### **3.2 The Effect of Main Forms of Communication Downward ( $X_1$ ) on Employee Performance (Y)**

There is no general, overarching theory about employee performance. The effectiveness with which organisations manage, develop and stimulate their employees is an important cornerstone for how organisations perform. Because of this, people management has a significant impact on performance. Performance can be traced back to the behaviour of people on the shop floor. Employees work in a certain way or behave in a way that contributes to (the goals of) the organisation. Employees behaviour in relation to organisational performance can manifest itself in three different ways. Development Administrative Assistant Regional Secretariat of Bandung that there were still some parts that were less harmonious between the employees.

The main form of downwards communication in the context of organizational communication at the Administrative Assistant for Economic and Regional Development Secretariat in Bandung also becomes a concern for the leaders. Therefore, under the form of communication to be used as one of the important requirements for leadership in determining employee performance improvement. That was quite understandable considering the main form of downward communication functionally would provide information to the employee in performing communication and interaction in the workplace. Reinforcement of the importance of the main form of communication to the bottom was also shown by the results of respondents who generally recognized the importance of the primary form of communication in carried out the job down. However, researchers found that empirically the dissatisfaction of some employees of the organization's communication on Economic Affairs and Development Administrative Assistant Regional Secretariat in due to the unclear delivered messages to the subordinate leaders.

### **3.3 The Effect of Main Form of Communication Up ( $X_2$ ) on Employee Performance**

The main form of communication served as one important requirement for leaders in determining employee performance



improvement. That was quite understandable considering the main form of communication to the top functionally would provide employee information to the leadership in implementing the communication and interaction in the workplace. Reinforcement of the importance of communication to the top was also shown

### 3.4 The Effect of Main Forms of Communication Horizontal (X<sub>3</sub>) on Employee Performance

The main form of horizontal communication is also shown by the results of respondents who generally recognize the importance of the main form of horizontal communication in carrying out his job. However, the researchers found that empirically the dissatisfaction of some employees to the organizational communication because aspiration is not followed up by the leadership in the Administrative Assistant for Economic and Regional Development Secretariat in Bandung. While from the results of interviews with the Regional of Secretariat, it is obtained that the main form of horizontal communication within the context of organizational communication has become a common requirement that might be implemented by every director and employee. The main form of horizontal communication was desirable in improving employee performance. The results of the interview also revealed that their main form of mismatch horizontal communication leadership had not been in line with expectations, because there were employees who had not run coordination between units.

## 4. Conclusions

Simultaneously, organizational communication variables empirically provides a major influence on employee performance Administrative Assistant for Economic and Regional Development Secretariat in Bandung. This implies that operationally organizational communication is considered very important and fully supports the employee's performance.

Organizational communication through the primary form of downward communication, upward communication, horizontal

by the results of respondents who generally recognize the importance of the primary form of upwards communication in carried out his job. However, the researchers found that empirically still found their dissatisfaction of some employees of the organization's communication on Economic Affairs

communication and partially had an impact on employee performance Administrative Assistant for Economic and Regional of Development Secretariat in Bandung.

Preferably Administrative Assistant for Economic and Regional of Development Secretariat Bandung gave serious attention to communication services to the community through organizations, so as to improve employee performance, the main form of horizontal communication should be further enhanced by the path of follow up messages or proposals presented to the leadership of employees.

The policy should be oriented to increase employee performance by making the clear working procedures, and easily to understood by the employee in performing like a good communication in the workplace. In addition it also made clear workflow, so that employees directed work and ultimately could improve employee performance. Organization communication should consider assertiveness of the employee change based on culture as a form of moral consequence and a part of to achieve a good performance.

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