

The Effect of Interpersonal Communication on Employee Performance at the Secretariat of the Regional House of Representatives of Binjai City

Brata Apianca Kaban, Husni Muharram Ritonga

Abstract

This study aimed to examine the effect of Interpersonal Communication on Job Performance at the Regional Revenue Agency of North Sumatra Province, Indonesia. In the context of public sector governance, employee performance plays a crucial role in supporting effective organizational communication and overall institutional effectiveness. Job performance, reflected in employees' ability to accomplish tasks, maintain work quality, and fulfill responsibilities, is considered an important factor in enhancing interpersonal communication within the workplace. A quantitative approach was employed using survey data collected from 95 respondents through a structured questionnaire. The validity and reliability of the research instrument were tested using Pearson's correlation and Cronbach's Alpha to ensure that all questionnaire items were valid and reliable. Descriptive statistical analysis indicated that both job performance and interpersonal communication were perceived positively by respondents, as reflected in moderate to relatively high mean scores and relatively small standard deviations. Furthermore, simple linear regression analysis and a t-test were conducted to test the research hypothesis. The results demonstrated that Interpersonal Communication has a positive and statistically significant effect on Job Performance, with a significance value of 0.000 and a regression coefficient of 0.457. The coefficient of determination ($R^2 = 0.199$) showed that 19.9% of the variance in interpersonal communication could be explained by job performance, while the remaining 80.1% was influenced by other factors outside the research model. The correlation coefficient ($R = 0.446$) also indicated a moderate positive relationship between the two variables. These findings indicate that higher levels of job performance are associated with better interpersonal communication within the organization.

Keywords: Interpersonal Communication , Job Performance, Public Sector Organization

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Introduction

Employee performance is a critical factor in determining the success of public sector organizations in delivering effective and high-quality services to the community (1); (2) . In governmental institutions, employee performance not only reflects the ability of individuals to accomplish their duties and responsibilities but also serves as an indicator of organizational effectiveness in achieving predetermined goals (3). Therefore, improving employee performance has become a major concern for public organizations, including the Secretariat of the Regional House of Representatives of Binjai City.

From a theoretical perspective, employee performance is influenced by various organizational and individual factors. One of the most important factors is interpersonal communication, which plays a fundamental role in facilitating coordination, collaboration, and information exchange within the organization (4). Effective interpersonal communication enables employees to share information clearly, understand instructions accurately, and build mutual trust between superiors and subordinates. As suggested by (5) communication that is open, transparent, and reciprocal can significantly improve work efficiency and reduce errors in task execution.

However, in practice, interpersonal communication within public organizations is not always optimal. Based on preliminary observations conducted at the Secretariat of the Regional House of Representatives of Binjai City, several issues related to communication effectiveness were identified. Employees often receive inconsistent or unclear information, and the level of openness from supervisors in accepting feedback from subordinates remains limited. This condition potentially hinders coordination across departments and reduces the effectiveness of work processes, which may ultimately impact employee performance.

Empirically, ineffective interpersonal communication can lead to misunderstandings, decreased motivation, and low work productivity (6). Employees who do not receive clear instructions or feedback may experience difficulties in completing their tasks efficiently and on time. Conversely, when communication flows effectively within the organization, employees tend to demonstrate higher levels of understanding, engagement, and performance. Therefore, strengthening interpersonal communication is essential to enhance employee performance in public sector institutions (7).

Furthermore, previous studies have emphasized that communication is not only a tool for information exchange but also a mechanism for building relationships and fostering a supportive work environment (8). In the context of public administration, where coordination and collaboration are highly required, interpersonal communication becomes a strategic element in improving organizational performance and service quality (9).

Despite its importance, there is still limited empirical research focusing specifically on the effect of interpersonal communication on employee performance within local government institutions, particularly in the Secretariat of regional legislative bodies. This gap highlights the need for further investigation to provide empirical evidence on how interpersonal communication influences employee performance in such institutional settings.

Based on the above discussion, this study aims to analyze the effect of interpersonal communication on employee performance at the Secretariat of the Regional House of Representatives of Binjai City. The findings of this research are expected to contribute to the development of public sector human resource management literature and provide practical recommendations for improving communication practices and employee performance within governmental organizations.

Literature Review

Interpersonal Communication

Interpersonal communication refers to the process of exchanging information, ideas, and feelings between two or more individuals directly, characterized by the presence of feedback and mutual understanding. In the context of public organizations, interpersonal communication

plays a crucial role in fostering work coordination, reducing misunderstandings, and enhancing the effectiveness of employees' task implementation (10).

Effective interpersonal communication is characterized by openness, clarity of messages, empathy, and mutual respect, which contribute to the development of harmonious working relationships and support the improvement of employee performance (11).

Indicators of Interpersonal Communication

The indicators of interpersonal communication in this study are based on (11) which include:

1. Openness
2. Empathy
3. Supportiveness
4. Positiveness
5. Equality in communication

Employee Performance

Employee performance refers to the work outcomes achieved by employees in terms of both quality and quantity in accordance with the duties and responsibilities assigned to them. In government institutions, employee performance reflects the effectiveness of public service delivery, work discipline, and accountability in task execution (12)

Employee performance serves as a key indicator of organizational success in achieving its objectives and providing services to the community.

Indicators of Employee Performance

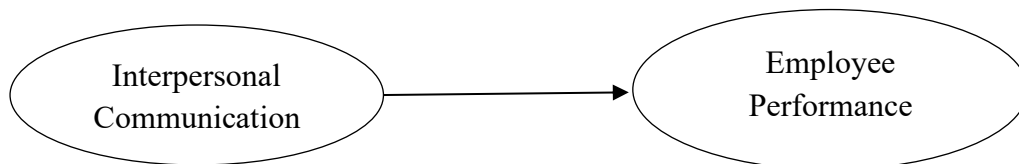
Based on (12) the indicators of employee performance include:

1. Work quality
2. Work quantity
3. Timeliness
4. Work responsibility
5. Teamwork

Conceptual Framework and Hypothesis

This study conceptualizes Interpersonal communication as independent variables. And job performance acts as the dependent variable.

The conceptual framework assumes that higher Interpersonal communication will improve the employee performance at the Regional House of Representatives of Binjai City. Based on this framework, the hypotheses of this study are formulated as follows:



The hypothesis is:

Ha : Interpersonal communication has a positive and significant effect on Job performance at the Regional Revenue Agency of North Sumatra Province

Ho : Interpersonal communication does not have positive and significant effect on Job performance at the Regional Revenue Agency of North Sumatra Province

Research Methodology

This study employed a quantitative associative research design, which aims to examine the relationship between two or more variables (13); (14). The quantitative approach was

selected to statistically test the hypothesized relationships among the research variables. However, in the present study, the primary focus is on analyzing the influence of Interpersonal communication on Job performance .

The research was conducted at the Regional Revenue Agency of North Sumatra Province, located at Jalan Jendral Sudirman No. 6, Binjai, North Sumatera. The study was carried out over a three-month period, from March 2026 to June 2026.

The population of this study consisted of all employees working at the Regional Revenue Agency of North Sumatra Province. According to (15); (16), a population refers to the entire group of subjects or objects that possess specific characteristics relevant to the research problem and serve as the basis for data collection and generalization of findings. In this study, the total population comprised 95 employees, all of whom were civil servants (ASN).

Given the relatively small size of the population, this research applied a saturated sampling technique (census sampling), in which all members of the population were included as research respondents. As defined by (16), a sample represents a subset of the population selected to reflect the characteristics of the entire population. However, since the population in this study was limited to 95 employees, all individuals were involved as respondents. Therefore, the total sample size was employees.

The study relied on primary data collected through a structured questionnaire distributed to all respondents. The questionnaire items were developed based on established theoretical indicators of service speed and service optimization. Responses were measured using a five-point Likert scale ranging from strongly disagree to strongly agree. In addition, secondary data were obtained from institutional documents, official reports, and relevant administrative records to complement and support the primary data.

The collected data were analyzed using quantitative statistical methods with the assistance of SPSS version 26.0. The analysis was conducted in several stages. First, a validity test was performed to assess whether each questionnaire item accurately measured the intended variable (17). An item was considered valid if the calculated correlation coefficient (r-count) exceeded the r-table value. Second, a reliability test was conducted using Cronbach's Alpha, where a coefficient greater than 0.70 indicated that the instrument was reliable.

The regression model applied in this study is formulated as follows: $Y = a + bX$, Where:

Y = Job performance

X = Interpersonal communication

a = Constant

b = Regression Coefficient

The t-test is used to determine whether Interpersonal communication has a significant effect on Job performance. The hypothesis is accepted if the t-count value is greater than the t-table value or if the significance level (p-value) is less than 0.05. Additionally, the coefficient of determination (R^2) is calculated to measure the proportion of variance in Job performance explained by Interpersonal communication. The R^2 value ranges from 0 to 1, with values closer to 1 indicating a stronger influence of the independent variable.

Results

Validity and Reliability Tests

Validity was assessed using Pearson's correlation coefficient (r-value) by correlating each individual item score with the total composite score of its respective variable. With a sample size of $N = 70$ and a significance level of 5% (two-tailed), the critical r-table value was 0,2017. An item was considered valid if its r-value exceeded the r-table value.

Based on the results of the validity test using Pearson Correlation, the correlation coefficients obtained were 0.977, 0,991, 0,917, 0,977 and 0,977 with a significance value (Sig. 2-tailed) of 0.000 for all indicators of Interpersonal communication variable.

Since all correlation coefficients are very high and the significance values are below 0.05, it can be concluded that all indicators are statistically significant and valid in measuring the Interpersonal communication.

The results of the validity test using Pearson Correlation of Job performance variable, obtained were 0.993, 0.993, 0.968, 0.984 and 0.918 with a significance value (Sig. 2-tailed) of 0.000 for all indicators of the Job performance variable.

According to (14) since all correlation coefficients are above the commonly accepted minimum threshold ($r > 0.30$) and fall within the moderate to very strong correlation range, and because the significance values are below 0.05, it can be concluded that all indicators are statistically significant and valid in measuring the Job performance variable.

Reliability was evaluated using Cronbach's Alpha to measure the internal consistency of each variable. A research instrument is generally considered reliable if its Cronbach's Alpha value exceeds 0.60 (18).

Table 1. Reliability Results

Variable	Cronbach's Alpha	Benchmark	Result
Interpersonal communication	0.983	> 0.60	Reliable
Job performance	0.985	> 0.60	Reliable

The Interpersonal communication variable achieved a Cronbach's Alpha value of 0.983, while the Job performance variable obtained a value of 0.985. Both values were well above the 0.60 benchmark, indicating strong internal consistency. These findings confirmed that the measurement instruments were both valid and reliable.

Descriptive Analysis

The first step in the descriptive analysis was to examine the summary statistics of the two main variables (Interpersonal communication and Job performance). The analysis was conducted to provide an overview of respondents' perceptions based on the composite scores obtained from the questionnaire items. Each variable score represents the total accumulation of responses across its respective indicators.

Table 2. Descriptive Statistics

Variable	Mean	Std. Deviation	N
Interpersonal communication	20.3263	3.72582	95
Job performance	20.5263	3.63740	95

As shown in Table 2, the mean score for Interpersonal Communication is 20.3263, with a standard deviation of 3.72582, based on 95 respondents. This result indicates that, on average, respondents perceived interpersonal communication within the organization to be at a moderate to relatively good level. The standard deviation, which is lower than the mean, suggests that the responses are relatively consistent among respondents. This implies that most employees share similar perceptions regarding the effectiveness of interpersonal communication, including aspects such as openness, clarity, and mutual understanding, although slight variations still exist.

Meanwhile, the mean score for Job Performance is 20.5263, with a standard deviation of 3.63740, also based on 95 respondents. This finding indicates that employees generally demonstrate a moderate to good level of job performance. The relatively lower standard deviation compared to the mean shows that respondents' perceptions of job performance are fairly consistent. In other words, most employees tend to evaluate their performance similarly, although minor differences remain in aspects such as work quality, timeliness, and responsibility.

Overall, the descriptive statistics reveal that both Interpersonal Communication and Job Performance are perceived positively by respondents. The relatively consistent responses across

both variables suggest a stable pattern of perceptions among employees. These findings provide an initial indication that effective interpersonal communication may play a role in supporting and enhancing employee performance within the organization. Furthermore, these results serve as a foundation for conducting further inferential analysis to examine the relationship and influence between interpersonal communication and job performance.

These findings are consistent with previous studies (19);(20) which indicate that the Interpersonal communication has a significant relationship with Job performance . The findings highlighted that Interpersonal communication significantly contribute to improved Job performance .

Regression Analysis

Simple Linear Regression

A simple linear regression analysis was conducted to examine the effect of Interpersonal communication on Job performance at the Regional Revenue Agency of North Sumatra Province. The analysis used composite scores derived from the three indicators of each variable based on the questionnaire data from 95 respondents.

Table 3. Regression Results

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	10.940	1.981		5.523	.000
Job performance	.457	.095	.446	4.811	.000

a. Dependent Variable: Interpersonal communication

Based on the regression results presented in Table 3, the regression equation can be formulated as follows:

$$Y = 10.940 + 0.457X$$

The constant value ($B = 10.940$) indicates that when the value of Interpersonal Communication is assumed to be zero, the predicted score of Job Performance would be 10.940. Although this value has limited practical interpretation, it serves as a baseline in the regression model.

The regression coefficient ($B = 0.457$) shows that for every one-unit increase in Interpersonal Communication, the Job Performance score is predicted to increase by 0.457 units, assuming other factors remain constant. This positive coefficient indicates that higher levels of interpersonal communication are associated with better job performance within the organization.

The significance value ($p = 0.000$) is lower than the significance level of 0.05, indicating that Interpersonal Communication has a statistically significant effect on Job Performance. In addition, the standardized beta coefficient ($Beta = 0.446$) suggests a moderate positive relationship between the two variables.

Furthermore, the t-value ($t = 4.811$) is greater than the critical t-table value (approximately 1.985 for $\alpha = 0.05$), confirming that the effect of Interpersonal Communication on Job Performance is statistically significant.

These findings indicate that higher levels of interpersonal communication are associated with improvements in job performance within the organization (10). Therefore, the research hypothesis stating that Interpersonal Communication has a positive and significant effect on Job Performance is accepted.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was calculated to measure the proportion of variance in Job performance that could be explained by Interpersonal communication at the Regional Revenue Agency of North Sumatra Province.

Table 4. Coefficient of Determination

Model	R	R^2	Adjusted R^2
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1	.446a	.199	.191
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Based on Table 4, the results of the analysis show that the coefficient of determination (R^2) is 0.199. This indicates that 19.9% of the variance in Job Performance can be explained by Interpersonal Communication. In other words, the independent variable in this regression model has a moderate explanatory power in predicting changes in job performance. The remaining 80.1% of the variance is influenced by other factors not included in this research model, such as leadership style, organizational culture, employee competence, work environment, training programs, or other managerial aspects within the organization.

Furthermore, the correlation coefficient ($R = 0.446$) indicates a moderate positive relationship between Interpersonal Communication and Job Performance. This suggests that higher levels of interpersonal communication are associated with better job performance within the organization, although the strength of the relationship is not very strong.

The Adjusted R^2 value of 0.191 shows that after adjusting for the number of predictors in the model, the regression model still explains 19.1% of the variance in Job Performance. This indicates that the model has a moderate level of predictive capability. Overall, these findings suggest that Interpersonal Communication contributes to explaining variations in Job Performance, although a substantial proportion of the variation is still influenced by other factors beyond the scope of this study.

Hypothesis Testing (t-Test)

Hypothesis testing was conducted using a t-test to determine whether the independent variable, Interpersonal communication, had a positive and significant effect on Job performance

Table 5. t- Test Result

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	10.940	1.981		5.523	.000
Job performance	.457	.095	.446	4.811	.000

a. Dependent Variable: Interpersonal communication

Table 5 presents the results of the t-test analysis used to examine the effect of Interpersonal Communication on Job Performance. Based on the table, the constant value is 10.940 with a standard error of 1.981 and a t-value of 5.523, with a significance value of 0.000. This value represents the baseline level of Job Performance when the independent variable, Interpersonal Communication, is assumed to be zero.

Meanwhile, the regression coefficient for Interpersonal Communication is 0.457 with a standard error of 0.095 and a standardized beta coefficient of 0.446. The t-value of 4.811, which is greater than the t-table value of approximately 1.985 ($\alpha = 0.05$), indicates that Interpersonal Communication has a positive and statistically significant effect on Job Performance. The significance value ($p = 0.000$) is also lower than the significance level of 0.05, further confirming the significance of the effect.

These results indicate that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, meaning that Interpersonal Communication has a positive and significant effect on Job Performance. The positive regression coefficient suggests that higher levels of interpersonal communication are associated with better job performance within the organization.

Therefore, the findings suggest that improvements in interpersonal communication practices may contribute to enhancing employees' job performance within the organization. However, given the moderate beta value, the strength of the relationship is moderate, indicating that other factors may also play an important role in influencing job performance (21).

Conclusion

Based on the results of the descriptive and inferential statistical analyses, several conclusions can be drawn from this study regarding the relationship between Interpersonal Communication and Job Performance at the Regional Revenue Agency of North Sumatra Province.

First, the descriptive analysis indicates that respondents generally provided positive evaluations of both variables. The mean score of Interpersonal Communication was 20.3263 with a standard deviation of 3.72582, while the mean score of Job Performance was 20.5263 with a standard deviation of 3.63740. These findings suggest that both interpersonal communication and job performance are perceived to be at a moderate to relatively good level within the organization. The relatively small standard deviation values also indicate that respondents' perceptions were fairly consistent.

Second, the results of the simple linear regression analysis reveal that Interpersonal Communication has a positive effect on Job Performance. The regression equation obtained was $Y = 10.940 + 0.457X$, which implies that every one-unit increase in interpersonal communication is predicted to increase job performance by 0.457 units. The significance value of 0.000 (< 0.05) confirms that this effect is statistically significant.

Third, the coefficient of determination (R^2) shows a value of 0.199, indicating that 19.9% of the variation in Job Performance can be explained by Interpersonal Communication, while the remaining 80.1% is influenced by other variables not included in this study. Additionally, the correlation coefficient ($R = 0.446$) reflects a moderate positive relationship between the two variables.

Fourth, the results of the t-test further support the significance of this relationship. The calculated t-value of 4.811 is greater than the t-table value (approximately 1.985) with a significance value of 0.000, indicating that the independent variable has a positive and statistically significant effect on the dependent variable. Therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted.

Overall, the findings of this study demonstrate that Interpersonal Communication has a significant and positive influence on Job Performance within the Regional Revenue Agency of North Sumatra Province. Although the strength of the relationship is moderate, the results suggest that improving interpersonal communication can contribute to better employee job performance within the organization. However, since a considerable proportion of the variance is explained by other factors, future research is recommended to include additional variables such as leadership style, organizational culture, and work environment to obtain a more comprehensive understanding.

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