

THE INFLUENCE OF INTERPERSONAL COMMUNICATION, COORDINATION, AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT THE BILAH HULU SUBDISTRICT OFFICE

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Abstract. This study aims to analyze the influence of interpersonal communication, coordination, and organizational culture on employee performance at Bilah Hulu Subdistrict. This research employed a quantitative approach using a survey method. Data were collected through questionnaires distributed to all employees of Bilah Hulu Subdistrict, involving a total of 39 respondents. The data analysis techniques included validity testing, reliability testing, normality testing, multiple linear regression analysis, partial testing (t-test), simultaneous testing (F-test), and coefficient of determination analysis using SPSS software. The results indicate that interpersonal communication does not have a significant effect on employee performance at Bilah Hulu Subdistrict. In contrast, coordination and organizational culture have positive and significant effects on employee performance. Simultaneously, interpersonal communication, coordination, and organizational culture significantly influence employee performance. The coefficient of determination results show that interpersonal communication, coordination, and organizational culture are able to explain most of the variation in employee performance, while the remaining variation is influenced by other factors outside the research model. This study concludes that improving work coordination and strengthening organizational culture are important factors in enhancing employee performance at Bilah Hulu Subdistrict.

Keywords: Interpersonal Communication, Coordination, Organizational Culture, Employee Performance.

I. INTRODUCTION

Employee performance is one of the strategic elements in human resource management, particularly in public sector organizations that serve as the frontline in delivering services to society. The quality of government employees' performance plays an important role in determining the success of policy implementation, public service effectiveness, and public trust in governmental institutions. However, various issues, such as limited service responsiveness, lack of employee initiative, and persistent bureaucratic obstacles, indicate that improving employee performance is not solely determined by individual competence but is also influenced by organizational structural and cultural factors (Hadi, Ermanto, & Ali, 2024). Therefore, improving employee performance requires an examination of fundamental factors that shape work behavior within government organizations.

One important factor influencing employee performance is interpersonal communication. Effective interpersonal communication enables employees to understand their duties and responsibilities more clearly, minimize work errors, and establish harmonious working relationships. Previous studies have demonstrated that interpersonal communication significantly influences employee performance across various organizational contexts, including government institutions (Jelita, Harahap, & Siregar, 2024). Even in remote working

environments, interpersonal communication has been proven to enhance employee effectiveness and performance (Amalia et al., 2023). Furthermore, interpersonal communication contributes to building organizational trust, increasing employee engagement, and strengthening work motivation and commitment (Luthfi et al., 2022).

Recent studies have expanded the discussion of interpersonal communication within the context of organizational digital transformation, where communication strategies serve as important instruments for optimizing government employee performance (Umpain et al., 2024). Interpersonal communication has also been shown to strengthen trust among employees (Langlinais, Howard, & Houghton, 2025), while emotional intelligence acts as a psychological factor that enhances communication effectiveness in the workplace (Kakarla, 2025). These findings demonstrate that interpersonal communication is not merely a means of information exchange but also an essential mechanism for developing supportive workplace relationships.

In addition to interpersonal communication, coordination represents another important factor affecting employee performance. Coordination is a mechanism for aligning activities and responsibilities among organizational units to ensure effective and integrated work processes. Clear task distribution, structured workflows, and efficient public service delivery are strongly influenced by organizational

coordination quality. Mustaki and Abdussamad (2025) found that coordination affects employee work outcomes. In complex organizations, coordination also contributes to employee motivation and sustainable performance achievement (Ma et al., 2025). Wang et al. (2021) further explained that coordination influences performance through psychological factors, such as workplace security and organizational pressure.

The influence of coordination on performance has also been demonstrated across various sectors, including higher education administration (Onche, 2023), local government organizations (Mohammed, 2024), employee information management systems (Silitonga & Madiistriyatno, 2024), and public service and disaster management organizations (Fuadi et al., 2022). In manufacturing and supply chain sectors, coordination has been proven to improve operational performance (Li et al., 2022; Alsheyadi, Baawain, & Shaukat, 2024), while also contributing to sustainable policy management and green finance sectors (Yang et al., 2025). These findings confirm that coordination is a fundamental organizational mechanism for maintaining activity alignment and achieving optimal performance.

Beyond communication and coordination, organizational culture is another critical factor affecting employee performance. Organizational culture represents a set of values, norms, and beliefs that shape employees' thinking patterns and behaviors. A strong organizational culture can foster loyalty, integrity, and work ethics that support improved employee performance (Mafrudoh, 2023). Moreover, organizational culture contributes to organizational innovation and transformation, particularly when supported by effective leadership (Rojak et al., 2024). Previous studies have also shown that organizational culture mediates the effects of motivation, training, and leadership on employee performance (Iddrisu & Adam, 2025; Abdelwahed et al., 2025).

The consistent relationship between organizational culture, communication, and performance has been identified in several studies involving local government organizations (Raspati et al., 2025; Nugroho, Handoko, & Indartuti, 2025; Ramadhanti & Nugroho, 2025) and village-level government organizations (Saputra, Handayani, & Wijayaningsih, 2025). These findings indicate that organizational culture is not merely a supporting factor but also a determinant element in shaping employee behavior, commitment, and performance consistency.

Although previous studies have examined the relationship between interpersonal communication, coordination, organizational culture, and employee performance, most studies have focused on private organizations, educational institutions, or government agencies at middle and upper structural levels. Studies simultaneously examining these three variables within subdistrict-level government organizations, particularly in Bilah Hulu Subdistrict, remain limited, creating a research gap that requires further investigation (Hadi, Ermanto, & Ali, 2024).

Subdistrict offices hold a strategic position as government units directly interacting with communities in delivering public services. Therefore, employee performance at the

subdistrict level has direct implications for public satisfaction and trust in government institutions. Based on this condition, this study is important to address the existing research gap and provide empirical evidence regarding factors influencing employee performance in subdistrict government organizations. This study aims to analyze the influence of interpersonal communication, coordination, and organizational culture on employee performance at Bilah Hulu Subdistrict and provide recommendations for strengthening governance practices that are more effective, responsive, and oriented toward improving public service quality.

Interpersonal Communication

Interpersonal communication is a process of exchanging messages, ideas, and information between individuals through verbal and non-verbal interactions aimed at developing mutual understanding. In an organizational context, interpersonal communication serves as an important mechanism that enables employees to understand their duties, minimize work errors, and establish harmonious working relationships. Hadi, Ermanto, and Ali (2024) explain that interpersonal communication functions as a communication mechanism that supports effective task implementation among employees in government organizations. Furthermore, Jelita, Harahap, and Siregar (2024) state that effective interpersonal communication contributes to the development of productive working relationships, which ultimately improves employee performance.

In modern organizational environments, interpersonal communication is not merely viewed as a process of information exchange but also as an adaptive capability that supports effective workplace interaction. Amalia et al. (2023) demonstrate that interpersonal communication remains essential in improving employee performance, including within remote working environments. Moreover, Langlinais, Howard, and Houghton (2025) emphasize that interpersonal communication contributes to building trust among employees, while Kakarla (2025) highlights emotional intelligence as an important factor that strengthens communication effectiveness in organizational settings.

Interpersonal communication can be measured through several indicators reflecting the quality of relationships and information exchange among employees. Umpain et al. (2024) explain that interpersonal communication can be assessed through message clarity, information accuracy, and the ability to build alignment in task implementation. Luthfi et al. (2022) further identify communication openness, listening ability, and feedback as important indicators for evaluating employee communication quality. Therefore, interpersonal communication represents a construct that includes not only information delivery processes but also the quality of workplace relationships among employees.

Coordination

Coordination refers to the process of aligning organizational activities, tasks, and resources to ensure that all organizational elements work together effectively toward common goals. In public organizations, coordination plays a critical role in ensuring that employees understand their

responsibilities and the relationship between their tasks and those of other organizational units. Mustaki and Abdussamad (2025) define coordination as a mechanism for integrating activities across organizational units to achieve work alignment.

Coordination functions not only as an administrative mechanism but also as an important factor supporting employee relationships and performance improvement. Ma et al. (2025) explain that effective coordination can enhance employee motivation by creating better-quality working relationships. Meanwhile, Wang et al. (2021) state that coordination influences performance through psychological factors, including workplace security, organizational support, and institutional pressure. Mohammed (2024) further emphasizes that coordination serves as a managerial instrument that ensures effective workflow within bureaucratic organizations.

Coordination can be measured through indicators representing the effectiveness of workplace relationships among organizational units. Silitonga and Madiistriyatno (2024) identify coordination indicators including task clarity, speed of information delivery, and workflow alignment. Fuadi et al. (2022) add that coordination can be assessed through instruction delivery capability, teamwork integration, and shared understanding among employees. Furthermore, Onche (2023) highlights task distribution, supervision, and cross-unit communication effectiveness as important dimensions of coordination. Therefore, coordination can be understood through role clarity, workflow regularity, communication effectiveness, and task implementation harmony.

Organizational Culture

Organizational culture refers to a set of values, norms, beliefs, and shared practices that guide employees' behavior, decision-making, and interactions within an organization. In public organizations, organizational culture plays an important role in shaping employee work behavior and determining the quality of organizational interactions. Mafrudoh (2023) explains that organizational culture represents a value system that influences how employees perceive their work and respond to organizational demands.

A strong organizational culture can develop employee integrity, loyalty, work ethics, and commitment toward organizational objectives. Rojak et al. (2024) state that organizational culture acts as a driver of employee behavior that supports organizational innovation and transformation. In addition, organizational culture can strengthen the relationship between psychological factors and employee performance. Iddrisu and Adam (2025), as well as Abdelwahed et al. (2025), demonstrate that organizational culture contributes to performance improvement through motivation, leadership, and employee development.

Organizational culture can be measured through indicators reflecting organizational values and employee work behavior. Nugroho, Handoko, and Indartuti (2025) identify organizational culture indicators through work values, organizational rules, and internal communication patterns. Ramadhanti and Nugroho (2025) explain that organizational

culture can be assessed through innovation orientation, communication styles, and consistency in task implementation. Meanwhile, Saputra, Handayani, and Wijayaningsih (2025) emphasize indicators such as work environment, organizational vision and mission, and employee attachment to institutional values. Therefore, organizational culture can be represented through core values, work norms, employee involvement, service orientation, and internal interaction patterns.

Conceptual Framework

Employee performance is a key factor determining the effectiveness of public service delivery at the subdistrict government level. Increasing public expectations regarding fast, accurate, and high-quality administrative services require subdistrict employees to demonstrate professionalism, responsiveness, and effective coordination. Therefore, improving employee performance is not solely determined by individual capabilities but is also influenced by organizational factors and workplace interactions.

Interpersonal communication represents an important factor in developing effective employee relationships. Effective communication enables smooth information exchange, reduces misunderstandings, and strengthens cooperation among employees. Furthermore, good coordination among organizational units and employees is essential to align tasks, responsibilities, and organizational objectives, allowing work processes to be conducted efficiently.

Meanwhile, organizational culture functions as a value system, norms, and shared practices that shape employee behavior. A strong and positive organizational culture can encourage commitment, discipline, and motivation among employees to achieve optimal performance.

Based on this perspective, interpersonal communication, coordination, and organizational culture are conceptually considered important factors influencing employee performance. These three variables are interconnected in shaping employee behavior and organizational effectiveness. Therefore, this study develops a conceptual model examining the influence of interpersonal communication, coordination, and organizational culture on employee performance at Bilah Hulu Subdistrict.

Hypothesis Development

The Effect of Interpersonal Communication on Employee Performance

Interpersonal communication is a direct information exchange process between individuals involving openness, message clarity, empathy, and trust. In public sector organizations, effective interpersonal communication enables employees to understand their responsibilities, strengthen workplace relationships, and create supportive working environments.

Amalia et al. (2023) found that interpersonal communication has a positive effect on employee performance, particularly in work environments requiring high adaptability. This finding is supported by Jelita et al. (2024) and Luthfi et al. (2022), who stated that interpersonal

communication contributes significantly to improving employee effectiveness, engagement, and commitment.

Furthermore, Umpain et al. (2024) emphasized that appropriate interpersonal communication strategies are essential for optimizing government employee performance in the digital era. Hadi et al. (2024) also found that interpersonal communication significantly influences employee performance within subdistrict government organizations.

Therefore, the better the interpersonal communication within Bilah Hulu Subdistrict, the higher the employee performance.

H1: Interpersonal communication has a positive and significant effect on employee performance at Bilah Hulu Subdistrict.

The Effect of Coordination on Employee Performance

Coordination is the process of aligning activities among individuals and organizational units to ensure that organizational goals can be achieved effectively and efficiently. Effective coordination enables clear task distribution, prevents overlapping responsibilities, and improves task completion speed and accuracy.

Fuadi et al. (2022) and Mohammed (2024) demonstrate that coordination positively influences employee performance in public organizations. Effective coordination improves teamwork integration, communication effectiveness, and organizational workflow.

Onche (2023) further shows that effective coordination practices improve administrative employee performance. Li et al. (2022) and Wang et al. (2021) also confirm that cross-functional coordination contributes significantly to improving individual and organizational effectiveness.

Therefore, effective coordination within Bilah Hulu Subdistrict is expected to improve employee performance.

H2: Coordination has a positive and significant effect on employee performance at Bilah Hulu Subdistrict.

The Effect of Organizational Culture on Employee Performance

Organizational culture represents shared values, norms, and behavioral patterns that guide employees in performing their responsibilities. A strong organizational culture encourages positive work attitudes, strengthens loyalty, and motivates employees to achieve organizational goals.

Mafrudoh (2023) explains that organizational culture significantly influences employee performance through the development of productive work behaviors. Rojak et al. (2024) and Abdelwahed et al. (2025) further demonstrate that organizational culture plays a strategic role in improving employee performance through both direct and psychological mechanisms.

Research in public organizations also confirms this relationship. Nugroho et al. (2025), Saputra et al. (2025), and Ramadhanti and Nugroho (2025) found that organizational culture positively affects employee performance.

Therefore:

H3: Organizational culture has a positive and significant effect on employee performance at Bilah Hulu Subdistrict.

The Effect of Interpersonal Communication, Coordination, and Organizational Culture on Employee Performance

Interpersonal communication, coordination, and organizational culture are interconnected organizational factors that collectively influence employee performance. Effective communication supports coordination processes, while strong organizational culture provides the foundation for employee behavior and work commitment.

Hadi et al. (2024) demonstrated that interpersonal communication, coordination, and organizational culture simultaneously influence employee performance in subdistrict government organizations. This finding is supported by Fuadi et al. (2022) and Saputra et al. (2025), who found that the combination of communication, coordination, and organizational culture provides a stronger contribution to improving employee performance compared with individual factors.

Therefore:

H4: Interpersonal communication, coordination, and organizational culture simultaneously have a positive and significant effect on employee performance at Bilah Hulu Subdistrict.

II. RESEARCH METHODS

This study employed a quantitative approach using an explanatory research design. Explanatory research aims to explain relationships among variables and test hypotheses based on established theoretical frameworks (Sugiyono, 2021). This approach was selected because it aligns with the research objective of empirically examining the influence of interpersonal communication, coordination, and organizational culture on employee performance through statistical measurement. Creswell (2014) stated that quantitative research is appropriate when researchers seek to examine causal relationships that can be generalized, while Arikunto (2019) explained that explanatory research is designed to systematically investigate relationships among variables through measurable scientific procedures.

This research was conducted at Bilah Hulu Subdistrict, Labuhanbatu Regency, North Sumatra Province, Indonesia. The research location was selected purposively based on the consideration that the subdistrict government office represents a public service institution with complex administrative responsibilities and relevant employee performance dynamics. The research period consisted of several stages, including research instrument preparation, field data collection, data processing, analysis, and final report preparation. This process follows the research design principles that emphasize structured planning and systematic implementation of research activities (Sekaran & Bougie, 2017).

The population of this study consisted of all employees working at the Bilah Hulu Subdistrict Office, totaling 39 employees. In quantitative research, population refers to the entire group of research subjects possessing specific characteristics relevant to the research objectives (Arikunto, 2019). All employees at the Bilah Hulu Subdistrict Office were considered relevant as the research population because

they are directly involved in public service activities, which represent the main focus of this study.

Considering the relatively small population size, this study applied a saturated sampling technique, in which all members of the population were selected as research respondents. According to Sugiyono (2021), saturated sampling is appropriate when the population size is limited and researchers aim to obtain comprehensive information without conducting random sampling. Therefore, the sample in this study consisted of all 39 employees of the Bilah Hulu Subdistrict Office who met the criteria as active respondents involved in public service activities. This approach is expected to provide more accurate and representative findings regarding the actual conditions at the Bilah Hulu Subdistrict Office.

Data collection was conducted using a questionnaire instrument with a Likert scale distributed to all respondents. The questionnaire method was selected because it is considered effective for obtaining respondents' perceptions regarding the research variables directly. As stated by Nazir (2014), questionnaires represent an efficient primary data collection technique, particularly when involving multiple respondents. The questionnaire items were developed based on indicators of interpersonal communication, coordination, organizational culture, and employee performance derived from relevant literature reviews.

In addition to primary data, this study also utilized secondary data obtained through documentation techniques, including organizational structure, employee job descriptions, and other administrative documents. The use of documentation is consistent with Sugiyono (2021), who emphasized that documents serve as important supporting data sources in public administration research.

Data analysis was conducted through several systematic statistical testing stages, including instrument testing, descriptive analysis, and inferential analysis. The initial stage involved a validity test using the Pearson Product Moment correlation to ensure that each questionnaire item accurately represented the measured variable construct. Reliability testing was conducted using the Cronbach's Alpha coefficient to assess the internal consistency of the research instrument (Ghozali, 2018).

Furthermore, descriptive analysis was conducted to describe respondent characteristics and identify response patterns for each research variable. The next stage involved inferential analysis using multiple linear regression analysis to examine the influence of interpersonal communication, coordination, and organizational culture on employee performance, both simultaneously and partially.

To ensure the suitability of the regression model, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests (Gujarati, 2015). Model significance was evaluated through the F-test and t-test, while the ability of independent variables to explain variations in the dependent variable was assessed using the coefficient of determination (R^2). All analytical procedures followed quantitative research methods as described by Sekaran and Bougie (2017), ensuring that the research

findings could be scientifically justified and empirically validated.

III. RESULTS AND DISCUSSION

Validity Test

The validity test was conducted to determine the extent to which the research instrument accurately measures the variables examined in this study. A questionnaire item is considered valid if the calculated r-value is greater than the r-table value and the significance value is lower than 0.05. In this study, the r-table value used was 0.344.

Table 1. Validity Test Results

Item	r-value	Sig.	r-table	Description
X1.1	0.742	0.000	0.344	Valid
X1.2	0.769	0.000	0.344	Valid
X1.3	0.762	0.000	0.344	Valid
X1.4	0.768	0.000	0.344	Valid
X1.5	0.749	0.000	0.344	Valid
X2.1	0.684	0.000	0.344	Valid
X2.2	0.695	0.000	0.344	Valid
X2.3	0.748	0.000	0.344	Valid
X2.4	0.879	0.000	0.344	Valid
X3.1	0.881	0.000	0.344	Valid
X3.2	0.842	0.000	0.344	Valid
X3.3	0.820	0.000	0.344	Valid
X3.4	0.806	0.000	0.344	Valid
Y1.1	0.938	0.000	0.344	Valid
Y1.2	0.951	0.000	0.344	Valid
Y1.3	0.969	0.000	0.344	Valid
Y1.4	0.841	0.000	0.344	Valid
Y1.5	0.829	0.000	0.344	Valid

Source: Primary data processed using SPSS (2026)

The validity test results presented in Table 1 indicate that all statement items for the variables of interpersonal communication (X1), coordination (X2), organizational culture (X3), and employee performance (Y) have calculated r-values greater than the r-table value of 0.344. Furthermore, all statement items have a significance value of 0.000, which is lower than 0.05.

The interpersonal communication variable (X1), consisting of five statement items, obtained calculated r-values ranging from 0.742 to 0.769. Therefore, all items measuring interpersonal communication were declared valid.

The coordination variable (X2), consisting of four statement items, obtained calculated r-values ranging from 0.684 to 0.879. These results indicate that all questionnaire items used to measure coordination fulfilled the validity criteria.

The organizational culture variable (X3) consisted of four statement items with calculated r-values ranging from 0.806 to 0.881, indicating that all items were valid. Similarly, the employee performance variable (Y), consisting of five statement items, obtained calculated r-values ranging from 0.829 to 0.969, meaning that all measurement items were valid.

Therefore, it can be concluded that all questionnaire items used in this study met the validity requirements. The research instrument is considered appropriate for data collection and can be used for further statistical analysis.

Reliability Test

The reliability test was conducted to determine the consistency level of the research instrument in measuring each research variable. An instrument is considered reliable when the Cronbach's Alpha value exceeds the predetermined standard value. In this study, the minimum Cronbach's Alpha standard used was 0.60.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha Value	Standard Cronbach's Alpha	Description
Interpersonal Communication (X1)	0.881	0.60	Reliable
Coordination (X2)	0.897	0.60	Reliable
Organizational Culture (X3)	0.925	0.60	Reliable

Source: Primary data processed using SPSS (2026)

Based on the reliability test results presented in Table 2, the interpersonal communication variable (X1) obtained a Cronbach's Alpha value of 0.881. This value exceeds the standard value of 0.60, indicating that the instrument used to measure interpersonal communication has good reliability.

Furthermore, the coordination variable (X2) obtained a Cronbach's Alpha value of 0.897, which is also higher than the required standard value. This indicates that the questionnaire items measuring coordination have a high level of internal consistency.

The organizational culture variable (X3) obtained a Cronbach's Alpha value of 0.925. Since this value exceeds the standard value of 0.60, the organizational culture measurement instrument is considered reliable.

Thus, all variables in this study have Cronbach's Alpha values above the required standard. Therefore, all research instruments are declared reliable and suitable for further data analysis.

Normality Test

The normality test was conducted to determine whether the data distribution in this study follows a normal distribution. The normality test in this study was performed using the One-Sample Kolmogorov-Smirnov Test by examining the significance value (Sig.). The data are considered normally distributed when the significance value is greater than 0.05.

Table 3. Normality Test Results

Residual Variable	N	Test Statistic	Sig. (2-tailed)	Description
Residual Y1	39	0.101	0.300	Normal

Source: Primary data processed using SPSS (2026)

Based on the normality test results presented in Table 3, the number of respondents in this study was 39 employees. The test results show that the Test Statistic value was 0.101, with a significance value (Sig. 2-tailed) of 0.300. Since the significance value is greater than 0.05, the residual data are considered normally distributed.

Therefore, it can be concluded that the regression model used in this study regarding the influence of interpersonal communication, coordination, and organizational culture on employee performance at Bilah Hulu Subdistrict has fulfilled the normality assumption. Thus, the data can proceed to the next stage of statistical analysis.

Partial Test (t-Test)

The partial hypothesis test (t-test) was conducted to determine the individual effect of each independent variable on the dependent variable. In this study, the t-test was used to examine the influence of interpersonal communication, coordination, and organizational culture on employee performance at Bilah Hulu Subdistrict.

The decision-making criteria are based on the significance value (Sig.). If the significance value is less than 0.05, the independent variable is considered to have a significant effect on the dependent variable.

Table 4. Partial Regression Test Results (t-Test)

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
(Constant)	5.217	2.024	-	2.578	0.012	-	-
Interpersonal Communication (X1)	0.092	0.081	0.052	0.644	0.672	0.624	1.814
Coordination (X2)	0.612	0.118	0.654	5.721	0.000	0.384	2.364
Organizational Culture (X3)	0.482	0.112	0.622	4.006	0.000	0.483	2.832

a. Dependent Variable: Employee Performance

Source: Primary data processed using SPSS (2026)

Based on the regression analysis results presented in Table 4, the interpersonal communication variable (X1) obtained a regression coefficient value of 0.092, with a t-value of 0.644 and a significance value of 0.672. Since the significance value is greater than 0.05, it can be concluded that interpersonal communication does not have a significant effect on employee performance at Bilah Hulu Subdistrict.

This finding indicates that although interpersonal communication is important in maintaining workplace relationships, communication among employees has not become the main factor determining improvements in employee performance within the organization.

Furthermore, the coordination variable (X2) obtained a regression coefficient value of 0.612, with a t-value of 5.721 and a significance value of 0.000. Since the significance value is lower than 0.05, it can be concluded that coordination has a positive and significant effect on employee performance.

This finding demonstrates that better coordination within the organization will contribute to improved employee performance. Effective coordination enables employees to align tasks, exchange information efficiently, and complete responsibilities more effectively.

Meanwhile, the organizational culture variable (X3) obtained a regression coefficient value of 0.482, with a t-value of 4.006 and a significance value of 0.000. Since the significance value is lower than 0.05, it can be concluded that organizational culture has a positive and significant effect on employee performance at Bilah Hulu Subdistrict.

This result indicates that a strong organizational culture can encourage positive work behavior, improve employee discipline, strengthen responsibility, and increase commitment toward organizational goals.

Therefore, the partial hypothesis testing results show that coordination and organizational culture have positive and significant effects on employee performance, while interpersonal communication does not have a significant effect on employee performance at Bilah Hulu Subdistrict.

Simultaneous Test (F-Test)

The simultaneous test (F-test) was conducted to determine whether the independent variables, namely interpersonal communication, coordination, and organizational culture, simultaneously influence employee performance at Bilah Hulu Subdistrict. The decision-making criteria are based on the significance value (Sig.). If the significance value is less than 0.05, the independent variables are considered to have a significant simultaneous effect on the dependent variable.

Table 5. Simultaneous Test Results (F-Test)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	80.268	4	138.830	90.612	0.000
Residual	118.426	90	1.720		
Total	824.530	94			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Organizational Culture (X3), Coordination (X2), Interpersonal Communication (X1)

Source: Primary data processed using SPSS (2026)

Based on the F-test results presented in Table 5, the calculated F-value is **90.612** with a significance value of **0.000**. Since the significance value is lower than 0.05, it can be concluded that **interpersonal communication, coordination, and organizational culture simultaneously have a significant effect on employee performance at Bilah Hulu Subdistrict.**

The regression sum of squares value of **80.268** indicates that the independent variables included in this research model contribute to explaining variations in employee performance. Meanwhile, the residual value of **118.426** indicates that there are still other factors outside the research model that may influence employee performance.

Therefore, it can be concluded that interpersonal communication, coordination, and organizational culture collectively contribute to improving employee performance. This finding indicates that organizational performance improvement requires an integrated approach involving effective communication, strong coordination mechanisms, and a supportive organizational culture.

Coefficient of Determination Test (R²)

The coefficient of determination test was conducted to measure the extent to which the independent variables can explain variations in the dependent variable within the research model. The value of the coefficient of determination can be observed through the R Square value in the Model Summary table. A higher R Square value indicates a greater ability of independent variables to explain changes in the dependent variable.

Table 6. Coefficient of Determination Results Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.973	0.782	0.852	1.64328

a. Predictors: (Constant), Organizational Culture (X3), Coordination (X2), Interpersonal Communication (X1)

b. Dependent Variable: Employee Performance (Y)

Source: Primary data processed using SPSS (2026)

Based on the Model Summary results, the obtained R value of 0.973 indicates that the relationship between interpersonal communication, coordination, organizational culture, and employee performance is categorized as very strong. This shows that the three independent variables have a close relationship with employee performance at Bilah Hulu Subdistrict.

The R Square value of 0.782 or 78.2% indicates that variations in employee performance can be explained by interpersonal communication, coordination, and organizational culture. Meanwhile, the remaining 21.8% is influenced by other factors outside this research model that were not examined in this study.

Furthermore, the Adjusted R Square value of 0.852 indicates that after adjusting for the number of independent variables included in the model, interpersonal communication, coordination, and organizational culture are still able to explain employee performance variations by 85.2%.

Thus, it can be concluded that the regression model used in this study has a strong explanatory ability in analyzing the influence of interpersonal communication, coordination, and organizational culture on employee performance at Bilah Hulu Subdistrict.

The Effect of Interpersonal Communication on Employee Performance

The results of this study indicate that interpersonal communication does not have a significant effect on employee performance at Bilah Hulu Subdistrict. Based on the partial test (t-test), the interpersonal communication variable obtained a significance value of 0.672, which is greater than 0.05. This finding indicates that interpersonal communication has not become the primary factor determining employee performance improvement within the organization.

Although interpersonal communication is important in creating harmonious workplace relationships, the findings suggest that variations in interpersonal communication among employees have not significantly influenced differences in performance levels. This condition may occur because communication practices among employees have become routine organizational activities, meaning that communication alone is insufficient to directly improve performance without being supported by other organizational factors.

Nevertheless, interpersonal communication remains an important element in maintaining effective workplace relationships. Amalia et al. (2023) stated that effective interpersonal communication improves employee understanding, trust, and cooperation in completing tasks. Furthermore, Umpain et al. (2024) explained that effective interpersonal communication strategies help employees

exchange information and solve workplace problems more efficiently.

Therefore, although interpersonal communication does not have a significant direct effect in this study, maintaining effective communication remains necessary to support a productive organizational environment.

The Effect of Coordination on Employee Performance

The findings demonstrate that coordination has a positive and significant effect on employee performance at Bilah Hulu Subdistrict. This result indicates that better coordination among employees and organizational units leads to improved employee performance.

Effective coordination enables employees to work in a more structured manner, understand their responsibilities clearly, and support each other in completing organizational tasks. In public sector organizations, coordination is essential because employees must work collaboratively to provide effective services to the community.

This finding is consistent with Fuadi et al. (2022), who stated that effective coordination improves employee effectiveness because each organizational unit can work in an integrated and supportive manner. Furthermore, Li et al. (2022) found that cross-functional coordination positively affects organizational operational performance by improving information flow and reducing work errors.

Mohammed (2024) also emphasized that effective coordination increases employee productivity because employees understand their respective roles and responsibilities within the organization. Therefore, strengthening coordination mechanisms among employees is an important strategy for improving performance at Bilah Hulu Subdistrict.

The Effect of Organizational Culture on Employee Performance

The results show that organizational culture has a positive and significant effect on employee performance at Bilah Hulu Subdistrict. This finding indicates that a strong organizational culture contributes to the development of positive work values, employee discipline, responsibility, and commitment toward organizational objectives.

A positive organizational culture provides shared values and behavioral standards that guide employees in performing their duties. Employees who work within a supportive organizational culture tend to demonstrate stronger commitment and higher responsibility toward achieving organizational goals.

This finding supports Mafrudoh (2023), who stated that organizational culture is an important factor influencing employee behavior and organizational performance. Furthermore, Rojak et al. (2024) demonstrated that organizational culture significantly affects employee performance because it creates structured and productive work patterns.

Nugroho et al. (2025) also found that positive organizational culture can improve employee motivation, which subsequently contributes to increased performance. Therefore, strengthening organizational culture is an

important approach for improving employee performance at Bilah Hulu Subdistrict.

The Simultaneous Effect of Interpersonal Communication, Coordination, and Organizational Culture on Employee Performance

The simultaneous test results indicate that interpersonal communication, coordination, and organizational culture collectively have a significant effect on employee performance at Bilah Hulu Subdistrict. This finding demonstrates that employee performance is influenced not only by individual factors but also by organizational conditions.

Organizations that are able to maintain effective communication, establish strong coordination mechanisms, and develop positive organizational cultures are more likely to create productive working environments. These three factors complement each other in supporting employee effectiveness and achieving organizational goals.

The coefficient of determination results further indicate that most variations in employee performance can be explained by interpersonal communication, coordination, and organizational culture. This finding highlights the importance of strengthening internal organizational management as a strategy to improve public sector employee performance.

Abdelwahed et al. (2025) also explained that strong organizational values and supportive organizational cultures contribute to increased employee motivation and performance. Therefore, Bilah Hulu Subdistrict should continue improving coordination systems, strengthening organizational culture, and maintaining effective communication practices to achieve optimal employee performance.

IV. CONCLUSIONS

The findings of this study indicate that interpersonal communication, coordination, and organizational culture play important roles in influencing employee performance at Bilah Hulu Subdistrict. Based on the partial hypothesis testing (t-test), the interpersonal communication variable does not have a significant effect on employee performance. This finding indicates that although communication among employees is important in creating positive working relationships, interpersonal communication has not become the primary factor determining improvements in employee performance within the Bilah Hulu Subdistrict Office.

Furthermore, coordination and organizational culture were proven to have positive and significant effects on employee performance. Effective coordination among employees and organizational units can improve work effectiveness, facilitate task implementation, and assist employees in achieving organizational goals more efficiently. In addition, a strong organizational culture is able to establish positive work values, improve discipline, responsibility, and employee commitment toward the organization, thereby contributing to enhanced employee performance.

Simultaneously, interpersonal communication, coordination, and organizational culture have a significant effect on employee performance at Bilah Hulu Subdistrict. This finding demonstrates that these three variables

collectively contribute to determining employee performance levels. Therefore, organizations need to continuously improve work coordination, strengthen a positive organizational culture, and maintain effective communication practices in order to create a conducive work environment and optimize employee performance.

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