

The Influence of Industrial Relations and Communication on the Effectiveness of Village Office Employees Post the Covid-19 Pandemic

Yuliana¹, Hasmawaty, AR^{2*}

^{1,2}Master of Management, Universitas Bina Darma, Indonesia

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Abstrak

Penelitian ini bertujuan untuk menganalisis dampak hubungan industrial dan komunikasi terhadap efektivitas karyawan di Kantor Desa Batun Baru. Dalam lingkungan kerja modern, efektivitas karyawan memegang peranan penting dalam mencapai tujuan organisasi. Kantor Desa Batun Baru sebagai entitas pemerintahan yang mendukung masyarakat lokal, juga tidak terkecuali dari tantangan-tantangan terkait efektivitas karyawan. Metode penelitian yang digunakan adalah kuantitatif dengan melibatkan 76 karyawan sebagai sampel penelitian. Data-data yang diperlukan dikumpulkan melalui penggunaan kuesioner. Analisis data kemudian dilakukan untuk memahami sejauh mana hubungan industrial dan komunikasi memengaruhi efektivitas karyawan di Kantor Desa Batun Baru. Hasil penelitian ini menunjukkan bahwa terdapat pengaruh yang signifikan antara hubungan industrial dan komunikasi terhadap efektivitas karyawan di Kantor Desa Batun Baru. Dengan kata lain, semakin baik hubungan industrial dan komunikasi di lingkungan kerja, semakin tinggi tingkat efektivitas yang dapat dicapai oleh karyawan dalam menjalankan tugas-tugas mereka. Implikasi dari penelitian ini adalah pentingnya memperkuat hubungan industrial dan komunikasi dalam meningkatkan efektivitas karyawan di lingkungan kantor desa. Oleh karena itu, manajemen di Kantor Desa Batun Baru harus memperhatikan aspek-aspek ini dan mengembangkan strategi untuk meningkatkan hubungan industrial dan komunikasi guna menciptakan lingkungan kerja yang lebih efisien dan produktif.

Kata Kunci: *hubungan industrial, komunikasi, efektivitas karyawan.*

Abstract

This study aims to analyze the impact of industrial relations and communication on employee effectiveness at the Batun Baru Village Office. In a modern work environment, employee effectiveness plays an important role in achieving organizational goals. Batun Baru Village Office, as a government entity that supports local communities, is also not exempt from challenges related to employee effectiveness. The research method used was quantitative, involving 76 employees as the research sample. The necessary data was collected using questionnaires. Data analysis was then conducted to understand the extent to which industrial relations and communication influence employee effectiveness at Batun Baru Village Office. The results of this study show that there is a significant influence between industrial relations and communication on employee effectiveness at the Batun Baru Village Office. In other words, the better the industrial relations and communication in the work environment, the higher the level of effectiveness that employees can achieve in carrying out their tasks. The

implication of this research is the importance of strengthening industrial relations and communication in improving employee effectiveness in the village office environment. Therefore, management at Batun Baru Village Office should pay attention to these aspects and develop strategies to improve industrial relations and communication to create a more efficient and productive work environment.

Keywords: *industrial relations, communication, employee effectiveness.*

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*Corresponding author :

Email Address : hasmawaty@binadarma.ac.id (Jl. Jenderal Ahmad Yani No.3, 9/10 Ulu, Kecamatan Seberang Ulu I, Kota Palembang, Sumatera Selatan)

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INTRODUCTION

Based on work copyright law Number 11 of 2020 article 78 paragraph (1), regulations regarding working time and overtime are a crucial aspect of industrial relations in Indonesia. This article mandates that entrepreneurs who employ workers/laborers outside the specified working hours must comply with certain conditions, including the consent of the worker/laborer concerned. (Pham-Duc et al., 2021). Regulations regarding limits on overtime work, with a maximum of 4 hours in one day and 18 hours in one week, have an important aim in maintaining fairness, equality and trust in industrial relations (Troth & Guest, 2020). In this context, industrial relations become increasingly important, encompassing various concepts involving rights, obligations, authority and integrity between employers and workers/laborers.

Corona Virus Disease 2019 (Covid-19) is an acute respiratory disease caused by a new type of corona virus including coughing, fever and shortness of breath, this disease attacks all groups, adults, elderly, children (Pranata et al., 2020). In certain situations, changing the attitude or behavior of a person or a number of people so that certain effects are expected, in this case one of which is employee work effectiveness. (Hasbolah, 2021). It can be said that good communication greatly determines the effectiveness of employee work (Kusuma & Sutapa, 2020). Because as we know in Indonesia WHO has designated Covid-19 as a global pandemic (Wang & Zou, 2021). Considering the wide spectrum of spread and characteristics of Covid-19, the government implemented health protocols and implemented Large-Scale Social Restrictions (PSBB) which were then followed by the policy of Implementing Restrictions on Community Activities (PPKM) (Tiikkaja & Viri, 2021).

The same situation also occurred at the Batun Baru Village office, Jejawi subdistrict, Ogan Komering Ilir district, where since the Covid-19 outbreak there has been the implementation of health protocols including PSBB and PPKM, this has had a huge impact on the work activities of employees at the village office and the community. who have a particular interest in coming to the village office. Before Covid-19, services at the Batun Baru Village Office were not yet stable because there were no applicable SOPs in the Village Office, which made the performance of the employees less disciplined. Before Covid occurred, industrial relations were running well and communication between the community and the employees. The village office looks very good, because people can come to the village office at any time to ask

questions or carry out their own interests. However, since this pandemic, industrial relations and communication between employees and village heads, if they want to hold meetings, are held virtually, and village activities such as commemorating Independence Day have not been carried out.

The Batun Baru village office, Jejawi District, Ogan Komering Ilir Regency is the service center in the village, being the center for all activities in the village, whether in the areas of government, empowerment, development or guidance, all centered at the village office, based on the results of my interview with the Batun Baru village head. , the performance of employees in the village office continues, other employees are still working as usual, because so far no employees have been affected by Covid.

After the pandemic, a significant transformation was seen in the daily activities of the Batun Baru Village Office which returned to operations as usual. During this period, many people came to the village office for various purposes, including requests for certificates of incapacity, temporary KTPs, land sale and purchase letters, and power of attorney letters. This change creates new challenges, requires effective employee performance, and makes industrial relations and communication within the village office a very relevant factor. Although various previous studies have discussed industrial relations and communication in an organizational context, their influence in the post-pandemic situation in the village office environment is still an under-explored issue. The novelty of this research lies in its focus on the Batun Baru Village Office, which is facing unique dynamics after facing the COVID-19 pandemic.

The contribution of this research is to provide a deeper understanding of how industrial relations and communication play a role in increasing employee effectiveness at the Batun Baru Village Office, which in turn can support better community services. The aim of this research is to analyze the influence of industrial relations and communication on employee effectiveness at the Batun Baru Village Office after the COVID-19 pandemic. Thus, it is hoped that this research can provide valuable insights for village office management and similar organizations to optimize employee performance in facing post-pandemic changes and challenges.

METHOD

This survey research was conducted at the Batun Baru Village Office. Batun Baru is one of the villages/sub-districts in Jejawi District, Ogan Komering Ilir Regency. New Batun. This research was conducted in May-August 2023. The population in this research was 175 employees at village offices taken from 19 villages. The sampling technique used by the author is random sampling where sampling is done randomly and each member of the population has the same opportunity to be sampled. In this research the author took 76 samples consisting of 19 villages. The variables studied in this research consist of 3 variables, namely industrial relations, communication and effectiveness. There are two variables in this research, including the independent variable, which is a variable in the experiment to observe its effect on the dependent variable or often called the outcome variable. The dependent variable (Dependent) is a variable that depends on the independent variable.

Table 1. Operational Variables

Variable	Indicators
Industrial relations	<ul style="list-style-type: none"> • Mutual respect • Respect each other • Support each other • Try to put yourself in the other party's position. • Take mutually beneficial actions
Communication	<ul style="list-style-type: none"> • Comprehension • Pleasure • Influence on attitudes • Good relationship • Action
Effectiveness	<ul style="list-style-type: none"> • Work quality • Work quantity • Time utilization

Data Source: Managed, 2023

To illustrate in general terms this research can be seen in the following picture of the thinking framework.

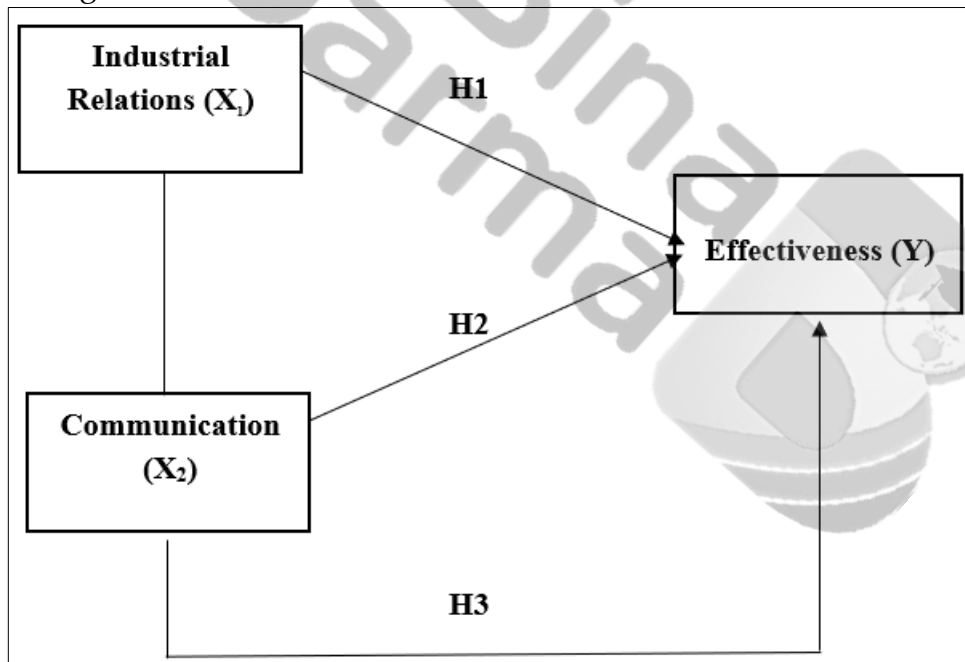


Figure 1. Thinking Framework

From the framework of thought that has been put forward, the hypothesis of this research can be formulated as follows.

H1: Is there a positive and significant influence of industrial relations on employee effectiveness at the Batun Baru Village Office. H2: Is there a positive and significant influence of communication on employee effectiveness at the Batun Baru Village Office. H3: Is there a positive and significant influence between industrial relations and communication on employee effectiveness at the Batun Baru Village Office.

The analysis technique used is SEM (structural equation model) analysis using the PLS (partial least square) approach (Hair et al., 2017). PLS is a powerful analysis technique and is often referred to as soft modeling because it eliminates the assumptions of OLS (ordinary least squares) regression, such as data must be normally

distributed in a multivariate manner and there are no multicollinearity problems between exogenous variables (Salloum et al., 2019). Although PLS is used to explain whether there is a relationship between latent variables, PLS can also be used to confirm theories. SEM-PLS analysis consists of two model sub-chapters, namely the measurement model or often called the outer model and the structural model or often called the inner model (Hair et al., 2022). The measurement model shows how the observed variables or variables that can be observed represent the latent variables to be measured. Meanwhile, the structural model shows the strength of estimates between latent variables or constructs (Hair et al., 2019).

RESULTS AND DISCUSSION

Measurement Model Analysis (outer Model)

In this research, Validity and Reliability tests were carried out on each indicator using latent variables, namely, Industrial Relations, Communication and Effectiveness using the help of SmartPLS 3.0 software. The initial research model processed by SmartPLS 3.0 can be seen in Figure 2 below.

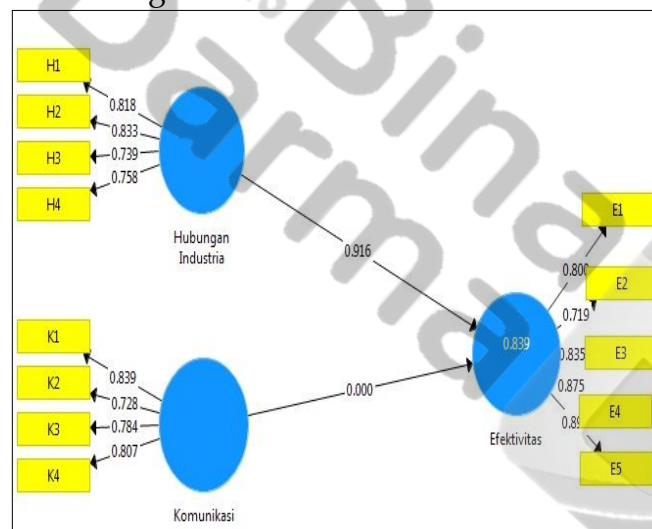


Figure 2. Loading Factor Values from Outer Model Results

Each indicator is said to be valid if it has a loading factor value with the measured latent variable > 0.7 (AM et al., 2022). If one of the indicators has a loading factor < 0.7 then the indicator is not good enough to measure the latent variable correctly.

Validity test

Validity tests are divided into 2, namely, convergent validity and discriminant validity. Convergent validity test can be seen from the AVE value, where each variable is said to be valid if the AVE value is > 0.5 (Helversen et al., 2018). Following are the results of the AVE values for each variable.

Table 2. Convergent validity values

Variable	AVE
Effectiveness	0.683
Industrial relations	0.621
Communication	0.625

Data Source: Managed, 2023

The AVE results show that the AVE value of all variables is above 0.5 so that researchers can continue to the next testing stage, namely Discriminant Validity, which is the cross loading factor value used to find out whether the construct has adequate discriminant by comparing the loading value with the construct. Otherwise, here is the table.

Table 3. Discriminant Validity Values

Cross Loading	Effectiveness	Industrial relations	Communication
E1	0.800	0.833	0.719
E2	0.719	0.593	0.562
E3	0.835	0.711	0.652
E4	0.875	0.818	0.720
E5	0.890	0.792	0.839
H1	0.875	0.818	0.720
H2	0.800	0.833	0.719
H3	0.539	0.739	0.728
H4	0.580	0.758	0.807
K1	0.890	0.792	0.839
K2	0.539	0.739	0.728
K3	0.583	0.647	0.784
K4	0.580	0.758	0.807

Data Source: Managed, 2023

From the results of table 3, it is known that the largest cross loading value for each indicator corresponds to the latent variable and is declared valid.

Reliability Test

The reliability test is measured by composite reliability and Cronbach's alpha from the indicator block that measures the construct. A construct is said to be reliable if it has a composite reliability value above 0.70 and Cronbach's alpha above 0.70. The following is a reliability test table using SmartPLs 3.0.

Table 4. Reliability Test

Variable	Cronbach's alpha	Composite Reliability
Efektivitas	0.883	0.915
Effectiveness	0.800	0.867
Industrial relations	0.804	0.869

Data Source: Managed, 2023

From the results above, all constructs have composite reliability values above 0.70 and Cronbach's alpha above 0.70. So it can be concluded that the construct has good reliability.

Structural Model Testing (Inner Model)

The structural model is evaluated using R-square for the dependent variable and the path coefficient value for the dependent variable whose significance is based on the t-statistic value. The following is a table of structural model testing results using R Square.

Table 5. R Square Adjusted

Dependent Variable	R Square	R Adjusted
Effectiveness	0.839	0.835

Data Source: Managed, 2023

From the table above, it can be seen that the adjusted r square value is 0.835, meaning that the independent variables, namely industrial relations and communications, are able to explain the dependent variable, namely effectiveness, with an r square value of 0.839.

Hypothesis test

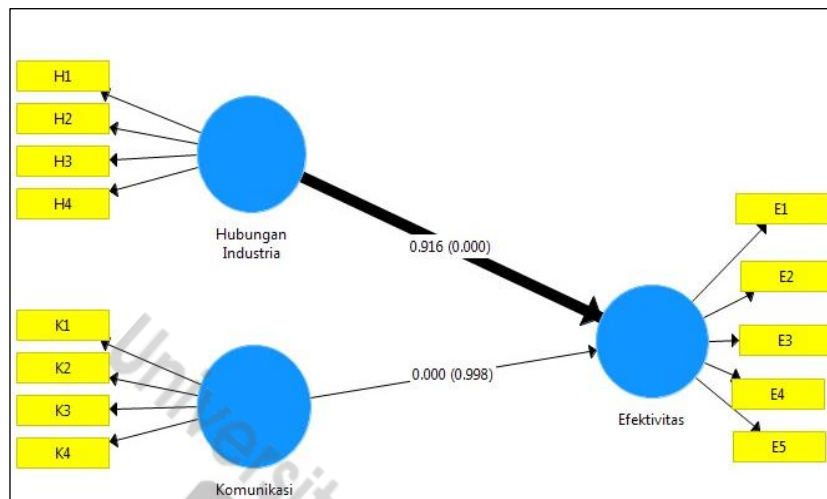


Figure 3. Hypothesis Testing

Industrial relations has a direct and significant positive influence on effectiveness of 0.916 with a t stat value = 9,560 > t table = 1.64 and a p.value of 0.000 < alpha = 0.05. This means that a 1 point increase in industrial relations will increase effectiveness by 0.916, assuming other variables are constant. Communication has a direct and significant negative influence on effectiveness of 0.000 with a t stat value of 0.003 > t table = 1.64 and a p.value of 0.998 > alpha = 0.005. This means that an increase of 1 communication point will reduce effectiveness by 0.000, assuming a constant variable.

Table 5. Direct Effect

Path koefesien	T statistic	P values
Industrial relations-> Effectiveness	9.560	0.000
Communication -> Effectiveness	0.003	0.998

Data Source: Managed, 2023

Discussion

From the findings, several conclusions can be drawn regarding the direct influence of industrial relations and communication on employee effectiveness at the Batun Baru Village Office.

First, industrial relations have a direct and significant positive influence on employee effectiveness. The path coefficient is 0.916 with a t-statistic value of 9.560, which is much higher than the t table value (1.64) at a significance level of 0.05. The p-value is close to zero (0.000) indicating that the influence of industrial relations on effectiveness is very significant. This means that the better the industrial relations at the Batun Baru Village Office, the higher the level of effectiveness that can be achieved by employees. In this context, a 1 point increase in industrial relations is expected to increase effectiveness by 0.916, assuming that other variables remain constant (Irvan, 2018).

Second, communication has a direct influence on employee effectiveness, but the influence is significantly negative. The path coefficient is 0.000 with a t-statistic value of only 0.003, which is much lower than the t table value (1.64) at a significance level of 0.05. In addition, the high p-value (0.998) indicates that the effect of communication on effectiveness is not statistically significant. This means that a 1-point increase in communication does not have a significant impact on employee effectiveness, assuming other variables remain constant.

In this context, although industrial relations has a strong positive influence on employee effectiveness, communication does not appear to have a significant influence on effectiveness. However, keep in mind that the direct effects of communication may be more complex, and other factors not measured in this study may play an important role. Therefore, it is important for the management of the Batun Baru Village Office to better understand and manage these factors in order to increase employee work effectiveness.

Observations of the results of this research can be linked to theories and results of previous research in the fields of industrial relations, communication and work effectiveness (Kazaz et al., 2012). In industrial relations theory, good relations between management and employees are often associated with increased productivity and work effectiveness (AM et al., 2022). The results of this research support previous findings which show that positive and harmonious industrial relations can make a significant contribution to employee effectiveness (Harvey & Turnbull, 2020; Nadinloyi et al., 2013). This underscores the importance of building an organizational culture that supports open communication, mutual trust, and healthy conflict resolution between management and employees.

However, the seemingly insignificant effect of communication on employee effectiveness is in accordance with several previous studies which show that the relationship between communication and work effectiveness can be more complex and influenced by various contextual factors (Setyadi et al., 2023). For example, the nature of organizational communications, the structure of communications, and the type of information conveyed can play an important role in determining the impact of communications on effectiveness (Fitriani et al., 2022). Therefore, further research can be used to identify additional factors that moderate the relationship between communication and employee effectiveness. In a practical context, these findings provide insight for the management of the Batun Baru Village Office to focus on strengthening positive industrial relations as a way to increase employee effectiveness. In addition, they must also consider developing more effective communication strategies to ensure that the information and direction given to employees is well received. Further research in this area can help identify best practices that can be implemented in village office environments and similar organizations to achieve higher work effectiveness.

CONCLUSION

Based on the results of the research that has been carried out, we conclude that industrial relations and communication have a very important role in creating good and organized work effectiveness. Good industrial relations can help in building harmonious and productive working relationships, while effective communication allows employees to clearly understand their duties and instructions from their superiors. Therefore, to create a comfortable and safe work environment, it is necessary to pay attention to and improve both industrial relations and communication at the Batun Baru Village Office.

Researchers also want to provide several suggestions for further research. First, this research still has limitations, so it is hoped that further research can consider other factors that can influence industrial relations and communication on employee effectiveness in village offices. Second, the results of this research can be used as input

for other researchers who are interested in this field, especially to improve the effectiveness of employee performance in village offices. Thus, it is hoped that this research can provide a greater contribution in understanding the dynamics of industrial relations, communication and employee effectiveness in the village office environment.

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