

The Effect of Interpersonal Communication, Human Resources Development and Knowledge Worker on Employees Performance at General Aviation School Kendari

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ABSTRACT

This study aims to analyze (1) the effect of interpersonal communication on employees performance of General Aviation School Kendari, (2) the effect of human resource development on employees performance of the Kendari General Aviation School, (3) the effect of knowledge workers on employees performance General Aviation School Kendari and 4) the influence of interpersonal communication, development of Human Resources and knowledge workers simultaneously on employees performance at General Aviation School Kendari. The population in this study were all 31 employees of the General Aviation School Kendari and the research was census in nature so there was no need for a sampling process. The results showed that: 1). Interpersonal communication has positive and significant effect on employee's performance at General Aviation School Kendari; 2) Human Resource Development has positive and significant impact on employee's performance at General Aviation School Kendari. 3). Knowledge workers have positive and significant effect on employee's performance at General Aviation School Kendari and 4) Interpersonal Communication, Human Resource Development and Knowledge workers simultaneously have positive and significant effect on employee's performance at General Aviation School Kendari.

Keywords: *Interpersonal Communication, HR Development, Knowledge worker Performance.*

I. INTRODUCTION

Competition in the global era forces companies to work more efficiently and effectively and is able to increase competitiveness in order to maintain the company's survival. The company is an organization that brings together people who are commonly referred to as employees in carrying out household activities for the company's production. Employees as Human Resources are one of the important elements in determining the progress or decline of a company. Every company will always try to improve employee performance in the hope that the company's goals will be achieved.

This is also explained by Findarti (2016) which states that Human Resources have a vital role in every organizational activity. Although supported by facilities and infrastructure as well as excess resources, without the support of reliable human resources, operational activities will not be able to be completed properly.

The ability of employees will be reflected in the performance and good performance of employees will be one of the most important capital of the company so that it will always be the attention of company leaders to always maintain the quality of the performance of their employees.

In general, performance is defined as the result of a process that is referred to and measured over a certain period of time. This is further emphasized by Fahmi (2017) stating that performance is the result of a process that refers and is measured over a certain period of time based on pre-determined provisions or agreements.

Another definition related to performance put forward by Torang (2014) states that performance is the quantity or quality of the work of individuals or groups within the organization in carrying out main tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been determined or applicable in organization.

The General Aviation School (GAS) Non-Formal Educational Institution is one of the educational institutions formed under the auspices of the Sultan Pratama Mandiri Education Foundation which was formed and established in response to the challenges and high enthusiasm of the people in the Southeast Sulawesi Province in gaining knowledge about travel and aviation science.

General Aviation School Educational Institutions are required to have employees who have good performance in achieving the goal of producing students who have abilities in the field of aviation and travel who are increasingly being demanded to have existing competencies.

The General Aviation School Non-Formal Education Institute is very aware that education is a strategic tool in improving the standard of living of a human being or a nation so that a good education will be a social and personal benefit that will make the nation dignified and the individual will become a human being who has degrees so that the management of the institution education is not just done but managed with professionalism and every employee in the educational institution must have competence, integrity and high morale in order to produce personal performance that will impact on optimal performance at the educational institution.

The demand for optimal performance from every employee at the General Aviation School Non-Formal Education Institution must of course be supported by several factors including interpersonal communication, development of Human Resources (HR) and knowledge workers.

Communication plays an important role in an agency or organization. Communication is one of the most important elements at work. Employees will always communicate with each other both with superiors and colleagues and it is hoped that there will be no confusion of information. Communication is said to be effective if the sender of the message and the recipient of the message together reach the same understanding and conclusion about what is actually being informed. Communication is complex in a company or organization, it is not only limited to the process of delivering messages but also refers to persuasive efforts and forms communication patterns and is adjusted to messages that have been prepared by company leaders, this is what is meant by interpersonal communication.

Leadership interpersonal communication can greatly affect the pattern and form of communication from the company. A leader must be able to place a communication position that is implemented with an open nature and nothing is hidden regarding work and the company (organization) for mutual progress even though open communication does not necessarily provide the best guarantee for the company or organization. However, it is hoped that with open communication from superiors, employees will get accurate and complete information in carrying out their work so that it will affect the increase in work motivation and encourage harmonization of the performance of employees in the company (organizational) environment. The importance of interpersonal communication is shown by the conclusion of research conducted by M. Tariq (2018) which states that good interpersonal communication in the family environment is able to strengthen relationships between family members and social relations with other large family members in the form of social gathering activities.

One other effort that can be made to improve employee performance is by developing Human Resources so that it is expected to improve the quality of professionalism and employee skills in carrying out their duties and functions optimally in order to achieve organizational goals. The definition related to the development of Human Resources was put forward by Werner and De Simone (2012) which stated that the development of Human Resources is an effort to develop knowledge, experience, expertise, productivity and employee satisfaction. Golabi (2008) believes that the development of human resources is very important and significant in creating scientific knowledge and increasing employee knowledge, developing and enhancing their capabilities and updating data and information. This is in line with the statement put forward by Kazakovs (2014) in his research finding that the development of Human Resources can improve the performance of an organization.

One other variable that is considered to optimize organizational performance is knowledge worker. Steer (Simbolon: 2006) states that one of the factors that affect the effectiveness of organizational performance is the characteristics of workers. By having an understanding of the characteristics of knowledge workers, an organization has human resources that will accelerate the effectiveness and performance of an organization. Swart (2007) suggests that knowledge workers have the characteristics of a professional entrepreneur who has high competence, skills, and experience but is committed to his profession. In addition, it has the characteristics of a worker who continuously has a passion for learning, is highly motivated and has high productivity.

Currently the world is in the knowledge era where humans or individuals are assets for an organization or human because they are expected to have experience, knowledge or behavior that is closely related to the world of work. They are called knowledge workers, namely individuals who have the knowledge to digest what is happening and need a response according to the information they have.

The results of observations made by researchers related to the problems to be raised found several problem phenomena that occurred, namely 1) there are still problems in interpersonal communication between superiors or leaders with employees or fellow employees in the form of misinformation from one unit to another such as information that is somewhat lacking complete from the ranks of lecturers to academic staff or vice versa or messages or information from superiors that are not fully received clearly by subordinates, and 2) the implementation of Human Resources development, especially in several Airline Staff Training activities at the General Aviation School Kendari has not been fully optimal impact on the level of discipline, productivity that has not significantly increased and the low level of initiative and initiative of employees in carrying out routine tasks and solving problems faced. The implementation of HR development in several Airline Staff technical trainings that have not been optimal is suspected to be caused by not properly digesting the materials presented by the instructor to the training participants (in this case the General Aviation School Kendari employees) which have an impact on the absorption and application of training materials in their daily work and 3) not all workers at General Aviation School Kendari have the enthusiasm to work and are highly committed to the characteristics of knowledge workers.

II. LITERATURE REVIEW

2.1 Interpersonal Communication

2.1.1. Definition of Interpersonal Communication

Mulyana (2004) states that interpersonal communication can be said as communication between people face to face, which allows each participant to capture the reactions of others directly, both verbally and non-verbally. Arni (2005) states that interpersonal communication is the process of sending and receiving messages between two people or between a group of people with some effects and some immediate feedback. After going through the interpersonal process, the messages are conveyed to other people, the process of exchanging information between one person and another or usually between two people who can immediately know the feedback. As more people are involved in the communication, the more complex the communication becomes.

Interpersonal communication compared to other forms of communication is considered the most effective in changing the attitudes, beliefs, opinions and behavior of the communicant. The reason is because this communication takes place face to face, because with that communication there is personal contact. When the delivery of the feedback message takes place immediately (immediate feedback), the communicant's response to the message conveyed through facial expressions and speech style will be seen.

2.1.2. Indicators of Interpersonal Communication

Interpersonal communication indicators in this study will refer to the theory put forward by De Vito (2016), namely openness, empathy, supportive attitude, positive attitude and equality.

2.2. Human Resource Development

2.2.1 Definition of Human Resource Development

Human Resource Development is the preparation of humans in carrying out higher responsibilities in an organization or company. Human development is closely related to improving the intellectual abilities needed to carry out a better job. Human resource development rests on the fact that every workforce will really need better knowledge, expertise and skills (Samsuddin: 2010). In general, human resource development efforts will be directed and encouraged to improve values and attitudes in society that are more conducive to national renewal, development and development.

Werner and De Simone (2012) define Human Resource Development as the effective selection and use of employees in order to achieve the goals and strategies to be achieved by the company which is also in line with the personal desires of the employee.

Rowley and Jackson (2012) stated that the development of Human Resources is a process carried out in the context of developing the knowledge, skills, and abilities of employees which are developed through training and development, organizational learning, leadership management and knowledge management in order to improve the expected performance of these employees. can contribute to organizational performance.

2.2.2. HR Development Indicators

Noudehi et al (2017) state that several indicators that look significant in the development of Human Resources consist of motivation, training and promotion, attracting or recruiting quality human resources and evaluating the performance of the human resources themselves. Miserpasi et al (2014) designed a model of HR development for government organizations in Iran and have identified several factors that influence HR development, namely planning, recruitment and provision; training and rehabilitation; motivation and effective use of human resources and maintenance (maintenance).

2.2.3. HR Development Indicators in this study

The indicators for the development of Human Resources (HR) variables in this study will refer to the theory proposed by Noudehi et al (2017), namely Motivation, Training and promotion, attracting or recruiting qualified HR and evaluating the performance of HR itself.

2.3. Knowledge Worker

The approach of knowledge-based competition that will change the understanding of the awards on the individual, achievement and productivity, and no longer based on seniority or rank that trap people in a routine. Individual welfare is no longer based on gratification from time to time, but is determined by the knowledge they have to be able to develop their organization. This approach is based on the understanding that knowledge will provide increased value each time it is used, and encourage a self-reinforcing cycle (Clarke, 2001).

Ratnasingam (2004) states that knowledge workers have become a phenomenon in recent times which causes a bit of confusion in identifying and defining this term. His research found that an organization should be able to separate interest and support for concepts and facts (facts) that can really support knowledge workers so that they can contribute more to the organization.

Bonali et al (2007) define a knowledge worker as an employee who applies broad and comprehensive knowledge, competencies and skills that will provide them with a collective knowledge and rich in relational resources. This definition contains several meanings, namely employees who have specific and specific knowledge and skills, these employees apply these knowledge and skills and the existence of knowledge production in the environment in the provision of collective knowledge and a social network. With the collective knowledge and the establishment of a broad social network, it is certain that the knowledge possessed by an employee can be used to support the smooth running and improvement of an organization or a company.

Armstrong (2010) confirms the definition of knowledge workers is the extent to which an individual or employee has the ability and level of education to help and encourage progress for the organization or company where he belongs.

Based on some of the opinions that have been put forward, it can be concluded that knowledge workers are individual employees who have a special level of education and skills and have a very large desire to learn and develop and use them for the interests and progress of the organization or company where they are sheltered or served.

Zhang et al (2013) stated that the greatest wealth of knowledge workers is the knowledge they have. There are two main aspects which will be described as follows:

- a. Knowledge workers are usually highly educated, master certain professional knowledge and skills. Most of the knowledge workers have adequate personal qualities such as broad vision, have a hunger and thirst for knowledge, have the ability to learn continuously and other abilities. A good organization will always encourage knowledge workers to change their ideas, creativity, knowledge and experience into sources and motivation in organizational development which is carried out by providing certain resources and platforms.
- b. Knowledge workers are usually characterized or have characteristics, namely rapid development and change so that knowledge workers are usually always conditioned to a state of continuous self-development in updating knowledge for a long period of time, which can be equated with continuously injecting or giving fresh blood.) for organizational development.

May et al (2002) emphasized that some of the characteristics that are generally possessed or shown by knowledge workers are a high commitment to work, work effort that is really shown and perceived job satisfaction. When it becomes an important thing in a job. If the character of the employee has a high work commitment and job satisfaction with the organization or company, it can be ascertained that the employee will be able to have a good and significant impact and influence on the company.

Firdaniaty and Soleh (2011) stated several indicators of an employee who met the knowledge worker criteria as follows:

- a. Self-Driven. Self-driven has three main things, namely goals, planning and programs. Self-driven workers know what they want to achieve.
- b. Motivation. Motivation is closely related to desire. Someone who is highly motivated in taking the initiative. Employees who have knowledge worker criteria usually have a high desire.
- c. Activity Orientation. This can be interpreted that employee are able to complete their work quickly and of good quality.
- d. Responsibility. This item means that every employee creates a masterpiece. Workers with great responsibility do not stop at quantity and speed alone. He will try to make his work produce perfect quality.
- e. Team Player

This criterion is a team player which is defined that the work will not be completed without the presence of other people. No one can work alone, so a team player is needed. Building a strong team is the capital to produce perfect works.

2.4. Performance

2.4.1 Definition of Performance

In an organization, both private organizations (private sector) and government organizations (public sector), employee performance or performance is a very important aspect in the organization's efforts to achieve its goals. In essence, performance is the result of work achieved by someone in carrying out their duties in accordance with the standards and criteria set for the job. Organizational performance cannot be separated from the performance of employees in carrying out their duties and work. Thus, the progress or failure of an organization is largely determined by the role and quality of its employees. According to Sutrisno (2011), employee performance is the result of employee work seen in terms of quality, quantity, working time, and cooperation to achieve the goals set by the organization. Simamora (2015) states that performance refers to the level of achievement of the tasks that make up an employee's job. Performance reflects how well an employee fulfills the requirements of a job.

From the various definitions that have been stated above, it can be concluded that performance is the work performance or work results of employees both in quality and quantity that can be achieved by employees in carrying out their work duties in accordance with the responsibilities that have been given to them.

2.4.2. Performance Indicators

In this study, the concept of employee performance refers to the indicators proposed by Robbins (2006), namely quality, quantity, timeliness, effectiveness, independence and work commitment.

Conceptual Framework and Hypotheses

3.1 Conceptual Framework

In an organization, both private organizations (private sector) and government organizations (public sector), employee performance or performance is a very important aspect in the organization's efforts to achieve its goals.

Performance is a description of the extent to which the success/failure of implementing the main tasks and functions of an agency. Mangkunegara (2011) defines employee performance as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities that have been given to him.

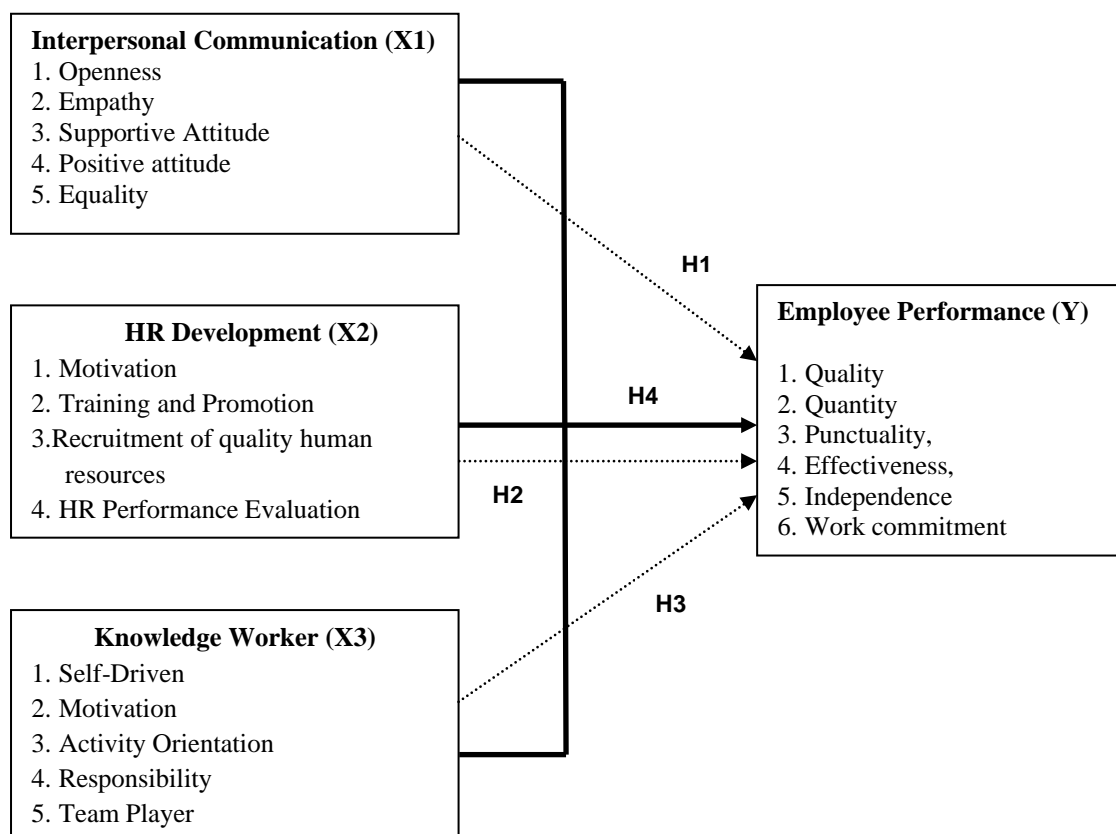
The first variable (X1) is interpersonal communication which is defined by Mulyana (2004) as communication between people face-to-face, which allows each participant to capture the reactions of others directly, both verbally and non-verbally. The purpose of smooth interpersonal communication in an agency was stated by Hallahan et al (2007) to assist a company or organization in achieving its mission by involving several people in its communication practice. In the context of this study, the interpersonal communication variable consists of 5 dimensions proposed by De Vito (2016), namely 1) openness, 2) empathy, 3) supportive attitude, 4) positive attitude and 5) equality.

The second variable (X2) is HR development which is defined by Muhadjir (Kadarisman: 2013) as improving human quality in both physical and mental terms. Another definition is put forward by Price (2011) who argues that human resource development is a strategic approach in order to invest in human resources that will be needed by an agency or organization in the future. In the context of this study, the HR development variable consists of 5 dimensions proposed by Noudehi et al (2017), namely: 1) Motivation, 2) Training and promotion, 3) attracting or recruiting qualified HR and 4) evaluating the performance of the HR itself.

The third variable (X3) is Knowledge worker which is defined by Firdaniaty and Soleh (2011) as a characteristic of employees who can support their optimal performance in the work they do on a daily basis. Another definition put forward by Bonali et al (2007) defines a knowledge worker as an employee who applies their broad and comprehensive knowledge, competence and skills which will provide them with a collective knowledge and rich in relational resources. In the context of this study, the knowledge worker variable consists of 5 dimensions, namely: 1) Self-Driver, 2) Motivation, 3) Activity Orientation, 4) Responsibility and 5) Team Player.

The next variable (Y) is the Performance variable. Simamora (2015) states that performance refers to the level of achievement of the tasks that make up an employee's job. Performance reflects how well an employee fulfills the requirements of a job. The performance variable refers to the indicators proposed by Robbins (2006) consisting of: 1). Quality 2). Quantity; 3). Punctuality; 4). Effectiveness, 5). Independence; and 6) Work Commitment.

In analyzing the influence of interpersonal communication, the development of Human Resources and Knowledge workers on the performance of employees at the General Aviation School Kendari, it can be described in a conceptual framework as follows:



3.2 Hypothesis

Based on the description of the literature review, the results of previous research and the conceptual framework, this hypothesis is:

1. Interpersonal communication affects the performance of employees at the General Aviation School Kendari.
2. Human resource development affects the performance of employees at the General Aviation School Kendari.
3. Knowledge workers affect the performance of employees at the General Aviation School Kendari.

4. Interpersonal Communication, Human Resource Development and knowledge workers simultaneously affect the performance of employees at the General Aviation School Kendari.

III. RESEARCH METHODS

3.1. Population and Research Sample

Population is the subject of research (Arikunto, 2002), and thus the population in this study were all employees of the Institute of Non-Formal Education of General Aviation School which amounts are 31 people. The research sample is taken from the overall employee at the Institute of Non-Formal Education of General Aviation School which totaled 31 people. Because the population is less than 100 people, this study is a census. Thus, the sample calculation process does not need to be carried out.

3.2 Data Analysis Techniques

The data analysis techniques used in this study are qualitative analysis (interviews with research informants), descriptive statistical analysis and inferential statistical analysis, namely multiple linear regression analysis with the help of calculations through the computer program SPSS 22.0 for Windows.

1. Qualitative analysis

Qualitative analysis aims to describe, summarize various conditions, situations, or various phenomena of social reality that occur in the community that is the object of research, and seeks to draw that reality to the surface as a feature, character, trait, model, sign, or picture of the condition, particular situation, or phenomenon.

2. Descriptive Statistical Analysis

Descriptive statistical analysis aims to describe each of these research variables in the form of numbers, averages and percentage figures as well as the characteristics of respondents and an overview of the research object.

3. Multiple regression analysis

Multiple regression analysis is an analysis tool for forecasting the value of the influence of two or more independent variables on the dependent variable. To prove whether or not there is an effect of two or more independent variables with one dependent variable, multiple regression is used. Multiple regression analysis is a general statistical technique used to analyze the relationship between a single dependent variable and multiple independent variables.

The multiple regression analysis formula for the three independent variables is as follows:

$$Y = b_0 + b_1x_1 + b_2x_2 + b_3x_3 + e$$

Information:

Y = Employee Performance Variable

b_0 = Constant, is a related value which in this case is Y

when the independent variable is 0.

$b_1 - b_3$ = Multiple regression coefficient of independent variable $x_1 - x_3$ with respect to variable Y .

x_1 = Interpersonal communication variable

x_2 = HR development variable

x_3 = Knowledge workers

e = error

In this study, the dependent variable is employee performance, while the independent variables are interpersonal communication, human resource development and knowledge workers.

3. Hypothesis test

a. Hypothesis testing partial test (t-test)

The regression of a variable has a significant effect on changes in the value of Y , if the value of $t_{count} > t_{table}$ or $sig.t (0.05)$.

The statistical hypotheses to be tested in this study are as follows:

- H_0 : Interpersonal communication has no effect on the performance of General Aviation School Non-Formal Educational Institution employees
- H_1 : Interpersonal Communication affects the performance of General Aviation School Non-Formal Educational Institution employees
- H_0 : HR development has no effect on the performance of General Aviation School Non - Formal Educational Institution employees.
- H_2 : HR development affects the performance of General Aviation School Non-Formal Educational Institution employees
- H_0 : Knowledge workers have no effect on the performance of General Aviation School Non - Formal Educational Institution employees.
- H_3 : Knowledge worker influences the performance of General Aviation School Non-Formal Educational Institution employees.

b. Hypothesis Testing Simultaneous Test

The F test was used to test the significance level of the independent variables simultaneously on the dependent variable. The model is said to be significant if $F_{\text{count}} > F_{\text{table}}$ or sig. F value (0.05). The independent variable simultaneously has a significant effect on the dependent variable, if $F_{\text{count}} > F_{\text{table}}$ or sig. F value (0.05). The statistical hypotheses to be tested in this study are as follows:

- H_0 : Interpersonal communication, HR development and knowledge worker simultaneously have no effect on the performance of General Aviation School Non-Formal Educational Institution employees.
- H_4 : Interpersonal communication, HR development and knowledge worker simultaneously affect the performance of General Aviation School Non-Formal Educational Institution employees.

4. Calculating the coefficient of multiple determination

The coefficient of multiple determination is used to see how far the model formed can explain the actual conditions. It can also be interpreted as the magnitude of the proportion (percentage) of the variance Y explained by the regression model or to measure the contribution of the independent variable X to the diversity of the dependent variable Y.

IV. RESULTS AND DISCUSSION

4.1 Linear Regression Equation

From the results of calculations using SPSS, it can be seen that all the independent variables used can be accepted or entered into the equation as the results of table 4.1 below:

Table 4.1 Regression test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	178-17.003	3.257		-5,221	.000
Interpersonal Communication	.514	.105	.447	4.889	.000
HR Development	.570	.189	.249	3.022	.005
Knowledge Worker	.429	.094	.352	4.572	.000

Source: Processed data (2021)

From Table 4.1 above, it can be seen that the Interpersonal Communication variable (X_1) the regression coefficient beta value is 0.447, the HR Development variable (X_2) the regression coefficient beta value is 0.249 and the Knowledge Worker variable (X_3) the regression coefficient beta value is 0.352.

Based on the results of the regression coefficient analysis above, the formula for the regression equation is:

$$= 0.447X_1 + 0.249X_2 + 0.352X_3 + e$$

This regression equation can be interpreted as follows:

- The regression coefficient value of Interpersonal Communication (X_1) is 0.447 with a t-value of 4.889 and a significant level of 95%. this shows that Performance will increase by 0.447 units if Interpersonal Communication increases by 1 unit.
- The regression coefficient value of HR Development (X_2) is 0.249 with a t-value of 3.022 and a significant level of 95%. This shows that Performance will increase by 0.249 units if HR Development increases by 1 unit.
- Knowledge Worker regression coefficient (X_3) is 0.352 with a t-value of 4.572 and a significant level of 95%. this shows that Performance will significantly increase by 0.352 units if Knowledge Worker increases by 1 unit.

4.2 Hypothesis test

4.2.1 Simultaneous Test of Hypothesis Testing (F Test)

H_0 : $B_1 = B_2 = B_3 = 0$ Simultaneously there is no positive and significant influence between Interpersonal Communication, Human Resource Development and knowledge worker on Employee Performance at General Aviation School Kendari.

H_1 : $B_1 \neq B_2 \neq B_3 \neq 0$ Simultaneously there is a positive and significant influence between Interpersonal Communication, Human Resource Development and knowledge workers on Employee Performance at General Aviation School Kendari.

With the provision that if the results of $f_{\text{arithmetic}} > f_{\text{table}}$, it is decided that H_0 is rejected and H_1 is accepted. On the other hand, if the result of $f_{\text{count}} < f_{\text{table}}$, it is decided that H_0 is accepted and H_1 is rejected. The following is the ANOVA table that is used as the basis for the test.

Table 4.2 Simultaneous test results (F test)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1455,161	3	485,054	145,830	.000 ^b
	Residual	89.806	27	3.326		
	Total	1544,968	30			

a. Dependent Variable: Performance

b. Predictors: (Constant), Knowledge Worker, HR Development, Interpersonal Communication

Source: Processed data (2021)

To test the hypothesis of the effect of X1, X2 and X3 on Y simultaneously, it can be interpreted based on the F test, with $F_{\text{count}} (145,830) > F_{(0.05; 3,31)} (2.92)$ and the value of rho sig. $0.000 > 0.05$, therefore the decision was made H_1 received and H_0 is rejected. This means that Interpersonal Communication, Human Resource Development and knowledge workers simultaneously have a positive and significant effect on employee performance at the General Aviation School Kendari, at a significant level of 5%.

4.2.2 Hypothesis Testing Partial Test (t Test)

$H_0: B_1 = 0$ There is no positive and significant effect between Interpersonal Communication on Employee Performance at General Aviation School Kendari.

$H_1: B_1 \neq 0$ There is a positive and significant influence between Interpersonal Communication on Employee Performance at General Aviation School Kendari.

$H_0: B_2 = 0$ There is no positive and significant effect between Human Resource Development on Employee Performance at General Aviation School Kendari.

$H_1: B_2 \neq 0$ There is a positive and significant influence between Human Resource Development on Employee Performance at General Aviation School Kendari.

$H_0: B_3 = 0$ There is no positive and significant effect between knowledge workers on employee performance at the General Aviation School Kendari.

$H_1: B_3 \neq 0$ There is a positive and significant influence between knowledge workers on employee performance at the General Aviation School Kendari.

With the provision that if the result of $t_{\text{count}} > t_{\text{table}}$, it is decided that H_0 is rejected and H_1 is accepted. On the other hand, if the result of $t_{\text{count}} < t_{\text{table}}$, it is decided that H_0 is accepted and H_1 is rejected. Based on Table 5.9 it can be concluded that:

To test the hypothesis of the effect of X1 on Y, it can be interpreted based on the t-statistical probability test, with $t_{\text{count}} (4.889) > t_{(0.025; 31)} (2.037)$ and rho value. $0.000 > 0.05$, therefore the decision was made H_1 received and H_0 is rejected. It means that Interpersonal Communication has a positive and significant effect on employee performance at the General Aviation School Kendari, at a significant level of 5%.

To test the hypothesis of the effect of X2 on Y, it can be interpreted based on the t-statistical probability test, with $t_{\text{count}} (3.022) > t_{(0.025; 31)} (2.037)$ and rho value. amounted to $0.005 > 0.05$, therefore the decision was made H_1 received and H_0 is rejected. This means that Human Resource Development has a positive and significant effect on Employee Performance at the General Aviation School Kendari, at a significant level of 5%.

As for the hypothesis test of the effect of X3 on Y, it can be interpreted based on the t-statistical probability test, with $t_{\text{count}} (4.572) > t_{(0.025; 31)} (2.037)$ and rho value. $0.000 > 0.05$, therefore the decision was made H_1 received and H_0 is rejected. This means that knowledge workers have a positive and significant effect on employee performance at the General Aviation School Kendari, at a significant level of 5%.

4.2.3 Multiple Coefficient of Determination Test

The coefficient of determination explains how much of the contribution made by the independent variables X1 namely Interpersonal Communication, X2 Human Resource Development and X3 knowledge worker on Employee Performance at General Aviation School Kendari (Y). The following is the output of the SPSS summary model in the table below:

Table 4.3 Multiple Determination Coefficient Test Results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.971 ^a	.942	.935	1,824

a. Predictors: (Constant), Knowledge Worker, HR Development, Interpersonal Communication

b. Dependent Variable: Performance

Source: Processed data (2021)

Based on table 4.3 above, the r coefficient of 0.971 shows the independent variables Interpersonal Communication, Human Resource Development and knowledge workers simultaneously have a close relationship with Employee Performance at General Aviation School Kendari, while R Square (coefficient of determination) is 0.942 or 94.2%. This means that the independent variables Interpersonal Communication (X1), Human Resource Development (X2) and knowledge worker (X3) can explain Employee Performance at General Aviation School Kendari (Y), with a contribution of 94.2% while the remaining 5.8% is influenced by other variables.

4.3 Discussion

The role of employee performance in an agency or organization will be an important capital for an agency or company in competing today and will determine the progress of an agency or organization. So that organizational leaders will always pay more attention to improving employee's performance.

To be able to clarify the results of this study, the discussion of the results of quantitative regression analysis is used with a theoretical approach in the sense that the quantitative results are used as initial instructions to explore several problems and phenomena that occur related to the topic of this research study in the hope that a comprehensive problem-solving strategy can be found. of the main problem under study.

This study wants to analyze the partial and simultaneous influence of Interpersonal Communication, Human Resource Development and Knowledge workers on the performance of General Aviation School Kendari employees which will be described and explained in more detail as follows.

4.3.1 Effect of Interpersonal Communication on Employees Performance at General Aviation School Kendari

The first hypothesis in this study is to analyze the effect of interpersonal communication on the performance of General Aviation School Kendari employees.

Arni (2005) states that interpersonal communication is the process of sending and receiving messages between two people or between a group of people with some effects and some immediate feedback. The function of an interpersonal communication described by Cangara (2004) is trying to improve human relations, avoiding and overcoming personal conflicts that may occur, reducing uncertainty about something and sharing knowledge and experience with others. Another function of interpersonal communication is to be able to improve human relations between the parties who communicate. Enjang (2009) states that there are many functions of the existence of an interpersonal communication, namely a) meeting social and psychological needs where humans certainly cannot live alone and need others, b) developing self-awareness, where with interpersonal communication that goes well then, every Humans will feel mutual respect and respect for each other.

This will also be useful in an agency or organization that is prone to conflict among its members, with better interpersonal communication among members will be able to reduce conflicts that occur and increase work productivity, morale and individual performance and impact on the performance of the agency or organization.

To determine the effect of interpersonal communication on the performance of General Aviation School Kendari employees, the results of the t-test analysis were used. Based on this, the results of the t test indicate that the value of $4.889 > t_{\text{table}}$ is 2.037 and the value of rho. of $0.000 < 0.05$.

Thus, it can be seen that interpersonal communication has a positive and significant effect on the performance of General Aviation School Kendari employees. Therefore, **the first hypothesis can be accepted**. This means that the better interpersonal communication between employers and employees to the leadership, the better the performance of the Kendari General Aviation School employees.

This is also supported by the findings of a descriptive study of distributing questionnaires to research respondents which showed that the interpersonal communication variable for the Kendari General Aviation School employees was at a value of 4.07 or was in good criteria.

The results of this study support research conducted by Maryani Septiana (2019) which states that interpersonal communication will be able to improve the performance of PT. Fluid Sciences Batam. Similar findings were also stated by Irwin Ananta (2011) who found a positive and significant relationship from interpersonal communication to the work spirit of the teachers at Al Izhar High School Pondok Labu, South Jakarta, which had an impact on increasing their performance. Healthy interpersonal communication that occurs in a work environment will be able to minimize conflicts that occur so that it will encourage the morale of each employee which will have an impact on increasing individual performance.

4.3.2 Effect of Human Resource Development on employees Performance of General Aviation School Kendari

Furthermore, the second hypothesis in this study is the development of human resources which are considered to be able to affect the performance of the Kendari General Aviation School employees. Rowley and Jackson (2012) state that human resource development is a process carried out in the context of developing employee knowledge, skills, and abilities that are developed through training and development, organizational learning, leadership management and knowledge management in order to improve the expected performance of these employees. can contribute to organizational performance. Samsuddin (2010) states that the development of human resources based on each workforce will of course really need better knowledge, expertise and skills so that the commitment of offices and agencies is needed to provide equal opportunities for every HR to increase their capacity.

To determine the effect of human resource development on the performance of General Aviation School Kendari employees, the results of the t-test analysis were used. Based on this, the results of the t test indicate that the value of $3.022 > t_{\text{table}}$ is 2.037 and the value of rho. of $0.000 < 0.05$.

Thus, it can be seen that the development of Human Resources has a positive and significant impact on the performance of General Aviation School Kendari employees. Therefore, **the second hypothesis can be accepted**. This means that the better the development of Human Resources will have an effect on the better performance of the Kendari General Aviation School employees.

This is also supported by the findings from a descriptive study of distributing questionnaires to research respondents which showed that the Human Resources (HR) development variable at the General Aviation School Kendari was at a value of 3.90 or was in good criteria.

The purpose of the existence of a human resource development in an agency as expressed by Tohardi (2008), namely a) will be able to increase the productivity of the employees themselves, b) encourage efficiency at work, where this will benefit the company or agency itself, c) improve work morale employees, where employees who have good work morale will of course provide optimal quality work compared to employees who have low morale.

Several methods of human resource development as disclosed by Hasibuan (2011) and implemented at the General Aviation School, namely a) on the job, namely new employees will immediately learn and work imitating certain jobs under the guidance and supervision of old employees, b) demonstration and example, where employees will be given a demonstration and demonstration containing an explanation of how to complete a job, c) Job rotation

and planned progression, where sometimes one employee is transferred to another unit so that it will encourage and improve his skills and abilities in other sciences.

The results of this study are in line with the results of research conducted by Wachid Sarbani (2013) at the Regional Secretariat of East Barito Regency which concluded that there is a positive and significant relationship between the development of Human Resources and employee performance. The results of this study also strengthen the findings obtained by Rizky Nugraha (2016) who examined the Morowali Regency Inspectorate of Central Sulawesi Province which stated that there was a positive and significant influence between the variables of Human Resource development on employee performance.

4.3.3 The Effect of knowledge workers on Employee's performance at General Aviation School Kendari

Furthermore, the third variable in this study is knowledge worker which is considered to be able to affect performance of General Aviation School Kendari. Gradually, many agencies or organizations realized the need to recruit or train knowledge-oriented employees known as knowledge workers. This is understandable because employees who are included in the knowledge worker category will encourage individual and organizational productivity (agencies) which will have an impact on improving individual performance and overall organizational performance.

To determine the effect of knowledge workers on the performance of General Aviation School Kendari employees, the results of the t-test analysis were used. Based on this, the results of the t test show that the value of $4.572 > t_{table}$ is 2.037 and the value of rho. of $0.000 < 0.05$.

Thus, it can be seen that knowledge worker has a positive and significant effect on the performance of General Aviation School Kendari employees. Therefore, **the third hypothesis can be accepted**. This means that the knowledge worker will have an effect on the performance of the Kendari General Aviation School employees who are getting better.

The results of the descriptive research show that the knowledge worker variable at the General Aviation School Kendari is at a value of 3.90 or is in good criteria.

The results of this study confirm the findings of research conducted by Linda Agustina (2016) which states that there is a positive and significant role of knowledge workers in improving employee performance at the Head Office of PT. Asuransi Jiwasraya (Persero).

4.3.4 The Effect of Interpersonal Communication, Human Resource Development and Knowledge Workers Simultaneously on Employees Performance of General Aviation School Kendari

The results of the subsequent hypothesis testing (H4) have proven that there is a positive and significant effect of the variables of interpersonal communication, development of Human Resources and Knowledge worker simultaneously on performance of Employee in General Aviation School Kendari.

To determine the simultaneous effect of the variables of Interpersonal Communication, Human Resource Development and knowledge worker on performance of General Aviation School Kendari employees, the results of the F test analysis were used.

Based on this, the results of the F test show that the value of $145,830 > F_{table}$ is 2.92 and the value of rho. of $0.000 < 0.05$. Thus, it can be seen that Interpersonal Communication, Human Resource Development and knowledge workers simultaneously have a positive and significant effect on the performance of General Aviation School Kendari employees. Therefore, **the fourth hypothesis can be accepted**. This means that with Interpersonal Communication, Human Resource Development and knowledge workers will have an effect on the better performance of the Kendari General Aviation School employees.

V. CONCLUSIONS AND SUGGESTIONS

5.1 Conclusion

Based on the results of research and discussion, it can be concluded as follows:

1. Interpersonal communication has a positive and significant effect on employee's performance at General Aviation School Kendari. This means that the better interpersonal communication at General Aviation School Kendari will be able to improve employee's performance in the office.
2. Human Resource Development has a positive and significant effect on employee's performance at General Aviation School Kendari. This means that the development of good human resources will be able to improve employee's performance of General Aviation School Kendari.
3. Knowledge workers have a positive and significant effect on employee's performance at General Aviation School Kendari. This means that the more characteristics of knowledge workers that are understood by an employee will be able to improve employee performance.
4. Interpersonal Communication, Human Resource Development and Knowledge workers simultaneously have a positive and significant impact employee's performance at General Aviation School Kendari. This means that the better interpersonal communication, the development of human resources goes well and a good understanding of knowledge workers will be able to improve employee performance.

5.2 Suggestion

From the conclusions that have been explained, the suggestions that can be given from the results of this study are as follows:

1. Regarding the aspect of interpersonal communication, the leadership continues to maintain a healthy and positive communication atmosphere in the workplace environment so as to minimize conflict and be able to encourage

- every employee to be able to show a positive attitude when communicating with others so as to encourage a conducive work environment which has an impact on improving individual performance and organizational performance.
2. Regarding the aspect of human resource development, the leadership must provide equal opportunities to every existing human resource in participating in any training carried out due to the leadership's commitment to recruiting human resources because of their quality.
 3. Regarding the knowledge worker aspect, the leader must encourage the understanding of every employee to always cooperate with colleagues (team work) because work cannot be completed without team support.

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