



The Effect of Interpersonal Communication on Employee Performance: The Mediating role of Teamwork (Study on Banten Provincial General Election Commission)

Made Ayu Setiani^{1*}, Roni Kambara², Enis Khaerunnisa³

Ayu99setiani@gmail.com¹, rnkambara@untirta.ac.id², eniskh@untirta.ac.id^{3*}

Department of Management, Faculty of Economics and Business, Sultan Ageng Tirtayasa University, Indonesia^{1,2,3}

Article Info

Article history:

Received: May 5, 2026

Revised: May 20, 2026

Accepted: May 31, 2026

Keywords:

Employee Performance;

Interpersonal Communication;

Teamwork;

Mediation Variable;



This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license

ABSTRACT

Employee performance is a key factor in determining the effectiveness and efficiency of public services. This study examines interpersonal communication and teamwork as factors influencing employee performance. The novelty of this study lies in the use of teamwork as a mediating variable in the relationship between interpersonal communication and employee performance. This study employed a quantitative research approach. The research was conducted at the Banten Provincial General Election Commission, involving a population of 60 employees. Data were collected using a questionnaire measured on a 10-point scale and analyzed using SmartPLS 4. The findings indicate that: (1) interpersonal communication has no significant direct effect on employee performance; (2) interpersonal communication has a positive and significant effect on teamwork; (3) teamwork has a positive and significant effect on employee performance; and (4) teamwork significantly mediates the relationship between interpersonal communication and employee performance.

Corresponding Author:

Made Ayu Setiani

INTRODUCTION

Human resources are a critical element in organizations because they support organizational planning and contribute to the achievement of organizational goals. Effective human resource management can improve employee quality and enhance organizational performance (Adha et al., 2019; Krismiyati, 2017). Organizations that successfully manage their human resources are more likely to achieve competitive advantages and maintain sustainable performance. Therefore, human resources are widely recognized as strategic assets that determine the success or failure of organizational activities.

In government institutions, human resources play an even more significant role because public organizations are responsible for providing services to the community. The professionalism of civil servants is essential for delivering effective, efficient, and innovative public services (Syauqi & Riyadi, 2023). Public service quality is largely determined by employee competence, commitment, and



performance. Consequently, government organizations must continuously improve employee performance to meet increasing public expectations and ensure accountability in service delivery.

Employee performance is one of the most important indicators used to evaluate the success of an organization. High-performing employees contribute significantly to organizational productivity, service quality, and goal attainment. According to various studies, employee performance is influenced by several internal organizational factors, including organizational culture, competencies, leadership, interpersonal communication, and teamwork (Hartini, 2021; Hernilawati et al., 2021). Understanding these factors is essential for organizations seeking to improve employee effectiveness and overall organizational performance.

Among these factors, interpersonal communication plays a crucial role in facilitating the exchange of information and fostering positive relationships among employees. Interpersonal communication refers to direct communication between individuals that allows messages, ideas, and feedback to be exchanged effectively. Effective interpersonal communication helps employees understand their responsibilities, reduces misunderstandings, and promotes collaboration in the workplace. As a result, organizations with strong communication practices tend to achieve better coordination and higher levels of employee performance.

Interpersonal communication also contributes to the development of trust and mutual understanding among organizational members. Through open communication, employees can express opinions, discuss work-related issues, and solve problems collaboratively. Effective communication creates a supportive work environment where employees feel valued and motivated to contribute to organizational objectives. Conversely, poor communication may lead to conflicts, information distortion, reduced cooperation, and lower productivity levels.

In addition to interpersonal communication, teamwork is another important factor influencing employee performance. Teamwork refers to the collaborative efforts of individuals working together to achieve common organizational goals. Effective teamwork encourages employees to share knowledge, coordinate tasks, and support one another in completing work assignments. Through teamwork, organizations can utilize diverse skills and perspectives to improve decision-making and work outcomes. Consequently, teamwork is often regarded as a key determinant of organizational effectiveness.

The importance of teamwork has increased in modern organizations due to the growing complexity of work processes and the need for cross-functional collaboration. Employees rarely work independently; instead, they must coordinate with colleagues from different departments and professional backgrounds. Strong teamwork fosters trust, commitment, and mutual responsibility among team members. When employees work effectively as a team, organizational goals can be achieved more efficiently and with higher quality results (Mahandika & Sudarnaya, 2015; Sitepu & Priandana, 2023).

This study was conducted at the Banten Provincial General Election Commission. As a public institution responsible for organizing elections, the commission requires effective employee performance to ensure the successful implementation of electoral processes. Based on employee performance assessments conducted between 2021 and 2024, performance reached 95% in 2021, decreased to 94% in 2022, and subsequently increased in 2023 and 2024. Although the overall performance level remains relatively high, several indicators continue to show fluctuations, particularly those related to employee competence, infrastructure, and internal coordination effectiveness.

The results of preliminary observations and interviews indicate that problems related to interpersonal communication and teamwork remain evident within the organization. Communication barriers between employees and departments often result in misunderstandings regarding task assignments, delays in information dissemination, and ineffective coordination. These issues can negatively affect employee productivity and the timely completion of work activities. This phenomenon supports the argument of Robbins and Judge (2017), who emphasize that ineffective interpersonal communication can hinder coordination and reduce organizational performance.

Furthermore, previous studies have reported inconsistent findings regarding the relationship between interpersonal communication and employee performance. Several studies found that interpersonal communication positively and significantly influences employee performance (Aprianggi et al., 2018; Rinda et al., 2021; Saragih, 2020). However, other studies reported that interpersonal communication and teamwork do not significantly affect employee performance (Ramadanis et al.,

2023; Taufik, 2022). These inconsistent findings indicate the existence of a research gap that requires further investigation. Therefore, this study aims to examine the effect of interpersonal communication on employee performance, with teamwork serving as a mediating variable, at the Banten Provincial General Election Commission. This study is expected to contribute to the development of human resource management literature and provide practical recommendations for improving employee performance in public sector organizations.

LITERATURE REVIEW

Relational Coordination Theory

Relational Coordination Theory (RCT), as developed by Gittell and further discussed by Bolton et al. (2021), emphasizes the importance of communication and relationships among organizational members in achieving effective coordination and performance. The theory suggests that high-quality communication characterized by frequency, timeliness, accuracy, and problem-solving orientation contributes to the development of strong working relationships based on shared goals, shared knowledge, and mutual respect.

According to RCT, effective interpersonal communication facilitates coordination among employees, strengthens teamwork, and ultimately improves organizational outcomes. Employees who communicate openly and respectfully are more likely to collaborate effectively and coordinate their activities efficiently. Consequently, teamwork can serve as a mechanism through which interpersonal communication influences employee performance. Therefore, Relational Coordination Theory provides a relevant theoretical foundation for examining the relationship between interpersonal communication, teamwork, and employee performance.

Employee Performance

Employee performance refers to the extent to which employees successfully carry out their duties and responsibilities in accordance with organizational objectives and performance standards. According to Fahmi (2016), performance is the result of a process measured over a specific period based on predetermined standards and agreements. Similarly, Afandi (2018) defines employee performance as the achievement of work outcomes by individuals or groups in fulfilling their responsibilities to support organizational goals.

Hasibuan (2019) argues that employee performance is influenced by several factors, including competence, experience, commitment, and the ability to complete tasks effectively and efficiently. Furthermore, Febriyani et al. (2021) define employee performance as work outcomes evaluated based on both quality and quantity according to established organizational standards. Based on these perspectives, employee performance can be understood as an employee's ability to accomplish assigned tasks effectively and efficiently while contributing to the achievement of organizational objectives.

Performance evaluation is essential because it enables organizations to assess employee capabilities, identify areas for improvement, and support strategic decision-making regarding human resource development (Mahardika, 2021; Amida & Kristiana, 2019). Through regular performance assessment, organizations can improve employee productivity and enhance overall organizational effectiveness.

According to Bintaro and Daryanto (2017), employee performance is influenced by several factors, including work quantity, work quality, job knowledge, creativity, cooperation, personal qualities, and initiative. Work quantity refers to the amount of work completed within a specific period, while work quality reflects the degree to which employees meet organizational standards. Job knowledge indicates employees' understanding of their responsibilities, procedures, and work methods. Creativity contributes to problem-solving and innovation, whereas cooperation facilitates effective collaboration among employees. Personal qualities and initiative encompass motivation, integrity, leadership, and the willingness to take responsibility for achieving organizational objectives.

Afandi (2018) identifies several indicators of employee performance, including work quality, work quantity, efficiency, work discipline, and accuracy. These indicators provide a comprehensive framework for evaluating employee effectiveness in organizational settings.

Interpersonal Communication

Interpersonal communication refers to the direct exchange of information, ideas, and feelings between two or more individuals. According to Almuaroq (2019), interpersonal communication is a form of communication that allows immediate feedback from message recipients, thereby facilitating mutual understanding. Similarly, Izzati and Mulyana (2020) explain that interpersonal communication enables individuals to understand both verbal and non-verbal responses directly during interactions.

Effective interpersonal communication is essential for organizational success because it supports coordination, information sharing, problem-solving, and relationship building among employees. Through effective communication, employees can better understand their roles, responsibilities, and organizational expectations, thereby reducing misunderstandings and workplace conflicts.

Rakhmat (2017) identifies several factors that influence interpersonal communication, including interpersonal relationships, self-concept, interpersonal attraction, and interpersonal perception. Positive interpersonal relationships are characterized by trust, empathy, acceptance, and mutual respect. Self-concept influences how individuals perceive themselves and communicate with others, while interpersonal attraction and perception affect the quality of interactions among organizational members.

According to DeVito (2016), effective interpersonal communication can be evaluated through several dimensions, including openness, empathy, supportiveness, positiveness, and equality. Openness refers to the willingness to share information honestly, empathy involves understanding the feelings and perspectives of others, supportiveness reflects a positive communication climate, positiveness encourages constructive interactions, and equality emphasizes mutual respect among communication participants. These dimensions contribute to effective communication and improved workplace relationships.

Teamwork

Teamwork refers to the collaborative efforts of individuals working together to achieve common goals within an organization. According to Siagian (2020), organizational success depends significantly on the ability of employees to cooperate effectively and utilize their expertise collectively. Teamwork promotes collaboration, communication, and coordination among employees, thereby improving organizational performance.

Letsoin and Ratnasari (2020) explain that teamwork enhances cooperation and communication among organizational members, while Hamiruddin et al. (2019) argue that teamwork facilitates the achievement of organizational objectives because tasks are completed collectively. Furthermore, Kreitner and Kinicki (2014) define teamwork as a group of individuals who combine their efforts systematically to accomplish shared goals, resulting in outcomes that are often superior to individual performance.

Several factors influence the effectiveness of teamwork. According to Panggiki et al. (2017), these factors include cooperation, trust, cohesiveness, honesty, and clear task allocation based on members' competencies. Trust enables team members to collaborate effectively, while cohesiveness strengthens commitment to shared objectives. Clear role distribution also contributes to efficient task execution and minimizes conflicts within teams.

Hamiruddin et al. (2019) identify several indicators of teamwork, including a focus on team goals, collaboration among members, effective coordination, and mutual support in completing tasks. These indicators reflect the extent to which team members work together to achieve organizational objectives. Effective teamwork not only improves employee performance but also contributes to organizational effectiveness and long-term success.

Conceptual Framework and Hypothesis Development

Conceptual Framework

This study is grounded in Relational Coordination Theory (RCT), which emphasizes the importance of communication and relationships in enhancing coordination, teamwork, and organizational performance (Bolton et al., 2021). According to this theory, effective communication among employees facilitates the development of strong working relationships characterized by mutual respect, shared goals, and shared knowledge. These relationships promote better teamwork and contribute to improved employee performance.

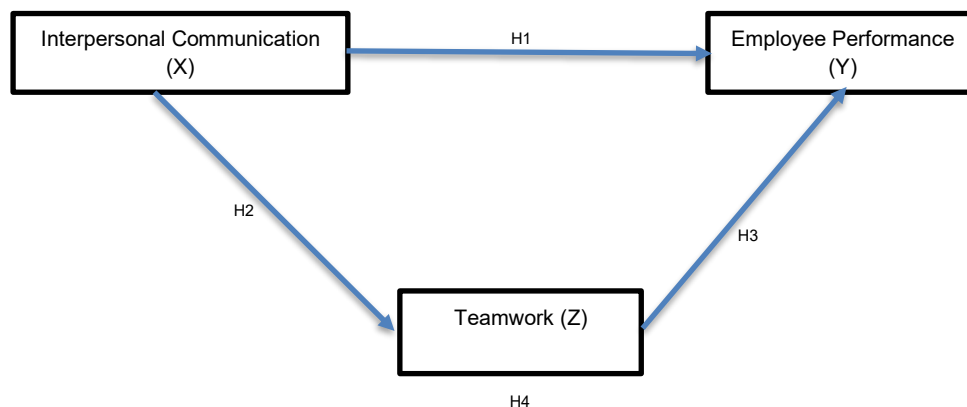
Interpersonal communication is considered an essential organizational process that facilitates information exchange, reduces misunderstandings, and strengthens cooperation among employees. Effective communication enables employees to coordinate their activities efficiently and develop positive working relationships. Consequently, employees who engage in effective interpersonal communication are more likely to demonstrate higher levels of performance.

In addition, interpersonal communication contributes to the development of teamwork. Open and effective communication encourages trust, cooperation, and coordination among team members. Through effective communication, employees can share information, discuss work-related problems, and collaborate in achieving organizational objectives. Therefore, interpersonal communication is expected to positively influence teamwork within the organization.

Teamwork also plays a crucial role in improving employee performance. Employees who work collaboratively are able to share knowledge, coordinate tasks effectively, and provide mutual support in completing work assignments. Effective teamwork promotes productivity, efficiency, and work quality, which ultimately enhance employee performance.

Based on Relational Coordination Theory, teamwork may function as a mediating variable in the relationship between interpersonal communication and employee performance. Effective interpersonal communication strengthens teamwork, and stronger teamwork subsequently contributes to higher employee performance. Therefore, teamwork is expected to mediate the effect of interpersonal communication on employee performance.

The conceptual framework of this study can be illustrated as follows:



Hypothesis Development

The Effect of Interpersonal Communication on Employee Performance

Interpersonal communication plays an important role in supporting organizational effectiveness because it facilitates information exchange, task understanding, and coordination among employees. Employees who communicate effectively are more likely to understand organizational expectations and perform their duties efficiently. Previous studies have reported that interpersonal communication positively influences employee performance (Saragih, 2020; Hadi et al., 2024; Saputra, 2023; Tobeoto et al., 2022; Butarbutar et al., 2021). Based on these theoretical and empirical arguments, the following hypothesis is proposed:

H1: Interpersonal communication has a positive and significant effect on employee performance.

The Effect of Interpersonal Communication on Teamwork

Effective interpersonal communication facilitates collaboration, trust, and mutual understanding among employees. Communication enables team members to exchange information, coordinate activities, and resolve problems collectively. As communication quality improves, teamwork effectiveness is expected to increase. This argument is supported by previous studies indicating that interpersonal communication significantly influences teamwork (Fransiska & Tupti, 2020; Syamsu et al., 2024). Therefore, the following hypothesis is formulated:

H2: Interpersonal communication has a positive and significant effect on teamwork.

The Effect of Teamwork on Employee Performance

Teamwork enables employees to collaborate effectively, share responsibilities, and support one another in achieving organizational goals. Through teamwork, employees can complete tasks more efficiently and produce higher-quality work outcomes. Previous studies have found that teamwork positively affects employee performance (Siagian, 2020; Letsoin & Ratnasari, 2020; Najati & Susanto, 2022). Therefore, the following hypothesis is proposed:

H3: Teamwork has a positive and significant effect on employee performance.

The Mediating Role of Teamwork

Relational Coordination Theory suggests that effective communication improves coordination and working relationships among employees, which in turn strengthen teamwork and contribute to improved performance. In this context, teamwork serves as an important mechanism through which interpersonal communication influences employee performance. Previous studies have demonstrated that teamwork mediates the relationship between communication and employee performance (Mahandika & Sudarnaya, 2015; Rachmawati et al., 2021; Handayani et al., 2024). Therefore, the following hypothesis is formulated:

H4: Teamwork mediates the relationship between interpersonal communication and employee performance.

RESEARCH METHOD

This study employed a quantitative research approach to examine the relationships among interpersonal communication, teamwork, and employee performance. Quantitative research is appropriate for testing hypotheses and analyzing causal relationships among variables using statistical procedures. According to Ferdinand (2020), quantitative methods enable researchers to objectively measure variables and evaluate the strength and direction of relationships among them. Therefore, this approach was selected to provide empirical evidence regarding the proposed research model.

The study adopted an explanatory research design because it aimed to explain the causal relationships among the variables under investigation. Specifically, the study examined the direct effect of interpersonal communication on employee performance, the effect of interpersonal communication on teamwork, the effect of teamwork on employee performance, and the mediating role of teamwork in the relationship between interpersonal communication and employee performance. This design was considered suitable because it allows researchers to test theoretically derived hypotheses and identify the mechanisms underlying employee performance.

The research was conducted at the Banten Provincial General Election Commission, a public institution responsible for organizing and managing electoral processes in Banten Province, Indonesia. As a public sector organization, the institution relies heavily on effective communication and teamwork to ensure the successful implementation of its duties and responsibilities. Therefore, the organization provides an appropriate setting for investigating the influence of interpersonal communication and teamwork on employee performance.

The population of this study consisted of all employees working at the Banten Provincial General Election Commission. The total population comprised 60 employees representing various functional and administrative positions within the organization. Since the population size was relatively small and manageable, all employees were included in the study to ensure comprehensive data collection and to maximize the representativeness of the findings.

The sampling technique employed in this study was non-probability sampling using a saturated sampling method, also known as a census approach. According to Sugiyono (2019), saturated sampling is appropriate when the entire population is used as the research sample. Consequently, all 60 employees of the Banten Provincial General Election Commission participated as respondents in this study. This approach minimized sampling error and enhanced the reliability of the research findings.

The study utilized both primary and secondary data sources. Primary data were collected directly from respondents through structured questionnaires and supporting interviews. The questionnaires were designed to measure employees' perceptions regarding interpersonal communication, teamwork, and employee performance. Interviews were conducted to obtain additional insights and contextual information related to communication practices, teamwork dynamics, and organizational performance within the institution.

Secondary data were obtained from various sources, including academic journals, books, organizational reports, government publications, and other relevant documents. These sources were used to support the theoretical framework, identify research gaps, and provide contextual information regarding the research variables. The combination of primary and secondary data enhanced the comprehensiveness and credibility of the study.

Data collection was conducted using a structured questionnaire based on indicators derived from previous studies and relevant theories. All questionnaire items were measured using a ten-point Likert scale ranging from 1 (“strongly disagree”) to 10 (“strongly agree”). The use of a ten-point scale was intended to provide greater response variability and allow respondents to express their perceptions more accurately. Prior to data analysis, the collected responses were reviewed to ensure completeness and consistency.

The variables examined in this study consisted of interpersonal communication as the independent variable (X), teamwork as the mediating variable (Z), and employee performance as the dependent variable (Y). Interpersonal communication was measured through indicators such as openness, empathy, supportiveness, positiveness, and equality. Teamwork was measured using indicators related to collaboration, trust, coordination, mutual support, and commitment to team goals. Employee performance was assessed through indicators including work quality, work quantity, efficiency, work discipline, and accuracy.

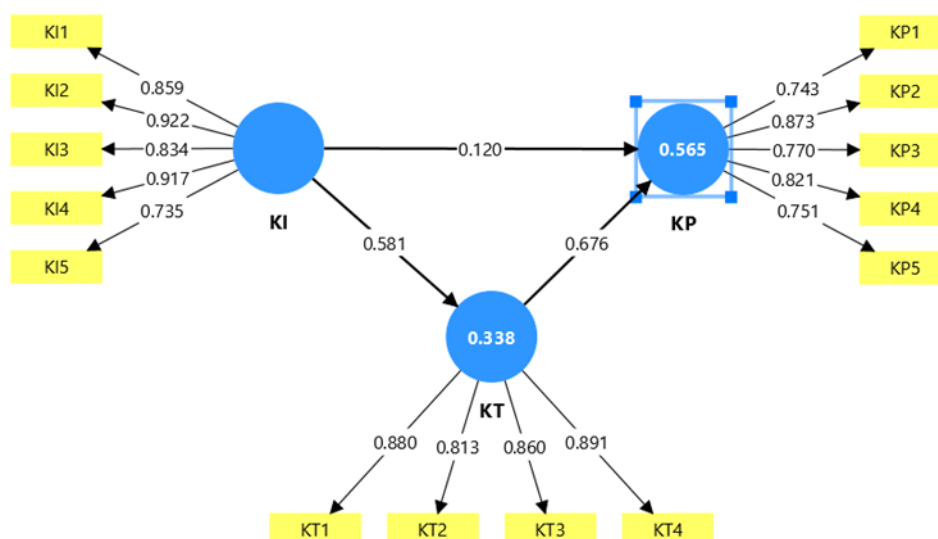
Data analysis was performed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the assistance of SmartPLS 4 software. The analysis process consisted of two stages: measurement model evaluation (outer model) and structural model evaluation (inner model). The outer model assessment included tests of convergent validity, discriminant validity, and reliability using factor loadings, Average Variance Extracted (AVE), Composite Reliability, and Cronbach’s Alpha. The inner model assessment involved hypothesis testing through bootstrapping procedures by examining path coefficients, t-statistics, and p-values. In addition, mediation analysis was conducted to determine the indirect effect of interpersonal communication on employee performance through teamwork.

RESULTS AND DISCUSSIONS

Measurement Model Evaluation (Outer Model)

Before testing the proposed hypotheses, the measurement model was evaluated to assess the validity and reliability of the research constructs. The assessment of the measurement model included tests of convergent validity, discriminant validity, and construct reliability. These tests were conducted to ensure that the indicators used in this study adequately measured the latent constructs of interpersonal communication, teamwork, and employee performance.

Figure 1. Outer Model Test



Convergent Validity

Convergent validity was assessed by examining the outer loading values of each indicator and the Average Variance Extracted (AVE) values for each construct. According to Hair et al. (2022), an indicator is considered valid when its loading factor exceeds 0.70, while the AVE value should be greater than 0.50.

The SmartPLS output indicated that all indicators met the recommended threshold for convergent validity. The loading factors for the Interpersonal Communication construct ranged from 0.735 to 0.922, while the Employee Performance construct showed loading factors ranging from 0.743 to 0.873. Similarly, the Teamwork construct demonstrated loading factors between 0.813 and 0.891. These findings indicate that all indicators adequately represent their respective constructs and can be retained for further analysis.

Furthermore, the AVE values for all constructs exceeded the minimum threshold of 0.50. The AVE value for Interpersonal Communication was 0.733, Employee Performance was 0.629, and Teamwork was 0.741. These results confirm that the constructs explain more than 50 percent of the variance of their indicators, thereby satisfying the requirements for convergent validity.

Table 1. Convergent Validity Result

Variable	Average variance extracted (AVE)
Interpersonal Communication (x)	0.733
Employee Performance (Y)	0.629
Teamwork (Z)	0.741

Discriminant Validity

Discriminant validity was assessed using cross-loading analysis. The results demonstrated that each indicator loaded more strongly on its corresponding construct than on any other construct. This finding indicates that the indicators possess adequate discriminant validity and are capable of distinguishing one construct from another.

The satisfactory results of both convergent and discriminant validity tests suggest that the measurement model possesses adequate psychometric properties and can be used for further structural model evaluation.

Reliability Assessment

Construct reliability was evaluated using Cronbach's Alpha and Composite Reliability (CR). According to Hair et al. (2022), Cronbach's Alpha values greater than 0.70 and Composite Reliability values greater than 0.70 indicate satisfactory internal consistency.

The results revealed that all constructs achieved acceptable reliability levels. The Cronbach's Alpha values were 0.900 for Interpersonal Communication, 0.893 for Employee Performance, and 0.805 for Teamwork. In addition, the Composite Reliability values exceeded the recommended threshold for all constructs. These findings demonstrate that the measurement instruments used in this study are reliable and capable of producing consistent results.

Table 2. Reliability Assessment Result

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Interpersonal Communication	0.900	0.910	0.927	0.719
Employee Performance	0.893	0.900	0.922	0.703
Teamwork	0.805	0.816	0.872	0.631

Structural Model Evaluation (Inner Model)

After confirming the validity and reliability of the measurement model, the structural model was evaluated to test the proposed hypotheses. Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4. The significance of the relationships among variables was determined by examining the path coefficients, t-statistics, and p-values. A hypothesis was considered supported when the t-statistic exceeded 1.96 and the p-value was less than 0.05.

The Effect of Interpersonal Communication on Employee Performance

The results indicate that interpersonal communication has a positive but statistically insignificant effect on employee performance ($\beta = 0.096$; $t = 1.169$; $p = 0.243$). Therefore, H1 is not supported.

This finding suggests that although interpersonal communication contributes positively to employee performance, its direct influence is insufficient to significantly improve employee performance within the Banten Provincial General Election Commission. One possible explanation is that communication alone may not be enough to enhance performance unless it is accompanied by effective collaboration, coordination, and teamwork among employees.

This result differs from previous studies conducted by Saragih (2020), Hadi et al. (2024), Saputra (2023), Tobeoto et al. (2022), and Butarbutar et al. (2021), which reported a significant positive relationship between interpersonal communication and employee performance. However, the present finding supports the argument that communication may influence performance indirectly through other organizational mechanisms, such as teamwork.

The Effect of Interpersonal Communication on Teamwork

The analysis revealed that interpersonal communication has a positive and significant effect on teamwork ($\beta = 0.740$; $t = 10.716$; $p < 0.001$). Therefore, H2 is supported.

This finding indicates that employees who engage in effective interpersonal communication are more likely to develop stronger teamwork. Open communication facilitates information sharing, promotes mutual understanding, and strengthens trust among employees. As communication quality improves, team members are better able to coordinate their activities and collaborate toward achieving organizational objectives.

This result is consistent with Relational Coordination Theory, which emphasizes the importance of communication in building effective working relationships and enhancing team coordination. It also supports previous studies that identified interpersonal communication as a significant determinant of teamwork effectiveness.

The Effect of Teamwork on Employee Performance

The results show that teamwork has a positive and significant effect on employee performance ($\beta = 0.800$; $t = 10.426$; $p < 0.001$). Therefore, H3 is supported.

This finding demonstrates that effective teamwork contributes substantially to employee performance. Employees who work collaboratively are able to share knowledge, support one another, coordinate tasks efficiently, and solve problems collectively. These collaborative processes ultimately improve productivity, work quality, and task completion efficiency.

The finding is consistent with previous research suggesting that teamwork is a critical factor in enhancing employee performance. It also supports the theoretical perspective that collaborative work environments facilitate higher levels of individual and organizational effectiveness.

The Mediating Role of Teamwork

The mediation analysis revealed that teamwork significantly mediates the relationship between interpersonal communication and employee performance ($\beta = 0.592$; $t = 8.674$; $p < 0.001$). Therefore, H4 is supported.

This finding indicates that interpersonal communication improves employee performance indirectly through teamwork. Effective communication strengthens team cohesion, trust, and collaboration, which subsequently enhance employee performance. In other words, teamwork serves as an important mechanism through which interpersonal communication influences organizational outcomes.

The result provides empirical support for Relational Coordination Theory, which proposes that communication improves performance through enhanced coordination and working relationships. Furthermore, the finding is consistent with previous studies demonstrating the mediating role of teamwork in the relationship between communication and employee performance.

Overall, the findings suggest that teamwork plays a more critical role than direct communication in improving employee performance within the Banten Provincial General Election Commission. Consequently, organizational leaders should focus not only on improving communication practices but also on strengthening teamwork and collaborative work processes to achieve higher levels of employee performance.



CONCLUSION

This study examined the relationships among interpersonal communication, teamwork, and employee performance at the Banten Provincial General Election Commission. Drawing upon Relational Coordination Theory, the study investigated both the direct and indirect effects of interpersonal communication on employee performance through teamwork as a mediating variable.

The findings indicate that interpersonal communication does not have a significant direct effect on employee performance. Although effective communication contributes positively to workplace interactions, its direct influence on performance improvement was not statistically significant in the context of this study. This result suggests that communication alone may not be sufficient to enhance employee performance unless it is supported by other organizational factors that facilitate collaboration and coordination.

Furthermore, the study found that interpersonal communication has a positive and significant effect on teamwork. Effective communication promotes information sharing, mutual understanding, trust, and coordination among employees, thereby strengthening teamwork within the organization. This finding highlights the importance of communication as a fundamental element in developing effective working relationships among organizational members.

The results also demonstrate that teamwork has a positive and significant effect on employee performance. Employees who work collaboratively are better able to coordinate tasks, solve problems collectively, and support one another in achieving organizational objectives. Consequently, effective teamwork contributes to higher levels of productivity, efficiency, and work quality.

Most importantly, the study confirms that teamwork significantly mediates the relationship between interpersonal communication and employee performance. This finding suggests that interpersonal communication improves employee performance primarily through its ability to strengthen teamwork. In other words, teamwork serves as an important mechanism through which communication influences organizational outcomes. This result provides empirical support for Relational Coordination Theory, which emphasizes the role of communication and coordination in improving performance.

From a theoretical perspective, this study contributes to the human resource management literature by demonstrating the mediating role of teamwork in the relationship between interpersonal communication and employee performance. The findings enrich existing knowledge regarding the mechanisms through which communication affects employee outcomes, particularly within public sector organizations.

From a practical perspective, the findings suggest that managers and organizational leaders should focus on developing not only effective communication practices but also strong teamwork among employees. Organizations can improve employee performance by fostering open communication, encouraging collaboration, strengthening trust among team members, and creating opportunities for collective problem-solving and coordination.

This study has several limitations. First, the research was conducted within a single public sector organization, which may limit the generalizability of the findings to other organizational settings. Second, the study employed a cross-sectional research design, which limits the ability to examine changes in employee behavior over time. Third, the study focused only on interpersonal communication and teamwork, while other factors influencing employee performance were not included in the research model.

Therefore, future studies are encouraged to investigate additional variables such as organizational culture, leadership style, employee engagement, job satisfaction, organizational commitment, and work motivation. Future researchers may also consider conducting comparative studies across different organizations or employing longitudinal research designs to obtain a more comprehensive understanding of the factors affecting employee performance.

In conclusion, the findings emphasize that teamwork plays a crucial role in translating effective interpersonal communication into improved employee performance. Therefore, organizations seeking to enhance employee performance should prioritize the development of both communication quality and teamwork effectiveness as integral components of organizational success.

REFERENCES

- Adha, S., Wandu, D., & Susanto, Y. (2019). Pengaruh kepuasan kerja terhadap kinerja pegawai pada Dinas Perindustrian Perdagangan dan SDM Kabupaten Pandeglang [The effect of job satisfaction on employee performance at the Department of Industry, Trade, and Human Resources of Pandeglang Regency]. *Jurnal Ekonomi Vokasi*, 2(1).
- Afandi, P. (2018). *Manajemen sumber daya manusia: Teori, konsep, dan indikator* [Human resource management: Theory, concepts, and indicators]. Zanafa Publishing.
- Agustin, F. W., Sunaryo, H., & ABS, M. K. (2019). Pengaruh karakteristik individu, komunikasi, dan kerjasama tim terhadap kinerja pegawai [The effect of individual characteristics, communication, and teamwork on employee performance]. *Jurnal Riset Manajemen*, 13(1).
- Almubaroq, H. (2019). *Komunikasi interpersonal dalam organisasi* [Interpersonal communication in organizations]. Raja Grafindo Persada.
- Amida, S. N., & Kristiana, T. (2019). Sistem pendukung keputusan penilaian kinerja pegawai dengan menggunakan metode TOPSIS [Decision support system for employee performance appraisal using the TOPSIS method]. *JSAI*, 2(3).
- Aprianggi, A., Kemala Sari, M., & Syahrul, R. (2018). Pengaruh komunikasi interpersonal terhadap kinerja karyawan PDAM Kota Padang [The effect of interpersonal communication on employee performance at PDAM Padang City]. *Economica: Journal of Economic and Economic Education*, 6(2), 143–155. <https://doi.org/10.22202/economica.2018.6.2.2594>
- Bintaro, M., & Daryanto. (2017). *Manajemen penilaian kinerja karyawan* [Employee performance appraisal management]. Gava Media.
- Bolton, R., Logan, C., & Gittell, J. H. (2021). Revisiting relational coordination: A systematic review. *Journal of Applied Behavioral Science*, 57(3), 290–322. <https://doi.org/10.1177/0021886321991597>
- Butarbutar, M., Efendi, E., & Sisca, S. (2021). Pengaruh komunikasi interpersonal terhadap kinerja pegawai pada Kantor Badan Penanggulangan Bencana Daerah Kota Pematangsiantar [The effect of interpersonal communication on employee performance at the Regional Disaster Management Agency of Pematangsiantar City]. *SULTANIST: Jurnal Manajemen dan Keuangan*, 9(1), 69–74.
- DeVito, J. A. (2016). *The interpersonal communication book* (14th ed.). Pearson Education.
- Fahmi, I. (2016). *Pengantar manajemen sumber daya manusia: Konsep dan kinerja* [Introduction to human resource management: Concepts and performance]. Mitra Wacana Media.
- Ferdinand, A. (2020). *Metode penelitian manajemen* [Management research methods]. Universitas Diponegoro Press.
- Fransiska, Y., & Tupti, Z. (2020). Pengaruh komunikasi, beban kerja dan motivasi kerja terhadap kinerja pegawai [The effect of communication, workload, and work motivation on employee performance]. *Jurnal Ilmiah Magister Manajemen*, 3(2). <https://doi.org/10.30596/maneggio.v3i2.5041>
- Gittell, J. H. (2022). *The Southwest Airlines way: Using the power of relationships to achieve high performance* (Updated ed.). McGraw-Hill Education.
- Gloor, P. A., Zylka, M. P., Fronzetti Colladon, A., & Makai, M. (2021). Entanglement: A new dynamic metric to measure team flow. *Frontiers in Psychology*, 12, 1–15.
- Hadi, S., Ermanto, C., & Ali, A. (2024). Pengaruh komunikasi interpersonal, koordinasi, dan budaya organisasi terhadap kinerja pegawai Kecamatan Bogor Tengah Kota Bogor [The effect of interpersonal communication, coordination, and organizational culture on employee performance in Central Bogor District]. *ANTASENA: Governance and Innovation Journal*, 2(1), 54–67.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). Sage Publications.
- Hamiruddin, H., Hajar, I., & Saleh, S. (2019). The effect of organizational communication, work motivation, and teamwork on employee performance. *Jurnal Manajemen, Bisnis dan Organisasi (JUMBO)*, 3(1).
- Handayani, K., Utamaningsih, A., & Djoko, S. (2024). Pengaruh kompetensi literasi digital dan komunikasi yang intensif terhadap kinerja pegawai negeri sipil dengan sistem kerja tim sebagai variabel intervening [The effect of digital literacy competence and intensive communication on civil servant performance with teamwork as an intervening variable]. *Syntax Admiration*, 5(4).



- Hartini. (2021). *Kinerja karyawan di era transformasi digital* [Employee performance in the digital transformation era]. Media Sains Indonesia.
- Hasibuan, M. S. P. (2019). *Manajemen sumber daya manusia* [Human resource management]. Bumi Aksara.
- Hernilawati, Sutriswanto, & Rusvitawati, D. (2021). Pengaruh keselamatan dan kesehatan kerja, kompensasi, dan motivasi kerja terhadap kinerja karyawan [The effect of occupational health and safety, compensation, and work motivation on employee performance]. *Riset Akuntansi Politika*, 4(1).
- Izzati, U. A., & Mulyana, O. P. (2020). *Psikologi industri dan organisasi* [Industrial and organizational psychology]. Bumi Aksara.
- Jaimes-Soncco, I. E., et al. (2026). Transformational leadership and internal communication as predictors of employee performance. *Behavioral Sciences*, 16(4), 588. <https://doi.org/10.3390/bs16040588>
- Kreitner, R., & Kinicki, A. (2014). *Organizational behavior: Key concepts, skills, and best practices*. McGraw-Hill.
- Krismiati. (2017). Pengembangan sumber daya manusia dalam meningkatkan kualitas pendidikan [Human resource development in improving educational quality]. *Jurnal Office*, 3(1).
- Lemoine, G. J., Hartnell, C. A., & Leroy, H. (2023). Taking stock of moral approaches to leadership: An integrative review of ethical, authentic, and servant leadership. *Academy of Management Annals*, 17(1), 128–168.
- Letsoin, V. R., & Ratnasari, S. L. (2020). Pengaruh keterlibatan karyawan, loyalitas kerja, dan kerjasama tim terhadap kinerja karyawan [The effect of employee engagement, work loyalty, and teamwork on employee performance]. *Jurnal Manajemen dan Bisnis*, 1(1).
- Liao, C. (2023). Leadership in virtual teams: A multilevel perspective on communication, coordination, and team performance. *Group & Organization Management*, 48(2), 235–267.
- Mahandika, M. B., & Sudarnaya, K. (2015). Peran kerjasama tim dalam memediasi pengaruh motivasi dan komunikasi terhadap kinerja karyawan [The role of teamwork in mediating the influence of motivation and communication on employee performance]. *Jurnal Daya Saing*, 9(2).
- Meneses-La-Riva, M. E., et al. (2025). Enhancing healthcare efficiency: The relationship between communication, teamwork, and organizational effectiveness in healthcare settings. *Healthcare*, 13(4), 1–18.
- Najati, H. A., & Susanto, A. H. (2022). Pengaruh komunikasi dan kerjasama tim terhadap kinerja karyawan [The effect of communication and teamwork on employee performance]. *Jurnal Riset Rumpun Ilmu Ekonomi*, 1(2).
- Panggiki, A. C., Lumanauw, B., & Lumintang, G. G. (2017). Pengaruh kompensasi, kerjasama tim, dan kepuasan kerja terhadap kinerja karyawan [The effect of compensation, teamwork, and job satisfaction on employee performance]. *Jurnal EMBA*, 5(2), 3018–3027.
- Rachmawati, S. N., Lumbanraja, P., & Siahaan, E. (2021). The effect of adaptive ability, communication skills, and work environment on performance with teamwork as an intervening variable. *Journal Research of Social, Science, Economics, and Management*, 1(4), 406–417. <https://doi.org/10.36418/jrssem.v1i4.37>
- Rakhmat, J. (2017). *Psikologi komunikasi* [Communication psychology]. PT Remaja Rosdakarya.
- Salas, E., Reyes, D. L., & McDaniel, S. H. (2022). The science of teamwork: Progress, reflections, and the road ahead. *American Psychologist*, 77(4), 593–600.
- Saragih, M. (2020). Pengaruh komunikasi interpersonal terhadap peningkatan kinerja pegawai [The effect of interpersonal communication on improving employee performance]. *Jurnal Ilmiah AccUsi*, 2(1), 49–58. <https://doi.org/10.36985/accusi.v2i1.52>
- Siagian, F. (2020). Pengaruh kerjasama tim terhadap kinerja pegawai di Akademi Maritim Cirebon [The effect of teamwork on employee performance at Cirebon Maritime Academy]. *Journal of Administration and Educational Management*, 3(1), 20–26.
- Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R&D* [Quantitative, qualitative, and R&D research methods]. Alfabeta.
- Syamsu, S. R., Gunawan, H., & Rosanti, N. (2024). Analisis pola komunikasi dan digital marketing terhadap peningkatan kinerja karyawan melalui kerjasama tim [Analysis of communication patterns and digital marketing on employee performance improvement through teamwork]. *Jurnal Manajemen dan Ekonomi Terapan*, 2(1).
- Syauqi, A., & Riyadi, T. (2023). Pengaruh motivasi kerja dan budaya organisasi terhadap kinerja pegawai [The effect of work motivation and organizational culture on employee performance]. *Jurnal Adhikari*, 2(1).



- Taufik, T. R. (2022). *Pengaruh komunikasi dan kerjasama tim terhadap kinerja pegawai Kecamatan Ilir Barat I Palembang* [The effect of communication and teamwork on employee performance in Ilir Barat I District, Palembang] (Undergraduate thesis). Universitas Sriwijaya.
- Wang, D., Waldman, D. A., & Zhang, Z. (2022). A meta-analysis of shared leadership and team effectiveness. *Journal of Applied Psychology*, 107(5), 789–814.
- Wandi, D., Adha, S., & Asriyah, I. (2019). Pengaruh komunikasi terhadap kinerja pegawai pada Badan Penanggulangan Bencana Daerah Provinsi Banten [The effect of communication on employee performance at the Regional Disaster Management Agency of Banten Province]. *Jurnal Ekonomi Vokasi*, 2(2).
- Yuditio, Y. P., Nastiti, R., Maladi, M., & Daud, I. (2024). Pengaruh komunikasi dan kerjasama tim terhadap kinerja pegawai di Sekretariat Daerah Kabupaten Barito Timur [The effect of communication and teamwork on employee performance at the Regional Secretariat of East Barito Regency]. *Jurnal Ekonomi USI*, 6(1).