

# The Influence of Interpersonal Communication on Employee Performance at the Department of Industry and Trade of Gowa Regency

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## ARTICLE INFO

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## ABSTRACT

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**Article History:**  
**Received**  
May 2025

**Accepted**  
July 2025

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**Keywords**  
*Interpersonal  
Communication,  
Employee  
Performance,  
Government  
Institution,*

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This study aims to determine the influence of interpersonal communication on employee performance at the Department of Industry and Trade of Gowa Regency. Interpersonal communication is an essential element in creating a productive and harmonious work environment, directly impacting employee performance. This study applied a quantitative approach using a descriptive method. The sample consisted of 37 employees selected using a saturated sampling technique. Data were collected using questionnaire and analyzed using simple linear regression. The results showed that interpersonal communication has a positive and significant effect on employee performance, as indicated by a significance value of 0.001 ( $< 0.05$ ) and a determination coefficient of 0.285. This means that interpersonal communication explains 28.5% of the variation in employee performance. The findings emphasize the importance of strengthening interpersonal communication as a strategic effort to improve the performance of government institution employees.

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## 1. Introduction

### 1.1 Background

Communication is a fundamental aspect of interaction among individuals and within organizations. In the organizational context, effective communication plays a vital role in fostering strong relationships between leaders and employees, as well as among colleagues. Interpersonal communication, as a component of organizational communication, refers to the interaction process between two or more individuals that influences understanding, social relations, and work performance. Robbins and Judge [1] emphasize that effective communication can create shared understanding and align employee behavior with organizational goals. Similarly, Luthans [2] states that communication is a key managerial function that enables coordination and increases job satisfaction.

In government institutions such as the Department of Industry and Trade of Gowa Regency, interpersonal communication holds a significant importance due to the involvement of multiple parties with interconnected duties and responsibilities. Clear understanding and mutual support among employees are essential to achieving organizational goals. As an institution responsible for the development of industry and trade, the department holds a strategic role in advancing regional economic growth. Hence, employee performance is critical

in determining the success of its programs and policies. Research by Mangkunegara [3] shows that communication has a significant influence on employee performance, particularly in public service organizations where coordination is fundamental.

Communication barriers, such as perceptual differences, unclear messages, or a lack of feedback, may reduce task effectiveness and hinder the achievement of organizational objectives. According to Gibson et al [4], ineffective communication leads to misunderstandings, decreases in motivation, and ultimately affects performance outcomes. Therefore, this study aims to examine how interpersonal communication affects employee performance in a government organizational setting.

Despite its importance, empirical studies that specifically examine the impact of interpersonal communication on employee performance in regional government institutions in Indonesia remain limited. Most existing research tends to focus on the private sector or educational settings, leaving a gap in the understanding of how communication dynamics influence public service delivery. Therefore, this study is expected to contribute not only to the development of communication practices in public institutions but also to provide practical recommendations for improving employee performance through enhanced interpersonal communication, particularly in the context of the Department of Industry and Trade of Gowa Regency.

### *1.2 Problem Statement*

Based on initial observations at the Department of Industry and Trade of Gowa Regency, communication barriers such as unclear instructions, limited feedback, and differences in communication styles are still frequently found. These issues often hinder task completion and reduce employee performance. Therefore, this study aims to investigate whether interpersonal communication has a significant influence on employee performance at the Department of Industry and Trade of Gowa Regency.

### *1.3 Objectives and Scope*

The objective of this research is to analyze the influence of interpersonal communication on employee performance. The scope includes employees at the Department of Industry and Trade of Gowa Regency.

## **2. Literature Review**

### *2.1 Related Work*

Interpersonal communication is a crucial aspect in organizational behavior, particularly in fostering coordination, understanding, and performance among employees. Robbins and Judge [5] explain that effective communication enhances clarity of work instructions, improves collaboration, and minimizes misunderstandings within the organization. Tubbs and Moss [6] define interpersonal communication as the process of exchanging messages between individuals that influence social interaction and productivity.

In the public sector context, Mangkunegara [3] emphasizes that interpersonal communication has a crucial impact on employee performance by promoting trust, teamwork, and clarity in task execution. Rachmatullailay et al [7] found that interpersonal communication contributes to improved job satisfaction and work effectiveness among civil servants. Similarly, Yusuf et al [8] demonstrated that interpersonal communication accounted for 70.3% of the variance in work productivity among employees at PT PLN (Persero), confirming its critical role in enhancing performance in formal organizations.

Several studies highlight that organizations with open and supportive communication cultures tend to achieve higher performance levels. According to Gibson et al [4], poor communication within institutions often leads to work delays, confusion, and employee disengagement, which negatively affect performance outcomes.

## *2.2 Research Gap*

Most previous studies discussing interpersonal communication and employee performance have focused on private companies, education sectors, or national-level institutions. However, limited research has specifically addressed the influence of interpersonal communication within local government offices in Indonesia. In particular, studies that explore how interpersonal communication affects performance in the context of public service institutions at the regional level such as the Department of Industry and Trade of Gowa Regency are still rare. This study aims to fill that gap by providing empirical evidence on the role of interpersonal communication in enhancing employee performance within a regional public agency.

## **3. Methodology**

### *3.1 Data Collection*

This research utilized a quantitative approach with a descriptive method to examine the impact of interpersonal communication on employee performance. The study took place at the Department of Industry and Trade in Gowa Regency, a regional government agency where effective communication is vital for coordinating tasks and ensuring quality service delivery.

All 37 employees of the institution comprised the study population. Due to the small size of the workforce and the objective of collecting comprehensive data, the researcher employed a total sampling (saturated sampling) technique, in which every member of the population participated as a respondent. This strategy enabled a complete overview of the organization's communication patterns and minimized the potential for selection bias.

Primary data were collected through a structured questionnaire distributed directly to the respondents. This method was selected because it allows for standardized data collection across all participants, making it easier to perform statistical analysis. The questionnaire used Likert-scale statements to measure two variables: interpersonal communication (independent variable) and employee performance (dependent variable). Each indicator in the instrument was developed based on theoretical frameworks and prior studies relevant to communication and performance in government organizations.

The decision to use a questionnaire was aligned with the nature of the research object, which involved civil servants with varying responsibilities and hierarchical roles. A standardized written instrument allowed respondents to provide thoughtful and honest responses without external influence, thus ensuring the objectivity and reliability of the data.

### 3.2 Analysis Techniques

The data were analyzed using simple linear regression to examine the effect of interpersonal communication as the independent variable on employee performance as the dependent variable. This analytical method was chosen because the study focused on assessing the impact of one predictor on one outcome, making it well-suited to the assumptions and straightforward nature of the linear regression model.

Before performing the regression analysis, descriptive statistical analysis was conducted to summarize the responses to each variable in terms of frequency, percentage, mean, and standard deviation. This step was essential to understand the general tendency of respondent answers and assess the data distribution.

The regression analysis was conducted using IBM SPSS Statistic 25. The regression model estimates the relationship using the equation:

$$Y=a+bX$$

Where:

- $Y$  = Employee Performance
- $X$  = Interpersonal Communication
- $\alpha$  = Constant
- $b$  = Regression coefficient

The analysis results included:

- **T-test:** This analysis was conducted to assess whether interpersonal communication significantly influences employee performance. The hypothesis was tested at a significance level ( $\alpha$ ) of 0.05. A p-value below this threshold indicates that the effect is statistically significant.
- **Coefficient of Determination ( $R^2$ ):** It reflects the proportion of variance in the dependent variable that can be accounted for by the independent variable. A higher  $R^2$  value signifies greater explanatory strength of the model.

This analytical method was deemed suitable as the study aimed not only to describe the relationship between variables but also to quantify the extent to which interpersonal communication affects employee performance in a measurable and statistically verifiable way.

### 3.3 Validation

To ensure the accuracy and consistency of the research instrument, both validity and reliability tests were conducted before proceeding with hypothesis testing. Validity was

assessed using Pearson's correlation coefficient, with items deemed valid if their correlation values exceeded the r-table threshold at a significance level of  $p < 0.05$ . Reliability was evaluated using Cronbach's Alpha, with a value above 0.60 considered indicative of acceptable internal consistency.

## 4. Results and Discussion

### 4.1 Key Findings

#### a. Simple Linear Regression Analysis

The findings from the simple linear regression analysis are displayed in Table 1 below.

**Table 1. Simple Linear Regression Analysis**

| Coefficients <sup>a</sup>                |                             |                             |            |                           |       |      |
|------------------------------------------|-----------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model                                    |                             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                                          |                             | B                           | Std. Error | Beta                      |       |      |
| 1                                        | (Constant)                  | 17,463                      | 5,629      |                           | 3,103 | ,004 |
|                                          | Interpersonal Communication | ,539                        | ,144       | ,533                      | 3,731 | ,001 |
| Dependent Variable: Employee Performance |                             |                             |            |                           |       |      |

From the results of the simple linear regression analysis, the regression equation derived is as follows:

$$Y = 17.463 + 0.539X$$

This equation consists of two main components, which can be explained as follows:

- Employee Performance (Y) – Constant (a) = 17.463

This value indicates that if the value of interpersonal communication (X) is assumed to be zero or has no influence at all, the employee performance (Y) would still be at 17.463. This suggests that even in the absence of interpersonal communication, there are other factors that contribute to a baseline level of employee performance. The constant reflects the starting or default value of performance without considering the contribution of interpersonal communication.

- Interpersonal Communication (X) – Regression Coefficient (b) = 0.539

The positive coefficient indicates a direct and positive relationship between interpersonal communication and employee performance at the Department of Industry and Trade of Gowa Regency. This means that improvements in interpersonal communication within the workplace are associated with increased levels of employee performance.

Thus, this regression model illustrates that interpersonal communication has a positive influence on improving employee performance at the Department of Industry and Trade of Gowa Regency.

b. Coefficient Determination ( $R^2$ )

**Table 2. Coefficient Determination ( $R^2$ )**

| Model Summary <sup>b</sup> |                   |          |                   |                            |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model                      | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                          | ,533 <sup>a</sup> | ,285     | ,264              | 4,938                      |

The correlation coefficient (R) of 0.533 reflects a moderate positive relationship between interpersonal communication and employee performance. Additionally, the coefficient of determination ( $R^2$ ) is 0.285, indicating that 28.5% of the variance in employee performance is accounted for by variations in interpersonal communication.

The remaining 71.5% of the variance in employee performance is likely attributed to other factors not examined in this study, such as leadership style, employee motivation, work environment, or organizational culture. These findings indicate that while interpersonal communication has a significant influence on employee performance, it is not the only determinant.

c. T-test Result

The results of the t-test showed a calculated t-value of 3.731 with a significance level of 0.001. Since this value is less than the threshold of 0.05, it can be concluded that interpersonal communication has a positive and significant effect on employee performance. This suggests that enhanced interpersonal communication within the workplace corresponds with improved employee performance at the Department of Industry and Trade of Gowa Regency. These findings support the research hypothesis.

d. Validity and Reliability

The validity test aimed to determine whether each questionnaire item effectively measured the intended variables interpersonal communication and employee performance. Pearson's product-moment correlation was employed for this analysis, with each item's r-count compared to the r-table value at a significance level of 0.05 and a sample size (N) of 37, yielding an r-table value of 0.3246. The results are presented as follows.

**Table 3. Validity Test Results**

| Variable                    | Statement |      | Validity |         |         |
|-----------------------------|-----------|------|----------|---------|---------|
|                             |           |      | r-count  | r-table | remarks |
| Interpersonal Communication | X.1       | X1.1 | 0,555    | 0,3246  | Valid   |
|                             |           | X1.2 | 0.503    | 0,3246  | Valid   |

|                             |     |      |       |        |       |
|-----------------------------|-----|------|-------|--------|-------|
| (X)                         | X.2 | X2.1 | 0,433 | 0,3246 | Valid |
|                             |     | X2.2 | 0,495 | 0,3246 | Valid |
|                             | X.3 | X3.1 | 0,637 | 0,3246 | Valid |
|                             |     | X3.2 | 0,466 | 0,3246 | Valid |
|                             | X.4 | X4.1 | 0,462 | 0,3246 | Valid |
|                             |     | X4.2 | 0,474 | 0,3246 | Valid |
|                             | X.5 | X5.1 | 0,448 | 0,3246 | Valid |
|                             |     | X5.2 | 0,438 | 0,3246 | Valid |
| Employee Performance<br>(Y) | Y.1 | Y1.1 | 0,507 | 0,3246 | Valid |
|                             |     | Y1.2 | 0,422 | 0,3246 | Valid |
|                             | Y.2 | Y2.1 | 0,457 | 0,3246 | Valid |
|                             |     | Y2.2 | 0,503 | 0,3246 | Valid |
|                             | Y.3 | Y3.1 | 0,463 | 0,3246 | Valid |
|                             |     | Y3.2 | 0,597 | 0,3246 | Valid |
|                             | Y.4 | Y4.1 | 0,430 | 0,3246 | Valid |
|                             |     | Y4.2 | 0,428 | 0,3246 | Valid |
|                             | Y.5 | Y5.1 | 0,488 | 0,3246 | Valid |
|                             |     | Y5.2 | 0,567 | 0,3246 | Valid |

- For the interpersonal communication variable (X), all 10 items had r-count values ranging from 0.433 to 0.637, which are greater than r-table (0.3246). This indicates that each statement item for indicators such as message clarity, feedback, communication style, emotional connection, and mutual understanding is valid.
- For the employee performance variable (Y), all 10 items also showed r-count values between 0.422 and 0.597, exceeding the r-table value. This confirms that all statement items for performance indicators such as quality, quantity, timeliness, cooperation, and responsibility are valid.

Hence, all questionnaire items used in this study are declared valid, and can be used to proceed to further reliability and regression analysis.

**Table 4. Reliability Test Results**

| Variable                        | Reliability      |          |
|---------------------------------|------------------|----------|
|                                 | Cronbach's Alpha | Remarks  |
| Interpersonal Communication (X) | 0,652            | Reliable |
| Employee Performance (Y)        | 0,642            | Reliable |

Both variables interpersonal communication and employee performance have Cronbach's Alpha above the threshold of 0.60, specifically 0.652 and 0.642 respectively. This indicates that the instruments used to measure both variables are reliable and appropriate for further analysis.

## 4.2 Interpretation of Results

The results of this study demonstrate that interpersonal communication plays a significant role in influencing employee performance at the Department of Industry and Trade of Gowa Regency. The positive direction of the relationship suggests that improved interpersonal communication contributes to better employee outcomes, especially in terms of productivity, collaboration, and responsibility in completing tasks.

This result implies that employees who communicate clearly, provide and receive feedback effectively, and build mutual understanding with colleagues are more likely to perform their duties efficiently. It also confirms that interpersonal communication is not merely a support function, but a fundamental element in improving work quality within government institutions.

Within the context of a public sector entity such as the Department of Industry and Trade, where coordination across units is essential, the role of interpersonal communication becomes even more crucial. A workplace environment that promotes open and constructive communication can enhance task execution, reduce misunderstandings, and foster stronger teamwork among employees.

## 5. Discussion

### 5.1 Comparison with Prior Research

The findings of this study align with several previous studies that emphasize the significant role of interpersonal communication in improving employee performance. For instance, the results are consistent with Syam [9], who found that effective interpersonal communication improves employee work effectiveness, particularly in public organizations that require a high degree of coordination and collaboration.

Similarly, Arafat et al. [10] confirmed that communication quality among employees significantly contributes to both individual and team performance in government institutions. These findings reinforce the view that the ability to exchange information clearly, provide constructive feedback, and build mutual understanding is closely linked to achieving organizational goals.

This study also aligns with Laloan et al. [11], who concluded that communication characterized by openness, empathy, and supportiveness helps build positive interpersonal relationships and enhances work cooperation. The current findings support this argument by showing that communication affects not only the completion of tasks but also the harmony of the work environment.

In a broader sense, the results support the theoretical model proposed by Robbins and Judge [1] and Mangkunegara [3], which position communication as a key driver of employee behavior and organizational performance. Therefore, the present study confirms and extends the understanding that interpersonal communication is a foundational factor in shaping employee effectiveness especially in public sector organizations where structure, hierarchy, and coordination are dominant features. No major contradictions were found between this study and previous research; rather, it contributes additional empirical support, specifically within the

context of a regional government agency in Indonesia, which remains underexplored in the existing literature.

### *5.2 Limitations*

While this study offers valuable insights into the link between interpersonal communication and employee performance within a government institution, it is important to recognize several limitations.

- First, The scope of this study was confined to a single regional public agency the Department of Industry and Trade of Gowa Regency therefore, the generalizability of the results to other institutions or regions is limited. Organizational culture, leadership style, and institutional structure may vary significantly across different government agencies.
- Second, This study adopted a quantitative approach, relying exclusively on questionnaires as the primary data collection method. While this approach allows for statistical analysis, it may not fully capture the nuances and dynamics of interpersonal communication that can be better explored through qualitative methods such as interviews or observations.
- Third, the study only examined one independent variable interpersonal communication while employee performance is likely influenced by multiple other factors such as motivation, leadership, organizational climate, and workload, which were not included in the current model.
- Lastly, the cross-sectional nature of the study restricts its capacity to establish causal relationships between variables. Longitudinal research would be more suitable for identifying changes in communication patterns and their long-term impact on performance.

These limitations suggest that while the findings are valid within the specific context studied, caution should be exercised in applying the conclusions to broader settings.

### *5.3 Future Research*

Future studies are encouraged to expand on this research in several ways.

- First, researchers may consider involving multiple public sector organizations across different regions or levels of government to enhance the generalizability of findings. Comparing results across institutional types (e.g., administrative, service-oriented, or regulatory agencies) may also reveal contextual differences in how interpersonal communication influences performance.
- Second, It is recommended that future studies employ a mixed-methods approach by integrating quantitative surveys with qualitative methods such as interviews or focus group discussions. This would allow for a more comprehensive understanding of how interpersonal communication is perceived and practiced within public institutions, and reveal nuanced insights that may be overlooked by closed-ended questionnaires.
- Third, incorporating additional variables such as leadership style, employee motivation, organizational culture, or job satisfaction may lead to a more comprehensive understanding of what drives performance in the public sector. Such models could help identify mediating or moderating factors in the relationship between communication and performance.
- Lastly, future research might explore the longitudinal effects of interpersonal communication by observing how improvements in communication practices influence

performance over time. This would be particularly valuable in evaluating the effectiveness of communication training or organizational development programs.

Addressing these aspects will enable future research to play a greater role in advancing communication-based approaches to improving the effectiveness of public sector institutions, both in Indonesia and internationally.

## 6. Conclusion

Based on the findings of this study regarding the impact of interpersonal communication on employee performance at the Department of Industry and Trade of Gowa Regency, it can be concluded that interpersonal communication has a positive and significant effect on employee performance. This suggests that the overall quality of interpersonal communication within the workplace is generally strong. This is supported by descriptive findings indicating that employees tend to demonstrate positive attitudes in terms of openness, feedback exchange, contextual adjustment, clarity in message delivery, and interpersonal relationships among colleagues. These results reflect that interpersonal interactions in the workplace are functioning effectively.

Therefore, interpersonal communication serves as a key factor in enhancing employee performance, especially within government institutions like the Department of Industry and Trade of Gowa Regency.

## 7. Recommendation

Drawing from the study's results and conclusions, the following recommendations are suggested:

- For the Institution (Department of Industry and Trade of Gowa Regency):

It is recommended that the institution strengthen the aspect of openness in interpersonal communication among employees. In particular, it should provide a safe and supportive environment where staff members feel encouraged to express their opinions without fear of criticism. Creating such an atmosphere will foster a more open, participative, and collaborative workplace climate, which in turn can have a positive impact on overall employee performance.

- For Employees:

Employees are encouraged to continuously improve their interpersonal communication skills, including openness in expressing opinions, active listening, and giving constructive feedback to colleagues. Effective communication enhances teamwork and makes it easier to achieve organizational goals.

- For Future Researchers:

This study focused on a single independent variable—interpersonal communication. Future researchers are advised to examine other factors that may also influence employee performance, such as work motivation, leadership style, work environment, or workload. Exploring these variables would provide a more comprehensive understanding of the determinants of employee performance in public sector organizations.

## Appendix

### Appendix 1. Research Questionnaire

#### Variable X: Interpersonal Communication

| INTERPERSONAL COMMUNICATION (X)       |                                                                     |    |   |    |    |     |
|---------------------------------------|---------------------------------------------------------------------|----|---|----|----|-----|
| NO                                    | STATEMENT                                                           | SS | S | KS | TS | STS |
| <b>Openness</b>                       |                                                                     |    |   |    |    |     |
| 1                                     | My superior is always open in conveying information to subordinates |    |   |    |    |     |
| 2                                     | I can express opinions or suggestions without fear of criticism.    |    |   |    |    |     |
| <b>Feedback</b>                       |                                                                     |    |   |    |    |     |
| 3                                     | My superior provides clear feedback on my work.                     |    |   |    |    |     |
| 4                                     | I receive constructive criticism and suggestions from colleagues.   |    |   |    |    |     |
| <b>Contextual Adjustment</b>          |                                                                     |    |   |    |    |     |
| 5                                     | I adjust my communication style to the situation.                   |    |   |    |    |     |
| 6                                     | I understand the communication context before delivering a message. |    |   |    |    |     |
| <b>Message Delivery Effectiveness</b> |                                                                     |    |   |    |    |     |
| 7                                     | I convey messages clearly and in an easily understandable way.      |    |   |    |    |     |
| 8                                     | My colleagues have no difficulty understanding my instructions.     |    |   |    |    |     |
| <b>Interpersonal Relationships</b>    |                                                                     |    |   |    |    |     |
| 9                                     | I have good working relationships with my colleagues.               |    |   |    |    |     |
| 10                                    | I feel accepted and valued in the workplace.                        |    |   |    |    |     |

### Variable Y: Employee Performance

| EMPLOYEE PERFORMANCE (Y) |                                                                               |    |   |    |    |     |
|--------------------------|-------------------------------------------------------------------------------|----|---|----|----|-----|
| NO                       | STATEMENT                                                                     | SS | S | KS | TS | STS |
| <b>Work Quality</b>      |                                                                               |    |   |    |    |     |
| 11                       | I strive to produce work of the highest quality.                              |    |   |    |    |     |
| 12                       | I pay attention to detail and accuracy in my work.                            |    |   |    |    |     |
| <b>Work Quantity</b>     |                                                                               |    |   |    |    |     |
| 13                       | I can complete tasks according to the set targets.                            |    |   |    |    |     |
| 14                       | I can manage my time well to complete assignments.                            |    |   |    |    |     |
| <b>Timeliness</b>        |                                                                               |    |   |    |    |     |
| 15                       | I always complete my work before the specified deadline.                      |    |   |    |    |     |
| 16                       | I am able to manage my time well in completing tasks.                         |    |   |    |    |     |
| <b>Reliability</b>       |                                                                               |    |   |    |    |     |
| 17                       | I can be relied upon to complete tasks according to my superior's directions. |    |   |    |    |     |
| 18                       | My colleagues trust me to complete tasks well.                                |    |   |    |    |     |
| <b>Initiative</b>        |                                                                               |    |   |    |    |     |
| 19                       | I look for new ways to improve efficiency in my work.                         |    |   |    |    |     |
| 20                       | I try to help colleagues without being asked.                                 |    |   |    |    |     |

### Appendix 2. Respondent Demographics

| Category       | Description                  | Frequency | Percentage (%) |
|----------------|------------------------------|-----------|----------------|
| Gender         | Male                         | 25        | 67.6           |
|                | Female                       | 12        | 32.4           |
| Age            | Under 25 years               | 1         | 2.7            |
|                | 26–30 years                  | 6         | 16.2           |
|                | 31–35 years                  | 12        | 32.4           |
|                | 36–40 years                  | 10        | 27.0           |
|                | 41–45 years                  | 8         | 21.6           |
|                |                              |           |                |
| Last Education | Junior High School (SMP)     | 1         | 2.7            |
|                | Senior High School (SMA/SMK) | 8         | 21.6           |
|                | Bachelor's Degree (S1)       | 23        | 62.2           |
|                | Master's Degree (S2)         | 5         | 13.5           |

| Statistics |         |       |       |       |       |       |       |       |       |       |       |       |
|------------|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
|            |         | X.1.1 | X.1.2 | X.2.1 | X.2.2 | X.3.1 | X.3.2 | X.4.1 | X.4.2 | X.5.1 | X.5.2 | TOTAL |
| N          | Valid   | 37    | 37    | 37    | 37    | 37    | 37    | 37    | 37    | 37    | 37    | 37    |
|            | Missing | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |
| Mean       |         | 3,62  | 3,54  | 3,89  | 3,84  | 3,97  | 3,92  | 3,97  | 3,84  | 3,92  | 4,05  | 38,57 |
| Median     |         | 4,00  | 3,00  | 4,00  | 4,00  | 4,00  | 4,00  | 4,00  | 4,00  | 4,00  | 4,00  | 38,00 |
| Minimum    |         | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 24    |
| Maximum    |         | 5     | 5     | 5     | 5     | 5     | 5     | 5     | 5     | 5     | 5     | 48    |

| Statistics |         |       |       |       |       |       |       |       |       |       |       |         |
|------------|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|---------|
|            |         | Y.1.1 | Y.1.2 | Y.2.1 | Y.2.2 | Y.3.1 | Y.3.2 | Y.4.1 | Y.4.2 | Y.5.1 | Y.5.2 | TOTAL Y |
| N          | Valid   | 37    | 37    | 37    | 37    | 37    | 37    | 37    | 37    | 37    | 37    | 37      |
|            | Missing | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0       |
| Mean       |         | 3,92  | 3,65  | 3,84  | 4,03  | 3,89  | 3,78  | 3,89  | 3,70  | 3,81  | 3,73  | 38,24   |
| Median     |         | 4,00  | 4,00  | 4,00  | 4,00  | 4,00  | 4,00  | 4,00  | 4,00  | 4,00  | 4,00  | 40,00   |
| Minimum    |         | 2     | 1     | 2     | 1     | 2     | 1     | 1     | 1     | 2     | 1     | 26      |
| Maximum    |         | 5     | 5     | 5     | 5     | 5     | 5     | 5     | 5     | 5     | 5     | 46      |

### Appendix 3. Hypothesis Testing Summary

| Model Summary                      |                   |          |                   |                            |
|------------------------------------|-------------------|----------|-------------------|----------------------------|
| Model                              | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                                  | ,533 <sup>a</sup> | ,285     | ,264              | 4,938                      |
| a. Predictors: (Constant), TOTAL_X |                   |          |                   |                            |

| Coefficients <sup>a</sup>      |            |                             |            |                           |       |      |
|--------------------------------|------------|-----------------------------|------------|---------------------------|-------|------|
| Model                          |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                                |            | B                           | Std. Error | Beta                      |       |      |
| 1                              | (Constant) | 17,463                      | 5,629      |                           | 3,103 | ,004 |
|                                | TOTAL_X    | ,539                        | ,144       | ,533                      | 3,731 | ,001 |
| a. Dependent Variable: TOTAL_Y |            |                             |            |                           |       |      |

### Acknowledgement

The author would like to express sincere gratitude to Allah SWT for His blessings and guidance throughout the process of completing this research. Deepest appreciation is extended to the

author's beloved parents, who have always provided unwavering support, both morally and materially, throughout the author's academic journey.

The author also wishes to express thanks to the Department of Industry and Trade of Gowa Regency for granting access to the necessary data and for the cooperation of all staff involved in this study. Special thanks are conveyed to the academic supervisors, for their patient guidance, constructive criticism, and valuable support throughout the writing of this paper.

Special thanks are conveyed to the academic supervisors, Dr. Dg. Maklassaa, S.Pd., M.M. and Mrs. Hj. Nurinaya, S.T, M.M., for their patient guidance, constructive criticism, and valuable support throughout the writing of this paper.

Finally, sincere appreciation goes to the Faculty of Economics and Business Muhammadiyah University of Makassar, and all lecturers who have contributed knowledge, insight, and motivation during the author's study.

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