

# Efforts To Improve Employee Performance Through Quality Of Work-Life And Effectively Moderated Teamwork Communication On Pt. Rajawali Property Mandiri Medan

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## **Abstract.**

*This study aims to determine the effect of quality of work-life and teamwork on the performance of employees of PT Rajawali Properti Mandiri Medan. To find out whether the effectiveness of communication moderates the effect of quality of work-life and teamwork on employee performance at PT Rajawali Properti Mandiri Medan. The total population in this study amounted to 116 people, and by using a saturated sampling technique, a sample of 116 people was obtained. The analysis technique used is multiple linear regression and residual MRA technique. The results showed that the quality of work-life had a significant effect on the performance of the employees of PT Rajawali Properti Mandiri Medan. Teamwork affects employee performance at PT Rajawali Properti Mandiri Medan. The effectiveness of communication proved significant in moderating the quality of work-life on employee performance and the effectiveness of communication proved significant in moderating teamwork on employee performance.*

**Keywords:** *Quality of Work Life, Teamwork, Employee Performance, Effectiveness of Communication*

## **I. INTRODUCTION**

Organizational performance is inseparable from the role of human resources considering that humans are one of the important assets of the organization [1] Employees as resources owned by the company are responsible for success in achieving company targets [2]. Therefore, the position of employees is very important as the executor of the company's activities as a whole [3]. As one of the important components in the company, employees must be nurtured and allowed to develop in improving their competencies [4]. This is so that the achievement of company goals can be done more easily [5] The current phenomenon is that the quality of life of employees is worthy enough to be a dream for others [6]. With a decent standard of living, employee performance will be given in full to support the achievement of company goals [7]. However, the tendency of employees who work not optimally, where most of those who do administrative tasks are often delegated to other co-workers who are not necessarily able to do it. Not only the quality of his work life is highlighted, but often the lack of cooperation between employees is due to an element of dissatisfaction, including positions, work that is always monotonous so that cooperation between employees becomes less [8]. This is supported by research which states that the quality of work-life affects performance [9]. Teamwork is a condition in which each employee works for a company, there is no conflict between one employee and another [10].

The relationship between these employees is harmonious [11]. One of the causes of less than optimal employee cooperation is the lack of willingness of employees to help each other both with colleagues and with the leadership, for example, employees do not participate in giving ideas during meetings [12]. This results in the completion of work can be delayed. Teamwork has a positive and significant effect on improving employee performance. Effective communication is needed to support the smooth running of activity in the company [13]. Ability to adapt well when dealing with colleagues in every work task to minimize the tendency for work conflicts to occur [14]. The effectiveness of communication can also be done by using information technology as a means to build good coordination between the departments in the

company [15]. For companies that can build good communication, they will be able to increase maximum employee performance [16]. Every employee will easily find and share various information that occurs in the company to parties who have an interest and are considered capable of providing solutions to problems that occur [17]. PT. Rajawali Properti Mandiri Medan is a private company engaged in the property sector. This of course requires qualified and professional human resources by the disciplines and expertise. Based on the research background, it is suspected that the quality of work-life and teamwork affect the performance of employees at PT. Rajawali Property Mandiri Medan by moderating the effectiveness of communication so that further research needs to be done. This research is considered important because it can be used as a solution to the problems that exist at PT. Rajawali Properti Mandiri Medan. So that the implications of the existing findings are expected to be able to be taken into consideration in deciding what policies will be carried out.

## II. METHODS

The approach in this research is quantitative. Where 11 employees of PT. Rajawali Properti Mandiri Medan is the target population and sample. Then the questionnaire was selected as a tool in data collection. Finally, to determine the influence or relationship of the independent variables (quality of work-life and teamwork) with the dependent variable (employee performance) and moderating variables (communication effectiveness), multiple linear regression methods will be used and data analysis will also use SPSS, the formula is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_1X_2X_3 + e$$

Description :

Y = Employee performance

X1 = Quality of work life

X2 = Teamwork

X3 = Effectiveness of communication

a = value of y, if X1 = X2 = X3

b1, b2, b3, b4 = multiple regression coefficient

e = Standard Error

## III. RESULT AND DISCUSSION

### Validity test

The validity test was carried out to measure whether the data obtained after the study were valid data with the measuring instrument used (questionnaire). Testing the validity and reliability in this study using the help of the Statistical Package and Social Science (SPSS) software, as follows:

**Table 1.** Data Validity Test Results

Variable	Item	r-hitung	Keterangan
<i>Quality of work-life (X<sub>1</sub>)</i>	P1	0,469	Valid
	P2	0,409	Valid
	P3	0,470	Valid
	P4	0,495	Valid
<i>Teamwork (X<sub>2</sub>)</i>	P1	0,609	Valid
	P2	0,638	Valid
	P3	0,500	Valid
Employee performance (Y)	P1	0,714	Valid
	P2	0,655	Valid
	P3	0,595	Valid
	P4	0,671	Valid
	P5	0,609	Valid
Communication effectiveness (Z)	P1	0,601	Valid
	P2	0,627	Valid
	P3	0,594	Valid

Source: Data processed, 2021

In the table above, it can be seen that the correlation between each indicator/item for the variables of quality of work-life, teamwork, employee performance, and communication effectiveness is  $n = 116$  with a confidence level of 95% (0.178). So it can be concluded that each indicator/question item in this research variable is valid.

### Reliability Test Results

A reliability test is used to measure whether the respondents' answers to the statements in the questionnaire are consistent or stable over time. In this study, the reliability test was carried out using the Cronbach's Alpha statistical test. According to Nunnally (2010), a variable or construct is said to be reliable if the Cronbach's Alpha value of each variable is  $> 0.60$  [18]. In the following table, the results of the reliability test are presented.

**Table 2.** Data Reliability Test Results

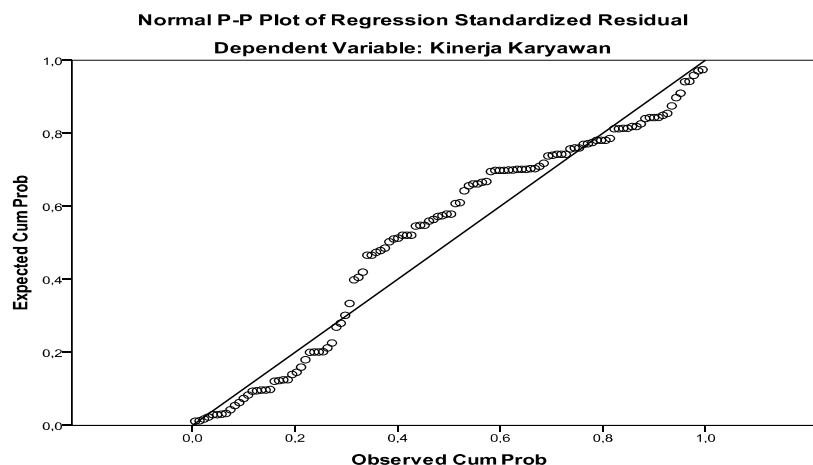
Variable	Cronbach's Alpha	Keterangan
Quality of work-life ( $X_1$ )	0,678	Reliable
Teamwork ( $X_2$ )	0,753	Reliable
Employee performance (Y)	0,843	Reliable
Communication effectiveness (Z)	0,819	Reliable

Source: Data processed, 2021

The table above shows that the value of Cronbach's Alpha  $> 0.60$  for each variable in this study. This means that the variables of quality of work-life, teamwork, employee performance, and communication effectiveness are reliable.

### Classic Assumption Test Results

#### Data Normality Test



Source: Data processed, 2021

**Fig 1.** Data Normality Test Results

From the graphic above, it can be seen that the points spread around the line and follow the diagonal line, so the residual value is normal.

### Multicollinearity Test

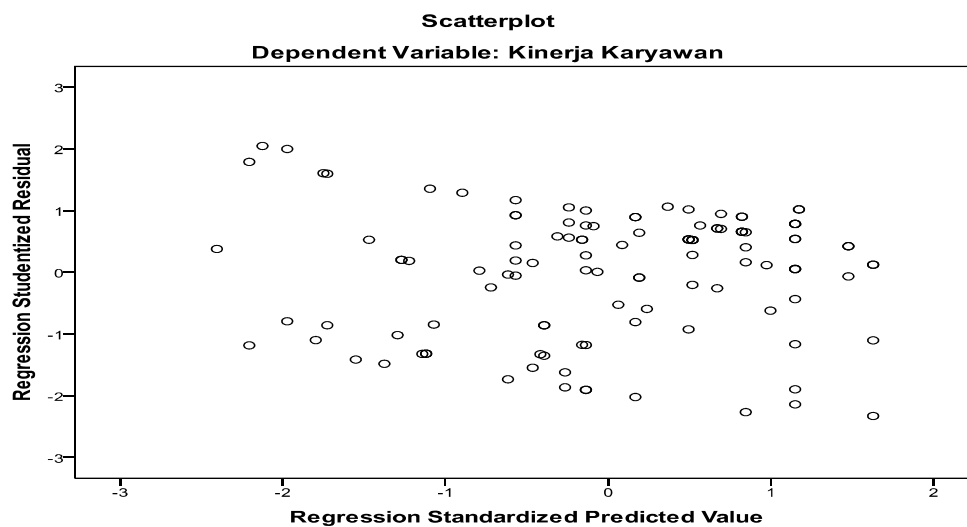
**Table 3.** Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIEW
1	Quality of work-life	0.995	1.005
2	Teamwork	0.995	1.005

Source: Data processed, 2021

In the table above, the results of the multicollinearity test above, the calculation results of the tolerance value show that there is no independent variable that has a tolerance value of less than 0.1. The results of the calculation of the VIF value also show the same thing that there is no single independent variable that has a VIF value of more than 10. So it can be concluded that there is no multicollinearity between independent variables in the regression model.

### Uji Heteroskedastisitas



Source: Data processed, 2021

**Fig 2.** Heteroscedasticity Test Results

Based on the figure, it can be seen that there is no clear pattern, and the points spread above and below the number 0 on the Y axis, so based on the graphical method there is no heteroscedasticity in the regression model.

### Multiple Linear Regression Test Results

**Table 3.** Regression Test Results of Equation I . Model

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	8,337	2,822		2,954	,004
Quality of Work Life	,488	,146	,297	3,355	,001
Teamwork	,227	,137	,147	1,659	,100

Source: Data processed, 2021

$$Y = 8,337 + 0,488 X_1 + 0,227 X_2$$

### Hypothesis Test Results

#### t test

**Table 4.** Hypothesis Test Results

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	8,337	2,822		2,954	,004
Quality of Work Life	,488	,146	,297	3,355	,001
Teamwork	,227	,137	,147	1,659	,100

Source: Data processed, 2021

The t-count value for X1 shows that the count > ttable ( $3.355 > 1.981$ ), which means that the quality of work-life has a significant effect on employee performance ( $0.001 < 0.05$ ). Meanwhile for X2, the value of t-count < t-table ( $1.659 < 1.981$ ) which means that teamwork has no significant effect on employee performance ( $0.100 > 0.05$ ).

#### F Uji test

**Table 5.** F . test

ANOVA					
Model		Sum of Squares	df	Mean Square	F
1	Regression	255,672	2	127,836	7,416
	Residual	1947,776	113	17,237	

Total	2203,448	115
a. Predictors: (Constant), Teamwork, Quality of Work Life		
b. Dependent Variable: Employee performance		

Source: Data processed, 2021

The F test can be seen from the ANOVA table of 7.416 with a significant level of 0.001. So  $F_{count} > F_{table}$  ( $7.416 > 3.08$ ) and  $Sig. < 5\%$  ( $0.001 < 0.05$ ). This means that this model has been fit and can be used in this study.

### Determination Test

**Table 6. Model Summary**

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	,341	,116	,100	4,15174

Source: Data processed, 2021

From the table above, obtained R Square for Y (Employee performance) is 0.116. This means that 11.6% of the variation in the Employee performance (Y) variable is influenced by the X1 (quality of work-life) and X2 (teamwork) variables simultaneously and the remaining 88.4% is determined by other variables outside the contribution of this study.

### Moderated Regression Analysis

#### MRA

#### Hypothesis 1

**Table 7. Regression Test Results of Model 1 EquationCoefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	28,730	9,686			2,966	,004
	Quality of Work Life	-,715	,594	-,436		-1,204	,231
	Communication effectiveness	-,962	,516	-,961		-1,866	,065
	Moderat1	,064	,031	1,402		2,069	,041

a. Dependent Variable: Employee performance

Source: Data processed, 2021

The variable quality of work-life (X1) gives a parameter coefficient value of -0.715 with a significance level of  $0.231 > 0.05$ . The variable Communication effectiveness (Z) gives a parameter coefficient value of -0.962 with a significance level of  $0.065 > 0.05$ . The moderate variable1 gives the parameter coefficient value of 0.064 with a significance level of  $0.041 < 0.05$ . The moderating variable1 which is the interaction between X1 and Z is significant, so it can be concluded that the Z variable is the moderating variable.

#### Hypothesis 2

**Table 8. Regression Test Results for Model 2 . Equation Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	26,750	6,325			4,229	,000
	Teamwork	-,880	,564	-,571		-1,561	,121
	Communication effectiveness	-,595	,362	-,593		-1,640	,104
	Moderat2	,062	,031	1,161		1,993	,049

a. Dependent Variable: Employee performance

Source: Data processed, 2021

The teamwork variable (X2) gives a parameter coefficient value of -0.880 with a significance level of  $0.121 > 0.05$ . The variable Communication effectiveness (Z) gives a parameter coefficient value of -0.595 with a significance level of  $0.104 > 0.05$ . The moderate variable1 gives the parameter coefficient value of 0.062 with a significance level of  $0.049 < 0.05$ . The moderating variable2 which is the interaction between X2 and Z is significant, so it can be concluded that the Z variable is the moderating variable.

### **Effect of Quality of Work Life and Teamwork on Employee Performance**

From the results of the research conducted, it is found that the quality of work-life and teamwork has a significant effect on employee performance at PT. Rajawali Properti Mandiri Medan. Quality of work-life and teamwork have a positive effect on performance [19]. Efforts can be made, for example, encouraging employees to improve the quality and quantity of work results through awarding achievements, policies for providing better allowances, or bonuses, promotions, and creating a good work environment, so that employees can work better good.

### **Effect of Quality of Work Life and Teamwork on Employee performance moderated by Communication effectiveness**

From the results of the research conducted, it is found that the quality of work-life and teamwork has a significant effect on employee performance which is moderated by communication effectiveness at PT. Rajawali Properti Mandiri Medan. Group collaboration has a significant effect on employee performance. Thus, group collaboration has a significant positive effect and contributes significantly to employee performance [20]. So management must pay attention to the communication factor and group collaboration to encourage even higher employee performance. Cooperation is a form of a group consisting of more than one person who performs a task with several rules and procedures [21]. Teamwork can be interpreted as teamwork or collaboration, (teamwork) is a form of group work with complementary skills and commitment to achieving a previously agreed mission to achieve common goals effectively and efficiently. It must be realized that cooperation is the fusion of various individuals who become one person to achieve a common goal. A team needs the will to work hand in hand to get the job done. It may be that one person does not complete the job or is not an expert, but it can be done by other team members.

## **IV. CONCLUSION**

Quality of work-life and teamwork have a significant effect on employee performance at PT. Rajawali Properti Mandiri Medan. Quality of work-life and teamwork have a significant effect on employee performance which is moderated by communication effectiveness at PT. Rajawali Properti Mandiri Medan. Companies should pay attention to the ability of employees to know themselves where the self-knowledge factor will make it easier for employees to increase their potential both for their interests and in their work environment. The better the quality of work-life that is implemented, the more likely it is to improve employee performance. The teamwork expected from employees will be even better if it is carried out with an understanding of the characteristics and working conditions effectively and efficiently. Increasing organizational communication effectiveness can be done by PT. Rajawali Property Mandiri Medan by selecting the accuracy of information delivery media, increasing the speed and ease of access to information by optimizing the use of information and communication technology.

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