

# **Effectiveness of Interpersonal Supervisor Communications to Time Periodic Performance through Delay Projects (Case Study of PT X Projects)**

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**ABSTRACT:**poor communication can not achieve the performance of time. researchers conducted studies on delayed aspects of communication, finding researchers who did not exist in any order of 15 large to 5 large factors in different factors to the delay in the study. The difference of this research with previous research 8 effectiveness of interpersonal communication dissected big influence if applied in making project delay and become guide of effectiveness which must be done to know what points become gap between supervisor and PT X craftsman by comparing result research and pre-research interviews. research conducted at PT X which has ISO 9001: 2008 and OHSAS 18001: 2007 certification which has been established for 33 years and has 1000 workers. the research method is done by spreading the questionnaire in PT X with sample of 20 Supervisor with minimum 3 years working period, the researcher uses Partial Least Square (PLS) to analyze the result of total influence value by summing the direct and indirect influence: openness (x1) -0,299 (x3) -0,265 have negative effect, equality (x5) 0,179 have positive effect, leadership (x6) 0,963 have positive influence, communication process (x7) has positive effect, ) 0,449 have a positive effect, motivation (x8) -0,157 have a negative effect where the negative influence become the gap between supervisor and daily repairman.

**KEYWORDS :** Effectiveness of interpersonal communication, contractor delays, time performance, supervisors.

## **I. INTRODUCTION**

Non-fluent communication will make it difficult for the supervisor to coordinate the work, during the morning briefing if all the instructions given by the supervisor can be understood by the craftsman so that the craftsman's time performance will increase, because the handler receives the message delivered by the supervisor in the form of time job target, work, preferred job and others, what if reversed because of the disturbance either the psychic or other disturbances make the artist reluctant to listen and do not want to follow these instructions, this is the basis for researchers to examine the communication how should be applied to the craftsman daily in PT X.[1] points out that the problem of inadequate work plans, unavailability of resources and lack of communication / coordination, are the dominant factors as the cause of delays from the contractor side Impacts caused by bad communication affect the completion time of project activities in PT X. Here's the day's response to the project's circumstances if delayed, "At the end of the project is always a chase so much work accelerated time of work" (Source: Informant I). Why at the end of the project always accelerated, all new workers lowered the spaciousness, the project is at risk not completed and finally the builders feel like working like a machine (Source: Informant 2). The many incoming and outgoing workers in the not too long time, too much in and out of the worker, the lack of workforce at the beginning will force many end-use workers, essentially PT X projects often experience an accelerated project schedule (Source: Informant 3).

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Craftsman always feel uncomfortable in working when project is delayed (Source: Informant 4). When the project is delayed there is a gap between the builder and the supervisor (Source: Informant 5).

## II. WHY INTERPERSONAL COMMUNICATION IS SO IMPORTANT TO SUPERVISOR

observing the background of the problem, can be identified from the pre-research interviews, if the project is delayed will have a significant impact on time performance and the significant influx of labour surrender in PT X. This allows the loss of qualified and non-qualified craftsman the completion of project completion time in PT X.

Researchers try to focus on the communication aspect, because the communication aspect always appears in the top 15 or even the top 10 of the factors causing delay in the project, along with the results of some previous researchers that have been collected:

Table 1: Project Results Delay Communication Aspects

No	researchers	Judul	Year	aspects of communication
1	Afshari, Khosravi, Ghorbanali, Borzabadi, Valipour.	Identification of Causes of Non-excusable Delays of Construction Projects.	2011	20 causes of Unacceptable Delay, 12th Coordination.
2	Hamzah, Khoiry, Arshad, Tawil, Che Ani.	Cause of Construction Delay - Theoretical Framework.	2011	poor coordination, contractor communication is included in the list of unacceptable delay sequences.
3	Muhwezi, J. Acai, G. Otim.	An Assessment of the Factors Causing Delays on Building Construction Projects in Uganda.	2014	Poor communication and coordination, including the category of causes of delay by contractors, are in the order of 11 out of 27 major causes.
4	Mahamid.	Common Risks Affecting Time Overrun in Road Construction Projects in Palestine : Contractors Perspective.	2013	Poor coordination and communication among members, there are in the top 4 of 7 major factors delay project.
5	Messah, Widodo, Adoe	Study of Causes of Delays	2013	Lack of

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		in Implementation of Building Construction Projects in Kupang City.		communication and coordination among parties involved 9 out of 10 major delays associated with contractors.
6	Divya, Ramya	Causes, Effects and Minimization of Delays in Construction Projects.	2015	Poor communication and coordination in order of 2 of the 5 major causes of delay by contractors.
7	Agu, Ibe	Assessment Of Factors Causing Delay On Building Construction Projects in Enugu, Nigeria	2015	Poor communication and coordination, is in the order of 2 of the 12 main causes of contractor-related delay
8	Daba, Pitroda	A Critical Literature Review on Main Cause of Delay in Construction Projects	2018	Poor communication and coordination among project members is a delay factor associated with the contractor
9	Kesavan, Gobidan, Dissanaya	Planning & Mitigation Methods to Reduce the Project Delays in Sri Lankan Civil Engineering Construction Industries	2015	Poor coordination and communication are listed in 10 out of 52 delay factors in Sri Lanka construction
10	Al-Emad1, Rahman, Nagapan, Gamil	Ranking of Delay Factors for Makkah's Construction Industry.	2017	Poor coordination in rank 2 and poor communication in rank 8 out of 10 main factors causing delay

interpersonal communication can influence the daily builder in reaching the project on time because this communication is two-way and there are many indicators that can facilitate the stimulus process or message in the form

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of communicating instructions, keep the atmosphere conducive and prevent the reduction of the daily worker to finish the project on time. This series of interpersonal communication models will suggest some ways on the supervisor in coordinating to the day-worker when the project is delayed.

## III. SUPERVISOR BASED INTERPERSONAL COMMUNICATIONS

### Basic Communication Skill

A Supervisor in addition to being equipped with experience in the field and master the theory in interior work must also have [2] 3 important elements that must be developed in him which will affect the Supervisor's communication to the performance of artisans include: Ethos is the power of the speaker of his personal character, so his utterances can be trusted. Pathos is the power that a speaker has in controlling the emotions of his audience, while the Logos is the power that communicators have through their arguments.

### Pattern of communication

[3] is a process designed to represent the reality of the interconnectedness of the elements covered and its sustainability, in order to facilitate systematic and logical thinking.[4] Communication Pattern consists of 3 kinds: 1. One way communication pattern, 2. Two way communication pattern or Two way traffic communication, 3. Multi-way Communication Pattern.

### Interpersonal Communication

[5] Interpersonal Communication is the delivery of a message by one person and the receipt of a message by another person or a small group of people, with its effects and with the opportunity to provide immediate feedback. This type of communication is considered most effective in changing one's attitude, opinion or behavior, because of its dialogical nature of conversation. Reverse flow is straightforward, communicators know the response of communicants at once. [6] when communication is launched, the communicator knows for sure whether the communication is positive or negative, succeed or not. If he can give the opportunity to the communicant to ask as wide as possible.[7] that the Effectiveness of Interpersonal Communication begins with 1. Openness, 2. Empathy, 3. Supportiveness, 4. Positive attitude (Positiveness), 5. Equality (Equality)

### Coordination

[8] Normatively, coordination is defined as the authority to mobilize, harmonize, align, and balance specific or different activities so that they are directed to a particular purpose. While functionally, coordination is done in order to reduce the negative impact of specialization and to streamline the division of labor. [9] Coordination is defined as a business cooperation between agencies, agencies, units in the implementation of certain tasks, so there is mutual filling, mutual help and complementary.

### Form of Coordination In Organizations

[10] there are two types of coordination, namely internal coordination and external coordination.a). Internal Coordination,1. Vertical Coordination is where between coordinating with structurally coordinated hierarchical relationships exist because one with the other is on a single command line, 2. Horizontal coordination is the functional coordination where the coordinate has the same echelon level, 3. Diagonal coordination is functional coordination where the coordinate has a higher position of the echelon level than the coordinated one, but one with the other is not in a single command line.(b. External coordination including functional coordination, in functional external coordination, the coordination is only horizontal and diagonal external coordination. Vertical coordination is a coordination conducted by a regional head who carries out development activities between departments as well as among other departments of the services, such as staff meetings, work meetings and leadership meetings. Horizontal coordination is where a head or leader is always in contact with other departments deemed to be related or to the problems of development carried out within his / her working area.

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## Characteristics of Coordination in Organizations

[11] the characteristics of coordination are as follows: 1. Coordination responsibility lies in the leader, 2. Coordination is a joint venture, 3. Coordination is a continuous process, 4. Adanya regular group business arrangements, 5. Concept of unity of action is the core rather than coordination, 6. The purpose of coordination is common goals. From the above theory can be linked to this research that the implementation of good coordination required good communication in fulfilling all the characteristics of the coordination.

## Interpersonal Communication Model

In the interpersonal communication of the current that occurs is two-way, even communicators can be communicant, likewise, the components of interpersonal communication can be explained through the following figure :

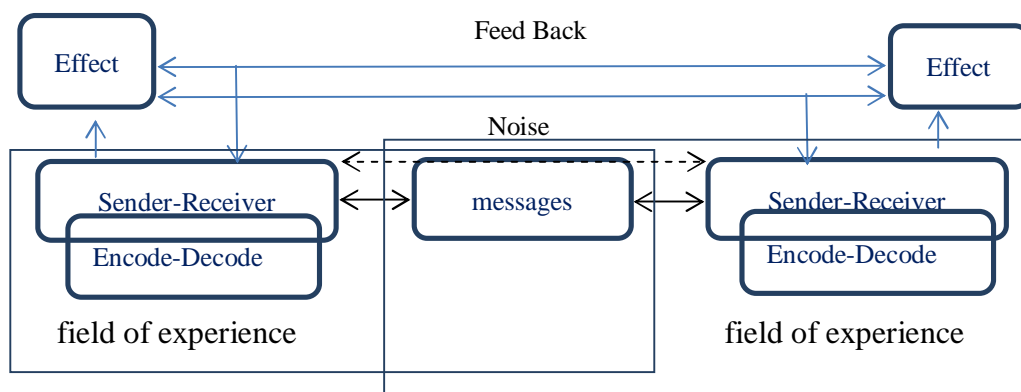


Fig 1: Devito Interpersonal Communication Model Chart

[12] Among other communication techniques, interpersonal communication is considered the most powerful in changing attitudes, behaviors and opinions, this is caused by face to face. From the picture above can be explained that the components of interpersonal communication are as follows : a. Receiver-Receiver, b. Encoding-Decoding, c. Messages, d. Channel, e. Disturb Or Noise, f. Physical disorders, g. Psychological disorders, h. Semantic disorder, i. Feedback, j. Effect. This research was done by distributing questionnaires / questionnaires to Supervisor PT X. Using Quantitative research of descriptive approach, by collecting data through questionnaire, the number of respondents is already known under 100 people for that researcher using Saturated Sampling (Census), then measured by Skalalinkert and analysed with PLS, and supported by the results of pre-research interviews with several day labourers to strengthen the results of this study.

## IV. EXPERIMENTAL RESULTS

After the analysis of Outer Model As the test Convergent validity, Construct Reliability, Average Variance Extracted-AVE, Discriminant validity, cross loading and model undimensionalitas.

### Outter Models

there are some indicators that have been removed so that the results obtained valid and feasible for the analysis, from 3 models that have been in get from result of analysis which have been done finally obtained by model 4 which all indicator have valid, following details:

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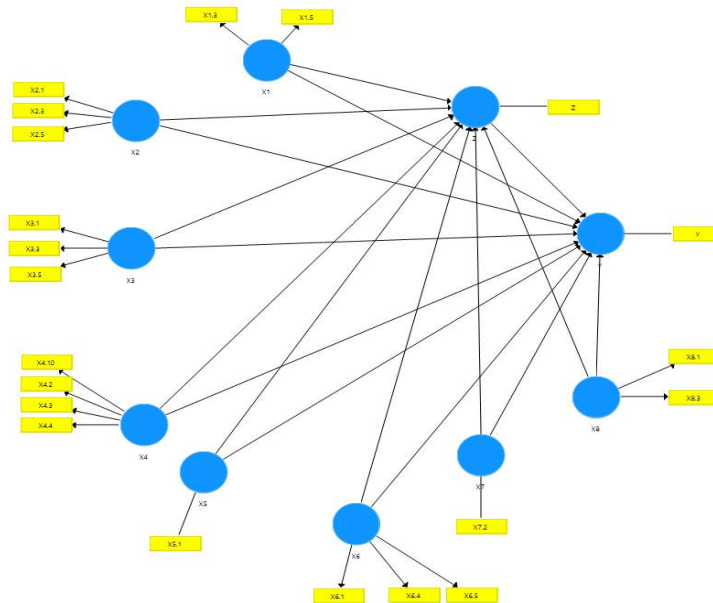


Fig 2: Model 4 before analysis

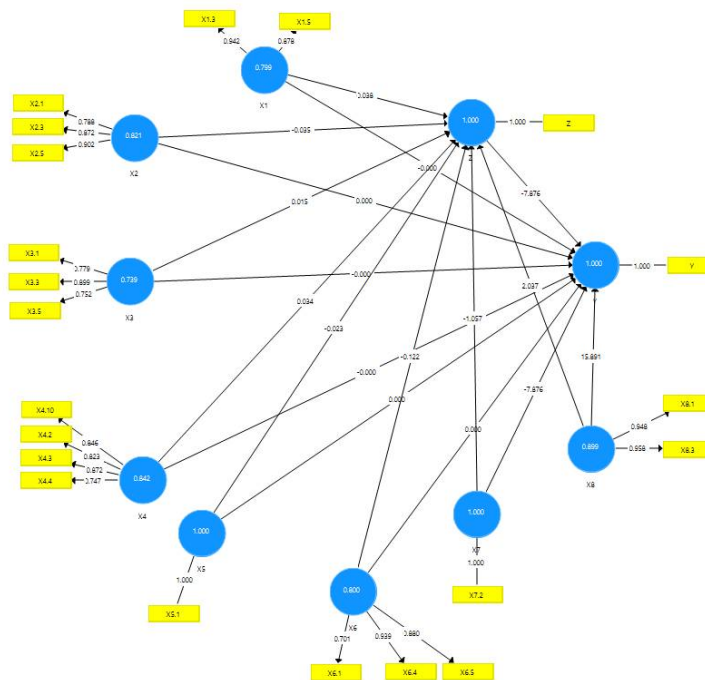


Fig 3: Model 4 after analysis

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If described in more detail are as follows:

Table 2: Analysis Model 4

	X1	X2	X3	X4	X5	X6	X7	X8	Y	Z
X1.3	0.942									
X1.5	0.878									
X2.1		0.788								
X2.3		0.872								
X2.5		0.902								
X3.1			0.779							
X3.3			0.899							
X3.5			0.752							
X4.10				0.846						
X4.2				0.823						
X4.3				0.872						
X4.4				0.747						
X5.1					1.000					
X6.1						0.701				
X6.4						0.939				
X6.5						0.880				
X7.2							1.000			
X8.1								0.948		
X8.3								0.958		
Y									1.000	
Z										1.000

From the table above the value of outer loading can be seen that all items or indicators value outer loading already > 0.7 (Marked in green which means > 0.7 which means it has been valid). Then based on the validity of outer loading otherwise all items or indicators have been valid by Convergent validity. Model Unidimensionality Analysis. The test of predictability is to ensure that there is no problem in measurement. The undimensionality test is performed using composite reliability and alpha cronbach indicators. For both of these indicators the cut-value is 0.7. So based on the above table, all constructs have met the unidimensionality requirement because the value of composite reliability > 0.7. Discriminant validity aims to test to what extent the latent construct is completely different from the other constructs. The high value of discriminant validity gives an indication that a construct is unique and can explain the phenomenon being measured. A construct is said to be valid by comparing the root value of AVE with the correlation value between the latent variables. AVE root value must be greater than the correlation between latent variables.



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Table 3 : Discriminant validity test results

	X1	X2	X3	X4	X5	X6	X7	X8	Y	Z
X1	0.910									
X2	0.848	0.855								
X3	0.609	0.647	0.813							
X4	0.657	0.711	0.554	0.823						
X5	0.215	0.106	0.546	0.072	1.000					
X6	0.719	0.641	0.567	0.790	0.349	0.846				
X7	0.478	0.627	0.404	0.791	0.215	0.822	1.000			
X8	0.509	0.593	0.453	0.722	0.353	0.893	0.948	0.953		
Y	0.554	0.582	0.484	0.684	0.436	0.939	0.903	0.958	1.000	
Z	0.478	0.496	0.450	0.578	0.441	0.860	0.798	0.948	0.903	1.000

Based on the above table, then all roots of the AVE each construct > correlation with other variables. For example X1: AVE value is 0.829 then AVE Root is 0.910. Value 0.910 is greater than the correlation with other constructs, ranging from X2 sd Z. For example korelasinya dg X2 is 0.848 where the root AVE X1 0.910 > correlation X1 dg X2 is 0.848. So the requirement of discriminant validity in model 4 has been fulfilled because all AVE Root values of each construct > correlation with other variables, as listed in the above table.

Cross-loading is another method for knowing discriminant validity, ie by looking at the value of cross loading. If the loading value of each item to its construct is greater than its cross loading value. Below is a table cross loading:

Table 4 : Cross-loading Test Results

	X1	X2	X3	X4	X5	X6	X7	X8	Y	Z
X1.3	0.942	0.861	0.627	0.684	0.207	0.731	0.492	0.525	0.583	0.492
X1.5	0.878	0.655	0.458	0.484	0.183	0.555	0.361	0.383	0.399	0.361
X2.1	0.868	0.788	0.509	0.548	0.207	0.518	0.287	0.308	0.375	0.287
X2.3	0.544	0.872	0.596	0.508	0.105	0.521	0.646	0.623	0.583	0.536
X2.5	0.860	0.902	0.545	0.791	-0.011	0.617	0.596	0.522	0.492	0.394
X3.1	0.725	0.644	0.779	0.538	0.413	0.519	0.369	0.391	0.408	0.369
X3.3	0.374	0.471	0.899	0.296	0.650	0.431	0.270	0.346	0.442	0.373
X3.5	0.379	0.460	0.752	0.537	0.232	0.434	0.355	0.372	0.320	0.355
X4.10	0.554	0.607	0.417	0.846	-0.023	0.692	0.698	0.728	0.583	0.698
X4.2	0.585	0.639	0.320	0.823	-0.029	0.619	0.676	0.532	0.571	0.325
X4.3	0.489	0.583	0.649	0.872	0.195	0.562	0.638	0.547	0.471	0.406
X4.4	0.525	0.508	0.455	0.747	0.125	0.698	0.579	0.519	0.606	0.392
X5.1	0.215	0.106	0.546	0.072	1.000	0.349	0.215	0.353	0.436	0.441
X6.1	0.717	0.445	0.394	0.477	0.256	0.701	0.367	0.466	0.534	0.505
X6.4	0.554	0.582	0.484	0.684	0.436	0.939	0.903	0.958	1.000	0.903



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<b>X6.5</b>	0.639	0.593	0.565	0.824	0.157	0.880	0.703	0.745	0.761	0.703
<b>X7.2</b>	0.478	0.627	0.404	0.791	0.215	0.822	1.000	0.948	0.903	0.798
<b>X8.1</b>	0.409	0.547	0.375	0.692	0.225	0.754	0.905	0.948	0.816	0.905
<b>X8.3</b>	0.554	0.582	0.484	0.684	0.436	0.939	0.903	0.958	1.000	0.903
<b>Y</b>	0.554	0.582	0.484	0.684	0.436	0.939	0.903	0.958	1.000	0.903
<b>Z</b>	0.478	0.496	0.450	0.578	0.441	0.860	0.798	0.948	0.903	1.000

From the table above can be seen that all loading indicator to construct> cross loading. Suppose on X1.3, its loading value to its construct is X1 is 0.942 which is bigger than all cross loads both to X2, X3, X4 and so on Y. Because of all the loading value indicator to its construct> cross loading then this model has qualified discriminant validity Below is multicollinearity analysis by looking at VIF values between indicators:

Table 5 : 2nd Multicollinearity Test Results

	VIF
<b>X1.3</b>	<b>1.796</b>
<b>X1.5</b>	<b>1.796</b>
<b>X2.1</b>	<b>1.950</b>
<b>X2.3</b>	<b>1.720</b>
<b>X2.5</b>	<b>2.606</b>
<b>X3.1</b>	<b>1.481</b>
<b>X3.3</b>	<b>2.101</b>
<b>X3.5</b>	<b>1.560</b>
<b>X4.10</b>	<b>2.084</b>
<b>X4.2</b>	<b>1.986</b>
<b>X4.3</b>	<b>2.622</b>
<b>X4.4</b>	<b>1.531</b>
<b>X5.1</b>	<b>1.000</b>
<b>X6.1</b>	<b>1.399</b>
<b>X6.4</b>	<b>2.750</b>
<b>X6.5</b>	<b>2.380</b>
<b>X7.2</b>	<b>1.000</b>
<b>X8.1</b>	<b>3.000</b>
<b>X8.3</b>	<b>3.000</b>
<b>Y</b>	<b>1.000</b>
<b>Z</b>	<b>1.000</b>

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Based on the above VIF outer table, there is no strong multicollinearity or intercorrelation between indicators because all VIF outer values <5. Conclusion on model 4: All items or indicators have met the validity and reliability requirements and there is no multicollinearity among indicators. Then the next step is the analysis of the inner model.

### Inner Models

Path Coefficient or path analysis coefficient, Direct Effects, Below shows the direct effect or direct effect of each construct independent variable to the dependent variable:

Table 6 : Direct Impact Test Results

	X1	X2	X3	X4	X5	X6	X7	X8	Y	Z
X1									0.000	0.038
X2									0.000	-0.035
X3									0.000	0.015
X4									0.000	0.034
X5									0.000	-0.023
X6									0.000	-0.122
X7									-7.876	-1.057
X8									15.891	2.037
Y										
Z									-7.876	

In the Output Path Coefficient as shown in the table above is to see the significance of each of each variable X to Z and also to Y. Suppose the magnitude of the parameter coefficient for variable X1 of 0.038 to Z which means there is a positive influence X1 to Z. Or it can be interpreted that the better the value of X1 then the Z will increase. For example magnitude coefficient parameter for variable X7 equal to -7,876 to Y which means there is negative influence X7 to Y. Or can be interpreted that the better value of X7 then Y will decrease. Indirect Effects: Below shows indirect effects or indirect effects of each construct independent variable to the dependent variable through an intermediate variable that is variable Z:

Table 7 : Indirect Impact Test Results

	X1	X2	X3	X4	X5	X6	X7	X8	Y	Z
X1									-0.299	
X2									0.277	
X3									-0.120	
X4									-0.265	
X5									0.179	
X6									0.963	
X7									8.325	
X8									-16.048	
Y									0.000	
Z									0.000	

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In Out put Path Coefficient as shown in the table above is to see the significance of each of each variable X to Y through Z. Suppose the magnitude of the parameter coefficient for the variable X1 to Y through Z is equal to -0.299 which means there is influence negative X1 to Y through Z .

Total Effects: Below shows the total effect or total effect which is the sum of indirect effects with immediate effect:

Table 8 : Total Impact Test Results

	X1	X2	X3	X4	X5	X6	X7	X8	Y	Z
X1									-0.299	0.038
X2									0.277	-0.035
X3									-0.120	0.015
X4									-0.265	0.034
X5									0.179	-0.023
X6									0.963	-0.122
X7									0.449	-1.057
X8									-0.157	2.037
Y									0.000	
Z									-7.876	

For example the effect of variable X8 to Y either directly or indirectly through Z is equal to -0.157 which means there is a negative influence of X8 to Y either through Z or directly. Output Another test of the model is done by looking at the R-Square value which is a goodness-fit-model test as shown below:

Table 9 : R-Square Result

	R Square	R Square Adjusted
Y	1.000	1.000
Z	1.000	1.000

R-Square value of 1, can be explained that all free variables affect the Z or Y perfectly because the value of r square 1 or which means the influence is 100%.

## V. CONCLUSION

After data analysis, the researchers draw conclusions from the formulation of the problem which has been summarized :

1. There are 8 factors that enable a person to understand and apply good interpersonal communication, eight factors that a supervisor must be able to apply, openness, empathy, support, Positive Felling, equality, leadership, communication process, motivation, where these eight factors can be measured by using questionnaires as measuring tools and analysed with the help of Partial Least Square (PLS) program.
2. Message information submitted by the supervisor can be completed in accordance with the time specified by the amount of work planned.
3. From the results of the researcher can be from the data processing questionnaire spread in PT X, that not yet fully supervisor to do aspect of interpersonal communication maximally to the craftsman, this can be observed from result of output showing some aspect like openness, support, potency, motivation produce a

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negative output and can be observed from the results of interview pre-study with some daydreamer who researchers can draw conclusions of these points that become the gap between the Supervisor and the day-to-day where the supervisor feels already approach to the daily carpentry well but supervisor at pt x not understand which are lacking and missing from their actions in the project against the day labourer.

4. From this research the company needs to conduct training where its purpose is to give understanding to the application of interpersonal communication to Supervisor who do not yet know that interpersonal communication has eight indicators where the indicators are still there are missed like openness, support, positive feeling, and motivation, it can be few things that make the journeyman leave PT X, work only based on money but have not comfort in work so work only factor of money without any comfort, and become gap which make daily do not maximal run message or information submitted during briefing.

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