

The Role of Communication and Cultural Intelligence in Improving the Performance of MSME Employees Berkah Mojo Batik Mojotrisno Village

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ABSTRACT

This research aims to determine the role of communication and cultural intelligence in improving the performance of Berkah Mojo Batik MSME employees, Mojotrisno Village, Mojoagung District, Jombang Regency. This research use descriptive qualitative methods using data collection techniques trough observation, interviews and documentation involving MSME owners and 7 employees. Data analysis techniques include data reduction, data presentation, and drawing conclusions. Testing the validity of the data is carried out by testing credibility (internal validity), transferability (external validity), dependability (reliability), and confirmability (objectivity). The results of research conducted at UMKM Berkah Mojo Batik, Mojotrisno Village, District. Mojoagung shows the results that the role of communication and cultural intelligence in improving employee performance is very much needed to achieve success and improve the quality of work of its employees. Because with excellent communication between leaders and employees, the performance of Berkah Mojo Batik MSME employees will improve. Meanwhile, cultural intelligence is needed to improve employee performance. Because to be an employee who has good performance, you need the ability to master skills in your work. The presence of cultural intelligence possessed by employees will increase employee performance.

Keywords: *Communication; Cultural Intelligence; Performance; etc.*

INTRODUCTION

Micro, Small and Medium Enterprises (MSME) are economic activities carried out by the majority of Indonesian people as a basis for earning income. Even though MSMEs are not large businesses, their role in driving the country's economic sector cannot be doubted. MSMEs have played a major role in driving economic growth in Indonesia. MSMEs also have several advantages compared to large businesses, namely innovation that occurs easily in product development, the ability to absorb a large number of workers, flexibility and adaptation to rapid market changes that are better than large businesses (Suyadi et al., 2017). An organization certainly requires communication between superiors and subordinates to maintain an open relationship with each other regarding work. Communication is the process of conveying a message or intention by one party or person to another party or person, either directly or through the media (Ginting et al., 2019).

Good communication requires participation from subordinates to superiors to convey ideas, obstacles and opinions. Therefore, today most employees demand participation in workplace dialogue that encourages organizational change. Participation is considered important to maintain employee involvement at all levels of the organization without prioritizing job responsibilities. Apart from that, participation can encourage solidarity between fellow employees and with superiors. In connection with this development, communication must be a two-way process that produces feedback, so that employees' opinions can be heard and acted upon by their superiors (Anggoro et al., 2022).

METHOD

This research uses qualitative research methods. This qualitative research uses exploratory research methods, exploration is a type of initial research from a study that is very broad in nature (Sa'adah, 2023). Data collection techniques in this research are observation, interviews and documentation. With information consisting of 7 employees and also the owner. The data analysis techniques in this research are data collection, data reduction, data presentation, conclusions and data

verification. Testing the validity of data in qualitative research includes tests, credibility (internal validity), transferability (external validity), dependability (reliability), and confirmability (objectivity).

RESULT AND DISCUSSION

Communication is the process of transferring understanding in the form of ideas or information from one person to another. Communication can be defined as the process of conveying information from the sender (sender) to the receiver of the message (receiver) using various effective methods and media so that the message is clear and easy to understand by the recipient of the message (Ginting et al., 2019). Communication is a basic need for humans, because it is a way to interact with other people. Communication can occur if in the interaction there is a communicator (the person who conveys the message/information), the message/information, the media used, the communicant (the person who receives the message/information), and the effect or feedback (Hafizh, 2017).

Cultural intelligence is an individual's ability to adapt and develop potential effectively in a new cultural context. Cultural intelligence emphasizes the ability to interact with people who come from different cultural backgrounds (Ghaniyy & Akmal, 2018). Meanwhile, cultural intelligence is the ability to understand, manage and deal with the emotions of other people in an intercultural context. Thus, cultural intelligence is a specific form of interpersonal intelligence (Lesmana & Rarung, 2020). Cultural intelligence can be defined as a person's ability to use reasoning skills in unfamiliar situations and how a person responds to things with appropriate behavior. The importance of cultural intelligence in developing leadership diversity is because with cultural intelligence a leader is required to create good interpersonal skills. Many companies or organizations apply cultural intelligence in running their organizations or companies.

In general, performance is the result of work that is successfully achieved by one or more people (a group) in an organization, of course through duties, responsibilities and authority to achieve organizational goals (Fauzi et al., 2022). Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Silas et al., 2019). Employee performance is the benchmark used in evaluating employees. Employees who meet the standards or exceed the standards will be given awards and conversely, those who have not been able to reach the specified standards may be subject to consequences. Rewards and consequences can take the form of promotions, salary increases, transfers, and termination of employment. Through performance evaluation, the company can find out to what extent its goals have been achieved (Widjaja, 2021).

The Role of Communication in Improving Performance

In building employee potential, Mr. Amin builds good communication with employees. Mr. Amin uses communication well and is easy to understand, because the batik making process requires quite a lot of patience and communication that is easy to understand. This is in accordance with Mr Amin's statement on October 20 2023 at Mr Amin's residence at 10.01 WIB.

"In building employee potential, we must explain clearly what employees must do, such as how to make batik because the batik process requires patience, good communication will be easy to understand."

Communication provided by employees can be well received. This shows that Mr. Amin can provide good communication in accordance with employee statements. 7 of the employees stated that the communication received by Mr. Amin could be understood. 2 of them Mr. Bandi and Obu Umi Kulsum stated that the communication given by Mr. Amin could be well received because Mr. Amin used good language. Good language is language that can be understood and is appropriate to certain conditions. Communication is a tool for conveying ideas with a specific purpose. Mr. Amin not only uses verbal communication, but Mr. Amin also uses direct example with body language. This is in accordance with Mrs. Sriyani's statement on October 20 2023 at Mr. Amin's residence at 11.35.

"Yes, because the explanation is short and clear. We are also easy to understand. Not infrequently he also gives examples of things that are difficult for us to understand directly."

Based on the interview excerpt above, it can be concluded that Mr. Amin also practices directly and this includes communication with body language. Mr. Amin also uses polite language, this is in accordance with 2 employee statements, namely Mrs. Yuyun and Mrs. Lia, who stated that Mr. Amin

uses polite language so that employees are able to receive the communication given. Meanwhile, according to Mrs. Rochmah, on October 20 2023, at Mr. Amin's residence, he stated that:

"Yes, because he is very good. He can be a boss as well as a friend to all of us. He also really respects us as workers here and is not cruel to his employees".

Communication can be well received because of Mr. Amin's attitude, who can be a leader when he is in MSMEs while outside of that he can be a friend. A humble attitude that is not arbitrary towards employees can make employees easily accept the communication conveyed by Mr. Amin. Meanwhile, according to Mrs. Najach Nanik, the comic was well received because the communication was delivered using everyday language so it was easy to understand. This is in accordance with his statement on October 20, 2023.

"Yes, because Mr. Amin conveys it using everyday language and is full of patience".

Based on the interview excerpt above, it can be concluded that communication delivered using everyday language is easy to understand so that it can be well received by employees.

The Role of Cultural Intelligence in Improving Performance

Cultural intelligence is the ability to understand, manage, and deal with the emotions of others in an intercultural context. Thus, cultural intelligence is a specific form of interpersonal intelligence (Lesmana & Rarung, 2020). In managing employees, Mr. Amin uses a sense of family to create good cooperation. Mr. Amin applies a serious attitude and sense of responsibility to all employees so that they can improve their performance. This is in accordance with Mr Amin's statement on October 20 2023 at 11.36.

"All MSME members must have a sense of responsibility and sincerity, because the work must be done on time, if here the system is piecework so they have to be serious and so far they have done it on time".

In the following statement, their serious attitude in doing their work means they can be responsible for their work according to the time specified. This shows that employees are able to manage feelings of laziness or control at work. According to the results of interviews with 7 employees, it was stated that all employees have a sense of responsibility. Quoted from one of the employees, namely Mrs. Najah Nanik, on October 20 2023 at 11.45 at Mr. Amin's residence, he stated:

"We work with a sense of responsibility so that we are here to work well to produce good and quality batik cloth of course".

This shows that to produce good quality batik, employees need a sense of responsibility. Even though you have to be serious and responsible in making batik, there needs to be a relaxed atmosphere so that the batik results can be satisfying. This is in accordance with the statement of Mrs. Umik Kulsum and Mr. Bandi as follows:

"Even though we work casually, sometimes we joke around because making batik shouldn't be too boring, but we still focus on thinking about the quality of our work as a sense of our responsibility as workers".

The desire to continue learning will grow enthusiasm and seriousness. Besides that, Mr. Amin's motivation increases employee enthusiasm. This is in accordance with Mr Amin's statement on October 20 2023 at his residence at 11.05 as follows:

"Usually I not only provide input or motivation, but also model direct behavior so that employees are able to improve their respective performance".

Existing cultural intelligence can encourage a sense of responsibility and seriousness. This is because of the motivation given by the owner. Even though they have to be serious and have a sense of responsibility, in the world of work they create a relaxed and comfortable atmosphere.

CONCLUSION

The results of research conducted at UMKM Berkah Mojo Batik, Mojotrisno Village, District. Mojoagung shows the results that the role of communication and cultural intelligence in improving employee performance is very much needed to achieve success and improve the quality of work of its employees. Because with excellent communication between leaders and employees, the performance of Berkah Mojo Batik MSME employees will improve. Meanwhile, cultural intelligence is needed to improve employee performance. Because to be an employee who has good performance, you need the

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