

The Relationship of Interpersonal Communication with Employee Performance at the Education and Culture Office of Agam Regency

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ABSTRACT

This research is based on a phenomenon that shows that employees still lack performance in carrying out and completing tasks well. This is allegedly caused by interpersonal communication that has not run optimally. This study aims to determine the relationship between interpersonal communication and employee performance.

This type of research is quantitative research with a correlational approach. The research population was 79 employees and the sample was 55 employees using the sampling technique using Proportionate Stratified Random Sampling. Data was collected through a Likert scale questionnaire that met the requirements for validity and reliability, then analyzed using descriptive statistics and Pearson Product Moment correlations with the help of IBM SPSS Statistics 26.

The results showed that interpersonal communication was in the very good category with a respondent achievement rate of 90%, while employee performance was in the good category with a respondent achievement rate of 89.1%. The results of the hypothesis test showed that there was a positive and significant relationship between interpersonal communication and employee performance with a correlation coefficient value of $r = 0.720$ and a significance value of 0.000 ($p < 0.05$). These findings show that the better the interpersonal communication that exists in the work environment, the higher the performance of employees in carrying out their duties and responsibilities. The level of relationships obtained is in the strong category, so interpersonal communication is one of the important factors that contribute to improving employee performance. Therefore, organizations need to create and maintain effective interpersonal communication between employees as well as between superiors and subordinates to support performance improvement and optimal achievement of organizational goals.

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1. INTRODUCTION

An organization is a group of individuals who work together in a structured manner to achieve a specific goal. The success of an organization in achieving its goals is greatly influenced by the quality of its human resources, especially employee performance. Employee performance is the result of work achieved by a person in carrying out the duties and responsibilities given in accordance with the standards that have been set, both in terms of quality and quantity (Mangkunegara, 2017). Employees who have high performance will be able to complete work effectively and efficiently, be responsible for the tasks given, and contribute optimally in supporting the achievement of organizational goals (Sutrisno, 2016)

In the context of government agencies, employee performance is an important factor in realizing quality public services. Good performance is reflected in the ability of employees to complete work on time, produce quality work, be able to cooperate with colleagues, and show responsibility in carrying out service duties to the community (Sedarmayanti, 2017). Therefore, improving employee performance is one of the main priorities for every government agency, including the Agam Regency Education and Culture Office which has a strategic role in the management and development of the education and culture sectors.

One of the factors that is believed to affect employee performance is interpersonal communication. According to Effendy (2017), communication is the process of conveying messages from someone to others with the aim of influencing attitudes, opinions, and behaviors. According to Griffin (2018), communication is the process of forming a mutual understanding between the sender and recipient of the message. Communication plays an important role as a means of coordination, information delivery, and the formation of cooperation between individuals. Through communication, humans are able to establish relationships with each other in various aspects of life, such as in the family environment, workplace, market, community, and other locations. One form of communication that often occurs in the work environment is interpersonal communication. Interpersonal communication is a process of exchanging messages directly between two or more individuals that aims to create mutual understanding and harmonious working relationships.

Theoretically, effective interpersonal communication can increase work motivation, strengthen coordination, reduce conflicts, and create a conducive work environment so that it has a positive impact on employee performance (Briegel & Manafe, 2024). On the other hand, communication that does not go well can cause misunderstandings, delays in the delivery of information, low cooperation, and reduce the effectiveness of task implementation. Robbins and Judge (2017) explain that communication barriers such as differences in perception, lack of openness, and lack of feedback can hinder the achievement of organizational performance.

The importance of interpersonal communication is also strengthened by government policies through Law Number 20 of 2023 concerning the State Civil Apparatus which emphasizes that civil servants must have professional competence, including the ability to communicate and cooperate in carrying out public service duties. Interpersonal communication in government agencies still faces various problems, such as differences in perceptions, lack of openness, lack of feedback, and weak coordination between work units. According to Robbins and Judge (2017), communication barriers such as differences in perception, lack of openness, and lack of feedback can hinder the effectiveness of employee performance. This shows that communication in government organizations still faces various obstacles. One of the main problems is the weak coordination between work units caused by ineffective communication. However, various studies show that there are still obstacles to interpersonal communication in the government work environment, such as lack of information disclosure, weak empathy between employees, and low coordination intensity that have an impact on work effectiveness.

This phenomenon was also found at the Agam Regency Education and Culture Office. Some of the problems related to employee performance and interpersonal communication include mismatches between workload and work results achieved, delays in completing services to the community, less productive use of working hours, coordination between departments that are not optimal, lack of communication forums and discussions between employees, and low initiative and responsiveness of some employees in providing services. This condition indicates that there are interpersonal communication problems that have the potential to affect employee performance in carrying out their duties and responsibilities.

Based on these problems, efforts are needed to understand the extent to which interpersonal communication is related to employee performance. This study was designed using a correlational quantitative approach to analyze the relationship between interpersonal communication and employee performance at the Agam Regency Education and Culture Office. Through this study, it is hoped that empirical information can be obtained about the level of interpersonal communication and employee performance as well as the strength of the relationship between the two variables.

2. METHOD, DATA, ANALYSIS

This study uses a quantitative method with a correlational. According to (Sukardi, 2021), correlational research is a study that involves data collection to determine whether there is a relationship and the level of relationship between two or more variables. The research population was 79 teachers, and the research sample was 55. Sampling was carried out using Proportionate Stratified Random Sampling with the chocran formula to determine the sample size. The data collection instrument was in the form of a questionnaire prepared using the Likert scale, which consisted of Strongly Agree (SS), Agree (S), Disagree (KS), Disagree (TS), and Strongly Disagree (STS). The questionnaire trial was carried out with 24

employees. The test results were then analyzed using SPSS version 26 to determine their validity and reliability. After testing and analysis, a questionnaire was distributed to respondents, and the data collected was analyzed to determine the normality, linearity, and correlation test of the Pearson product moment.

3. RESULT AND DISCUSSION

Result

The results of the research on the relationship between interpersonal communication and employee performance at the Agam Regency Education and Culture Office have two variables, namely the interpersonal communication variable (X) and the teacher employee performance variable (Y).

Table 1. Achievement Rate of Employee Performance Indicators

No.	Indicator	Average	%TCR	Category
1.	Quality of Work	4,44	88,8%	Good
2.	Working Quantity	4,45	89%	Good
3.	Punctuality	4,48	89,6%	Good
4.	Effectiveness	4,45	89%	Good
Average score		4,46	89,1%	Good

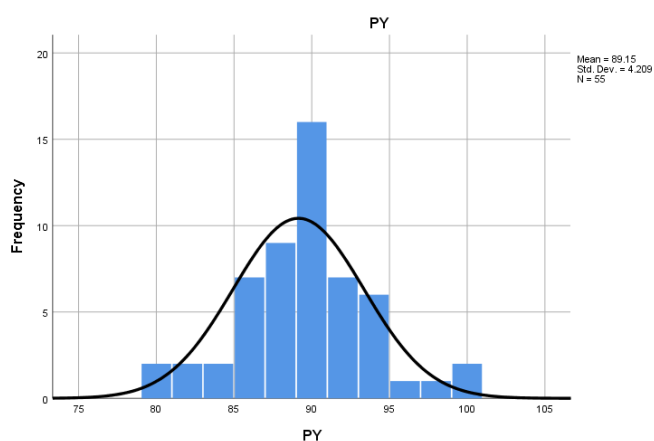


Image 1. Employee Performance Histogram

Based on table 1, it shows that the highest average score is found in the punctuality indicator, which is 4.48 with a percentage of 89.6%, while the lowest average score is found in the effectiveness indicator, which is 4.44 with a percentage of 88.8%. In general, the average performance score of employees at the Agam Regency Education and Culture Office is 4.46 with a percentage of 89.1%, which means that it is already in the good category.

Interpersonal Communication

The results of the study on the interpersonal communication variable showed that it was in the "very good" category with a respondent achievement rate of 90%. This can be seen based on employee performance indicators, namely: 1) openness, 2) empathy, 3) support, 4) positive attitude, 5) equality., as described in the following table:

Table 2. Achievement Rate of Interpersonal Communication Indicators

No.	Indicator	Average	%TCR	Category
1.	Openness	4,52	90,4%	Excellent
2.	Empathy	4,45	89%	Good
3.	Support	4,48	89,6%	Good
4.	Positive Attitude	4,56	91,2%	Excellent
5.	Equivalence	4,52	90%	Excellent
Average score		4,50	90%	Excellent

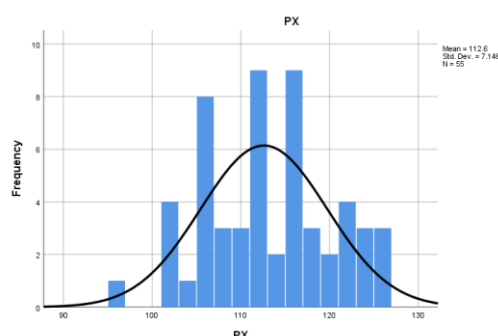


Image 2. Interpersonal Communication

Based on table 2, it shows that the highest average score is found in the positive attitude indicator, which is 4.56 with a percentage of 91.2%, while the lowest average score is found in the empathy indicator, which is 4.45 with a percentage of 89%. In general, the average score of interpersonal communication at the Agam Regency Education and Culture Office is 4.50 with a percentage of 90%, which means that it is already in the "very good" category.

Analysis Prerequisites Test

Normality Test

The normality test aims to determine whether the data in the study is distributed normally. The normality test in this study was processed using SPSS version 26. For an overview of normality tests for employee performance and interpersonal communication, see the following table:

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

		Unstandardized Residual
N		55
Normal Parameters ^{a,b} Most Extreme Differences	Mean	.0000000
	Std. Deviation	2.92192587
	Absolute	.086
	Positive	.086
	Negative	-.081
Test Statistic		.086
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Based on table 3, the results of the normality test using *Kolmogorov-Smirnov* show that the significance value obtained is $0.200 > 0.05$. Thus, it can be concluded that the data is distributed normally.

Linearity Test

The linearity test is used to determine whether or not there is a relationship between an independent variable and a bound variable. The linearity test was conducted using IBM SPSS Statistics version 26 software through the Test of Linearity menu contained in the ANOVA analysis.

Table 4. Linearity Test Results

			Sum of Squares	df	Mean Square	F	Say.
Employee Performance * Interpersonal Communication	Between Groups	(Combined)	702.036	22	31.911	4.008	.000
		Linearity	206.803	1	495.803	62.267	.000
		Deviation from Linearity	206.233	18	9.821	1.233	.290
	Within Groups		254.800	32	7.962		
	Total		956.836	54			

Based on table 4, the results of the linearity test were obtained with a value of Sig. *Deviation from Linearity* is 0.290. Since the significance value is greater than 0.05 ($0.290 > 0.05$), it can be concluded that there is a significant relationship of the linear form.

The Relationship between Employee Performance and Interpersonal Communication

The hypothesis test was carried out using Pearson Product Moment correlation analysis to determine whether or not there is a significant relationship between interpersonal communication (variable X) and employee performance (variable Y). Hypothesis testing was carried out using *the Person Correlation* formula using IBM SPSS Statistics version 26, as follows:

Table 5. Pearson Product Moment Correlation Analysis Test
Correlations

		Employee Performance	Interpersonal Communication
Employee Performance	Pearson Correlation	1	.720**
	Sig. (2-tailed)		.000
	N	55	55
Interpersonal Communication	Pearson Correlation	.720**	1
	Sig. (2-tailed)	.000	
	N	55	55

Based on table 5, the results of the Pearson Product Moment correlation analysis obtained a correlation coefficient value of 0.720 with a significance value of $0.000 < 0.05$. This shows that there is a positive and significant relationship between interpersonal communication and employee performance.

Discussion Employee Performance

The results of the study showed that employee performance was in the good category with a respondent achievement rate of 89.1%. This shows that employees have been able to carry out their duties and responsibilities optimally in accordance with the standards set by the organization. Good performance reflects the ability of employees to produce quality work, achieve work targets, complete tasks on time, and work effectively in supporting the achievement of organizational goals. According to Mangkunegara (2017), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given.

Performance can be interpreted as an overview of the level of success in the implementation of a program, activity, or policy in achieving the goals, goals, vision, and mission of the organization that has been formulated in the organization's strategic planning (Moehariono, 2012). Employee performance has a very important role in the organization because it is the main indicator in assessing the success of individuals and the organization as a whole (Wibowo, 2017).

According to Nellitawati & Yunistisa (2022), employee performance is the result of work achieved by an employee in carrying out his duties and responsibilities in accordance with the role and function of the position he or she holds. Meanwhile, according to Hasibuan (2018), performance is a result of work achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, and seriousness as well as time. Performance is not only related to the achievement of work results, but also includes work behavior shown in carrying out tasks and responsibilities (Erni *et al.*, 2022).

The punctuality indicator obtained the highest average score of 4.48. These results show that employees have good discipline in completing work according to the predetermined time. According to Mangkunegara (2017), punctuality is the ability of employees to complete work according to the time target set by the organization. The high achievement in this indicator shows that employees are able to manage working time effectively so that tasks can be completed on time.

Meanwhile, the indicator with the lowest average value is work quality of 4.44, although it is still in the good category. These results show that employees have been able to produce work that is in accordance with organizational standards, thorough, and accountable. According to Rivai (2018), the quality of work reflects the level of success of employees in producing work that meets the quality standards that have been set.

In addition, the indicators of work quantity and effectiveness each obtained an average score of 4.45 in the good category. These results show that employees are able to achieve the assigned work targets

and carry out tasks effectively to support the achievement of organizational goals. This is in line with the opinions of Kasmir (2019) and Sutrisno (2020) who stated that the quantity and effectiveness of work are important indicators in assessing the success of employee performance.

Based on these results, it can be concluded that employee performance is already in the good category with an advantage in the aspect of punctuality. However, organizations still need to improve the quality of work through regular training, coaching, and performance evaluations so that employee performance can improve to the very good category.

Interpersonal Communication

The results of the study show that employee interpersonal communication is in the very good category with a respondent achievement rate of 90%. These results show that communication between employees and between employees and superiors has taken place effectively. Good interpersonal communication is reflected in indicators of openness, empathy, support, positive attitudes, and equality which are overall in the category of good to very good.

In the positive attitude indicator, the highest average score of 4.56 was obtained in the very good category. These results show that employees have a positive attitude in communicating, such as respecting each other, thinking constructively, and maintaining harmonious working relationships. According to Suranto (2019), a positive attitude is an important element in interpersonal communication because it can encourage the creation of effective communication and good cooperation in organizations. The high achievement in this indicator shows that the work environment has supported the formation of harmonious relationships between employees.

Meanwhile, the indicator with the lowest average score is empathy of 4.45 with the good category. These results show that employees have been able to understand the feelings, needs, and viewpoints of others in communicating, although there is still room for improvement. According to Mulyana (2017), empathy is a person's ability to understand the feelings and conditions of others without losing their identity. Good empathy skills will help create more harmonious working relationships and increase communication effectiveness.

In addition, the indicators of openness and equality each obtained an average score of 4.52 in the excellent category. These results show that employees are able to foster social processes by communicating openly, honestly, and respecting each other regardless of position or background. This is in line with what Achyar N, *et al.* (2019) Interpersonal communication is a process of exchanging messages that takes place directly and bidirectionally between the individuals involved, allowing for immediate feedback. Effective interpersonal communication is characterized by openness, empathy, mutual support, positive attitudes, and equality between the parties to the communication. The support indicator obtained an average score of 4.48 with a good category, which shows an attitude of helping each other, providing motivation, and working together in completing tasks.

Based on these results, it can be concluded that employee interpersonal communication is already in the very good category with advantages in the aspect of positive attitudes. However, the aspect of empathy that obtained the lowest average score still needs to be improved through interpersonal communication training, strengthening a culture of mutual respect, and increasing cooperation between employees. Thus, interpersonal communication can be more effective and support the improvement of organizational performance.

The Relationship of Interpersonal Communication with Employee Performance

Based on the results of the Pearson Product Moment correlation analysis, a correlation coefficient value (r) of 0.720 with a significance value of $0.000 < 0.05$ was obtained. These results show that there is a positive and significant relationship between interpersonal communication and employee performance. The correlation coefficient value of 0.720 is included in the category of strong relationships, which means that the better the interpersonal communication that exists in the work environment, the higher the performance of the employee. On the other hand, if interpersonal communication is less effective, employee performance tends to decrease.

According to Luthans (2019), it is explained that interpersonal communication has a relationship with employee work motivation. Open, supportive, and empathetic communication will make employees feel valued and cared for, so that they can increase morale. This condition shows that interpersonal communication is related to the psychological aspects of employees that also affect their performance. In addition, Kreitner & Kinicki (2018) stated, interpersonal communication has a relationship with employee performance through its influence on job satisfaction, organizational commitment, and motivation.

Employees who have good communication with their bosses and coworkers tend to be more satisfied with their work, more committed to the organization, and more motivated to achieve high performance.

Syam, Nasrullah, and Isgunandar (2024) explained that interpersonal communication is the basis for effective communication in an organization because it allows for direct information exchange, feedback, and the creation of work understandings between employees. In their research, they found that interpersonal communication has a positive and significant effect on employee performance. These findings show that the better the quality of interpersonal communication in the workplace, the better the performance of employees in carrying out their duties and responsibilities. In addition, Zein, Bagis, Purwidiyanti, and Kharismasyah (2024) emphasized that interpersonal communication is one of the factors that can increase work morale and direct employee performance to maximum results. According to them, effective interpersonal communication will help employees understand work, facilitate relationships between employees, and create a more conducive work environment. With good communication, employees can work more coordinated, reduce errors, and get work done more effectively.

These findings indicate that interpersonal communication has an important role in supporting the implementation of employee duties and responsibilities. Through good interpersonal communication, employees can exchange information, convey ideas, provide feedback, and build harmonious working relationships. This condition will create a conducive work atmosphere so that employees can work more effectively and efficiently in achieving organizational goals. In addition, good interpersonal communication can also minimize misunderstandings in the execution of work, improve coordination between employees, and strengthen teamwork.

Theoretically, interpersonal communication is the process of conveying messages that occur between two or more people directly that allows for immediate feedback. Effective interpersonal communication is characterized by openness, empathy, supportiveness, positive attitudes, and equality. If these aspects are well established in the organization, employees will more easily understand the tasks given, have higher work motivation, and be able to show optimal performance.

The results of this study are in line with the research conducted by Irfan Kurniawan in a research entitled "The Relationship of Interpersonal Communication with Performance in Members of UKM Menwa, University of Semarang". The results of the study showed that interpersonal communication has a positive and significant relationship with member performance. The better the interpersonal communication that is established between members of the organization, the better the performance will be produced. The study emphasizes that interpersonal communication is one of the important factors that can increase the effectiveness of individual and group work.

In addition, the results of this study are also supported by Yudiana Sari's research entitled "The Influence of Interpersonal Communication on Employee Performance at the Bandar Lampung City Hygiene and Landscaping Office". The study found that interpersonal communication has a positive and significant effect on employee performance. Effective communication is able to improve work coordination, clarify information delivery, and encourage the creation of harmonious working relationships, thus having an impact on improving employee performance.

Thus, the results of this study further strengthen the empirical evidence that interpersonal communication is an important factor in improving employee performance. Therefore, organizations need to encourage the creation of open, effective, and mutually supportive communication between employees and between leaders and subordinates. These efforts can be made through improving work coordination, regular discussion forums, providing constructive feedback, and developing a positive communication culture so that employee performance can continue to be optimally improved.

4. CONCLUSION

Based on the results of the study, employee interpersonal communication is in the very good category (90%), while employee performance is also in the very good category (89.1%). The results of the Pearson Product Moment correlation analysis showed that there was a positive and significant relationship between interpersonal communication and employee performance ($r = 0.720$; $p = 0.000$). These findings show that the better the interpersonal communication that exists in the work environment, the higher the performance of employees in carrying out their duties and responsibilities. The relationships found are in the strong category, so interpersonal communication is one of the important factors that contribute to improving employee performance. Therefore, agencies need to continue to develop and maintain effective interpersonal communication through increasing openness, cooperation, coordination, and harmonious relationships between employees and between superiors and subordinates so that employee performance can be maintained and improved in a sustainable manner.

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