

Assessing the Impact of Employee Communication and HR Initiatives on Individual Performance

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Abstract

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Communication is needed in every company activity as a means that can encourage employees to improve performance. Apart from communication, the lack of positive Human Resources (HR) initiatives within the company can result in alienation among employees. Organizations need to combine communication and the effectiveness of HR practices into one coherent form in facing challenges and improving employee work performance. Individual Work Performance (IWP) in a company is an important aspect for leaders in the process of achieving company goals. Individual Work Performance (IWP) measurements need to be carried out periodically to find out whether the business is achieving company goals and as a benchmark for making improvements to achieve the set goals. This research aims to analyze the influence of employee communication and the perceived effectiveness of HR initiatives on Individual Work Performance (IWP), which consists of three main elements, namely task performance, contextual performance, and counterproductive work behavior. The method in this research is quantitative research using a questionnaire totaling 100 respondents with data processing using SmartPLS. The subjects in this research were employees of the Gunungkidul Regency Education, Youth, and Sports Office. The results of the analysis in this study show that employee communication is proven to influence all elements of Individual Work Performance, namely task performance, contextual performance, and counterproductive work behavior, whereas the perceived effectiveness of HR initiatives is proven to influence only one element of Individual Work Performance, namely contextual performance.

Kata Kunci:

Komunikasi Karyawan, Efektivitas Inisiatif SDM, Kinerja Kerja Individu

Abstrak

Komunikasi sangat dibutuhkan dalam setiap kegiatan perusahaan sebagai sarana yang dapat mendorong karyawan untuk meningkatkan kinerja. Selain komunikasi, kurangnya inisiatif Sumber Daya Manusia (SDM) yang positif di dalam perusahaan dapat mengakibatkan keterasingan di antara karyawan. Organisasi perlu menggabungkan komunikasi dan efektivitas praktik SDM menjadi satu kesatuan yang koheren dalam menghadapi tantangan dan meningkatkan kinerja karyawan. Individual Work Performance (IWP) dalam sebuah perusahaan merupakan aspek penting bagi pimpinan dalam proses pencapaian tujuan perusahaan. Pengukuran Individual Work Performance (IWP) perlu dilakukan secara berkala untuk mengetahui apakah bisnis yang dijalankan sudah mencapai tujuan perusahaan dan sebagai tolak ukur untuk melakukan perbaikan untuk mencapai tujuan yang telah ditetapkan. Penelitian ini bertujuan untuk menganalisis pengaruh komunikasi karyawan dan persepsi efektivitas inisiatif SDM terhadap Individual Work Performance (IWP), yang terdiri dari tiga elemen utama, yaitu kinerja tugas, kinerja kontekstual, dan perilaku kerja kontraproduktif. Metode dalam penelitian ini adalah penelitian kuantitatif dengan menggunakan kuesioner yang berjumlah 100 responden dengan pengolahan data menggunakan SmartPLS. Subjek dalam penelitian ini adalah pegawai Dinas Pendidikan, Pemuda, dan Olahraga Kabupaten Gunungkidul. Hasil analisis dalam penelitian ini menunjukkan bahwa komunikasi pegawai terbukti berpengaruh terhadap seluruh elemen

dari Individual Work Performance yaitu task performance, contextual performance, dan counterproductive performance.

INTRODUCTION

Communication is activity important, and the processes involved in it can be very influential in responses and future events. Therefore that's very important To consider patterns, styles, and relationships in communication around you inside the family, place of work, school, and other (Talaumbauna, Anom, & Iswadi, 2023). Human resource communication is an important aspect both in the field of system management and performance management. Communication is defined as "the process by which people in an organization give and receive messages" (Efendi & Sholeh, 2023; Jumiati & Kartiko, 2022; Khan, Wajidi, & Alam, 2020). Communication that goes well will greatly influence the performance produced by employees (Palupi, 2022). There is three dimensions in communication covers *Downward Communication*, *Upward Communication* and *Horizontal Communication* (Kalogiannidis & Papaevangelou, 2020). *Downward Communication*, namely communication that flows in the company hierarchy from the highest to the lower levels. *Downward Communication* is usually exemplified in the section head giving instructions to staff. *Upward Communication*, namely communication that flows in the company hierarchy from the lowest to the highest levels. Upward communication is usually used when subordinates ask for different opinions or information from superiors. *Horizontal Communication*, namely communication that occurs between one employee and another employee or communication that occurs in parallel positions. Horizontal communication helps employees to directly share important information, actively participate in the problem solving process, and collaborate to ensure the successful implementation of assigned tasks and responsibilities. According to research conducted by Muhyatun (2022), (Siregar, Mesiono, & Neliwati, 2022), every communication carried out in a group basically aims to help all group members to communicate what they feel. So, the continuity of the group and its activities will occur if communication between members is successful and harmonious; conversely, if communication goes poorly, conflict will arise.

Development strategy source Power man is something must For answer challenges that will be faced in Century front (Fudin, 2019). An organization's ability to carefully consider the factors that influence employee trust increases the effectiveness of HR practices within the company. Human resources are an important part of every organization, human resource management is what influences human resources in an organization. Organizational patterns depend on the quality of human resources (Basari, Sebgag, Noval, Mudrikah, & Mulyanto, 2023). Organizations can stimulate desired behavior by using HR practices that encourage certain attitudes and behavior, and discourage undesirable behavior (Stinglhamber & Vandenberghe, 2003). According to (Grobler, Grobler, & Mathafena, 2019)practices basically have ethical, legal and financial implications which largely influence the perceptions that employees have about these practices in an organization. Research (El-Kassar, Dagher, Lythreatis, & Azakir, 2022) show the application of human resource practices to task performance is mediated by employee perceptions and has a positive influence on organizational support, creativity and innovative work behavior. Research result (Feng, Li, & Lei, 2022) show that HR practices viz Employee *job crafting* has a significant positive impact on task performance and contextual performance. This

research shows that employee work engagement has a positive impact on task performance and contextual performance. Other research conducted by (Shaffer & Darnold, 2020) show that that high-performance human resource practices are negatively related to CWB. But when coercive control systems are strong, the potential benefits of high-performance HR practices in terms of reducing CWB may be lost.

Individual Work Performance (IWP) is a performance measure used in studies of work environments (Koopmans et al., 2013). Dimensions *Individual Work Performance* (IWP) includes task performance, contextual performance and counterproductive work behavior. Task Performance (*Task Performance*) is proficiency or ability For do core task of work. Task performance consists from ability in do planning and organizing work, quality work, orientation to results and ability Work in a way efficient. Koopmans stated performance task seen as function management time somebody in a way effectiveness and efficiency in carry out task related work (van Zyl et al., 2024).

Contextual Performance (*Contextual Performance*) is behavior and actions extra outside task main support organization including Skills For do task addition, have initiative, take challenging task as well as develop knowledge and skills. Menuet Van Scotter and Motowidlo performance contextual consists from two aspects different that is dedication work and interpersonal (Danilo, Asia, & Viswesvaran, 2021). Contextual performance refers to activities that are not necessarily task or goal oriented but have a positive impact on individual, team, and organizational performance. According to Schiemann contextual performance involves the support of others, unity of purpose, tenacity and a strong desire to succeed (Akanpaadgi, Kuuyelleh, & Adam, 2024). As effort To increase productivity, managers must not only focus on task performance, but also on contextual performance that provides the energy that drives task performance. Behavior Work Counterproductive (*Counterproductive Work Behavior*) is behavior with negative value towards effectiveness organization . Behavior Work Counterproductive is considered to consist of voluntary activities that harm the organization, clients, coworkers, and the organization (Sypniewska, 2020). Things included in behavior Work counterproductive that is do dangerous action organization, individual always complain, do abuse information, do abuse time and resources Power organization.

This research aims to find gaps with previous research regarding communication and the effectiveness of HR initiatives on *Individual Work Performance* in an educational institution. The Gunungkidul Regency Education Service is the implementing element for Regional Government affairs in the Education Sector of Gunungkidul Regency. These activities were carried out in several work units including the Secretariat, PAUD and PNF Sector, Elementary School Sector, Junior High School Sector, and Manpower Development Sector. Another aim of this research is to conduct an analysis of the influence of employee communication and the perceived effectiveness of HR initiatives on individual work performance which includes *Task Performance*, *Contextual Performance* and Counterproductive *Work Behavior*. Researchers chose the Gunungkidul Regency Education, Youth and Sports Office because it is hoped that the research findings can be implemented to improve the quality of work and management of educational institutions so that they can provide positive impacts and practical benefits for institutional development.

Based on previous research, there is a need for further research regarding the influence of employee communication and the effectiveness of HR initiatives on *Individual Work Performance* by considering several hypotheses. First, communication is a tool that can influence either

directly or as a mediation between variables regarding task performance. Second, the role of communication in relation to contextual performance is to have a significant influence on the achievement of contextual performance. Third, communication built employees in company effective in a way direct in reduce behavior counterproductive work. Fourth, effectiveness initiative source Power good human give impact performance task increasing number of employees. Fifth, increasingly Good or tall level effectiveness HR initiatives in company, then level performance contextual employees will too increase. Sixth, effective HR initiatives will reduce the level of employee counterproductive behavior.

RESEARCH METHODS

This research uses a quantitative approach with a sampling strategy design. Sampling research is used by researchers to prove causal relationships between variables without any intervention (Wardhana, 2022). Object in this research is the Department of Education, Youth and Sports Gunungkidul Regency (Rongkop and Girisubo District Regional Coordinator), the research subjects were all employees of the Gunungkidul Regency Education, Youth and Sports Office. The sample used in this research were employees in the regional coordinator of Rongkop and Girisubo Districts who met the criteria as ASN or Non-ASN who had worked for more than one year.

The type of data used in this research is primary data, namely data obtained directly from respondents through questionnaires provided by researchers to analyze and find solutions and taken from the research object. (Sekaran & Bougie, 2016). The data collection technique in this research uses a questionnaire using a Likert scale (Munshi, 2014). Likert scale with 7 measurement weights, namely:

Table 1. Linkert Scale Scoring

No	Statement	Score	
		Favorable	Unfavorable
1	Strongly Disagree	1	7
2	Don't agree	2	6
3	Simply Disagree	3	5
4	Neutral	4	4
5	Simply Agree	5	3
6	Agree	6	2
7	Strongly agree	7	1

Source : Primary data, 2023

Study consists of two variables independent (*independent variable*) and one variable dependent (*dependent variable*). The independent variable in this research is variable employee communication and perceived effectiveness of human resource initiatives, while the dependent variables in this research are task performance, contextual performance and counterproductive work behavior which are 3 elements in *Individual Work Performance (IWP)*.

Table 2 . Definition Operational Variable Study

Variable	Understanding	Indicator	Question Items		
Communication employee	Communication employee is the delivery process message through the different platforms that it consists of from verbal or nonverbal sentiment. (Kalogiannidis & Papaevangelou, 2020)	<i>Horizontal Communication</i>	2		
		<i>Downward Communication</i>	2		
		<i>Upward Communications</i>	2		
Effectiveness of Human Resources Initiatives	Effectiveness initiative source Power perceived human is a considered process influence activity attract , recruit , engage, retain , develop , and give award to employee .. (Grobler et al., 2019)	<i>Rewards</i>	1		
		<i>Training &</i>	1		
		<i>Development</i>	1		
		<i>Job Design</i>	1		
		<i>Employee Security</i>	1		
		<i>Participation and Autonomy</i>	1		
		<i>Recruitment &</i>	1		
		<i>Selection</i>	1		
Individual Work Performance	Size performance used in environmental studies Work (Koopmans et al., 2013)				
		1. <i>Task Performance e</i>	Skills or ability For do core task of work .	<i>Planning</i>	5
				<i>Work Results</i>	
				<i>Priority Scale</i>	
				<i>Efficient</i>	
		2. <i>Contextual Performance</i>	Behavior and actions extra outside task main support organization .	<i>Time Management</i>	8
				<i>Initiative</i>	
				<i>Challenges</i>	
				<i>Knowledge</i>	
		3. <i>Counterproductive Work Behavior</i>	Behavior with negative value towards effectiveness organization .	<i>Skills</i>	1
<i>Creative</i>					
<i>Responsibility</i>					
<i>New Challenges</i>					
		<i>Active</i>			
		<i>Sigh</i>	1		
		<i>Exaggerate the Problem</i>	1		
		<i>Focus on Negative Aspects</i>	3		
TOTAL			32		

Deep data analysis techniques study use Structural Equation Modeling (SEM). SEM is a powerful multivariate statistical analysis technique that combines factor analysis and multiple regression analysis. SEM is able to analyze the relationship between latent constructs simultaneously in a model. This latent construct is measured using several items in a questionnaire (Rahadi, 2023). This research consists of two tests, namely data measurement model testing (*outer model*), structural model testing (*inner model*) and hypothesis testing with

method *Partial Least Square (PLS)* using *SmartPLS version 4 software*. PLS is a method for solving *Structural Equation Modeling (SEM)* which in this case is better than other SEM techniques. SEM has a higher level of flexibility in research that connects theory and data, and is able to carry out path analysis *with* latent variables so it is often used by researchers who focus on social sciences.

data measurement model uses validity tests and reliability tests. Validity test used For prove accuracy details question in research and measuring instruments clarity framework in A study (Utami, 2023). The validity test in this research used several testing stages, namely through *the Convergent Validity* , *Average Variance Extracted (AVE)* and *Discriminant Validity tests* . Test results can be said to be good if each question item has a value greater than 0.5 (Ghozali, 2014). Reliability test in study is the test used For measures the extent to which the instrument provides stable and consistent results. Reliability testing can be carried out through composite reliability, a variable can be said to be reliable when it has a composite reliability value ≥ 0.7 (Sekaran & Bougie, 2016).

Test the structural model (*inner model*) in study This evaluated with using R^2 . Structural model measurement The R^2 value is used to measure the level of variation in changes in the independent variable towards the dependent variable. Hypothesis testing in study done by looking at the calculated value of the Path Coefficient in the inner model test. A hypothesis is said to be accepted if the statistical T value is greater than the T table 1.96 (α 5%) which means that if the statistical T value for each hypothesis is greater than the T table then it can be declared accepted or proven.

RESULTS AND DISCUSSION

The results of data analysis in this research consist of demographic analysis results, validity test results, reliability test results and hypothesis test results.

Demographic Analysis

The results of demographic analysis including gender, length of service and employee work status were obtained from 100 correspondents who met the requirements to answer the questionnaire.

Table 3. Classification Respondent

No	Classification Respondent	Indicator	Percentage	Total
1	Gender	Man	66%	100%
		Woman	34%	
2	Years of service	1-3 years	51%	100%
		4-6 years	27%	
		7-9 years	10%	
		≥ 10 years	12%	
3	Employee Status	ASN	59%	100%
		Non-ASN	41%	

Source: Primary Data, 2023

Validity Test Results

Validity testing is carried out on each question item available for each variable (indicator). The validity test in this research was carried out in several stages, namely convergent validity test, discriminant validity test and *Average Variance Extracted (AVE) test*.

Table 4. Validity Test Results

	EC	EHRI	T.P	CP	CWB
EC_1	0.769	0.515	0.548	0.508	0.389
EC_2	0.770	0.546	0.441	0.537	0.291
EC_3	0.888	0.575	0.578	0.513	0.383
EC_4	0.725	0.627	0.408	0.451	0.301
EC_5	0.721	0.530	0.655	0.685	0.463
EC_6	0.876	0.560	0.566	0.495	0.375
EHRI_1	0.498	0.758	0.450	0.544	0.193
EHRI_2	0.594	0.796	0.445	0.506	0.235
EHRI_3	0.670	0.903	0.578	0.676	0.382
EHRI_4	0.553	0.859	0.439	0.580	0.231
EHRI_5	0.638	0.826	0.528	0.609	0.307
EHRI_6	0.493	0.766	0.504	0.702	0.335
EHRI_7	0.667	0.901	0.568	0.665	0.375
EHRI_8	0.566	0.871	0.455	0.594	0.239
TP_1	0.655	0.554	0.892	0.668	0.500
TP_2	0.611	0.572	0.856	0.728	0.400
TP_3	0.600	0.484	0.894	0.718	0.464
TP_4	0.628	0.557	0.914	0.735	0.480
TP_5	0.492	0.433	0.812	0.679	0.496
CP_1	0.419	0.549	0.640	0.704	0.391
CP_2	0.473	0.514	0.674	0.792	0.348
CP_3	0.586	0.658	0.684	0.832	0.399
CP_4	0.645	0.693	0.707	0.835	0.374
CP_5	0.631	0.591	0.685	0.823	0.424
CP_6	0.413	0.461	0.497	0.718	0.320
CP_7	0.502	0.529	0.560	0.761	0.309
CP_8	0.529	0.542	0.549	0.760	0.445
CWB_1	0.393	0.284	0.442	0.385	0.930
CWB_2	0.397	0.225	0.498	0.452	0.740
CWB_3	0.450	0.386	0.442	0.433	0.778
CWB_4	0.382	0.276	0.431	0.374	0.928
CWB_5	0.401	0.323	0.474	0.424	0.924

Source: Primary Data, 2023

Validity Test Convergent

Rule of thumb used for the convergent validity test are *outer loading* > 0.70 and *average variance extracted (AVE)* > 0.50. Thus, the higher the factor loading value, the more important the

role of loading in interpreting the factor matrix (Priyono, Perkasa, Nusantara, & Paramadina, 2024). The results of the convergent validity analysis, if it is known that there are several manifest variables whose value is <0.70 , must be dropped from the model because they do not meet the requirements of the convergent validity test.

In Table 4 above, all question items have a *factor loading* greater than 0.7 so no items were excluded. The results of the test showed that all items from the instrument were declared to have passed the convergent validity test.

Validity Test Discriminant

Testing for discriminant validity is carried out through *cross-loading values* which show the magnitude of the correlation between constructs and their indicators and indicators from other constructs. The standard value used for *cross-loadings* must be greater than 0.7 to be considered valid.

Data from Table 4. shows that the correlation of *cross-loading values* for each item has a value of > 0.70 and has the greatest value when connected to the latent variable compared to when connected to other latent variables, thus proving that the discriminant validity results in this study have met the requirements in testing and all items are declared valid.

AVE Test

Table 5 . Average Variance Extracted (AVE) Test

	Average Variance Extracted (AVE)	Results
Employee_Communication	0.631	Valid
Effectiveness of HR Initiatives	0.700	Valid
Task_Performance	0.764	Valid
Contextual_Performance	0.608	Valid
CWB	0.746	Valid

Source: Primary data, 2023

The table data shows that the AVE value of all variables has a value of > 0.5 , thus stating that each variable has a good discriminant validity value.

Reliability Test Results

Reliability testing was carried out using two methods, namely *Cronbach's alpha* and *Composite reliability*. *Cronbach's alpha* measures the lower limit of the reliability value of a construct, while *Composite reliability* measures the actual value of the reliability of a construct (Wanboko, Tewal, & Taroreh, 2023).

Cronbach's Alpha Test

Table 6 . Cronbach's alpha

	Cronbach's alpha	Results
Employee_Communication	0.882	Reliable
Effectiveness of HR Initiatives	0.938	Reliable
Task_Performance	0.923	Reliable
Contextual_Performance	0.908	Reliable

	Cronbach's alpha	Results
CWB	0.912	Reliable

Source: Primary data, 2023

Based on this table, *Cronbach's alpha value* in the analysis results is greater than 0.7, which states that the reliability test value is good. Therefore, it can be concluded that the variables tested are valid and reliable. The results of the reliability test can then be used to test the structural model.

Composite Reliability Test

Composite Reliability testing shows that each variable in the research can be said to be reliable if *the Composite Reliability value is >0.7*, for *confirmatory research* and a value *>0.6 - 0.7* is still acceptable for *exploratory research* (Yazdi, Setyadi, & Astiti, 2022).

Table 7. Composite Reliability

Variable	(rho_a)	(rho_c)	Results
Employee_Communication	0.889	0.910	Reliable
Effectiveness of HR Initiatives	0.944	0.949	Reliable
Task_Performance	0.929	0.942	Reliable
Contextual_Performance	0.916	0.925	Reliable
CWB	0.912	0.936	Reliable

Source: Primary data, 2023

Based on the table, it can be seen that *Composite Reliability* for each variable has a value > 0.7. This value proves that each variable in the research has met the *Composite Reliability* requirements and has a good level of reliability.

Structural Model Test Results (R²)

The structural model measurement of the R^{2 value} is used to measure the level of variation in changes in the independent variable towards the dependent variable. The higher the R² value means the better the prediction model of the research model.

Table 8 . R-Square of Task Performance

	R-square
Task Performance (TP)	0.499

Source : Primary data, 2023

Based on the table, the R^{2 value} for the Task Performance variable is 0.499. This shows that the variables employee communication and perceived effectiveness of human resource initiatives have an influence value of 49.9% on task performance. This figure shows that the employee communication variable (X1) and the perceived effectiveness of human resource initiatives (X2) simultaneously (together) influence the task performance variable (Y1) by 49.9%, the better the communication and the higher the effectiveness of HR initiatives. resulting task performance.

Table 9. R - Square Contextual Performance

	<i>R-square</i>
Contextual Performance (CP)	0.596

Source: Primary data, 2023

Based on the table, the R^2 value for the Contextual Performance variable is 0.596. This shows that the employee communication variable and the perceived effectiveness of human resource initiatives have an influence value of 59.6% on the contextual performance variable. This figure shows that the employee communication variable (X1) and the perceived effectiveness of human resource initiatives (X2) simultaneously (together) influence the contextual performance variable. (Y2) is 59.6%, the better the communication and the higher the effectiveness of HR initiatives, the higher the resulting contextual performance.

Table 10. *R-Square* Behavior Work Counterproductive

	<i>R-square</i>
Behavior Work Counterproductive (CWB)	0.225

Source: Primary data, 2023

Based on the table, the R^2 value for the Counterproductive Work Behavior variable is 0.225. This shows that the employee communication and perceived effectiveness of human resource initiatives variables have an influence value of 22.5% on the counterproductive work behavior variable. This figure shows that the employee communication variable (X1) and the perceived effectiveness of human resource initiatives (X2) simultaneously (together) influence the behavioral variable. Work counterproductive (Y3) of 22.5%, the better the communication and the higher the effectiveness of HR initiatives, the lower the behavior Work resulting counterproductive.

Hypothesis Test Results.

The hypothesis in the statistical value for alpha is 5% and the t-statistic value used is 1.96. So, the criteria for declaring a hypothesis accepted or rejected is if the t-statistic is > 1.96 and the P-Values have a value < 0.05 . The first hypothesis regarding the effect of employee communication on task performance (Task Performance) shows a value of (O = 0.527), a t-statistic value of $4.615 > 1.96$, and a p-value of $0.000 < 0.05$. Based on these results, H1 states that employee communication has a positive influence on task performance. **accepted.**

The second hypothesis regarding the influence of employee communication on contextual performance (Contextual Performance) shows a value of (O = 0.328), a t-statistic value of $2.846 > 1.96$, and a p - value of $0.004 < 0.05$. Therefore, the third hypothesis which states that employee communication has a positive influence on contextual *performance* is **accepted.** The third hypothesis regarding the influence of employee communication on counterproductive work behavior *shows* a value of (O = 0.447), a t- statistic value of $3.738 > 1.96$, and a p- value of $0.000 < 0.05$. Therefore that's a hypothesis the third stated that hypothesis communication employee have influence negatively towards behavior Work counterproductive (*Counterproductive Work Behavior*) **rejected.**

Fourth hypothesis about influence effectiveness initiative source Power man perception to performance task (*Task Performance*) shows mark (O = 0.228), t - statistic value 1.910 < 1.96, and p - value 0.056 > 0.05. Results shown that is *original sample* (O) of 0.228 and t- statistics of 1.91 which is more small from 1.96. Therefore that's a hypothesis to four stated that hypothesis effectiveness initiative source Power man perception have positive influence to performance task (*task performance*) **rejected**.

Fifth hypothesis about influence effectiveness initiative source Power man perception to performance contextual (*Contextual Performance*) show value (O = 0.505), t- statistic value 5.279 > 1.96, and p- value 0.000 < 0.05. Therefore that's a hypothesis the fifth stated that hypothesis effectiveness initiative source Power man perception have positive influence to performance contextual (*contextual performance*) **is accepted**. Sixth hypothesis about influence effectiveness initiative source Power man perception to behavior Work counterproductive (*Counterproductive Work Behavior*) show value (O = 0.038), t – statistic value 0.244 < 1.96, and p – value 0.807 > 0.05. The results shown are t- statistics more small of 1.96 and the p-value is more big from 0.05. Therefore that's a hypothesis the sixth stated that hypothesis effectiveness initiative source Power man perception have influence negatively towards behavior Work counterproductive (*Counterproductive Work Behavior*) **rejected**.

Table 11 . Results of T-Statistic Analysis and P Values

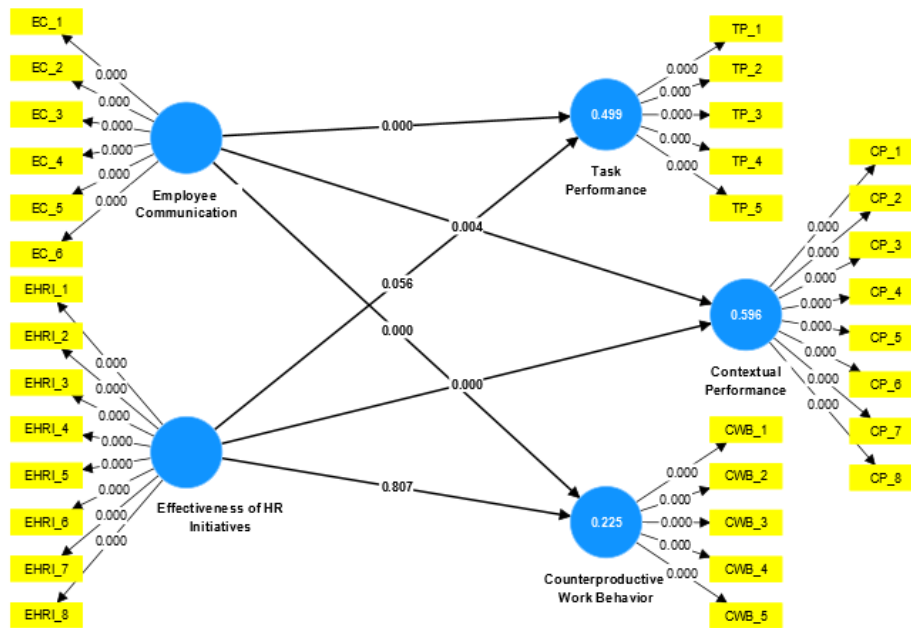
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STD EV)	P Values
EC -> TP_	0.527	0.530	0.114	4,615	0,000
EC -> CP_	0.328	0.332	0.115	2,846	0.004
EC -> CWB_	0.447	0.450	0.120	3,738	0,000
EHRI_ -> TP_	0.228	0.240	0.119	1,910	0.056
EHRI -> CP_	0.505	0.516	0.096	5,279	0,000
EHRI -> CWB_	0.038	0.044	0.154	0.244	0.807

Source : Primary data, 2023

Information :

- EC** : Communications Employee
- EHRI** : Effectiveness Perceived HR Initiative
- TP** : Task Performance
- CP** : Contextual Performance
- CWB** : Behavior Work Counterproductive

Figure 1. Hypothesis Testing Results



Influence Communication employee Regarding Task Performance (*Task Performance*)

Study This prove that communication employee influential to performance assignment , so H1 is accepted . These results in accordance with research conducted by ((Werner, Gorman, & Crites, 2019)) shows that visual and audio communication on the team own influence on improvement performance task (*task performance*). Study (Lee & Kim, 2020) confirm that performance task in good and inclined team No problematic will correlated positive with communication . Research result This show that importance communication in something organization Good horizontally, downwards nor to the top own influence in a way direct for employee in carry out responsibility the job you have. Other research conducted by (Zhang, Chiang, Xu, & Gao, 2020) find that communication that occurs between leader with employee will give rise to positive and capable relationships increase performance task subordinates and creativity employee.

Communication hold role important For help member organization carry out tasks with Good. If communication in organization No effective, then difficult For reach objective. When communicating stop, risk happen split in organization become big. Therefore it, has ability good communication really helps in build effective communication within A organization (Cyrious & Adriana, 2023). Good communication will give good impact and benefits on quality Work employee. Whereas poor communication will give impacts and risks so the process is in organization No can walk with Good.

Influence Communication employee To Contextual Performance (*Contextual Performance*)

Study This show that communication employee have positive influence to performance contextual (contextual performance), so that H2 is accepted. This result in accordance with research conducted by ((Xu & Xue, 2018)) stated impact communication leader to subordinate own effect positive to performance contextual . Study (Yue Guo and Bin Ling, 2020) state that communication mediate motivation leader to performance contextual in a way positive.

Research result This show that communication employee give influence positive to behavior and patterns Work addition employee in organization. According to (Widodo, 2020) employees who have ability adequate verbal and nonverbal communication can help employee Work with smooth and flexible. Likewise, employees can transfer and receive knowledge with fast and accurate too easy describe and define return various incident or relative objects new.

Influence of Communication employees towards Counterproductive *Work Behavior*

Study This show that communication employee have positive influence to behavior Work counterproductive (*counterproductive work behavior*), so H3 is rejected. This result supported by research conducted by ((Labban & Bizzi, 2021) state that communication carried out employee in a way No direct make employee tend do work way counterproductive. This result leaving behind with Dawid's deep research his research put forward that quality good relationship between employee will negative effect on degrees behavior Work counterproductive (Szostek, 2019).

Research result This show that communication employees do in a way direct in something organization No terrible influence on reduction behavior counterproductive work carried out by employees. Jeong Sik, Jong Gyu, & Hyu(Solechan, 2021)n Jung (2022) in his research state that employee behave depending on how they treated and how feeling they valued in organization. Therefore that, when employee satisfied with communication that occurs in organization, employee tend do behavior initiative or with do effort extra For push functioning organization in a way effective. Whereas If employee feel not enough satisfied with communication is established, then behavior work that doesn't productive will Possible happen in organization.

Influence Effectiveness Initiative Human Resources Perception Regarding Task Performance (*Task Performance*)

Study This prove that effectiveness initiative source Power man perception No influential to performance task, so H4 is rejected. This result leaving behind with two studies previously (Aggarwal, Sadhna, Gupta, Mittal, & Rastogi, 2022) and (El-Kassar et al., 2022) that state results that effectiveness initiative source Power man influential in a way positive and significant to performance task. Dewi's (Niati, Siregar, & Prayoga, 2021) show that motivation and training as one of the internal indicators HR practices can in a way effective increase performance work and development career employee.

Results on research This show that need there are other mediating factors role initiative source Power man in influence performance task. Although organization supported with facilities and infrastructure as well as sufficient funds However objective company difficult fulfilled when without reliable HR support. HR is key principal, meaning key principal HR is a determining factor success activity organization (Firano, 2024; Hoar, Kurniawan, & Herawati, 2021).

Influence Effectiveness Initiative Human Resources Perception Towards Contextual Performance (*Contextual Performance*)

Study This prove that effectiveness initiative source Power man perception influential to performance contextual, so H5 is accepted. Research result This supported by research conducted by ((Fortuna & Yurnalis, 2020; Isa, Neliwati, & Hadijaya, 2024) with results his

research practice management source Power man influential significant to performance contextual. Management source Power man as formation system management useful For ensure the potential it has man utilized in a way effective and efficient For reach objective company .

Research result This show good HR initiatives in organization will give rise to impact on behavior and actions employee in increase aspect Skills or do development knowledge as effort support work.

Influence Effectiveness Initiative Human Resources Perception To Behavior Work Counterproductive (*Counterproductive Work Behavior*)

Study This prove that effectiveness initiative source Power man perception No influential to counterproductive work *behavior*, so H6 is rejected. This result contradictory with research conducted (Kartiko, Rokhman, Priyono, & Susanto, 2024; Kartiko et al., 2024; Kura, Shamsudin, Umrani, & Salleh, 2019; Rokhman, Usman, Usman, Kassim, & Muslihun, 2023) with results his research HRM practices are related negative with behavior Work counterproductive. (Novan & Wahyuningtyas, 2020) in his research find influence innovative HR practices will influential significant negatively towards behavior Work counterproductive employee.

(Shaffer & Darnold, 2020) explains that effective HR practices will reduce the level of employee counterproductive behavior. However, if control is carried out by force or in the form of pressure, then the benefits of the effectiveness of HR practices in reducing counterproductive behavior will decrease or disappear. The results of this research are supported by existing theory showing that the effectiveness of HR initiatives carried out by companies does not have an impact that can influence the level of employee work behavior in a counterproductive way.

CONCLUSION

Based on the results and discussion of the research described in the previous chapter, effective communication own impact significant positive to performance task and contextual performance individual. Research result This show that clear, open and directed communication facilitate exchange efficient and accurate information between individuals in place Work. Good and open communication facilitates the creation of a cooperative and collaborative work environment. Effective communication allows individuals to share information, ask for help, and provide support to coworkers. This in turn influences individual contextual performance, such as helping colleagues, making contributions outside of primary tasks, and actively participating in organizational activities. The results of this research indicate that a lack of open and transparent communication between superiors and subordinates, as well as between co-workers, can result in task ambiguity, lack of constructive feedback, and the emergence of interpersonal conflict. This can increase levels of CWB in the workplace, hinder productivity, and harm the overall organizational climate. Poor or inadequate communication can hinder the efficient exchange of information, cause misunderstandings, and reduce individual job satisfaction. This can trigger CWB, such as sabotage, avoidance of responsibility, and unethical behavior.

Organizations that implement various HR initiatives may not necessarily result in improved individual task performance. Other factors may have a greater influence on task performance, such as work environment factors, leadership support, or other individual factors. Effective HR initiatives have a significant positive impact on individual contextual performance. The results of this research indicate that effective HR initiatives include organizational efforts to encourage employee participation in decision making, provide adequate support and resources,

and promote a collaborative and inclusive work culture. Individuals who feel supported by good HR initiatives tend to be more motivated to contribute actively outside of their main tasks. The results of this study also show that although organizations implement various HR initiatives, such as employee development and incentive programs, there is no significant correlation between these HR initiatives and reducing CWB. Other factors, such as organizational climate, individual personality factors, or other social factors, may have a greater influence in influencing CWB. Overall, this research shows that in the specific context of this study, there is no significant relationship between the effectiveness of HR initiatives and the reduction of CWB.

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