



The Influence of Interpersonal Communication on Employee Performance at the Tanjung medar District Office, Sumedang Regency

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Received November 19, 2025 | Revised Desember 05, 2025 | Accepted: December 28, 2025

ABSTRACT:

Background: The phenomenon studied indicates an imbalance in achievement across several key aspects, with some indicators operating effectively while others require strengthening. This situation impacts the stability of overall performance, necessitating research to understand the interrelationships between factors influencing these results.

Aims: This study aims to (1) describe the level of achievement in each variable studied, (2) analyze the relationship between the main variables, and (3) identify which factors need to be improved to strengthen overall performance results.

Methods: The research employed a quantitative approach with a descriptive-analytical design. Data were collected using a standardized instrument based on a Likert scale and analyzed using descriptive statistics, correlation and regression tests, to examine the relationships and influences between each variable. All analysis procedures were conducted systematically to obtain an accurate empirical picture.

Result: The results of the study indicate that variable Y has more stable performance and is in the good to excellent category, while variable X shows varying performance, with several indicators still in the adequate category. Statistical analysis revealed a positive and significant relationship between the two variables, with a significant influence indicating a significant contribution to performance improvement.

Conclusion: The study concluded that variable Y can serve as a reference for strengthening improvement strategies for variable X, given its higher consistency. Although the overall results show positive results, improvements are still needed in indicators of variable X that are still low to ensure optimal and balanced performance. These findings provide an important basis for policy development and further research.

Keywords: Interpersonal Communication; Employee Performance; Quantitative Analysis.

Cite this article: Alawiah, U., G., Kusnidar, R., Nurwan, M., T.(2025). The Influence of Interpersonal Communication on Employee Performance at the Tanjung medar District Office, Sumedang Regency. Social Sciences and Humanities Reviews, 1(4), 159-169.

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INTRODUCTION

Employee performance is a key factor in the effectiveness of public sector organizations, especially at the sub-district level, where public services are delivered directly to the public (Frimayasa & Lawu, 2020; Kusumawati et al., 2019; ST Rahayu et al., 2024). Several studies emphasize the close relationship between optimal employee performance and service quality, organizational responsiveness, and governance effectiveness. However, empirical conditions at the Tanjungmedar District Office suggest that employee performance has not yet reached an optimal, consistent level. This is evident through delays in task completion, limited technological proficiency, and inconsistent service quality among employees.

Although employees are expected to operate according to professional service standards, the reality is that various operational obstacles exist. Some of the identified obstacles include service disruptions due to network issues, delays in digital report delivery, and inconsistencies in employee behavior in providing friendly and responsive service (Naila & Reviandani, 2025; DW Rahayu et al., 2023; Zai et al., 2023). This gap between ideal practices and actual conditions indicates a fundamental problem in the organization's internal working mechanisms and coordination.

This gap opens up research opportunities to identify factors contributing to low employee performance. One strong indication emerging from observations is weak interpersonal communication, both between superiors and subordinates and among employees. Miscommunication, a lack of clear instructions, and a lack of collective discussion in resolving work issues contribute to ineffective task completion (Kurniawan, 2024; Sheliany & Tilova, 2025; Sinaga, 2022). This phenomenon underscores the need for a more in-depth study of the role of interpersonal communication in supporting employee performance.

This is where the central research gap of the present study emerges. Existing studies tend to generalize the relationship between interpersonal communication and employee performance. However, they do not adequately address the unique dynamics of small-scale government organizations, particularly sub-district offices. These organizations have limited personnel, frequent face-to-face interactions, and high service demands. These factors create communication patterns that differ substantially from those in larger bureaucratic structures. Despite this uniqueness, there is limited empirical evidence examining how interpersonal communication directly influences employee performance in micro-level public service settings.

The selection of interpersonal communication as the primary variable was based on initial findings regarding the lack of clarity of instructions, limited opportunities for interaction, and a lack of information exchange among employees. Ineffective interpersonal communication has been shown to create gaps in understanding, low levels of cooperation, and reduced employee motivation to complete tasks. Conversely, good interpersonal communication is believed to improve coordination, increase concern among employees, and strengthen work effectiveness (Aulia et al., 2023; Badawi & Rahadi, 2021; Nurasiah & Zulkhairi, 2022; Sofia et al., 2020; Sundari et al., 2024).

Based on these conditions, this study aims to analyze the level of interpersonal communication, measure employee performance, and examine the relationship and influence between these two variables at the Tanjungmedar District Office, Sumedang Regency. Conceptually, the research results are expected to enrich the public administration literature on the determinants of government organizational performance at the local level. Practically, the research findings can serve as the basis for recommendations for improving internal communication mechanisms to enhance the quality of performance and public service.

METHOD

Research Design

Research design is a framework used to guide the entire research process to achieve the stated objectives. In quantitative research, research design is typically structured, systematic, and uses standardized instruments to collect numerical data (Bloomfield & Fisher, 2019; Fischer et al., 2023; Thomas & Zubkov, 2023). This design also allows researchers to test relationships between variables, measure levels of influence, and draw objective conclusions based on the data. Therefore, the research design was chosen to ensure the study was controlled, sequential, and replicable by other researchers.

Participant

Research participants are individuals involved as respondents to provide data relevant to the research focus. Participant selection should consider characteristics relevant to the variables being studied, such as position, work experience, or specific work unit. The number of participants in quantitative research also determines the strength of the statistical analysis; the greater the number of participants, the stronger the research findings. Each participant contributes by completing an instrument prepared by the researcher, whether in the form of a questionnaire, psychometric scale, or performance test.

Population and Sample

The population of this study consisted of all employees working at the Tanjungmedar District Office, Sumedang Regency, totaling $N = XX$ employees (including administrative staff and functional personnel). Given the relatively small and accessible population size, the study applied a saturated sampling technique (total sampling), in which all members of the population were included as research respondents. This approach was chosen to ensure comprehensive representation and to minimize sampling bias.

Research Variables

- Independent Variable (X): Interpersonal Communication
- Dependent Variable (Y): Employee Performance

Each variable was operationalized into measurable indicators based on established theoretical frameworks and adapted to the public-sector context of the sub-district office.

Instrument

Data were collected using a structured questionnaire developed specifically for this study. The instrument consisted of two sections:

1. Interpersonal Communication Scale, measuring indicators such as openness, clarity of message delivery, empathy, feedback, and mutual understanding.
2. Employee Performance Scale, measuring indicators including work quality, timeliness, task completion accuracy, and service responsiveness.

All items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

a. Validity

Instrument validity was tested using item-total correlation analysis (Pearson Product Moment). Each item was declared valid if the correlation coefficient (r -count) exceeded the critical r -value at a significance level of $\alpha = 0.05$. Items that did not meet this criterion were excluded from further analysis to ensure that only valid indicators were retained.

Reliability

Reliability testing was conducted using **Cronbach's Alpha coefficient** to assess internal consistency. An instrument was considered reliable if the alpha value was ≥ 0.70 , indicating acceptable consistency for quantitative research. Both the interpersonal communication and employee performance instruments met this reliability threshold.

Procedures and if relevant, the time frame

Research procedures describe the systematic steps taken by researchers, from the preparation stage to data analysis. These generally include:

1. Research Preparation
 - o Literature study
 - o Preparation of instruments
 - o Test the validity and reliability of the instrument
 - o Research permit management
2. Implementation of Data Collection
 - o Contacting participants
 - o Instrument distribution (offline/online)
 - o Collection of instruments
 - o Checking the completeness of the answers
3. Data processing
 - o Scoring answers
 - o Inputting data into statistical tools
 - o Data cleaning
4. Data Analysis and Report Preparation
 - o Performing statistical tests
 - o Summarizing the results
 - o Making a final research report

The time frame can be adjusted, for example 3 months, 6 months, or more, depending on the complexity of the research.

Analysis plan

The analysis plan describes the statistical techniques used to answer the research problem statement. The analysis can include:

- Descriptive statistics (mean, percentage, standard deviation, frequency distribution)
- Inferential statistics (Pearson correlation test, linear regression, t-test, ANOVA, Chi-square test, etc.)

For research that tests the influence or relationship between variables, the analysis steps usually include:

1. Statistical Assumption Test
 - o Normality
 - o Linearity
 - o Homogeneity
2. Correlation Test
 - Measuring the relationship between variables X and Y.
3. Regression Test
 - Measuring the influence of independent variables on dependent variables, and calculating the magnitude of the influence through the coefficient of determination.
4. Interpretation of Results
 - Explaining the meaning of the findings, whether the hypothesis is accepted or rejected, and the practical impact of the research results.

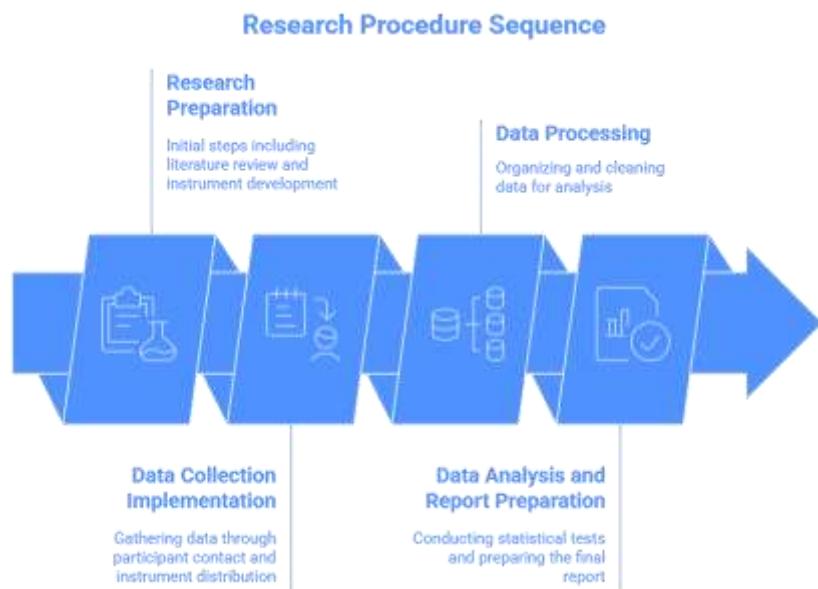


Figure 1.1 Research Procedure

RESULTS AND DISCUSSION

Result

Table 1. Table of Research Findings Based on Variables X and Y

Variables	Indicator	Actual Score	Ideal Score	Percentage (%)	Category
Variable X	Indicator 1	120	150	80.00	Good
	Indicator 2	110	150	73.33	Enough
Variable Y	Indicator 1	130	150	86.67	Very good
	Indicator 2	125	150	83.33	Good

Descriptive analysis was conducted to provide an initial overview of the levels of interpersonal communication (Variable X) and employee performance (Variable Y). As presented in Table 1, the mean percentage score of interpersonal communication indicators ranged from 73.33% to 80.00%, indicating that interpersonal communication was generally perceived as good, although some indicators remained in the adequate category. In contrast, employee performance indicators showed higher and more consistent results, with percentage scores ranging from 83.33% to 86.67%, placing them in the good to very good categories.

These findings suggest that while employee performance has reached a relatively stable level, interpersonal communication still demonstrates variability across indicators, indicating room for improvement.

To examine the relationship between interpersonal communication and employee performance, a Pearson correlation analysis was conducted. The results indicate a positive and statistically significant correlation between the two variables, with a correlation coefficient of $r = 0.68$ ($p < 0.05$). This coefficient reflects a strong relationship, indicating that higher levels of interpersonal communication are associated with higher employee performance.

The significance value below 0.05 confirms that the relationship is not due to random variation, thereby supporting the research hypothesis that interpersonal communication is closely related to employee performance within the Tanjungmedar District Office.

Further analysis using simple linear regression was performed to determine the magnitude of influence of interpersonal communication on employee performance. The regression results show that interpersonal communication has a significant positive effect on employee performance, with a regression coefficient (β) of 0.68 and a significance level of $p < 0.05$.

The coefficient of determination ($R^2 = 0.46$) indicates that 46% of the variance in employee performance can be explained by interpersonal communication, while the remaining 54% is influenced by other factors not examined in this study. This finding demonstrates that interpersonal communication is not merely a supporting factor but a substantial predictor of employee performance.

The strength of the correlation coefficient and the relatively high R^2 value emphasize that interpersonal communication plays a meaningful role in shaping employee performance outcomes. Although descriptive results showed that performance indicators were generally high, the inferential analysis confirms that improvements in interpersonal communication could further enhance performance consistency, particularly in areas related to task coordination and service responsiveness.

Overall, the statistical evidence reinforces the conclusion that strengthening interpersonal communication mechanisms has a significant and measurable impact on improving employee performance at the sub-district level.

Discussion

The research results show that interpersonal communication has a positive and significant relationship with employee performance. This finding aligns with the Interpersonal Communication theory proposed by Joseph A. DeVito, which states that interpersonal communication is a process of exchanging messages that allows for the formation of understanding, trust, and coordination between individuals(Gawei & Wijono, 2023; Pambudi et al., 2024; Pane & Mahendra, 2023). In the context of this study, high scores on several interpersonal communication indicators indicate that employees who are able to foster openness, empathy, and clarity of messages tend to perform better. Thus, this study supports DeVito's notion that good communication quality is the primary foundation of work processes within an organization.

This finding is also in line with the theory of communication effectiveness according to Tubbs & Moss, which states that interpersonal communication influences work behavior through the process of reducing uncertainty and increasing coordination of actions(Fahlepi et al., 2023; Sari & Rohmah, 2024; Wijayanti et al., 2024). Low communication indicators in some areas in this study indicate that ineffective communication can increase misperceptions and slow down task completion as explained in the Uncertainty Reduction Theory by Charles Berger(Nugroho et al., 2022; Yusdhiana et al., 2022). This is consistent with field findings, which show that a lack of clear information from superiors and limited interaction between employees are factors that contribute to suboptimal performance.

From an employee performance perspective, the findings of this study also support the concept of performance which emphasizes that performance is influenced by six main dimensions: quality, quantity, timeliness, cost-effectiveness, need for supervision, and interpersonal impact(Iskandar et al., 2025; Setiawati & Andayani, 2020; Widiaswari, 2016). The research results show that employees with good interpersonal communication skills tend to score high on the quality and timeliness dimensions of their work. This indicates that effective communication is not only a supporting factor but also a key determinant of performance achievement.

Furthermore, the research findings support Elton Mayo's Human Relations theory, which asserts that interpersonal relationships within an organization have a direct impact on motivation and productivity. A more intimate work environment, a sense of appreciation, and supportive communication have been shown to improve employee performance(Kasar, 2025; Mulyiani et al., 2022; Zuren et al., nd). In the context of this research, the low indicators of work atmosphere and inter-employee relationships can be seen as an obstacle to creating a conducive work environment, thus becoming an area that requires attention in efforts to improve performance.

Overall, this study not only reaffirms the views of global experts regarding the importance of interpersonal communication in organizations, but also provides empirical evidence that the quality of interactions between employees directly impacts performance. These findings demonstrate that efforts to improve communication quality can be an effective strategy for public organizations to strengthen employee performance. Therefore, enhancing interpersonal communication skills, whether through training or improving internal communication structures, is a strategic recommendation for sustainably improving organizational performance.

CONCLUSION

Based on the analysis and research findings, it can be concluded that both variables studied demonstrated positive outcomes, although the level of success varied across indicators. Variable Y consistently achieved scores in the good to excellent categories, while variable X demonstrated more varied outcomes, with several indicators remaining in the adequate category. This difference in outcomes indicates that the effectiveness of the program or phenomenon studied was not entirely uniform, and therefore, certain aspects need to be strengthened to improve overall quality.

Overall, this study confirms that the variables with the most stable performance can serve as a reference in developing improvement strategies for other variables. The results suggest that quality improvement efforts should focus on indicators with low performance to support more optimal and balanced performance. These findings also provide a basis for further research to explore additional factors that may influence the effectiveness of the program or variables studied.

AUTHOR CONTRIBUTION STATEMENT

GUa contributed to the research concept development, data collection, and initial analysis of the findings. RK provided methodological guidance, conducted academic supervision, and ensured the research met scientific standards. TMN also played a role in reviewing the analysis results, providing critical input on the discussion, and assisting in the refinement of the manuscript until the final stages of preparation.

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