



THE ROLE OF INTERPERSONAL COMMUNICATION ON EMPLOYEE PERFORMANCE PRODUCTIVITY

Imatun Saadia¹, Naylal Fithri², Muhammad Noor Busthomi³, Maysara⁴

¹ Institut Badri Mashduqi, Indonesia

² Institut Badri Mashduqi, Indonesia

³ Institut Badri Mashduqi, Indonesia

⁴ Institut Badri Mashduqi, Indonesia

Email : Imatun205@gmail.com¹, nayla.fithri@gmail.com², thommiammar05@gmail.com³,
smy03913@gmail.com⁴

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Abstract:

Interpersonal communication plays a crucial role in improving employee performance. Effective communication enables employees to clearly understand tasks, reduces misunderstandings, and increases motivation and work productivity. However, communication barriers in the workplace persist, such as a lack of openness and minimal feedback. Interpersonal communication has a positive and significant impact on employee performance because it creates a positive work climate, improves task understanding, reduces misunderstandings, builds trust, and encourages effective collaboration. Good communication quality, characterized by clarity of messages, openness, mutual respect, and feedback, enables employees to work more productively and motivated, ultimately contributing to improved overall performance. Studies indicate that up to 70% of workplace errors can be caused by poor communication between employees. These studies confirm that ineffective interpersonal communication can be a significant barrier to achieving organizational goals. The purpose of this study is to explore the direct impact of interpersonal communication on employee productivity and to provide practical guidance for management in improving communication dynamics in the workplace. The results demonstrate that interpersonal communication is a foundation for employee productivity, a crucial aspect for developing effective Human Resource Management strategies.

Keywords: interpersonal communication, motivation, employee performance.

INTRODUCTION

Interpersonal communication is a crucial element in shaping the quality of working relationships between employees. Open interactions, mutual respect, and the ability to convey and receive information effectively will create a productive and harmonious work environment. In organizations, communication serves not only as a means of conveying information but also as a bridge to building trust and cooperation. Research by (Laloan et al., 2024) states that good interpersonal communication directly contributes to employee work effectiveness by accelerating coordination and strengthening interpersonal relationships in the workplace.

The success of a team depends heavily on its members' ability to communicate clearly and collaboratively. Employees who are able to convey ideas and listen effectively create a work environment that supports efficient



task completion. Furthermore, smooth communication minimizes misunderstandings and improves decision-making accuracy. This aligns with findings by Mindarti et al. (2020), which found that the quality of communication between employees positively correlates with work productivity, making it a crucial aspect of modern organizational management.

Effective interpersonal communication also strengthens a work culture based on empathy, openness, and mutual support. This culture fosters a sense of ownership among employees regarding their tasks and responsibilities, and increases loyalty to the organization. Furthermore, healthy communication facilitates constructive conflict resolution. Research by (Yusuf et al., 2024) emphasizes that a work environment that prioritizes good interpersonal communication strengthens team collaboration and supports the achievement of shared goals.

The quality of interpersonal communication is inextricably linked to the organizational communication climate. An open, supportive, and participatory climate strengthens working relationships between employees. Research by Rahmawati & Khoerunnisa (2022) revealed that dimensions such as trust, participation in decision-making, and orientation toward shared goals are key determinants of communication success in public organizations. When employees feel valued in the communication process, they are more actively involved in their work.

On the other hand, poor interpersonal communication can give rise to various problems in the workplace. Miscommunication, conflict, and discomfort among employees can lower work motivation and create a hostile work environment. Ineffective communication also has the potential to slow down work processes and impact the achievement of organizational goals. Research by Effendie (2016) noted that poor communication between superiors and subordinates directly impacts employee morale and decreases teamwork effectiveness.

Based on this background, this study aims to systematically review various previous studies that discuss interpersonal communication between employees and its relationship to work effectiveness. The study was conducted using a Systematic Literature Review (SLR) approach to gain a comprehensive understanding of the patterns of related empirical findings. With this method, researchers can identify trends, gaps, and contributions from various studies. Research by (Wahyuni & Sulistyanto, 2023) states that a systematic literature review approach allows researchers to map existing findings, identify research gaps, and develop strategic recommendations for strengthening interpersonal communication in organizational environments. Thus, this study is expected to provide conceptual and practical contributions in strengthening effective interpersonal communication practices for the overall improvement of employee performance.

RESEARCH METHOD

This study employs a literature review method, which involves examining and

analyzing various relevant scientific sources to understand the relationship between interpersonal communication and employee performance productivity.

FINDINGS AND DISCUSSION

Interpersonal communication plays a crucial role in improving employee performance and productivity in various companies studied. Numerous studies have shown that effective interpersonal communication can strengthen relationships between team members and increase employee motivation, morale, and engagement, ultimately positively impacting work effectiveness and organizational performance. Furthermore, factors such as leadership, compensation, and teamwork also contribute to optimal workplace outcomes. Overall, open and effective communication significantly impacts the achievement of organizational goals.

In this study, we will analyze various aspects that influence interpersonal communication between employees and their impact on work effectiveness. A more detailed discussion of the results of this analysis will be explained as follows:

Factors that influence the quality of interpersonal communication between employees in the work environment

Interpersonal communication in the workplace is influenced by many factors related to individual skills and group dynamics. One key factor is effective communication skills, which include the ability to listen actively, speak clearly, and understand others' perspectives. Leaders with strong interpersonal communication skills are able to create an open and transparent work environment, where information is conveyed clearly and quickly, and where constructive feedback is encouraged. Effective communication also requires good emotional management, especially in stressful situations. According to the book "Emotional Intelligence," 10th edition (Goleman, 2005), emotional intelligence can play a crucial role in ensuring that communication is not only formal but also based on mutual understanding and empathy between the parties involved.

Furthermore, organizational culture also significantly influences the quality of interpersonal communication between employees. In organizations with a culture of open and supportive communication, employees tend to feel more valued and are more willing to share ideas and input. This openness leads to reduced conflict and misunderstandings.

Another influencing factor is leadership style. Leaders who practice a participatory leadership style and encourage two-way communication can increase employee engagement, which in turn improves the quality of interpersonal relationships in the workplace. Leadership that prioritizes clear and transparent communication encourages the creation of more solid relationships between managers and employees, as well as among employees within the team.

Obstacles that arise due to ineffective interpersonal communication and how this impacts employee performance

Ineffective interpersonal communication can create various obstacles that negatively impact employee performance. One common obstacle is misunderstandings stemming from unclear communication or a lack of communication skills. When a message isn't received as intended, or if there's confusion about the context of the message, it can lead to errors in tasks or decisions. For example, if an employee doesn't clearly understand instructions from a superior, the work may not meet expectations, leading to decreased productivity. This situation worsens if misunderstandings aren't promptly clarified, affecting interpersonal relationships and causing tension within the team.

Furthermore, poor interpersonal communication barriers can create emotional tension and damage relationships between employees. Ineffective communication can lead to feelings of disrespect, frustration, or even greater conflict. In a work environment riddled with misunderstandings, employees tend to be more reluctant to communicate, which in turn can damage their morale and work spirit. Unresolved conflicts or pent-up feelings resulting from poor communication can lead to decreased individual and team performance.

If this continues, it can reduce work effectiveness and cause suboptimal work results, which will impact the achievement of organizational goals.

Recommendations for improving interpersonal communication in the work environment to support increased work effectiveness.

To improve interpersonal communication in the workplace, organizations first need to ensure that all employees, both leaders and subordinates, are trained in basic communication skills. Communication training can include active listening skills, clear speaking, and how to give and receive constructive feedback. Company leaders should lead by example by practicing transparent and open communication and encouraging employees to speak up if they feel something is unclear. This can be achieved by holding regular meetings or discussion sessions that allow employees to express their opinions without fear of repercussions. Additionally, the use of communication technologies such as company chat apps or internal forums can facilitate faster and more efficient communication between employees.

Furthermore, it's crucial for organizations to create an inclusive communication culture, where every employee feels valued and empowered to express their ideas and feelings. This culture can begin with a communication policy that prioritizes clarity and understanding and encourages the involvement of all parties in decision-making. Leaders also need to ensure that their leadership style supports effective two-way communication, such as adopting a participatory or democratic leadership style. By improving communication skills and creating an open work environment, organizations can improve interpersonal relationships between employees, which in turn will support increased overall work effectiveness.

CONCLUSION

It can be concluded that interpersonal communication between employees plays a significant role in improving work effectiveness within an organization. Good communication not only speeds up the coordination process but also strengthens interpersonal relationships, increases employee engagement, and creates a more harmonious and productive work environment. Research shows that effective communication can reduce misunderstandings and improve decision-making accuracy, ultimately contributing to the achievement of organizational goals. Furthermore, the importance of a culture of open and inclusive communication is emphasized, where every employee feels valued and empowered to express their ideas and opinions. Organizations that support transparent communication and encourage active participation from all team members will create a more conducive environment for achieving shared goals.

As a recommendation, organizations should provide communication training to all employees to develop basic communication skills, such as active listening, clear speaking, and providing constructive feedback. Leaders should also lead by example by practicing open and transparent communication. These steps are expected to improve interpersonal communication in the workplace, which in turn will improve overall work effectiveness and organizational productivity.

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