INFLUENCE OF PERSONALITY TYPE, TEAMWORK AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT. GENERAL TAKAFUL INSURANCE

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Abstract:
This study aims to understand and analyze the effect of personality type, teamwork and communication on employee performance at PT. General Takaful Insurance. Sources of data in this study using primary data in the form of a questionnaire, this research data was given to 80 employees of PT. General Takaful Insurance. Sampling for this study used the saturated sampling method. The data analysis technique in this study is multiple linear regression and hypothesis testing (t-test) which is processed with SPSS 28 to test the coefficient of determination. The results of the study concluded that personality type, teamwork and communication have a positive, and significant effect on the performance of employees of PT. General Takaful Insurance.
Keywords: Human Resource Planning, Training, Direct Compensation, Employee Performance

INTRODUCTION

Human Resources are the most important thing in an organization or company because one of the keys is being able to develop and also maintain an effective workforce. According to Sedarmayanti (2017:3-4), Human Resource Management (HRM) is an approach to managing human problems based on three basic principles, namely: 1. Human resources are the most valuable and important assets or assets owned by an organization/company because organizational success is largely determined by the human element, 2. Success is very likely to be achieved, if the company's human-related policies and procedures and regulations are interconnected and benefit all parties involved in the company, 3. The company's organizational culture and values as well as managerial behavior originating from that culture will have a big influence on achieving the best results. An organization or company must be able to develop its Human Resources in order to achieve good performance results.

In developing Human Resources in a company, personality type and the ability to work together in a team also have quite an influence on employee performance. According to Horton (1982:12), personality is the overall nature, feelings, expressions and temperament of a person. Characteristics, feelings, expressions and temperament are manifested in a person's attitudes and behavior when faced with certain situations. Every person has certain behavioral tendencies that become their personal characteristics.

As Johnson Rhee (1999:13) said, if someone works as a team to achieve a common goal, the goal will be achieved more than if they work alone. The ability to work effectively in a team is needed to achieve common goals in a company. Especially if you have good communication because communication is very important in teamwork.

According to Achmad (2014: 65), communication is the process of transferring and exchanging messages, where these messages can be in the form of facts, ideas, feelings, data or information from one person to another. This is done with the aim of influencing and/or changing the information held and the behavior of the person who receives the message.

Gregory J. Feist. (2009) stated that the big five is a personality that can predict and explain behavior. This is an approach used in psychology to look at personality that has been formed using factor analysis.

There are five traits, divided into openness to experiences, conscientiousness, extraversion, agreeableness and neuroticism. In this research, researchers took 4 of the 5 personality types, namely openness to experience, conscientiousness, extraversion, agreeableness. According to Mr. Ahmad Rojib Karimi as head of HRD PT. General Takaful Insurance said that 1 personality type is not suitable for employee performance at PT. General Takaful Insurance is neuroticism.

Team members who have an unstable personality type or neuroticism will have an adverse effect on the team's collaborative potential. Differences in attitude and personality between one employee and another must be taken into account because this will influence the team collaboration process. Apart from that, the main key to good team collaboration is clear and correct communication to eliminate individual egos, both of which depend on the personality characteristics they have (Strohmeier, 1992 in Nugraheni and Christiono, 2011). Therefore, companies must be able to properly empower their employees in order to achieve organizational goals effectively.

PT employee jobs. General Takaful Insurance in each department is faced with various conditions, such as a lot of work pressure which requires extraversion, agreeableness, conscientiousness and openness to experience. This personality also plays a role in the success of teamwork carried out by PT employees. General Takaful Insurance, Jakarta. Therefore, it is important for employees to cultivate the personality attitudes of extraversion, agreeableness, conscientiousness and openness to experience in each employee so that teamwork can be established well so that communication can improve employee performance.

Table 1. Attitude and Performance Data of PT Employees. General Takaful Insurance in 2019-2021

Indicator	Year			Target
	2019	2020	2021	
Openness to Experience (Open to new things)	21%	23%	23%	25%
Conscientiousness(Careful nature-heart)	24%	24%	25%	25%
Extraversion (Extraversion)	22%	20%	23.5%	25%
Agreeableness(Easy to Get Along or Easy Agreed	25%	20%	24%	25%
Total	92%	87%	95.5%	100%

Source: PT. General Takaful Insurance

Based on table 1, it shows that every year there is an increase and decrease in employee performance based on the Big Five Personalities except neuroticism. In each personality, PT. General Takaful Insurance targets 25% of employee attitudes and performance which will later be combined for each personality type and totaled to reach the core target of 100%. In the Openness to Experience personality type, in 2019 there were 21% of employees who were open to new things. Conscientiousness personality type: In the same year, namely 2019, there were 24% of employees who were cautious about the problems they faced according to their field. In 2019,

there are around 22% of employees with the Extraversion personality type who have a high social spirit, making employees who have this type like to socialize or interact with other people.

Finally, in the agreeableness personality type, there are 25% of employees who easily agree with opinions given by other people. In 2019, the total characteristics or personality types of PT employees. General Takaful Insurance is 92%, which means that all employees have quite good characteristics in communicating and working together with the team and the target achieved is 100%. Except in 2020, the total number of employee personality types decreased slightly from before, namely to 87%. In 2021, PT. General Takaful Insurance has again improved the personality of its employees so that many employees have a reliable personality type, the total is 95.5% of the target achieved, namely 100%.

According to previous researchers (Nina Octavia, Keumala Hayati and Mirwan Karim: 201) the results of hypothesis testing prove that personality has a significant positive effect on employee performance. The higher the level of personality possessed, the more employees will improve their performance results.

Meanwhile, according to Noer Aisyah Barlian (2016), research results show that personality type has a positive but not significant effect on Organizational Citizenship Behavior (OCB) at the Jember Regency Lung Hospital. Conformity within a person forms a behavior that determines a person's response to their environment. A good personality type is expected to create good behavior towards a company.

Based on the problem formulation that has been described, the objectives of this research are as follows: (1) Analyzing the influence of personality type on the performance of PT employees. General Takaful Insurance, (2) Analyzing the effect of teamwork on the performance of PT employees. General Takaful Insurance, and (3) Analyzing the effect of communication on PT employee performance. General Takaful Insurance.

RESEARCH METHODS

The data sources for the research on employee performance at PT. General Takaful Insurance are primary and secondary data. Primary data is collected through a questionnaire distributed to the employees of the company, while secondary data is obtained from the company's internal data on employee performance evaluations. The research uses quantitative data analysis methods, including descriptive and inferential analysis. The population of the study is all active employees of PT. General Takaful Insurance, Jakarta, and the sample size is 80 employees. The data collection technique used is a questionnaire with a Likert scale, which is distributed online via Google Forms. The research uses the associative causal method with a quantitative approach to analyze the relationship between personality type, communication, teamwork, and employee performance.

After all the data was collected, the researcher processed the data and carried out data analysis. Data analysis was carried out to solve the problems that were formulated in this research. The data analysis methods used include descriptive analysis and inferential analysis. Descriptive analysis provides an overview or description of data, while inferential analysis is used to analyze sample data and the results are applied to a clear population. In addition, instrument tests, classical assumption tests, multiple linear regression, model feasibility tests and hypothesis testing were carried out. Instrument testing is carried out to test the quality of the instrument to be used, including validity and reliability tests. The classical assumption test was carried out to test the research hypothesis using multiple regression analysis. This includes the multicollinearity test,

heteroscedasticity test, and autocorrelation test. In addition, multiple linear regression was carried out to test the influence of the independent variables on the dependent variable, as well as model feasibility tests, including the F test and coefficient of determination. Finally, hypothesis testing was carried out using the t test to determine the partial influence of the independent variable on the dependent variable.

RESULTS AND DISCUSSION

Instrument Test

Validity test

Validity testing is carried out with the aim of ensuring that the questionnaire used to collect data is valid. A questionnaire is said to be valid if it is able to measure what is desired and can reveal data from the variables studied accurately. (Sugiyono, 2020). Proving the validity test is carried out by correlating the individual values of each statement with the number of variables. In this research, validity and reliability tests were carried out on a sample of 80 employee respondents. Validity testing was carried out to test the proposed questionnaire as suitable for use as a tool for this research. Validity test evidence comes from tests carried out by correlating the individual values of each statement with the number of variables.

The taking criteria for the validity test are:
1.) If rcount > rtable, then the questions and indicators in the research questionnaire are declared valid.
2.) If rcount < rtable, then the questions and indicators in the research questionnaire are declared invalid.
3.) Degree of fredoom (df = n-2), 80-2 = 78 obtained rTABLE = 0.219

The criteria set to measure whether a questionnaire is valid or not are based on rcount greater than rtable with a significance level of 0.05 or 5% (two-tailed test).

Table 2. Validity Test Results

Variable	Item Number	r Count	r Table	Decision
Personality Type (X1)	1	0.673	0.219	Valid
	2	0.256	0.219	Valid
	3	0.574	0.219	Valid
	4	0.536	0.219	Valid
	5	0.600	0.219	Valid
CooperationTeam (X2)	1	0.646	0.219	Valid
	2	0.669	0.219	Valid
	3	0.750	0.219	Valid
Communication (X3)	1	0.729	0.219	Valid
	2	0.555	0.219	Valid
	3	0.661	0.219	Valid
	4	0.689	0.219	Valid
PerformanceEmployees (Y)	1	0.384	0.219	Valid
	2	0.694	0.219	Valid
	3	0.672	0.219	Valid
	4	0.560	0.219	Valid
	5	0.706	0.219	Valid

Source: SPSS 28.0 Processed Results

Based on table 2, it shows that the entire sample of 17 statements is declared valid, because the rcount value in the corrected item total correlation column is greater than rTABEL of 0.219.

Reliability Test

According to Suharsimi Arikunto (2013:221) states that "Reliability shows the understanding that an instrument can be trusted to be used as a data collection tool because the instrument is good". The reliability test results are expected to be valid, by giving the questionnaire to respondents more than once. The reliability test results can be seen from Table 2 below:

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Critical Value	Conclusion
Personality Type (X1)	0.731	0.6	Reliable
Teamwork (X2)	0.741	0.6	Reliable
Communication (X3)	0.861	0.6	Reliable
Employee Performance (Y)	0.854	0.6	Reliable

Source: SPSS 28 processed results

Based on table 2, it shows that each item from each independent variable, namely personality type, teamwork, communication and the dependent variable, namely employee performance, has a Cronbach Alpha value of 0.731, 0.741, 0.861 and 0.854, so it can be concluded that all indicators are declared reliable, because has an alpha value of more than 0.6.

Classic assumption test

Normality test

Data normality testing is carried out to see whether in the regression model, the dependent and independent variables have a normal distribution or not. If the data spreads around the diagonal line and follows the direction of the diagonal line, the regression model meets the normality assumption. According to (Priyatno, 2014:69), the statistical analysis used to test the normality of this research data was the Kolmogrov-Smirnov test. The basis for decision making is whether the data is normal or not.

By making the following decisions:
1) The significance value (sig) > a = 0.05 means the data is normally distributed.
2) The significance value (sig) < a = 0.05 means the data is not normally distributed.

Table 3. Normality Test
One-Sample Kolmogorov-Smirnov Test

N		80
Normal Parameters, b	Mean	.0000000
	Std. Deviation	1.91404002
Most Extreme Differences	Absolute	,064
	Positive	,042
	Negative	-.064
Statistical Tests		,064
Asymp. Sig. (2-tailed) c		.200d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS 28 processed results

Based on the results of managing the normality test which refers to table 3, it can be seen that the significant value obtained is 0.200. The sum of these numbers is greater than 0.05 so it can be concluded that 0.200 > 0.05, which means the data is normally distributed.

Multicollinearity Test

According to Priyastama (2017: 122) multicollinearity is the finding of perfect or near perfect correlation between independent variables in the regression model. A good regression model should have no correlation between independent variables (correlation 1 or close to it). Determining the absence of multicollinearity is an acceptance score > 0.1 (100) and a VIF score < 0.1 (100). 10.00 (10,000). The following are the results of the multicollinearity test of the Tolerance Value and VIF Value in table 4.

Table 4. Multicollinearity Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance e	VIF
1	(Constant t)	8,573	2,882		2,975	,004		
	Type Personality	-.044	.116	-.037	-.375	,709	,828	1,207
	Cooperation Ma Tim	,347	,180	,186	1,930	,057	,867	1,153
	Communication	,563	.105	,548	5,344	<.001	,768	1,303
a. Dependent Variable: Y								

Source: SPSS 28 processed results

Based on table 4 above, it is known that the tolerance value is greater than (0.10) and the VIF value is less than 10. This means that from the table above it can be concluded that there is no multicollinearity, because the personality type variable gets a tolerance value of 0.828 and a VIF value of 1.207, for the cooperation variable the team got a tolerance value of 0.867 and a VIF of 1.153, the communication variable got a tolerance value of 0.768 and a VIF value of 1.303. So the regression or model used in this research is free from multicollinearity.

Heteroscedasticity Test

Heteroscedasticity is used to test whether there is unequal variance from different observations in the regression model. If the residual variance is constant from observation to observation, it is said to be homoscedastic, and if the variance is different, it is said to be heteroscedastic. A good model does not have heteroscedasticity. According to Ghozali (2016), a good regression model is one that is homoscedastic and does not occur heteroscedasticity.

If the calculated T value is smaller than the T table and the significance value is more than 0.05 then heteroscedasticity does not occur, if the T calculated value is greater than the T table and the significance value is smaller than 0.05 then heteroscedasticity occurs. The regression model is said to be good if heteroscedasticity does not occur.

Table 5. Heteroscedasticity Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant t)	2,368	1,653		1,433	,156
	X1	,049	,067	,091	,736	,464
	X2	-.027	.103	-.031	-.258	,797
	X3	-.097	,060	-.206	-1,605	.113
a. Dependent Variable: RES_2						

Source: SPSS 28 processed results

Based on the heteroscedasticity results using the Gletjer test in Table 5 above, the significance value obtained for the variable studied is personality type (X1) with a Sig value of 0.464. teamwork (X2) with a Sig value of 0.797. communication (X3) with a Sig value of 0.113. Therefore, it can be concluded from the results of the Gletjer test that in this study there were no symptoms of heteroscedasticity.

Autocorrelation Test

The autocorrelation test is useful for determining whether there is a strong relationship between one observation in a linear regression model and another. According to Priyastama (2017:131), autocorrelation is the correlation between the residuals for period t and the previous period (t-1). A good regression model is a model without autocorrelation. The test procedure was carried out according to the Durbin Watson (DW) test.

Table 6. Autocorrelation Test Results

Model Summary b

Mode l	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.623a	,388	,364	1,951	2,404
a. Predictors: (Constant), Communication, Teamwork, Personality Type					
b. Dependent Variable: Employee Performance					

Source: SPSS 28 processed results

Based on the results of the autocorrelation test in Table 6, it is known that the Durbin Watson value is 2.404. Compared with the values in the Durbin Watson table using a sample size of 80 (n), number of independent variables 3 (k = 3) and a significance level of 5%, the values obtained in the Durbin Watson table are dL = 1.5600 and dU = 1.7153 . With a Durbin Watson value of 2.175, dL limit = 1.5600 > 4 and < 4 - 1.7153 = 2.4400(4-dU) it can be concluded that there is no autocorrelation in this study.

Model Feasibility Test

F test

The goodness of fit test (global test) aims to ensure that the independent variables, which consist of personality type, teamwork and communication, can simultaneously or jointly influence the dependent variable, namely employee performance. The method used is to compare the f-count value with the f-table with conditions
as follows according to:
1) If f-count > f-table and sig > 0.05, then H0 is rejected.
2) If f-count < f-table and sig < 0.05, then H0 is accepted.

Table 7. F Test Results

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression n	183,267	3	61,089	16,042	.004b
	Residual	289,420	76	3,808		
	Total	472,688	79			
a. Dependent Variable: EMPLOYEE PERFORMANCE						
b. Predictors: (Constant), COMMUNICATION, TEAMWORK, PERSONALITY TYPE						

Source: SPSS 28 processed results

Table 7 shows 16,042 calculated F values with a significance value of 0.004. Based on these data, it can be concluded that the model in this research is suitable for use in research. Based on the Sig value obtained, personality type, teamwork and communication can all explain changes in employee performance value variables because they have a significant impact.

Coefficient of Determination Test (R²)

According to (Ghozali, 2011), the coefficient of determination is a tool to measure the extent to which a model can explain a dependent variable. If the coefficient of determination for R2 is 0%, it can be said that the independent variable cannot explain the dependent variable, but if the coefficient of determination is close to 100%, it can be said that the independent variable explains the dependent variable.

Table 8. R² Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.623a	,388	,364	1.95145
a. Predictors: (Constant), COMMUNICATION, TEAMWORK, PERSONALITY TYPE				

Source: SPSS 28 processed results

The Adjusted R-squared (R2) value calculated in Table 8 produces a coefficient of determination R2 = 0.364 or 36.4%. The resulting value in column R is 0.623. This means that the relationship between variables is still far from number 1, so it is far from being a strong criterion. The Adjusted R-squared value is 0.364, which is interpreted or converted into a percentage of 36.4%. This means that the variables investigated in this research, namely personality type, teamwork and communication, only have an influence of 36.4% on employee performance. The remaining 63.6% is influenced by many other factors and variables which were not examined in this research, because many variables influence employee performance.

Hypothesis testing
T test

Hypothesis testing using the t-test in this research aims to determine the effect of independent variables (personality type, teamwork, communication) on the dependent variable (employee performance). The t test is carried out by comparing the t-count against the t-table with the following conditions:

H0: β = 0, meaning there is no significant influence between the independent variable and the dependent variable.

Ha: β > 0, meaning there is a significant influence between the independent variable and the dependent variable.

In this research, the basis for decision making based on probability (significant) values is:

Table 9. T Test Results

Coefficientsa

Model		Unstandardized Coefficients B	Std. Error	Standardize d Coefficients Beta	t	Sig.
1	(Constant)	8,573	2,882		2,975	,004
	PERSONALITY TYPE	,244	.116	.137	2,375	,709
	TEAMWORK	,347	,180	,186	1,930	,057
	COMMUNICATION	,563	.105	,548	5,344	,001
a. Dependent Variable: EMPLOYEE PERFORMANCE						

Source: SPSS 28 processed results

Based on the table above, the results of the T Test calculation can be explained as follows:

1) H1: Personality type (X1) has a large positive influence on employee performance. By using the t-test results in Table 4.19, it can be explained from the calculated t-value that the influence of

the personality type variable on employee performance is 2.375, with a sig value of 0.709 < 0.05. So H0 is rejected and Ha is accepted. This means that personality type has a large positive influence on the performance of PT employees. General Takaful Insurance.

2) H2: Teamwork (X2) has a positive and significant effect on employee performance. By using the t test results in Table 4.19, the influence of the teamwork variable on employee performance can be explained from the t-calculated value that the influence of the teamwork variable on employee performance is 1.930 with a sig value of 0.057 <0.05. So H0 is rejected and Ha is accepted. This means that teamwork has a big positive influence on the performance of PT employees. Insurance

3) H3: Communication (X3) has a positive and significant effect on employee performance. Based on the results of the T test in table 4.19, it can be explained that the influence of the communication variable on employee performance as seen from the calculated t value is 5.344 and the sig value is 0.001 < 0.05. So H0 is rejected and Ha is accepted, meaning that communication has a positive and significant effect on the performance of PT employees. General Takaful Insurance.

Discussion

The Influence of Personality Type on PT Employee Performance. General Takaful Insurance

The results of this research analysis found that Personality Type has a significant positive effect on PT Employee Performance. General Takaful Insurance, Jakarta. This analysis is strengthened by the results obtained from several tests and hypothesis testing using tests that obtain a significant value smaller than α (0.0709 < 0.05). This positive impact means that more and more companies are instilling a good personality type in employee performance and offering greater opportunities for employees to improve their performance at PT. General Takaful Insurance, Jakarta.

The results of this research on the questionnaire submitted by the researchers reached an average score of 4.21. This means that most respondents agree and these results show that the description of Personality Types in the PT work environment. General Takaful Insurance is quite good.

Personality is all the traits and behavior that are used to interact with other people and adapt to the environment so as to form behavioral patterns which are functional units that are unique to each individual.

The results of this research also confirm the research results of Putri Ihda (2021) that Type

The Effect of Teamwork on PT Employee Performance. General Takaful Insurance

The results of this research analysis found that Teamwork had a significant positive effect on PT Employee Performance. General Takaful Insurance, Jakarta. This analysis is strengthened by the results obtained from several tests and hypothesis testing using tests that obtain significant values smaller than α (0.057 < 0.05). This positive impact means that the more companies that instill good teamwork improve employee performance and can offer greater opportunities for employees to improve their performance at PT. General Takaful Insurance, Jakarta.

The results of this research on the questionnaire submitted by the researcher reached an average score of 4.55. This means that most respondents agree and these results show that the description of Teamwork (X2) in the PT work environment. General Takaful Insurance is quite good.

Teamwork is a group of people with complementary skills who are committed to achieving a common goal through a mutually responsible work process.

The results of this research also confirm the research results of VR Letsoin, SL Ratnasari (2020) that teamwork has a positive and significant effect on employee performance.

The Influence of Communication on PT Employee Performance. General Takaful Insurance

The results of this research analysis found that communication had a significant positive effect on PT employee performance. General Takaful Insurance, Jakarta. This analysis is strengthened by the results obtained from several tests and hypothesis testing using tests that obtain significant values smaller than α (0.001 < 0.05). This positive impact means that the more companies that instill good communication, the more employee performance can offer greater opportunities for employees to improve their performance at PT. General Takaful Insurance, Jakarta.

The results of this research on the questionnaire submitted by the researcher reached an average score of 3.85. This means that most respondents agree and these results show that the description of Communication (X3) in the PT work environment. General Takaful Insurance is quite good.

Communication is defined as the process of conveying information, both messages and ideas, from one party to another. This is generally done verbally or in a way that can be understood by both parties.

The results of this research also confirm the research results of Eni Erwantiningsih (2019) that communication has a positive effect on employee performance.

CONCLUSION

Based on the data analyzed, the author draws several conclusions, namely: (1) Personality type has a positive and significant effect on the performance of PT. General Takaful Insurance employees. The personality type variable is a fairly weak variable compared to the others. The weakest indicators are fear, anxiety and stress, and the most dominant indicators are caution. (2) Teamwork has a positive and significant effect on the performance of PT employees. General Takaful Insurance. The weakest indicator is in maximizing ability direction, and the most dominant indicator is in mutual contribution, and (3) Communication has a positive and significant effect on the performance of PT employees. General Takaful Insurance. The communication variable is the most dominant variable compared to other variables. The weakest indicator is communication between superiors and subordinates, and the most dominant indicator is communication with coworkers.

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