



**ANALYSIS OF THE ROLE OF GOOD HUMAN RELATIONS AND  
INTERPERSONAL COMMUNICATION ON EMPLOYEE PERFORMANCE  
AT THE SIBOLGA CITY INSPECTORATE OFFICE**

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**(Naskah diterima: 1 Juli 2025, disetujui: 28 Juli 2025)**

**Abstract**

*The purpose of this study was to determine the relationship between interpersonal communication and good human relations on the performance of employees at the Sibolga City Inspectorate Office. The method used in this study is a quantitative descriptive method, while the analysis method used in this study is multiple linear regression, the sample of this study amounted to 58 people, sampling using saturated sampling technique, namely a sampling technique where the entire population is sampled. Data analysis using multiple linear regression tests, hypothesis testing using the coefficient of determination test ( $R^2$ ) and the partial test ( $t$  test) while data processing using SPSS 26. The results of this study indicate that the variables of interpersonal communication and good human relations affect the performance of employees at the Sibolga City Inspectorate Office. It is shown by the results of the reliability test of the interpersonal communication variable ( $X_1$ ) which has a  $t$  count value ( $4.164$ )  $>$   $t$  table value ( $1.983$ ). The variable good human relations ( $X_2$ ) has a  $t$  count value ( $9.989$ )  $>$   $t$  table value ( $1.983$ ) the results of the determination coefficient test in the table above can be understood that the  $R$ -Square value of  $0.759$  in the regression model is  $75.9\%$ . Based on the results of the study, it can be concluded that interpersonal communication good human relations are two determining factors that greatly affect individual and organizational performance such as in the Sibolga City Inspectorate Office. Interpersonal communication has an important role in improving employee performance in addition, good employee relations will create high employee loyalty and retention and create a positive and inclusive work culture where each employee will feel safe, fair and appreciated.*

**Keywords:** *Interpersonal communication. Good human relations, performance*

**Abstrak**

Tujuan penelitian ini adalah untuk mengetahui hubungan antara komunikasi interpersonal dan good human relation terhadap kinerja pegawai kantor inspektorat kota sibolga. Metode yang di gunakan pada penelitian ini adalah metode deskriptif kuantitatif, sedangkan metode analisis yang digunakan dalam penelitian ini adalah regresi linier berganda, sampel penelitian ini berjumlah 58 orang, pengambilan sampel menggunakan Teknik sampling jenuh yaitu Teknik pengambilan sampel dimana seluruh populasi dijadikan sampel. Analisis data menggunakan uji regresi linier berganda, uji hipotesis menggunakan uji koefisien determinasi ( $R^2$ ) dan uji parsial (uji  $t$ ) sedangkan pengolahan datanya menggunakan SPSS 26. Hasil penelitian ini menunjukkan bahwa variabel komunikasi interpersonal dan good human relation berpengaruh terhadap kinerja pegawai kantor inspektorat kota sibolga. Di tunjukan dengan hasil uji reliabilitas variabel komunikasi interpersonal ( $X_1$ ) mempunyai nilai thitung ( $4,164$ )  $>$  nilai ttabel ( $1,983$ ). Variabel good human relation ( $X_2$ ) mempunyai nilai thitung ( $9,989$ )  $>$



nilai ttabel (1.983) hasil pengujian koefisien determinasi pada tabel di atas dapat dipahami bahwa nilai R-Square sebesar 0,759 dalam model regresi adalah 75,9%. Berdasarkan hasil penelitian, dapat disimpulkan bahwa komunikasi interpersonal good human relations merupakan dua faktor penentu yang sangat mempengaruhi kinerja individu maupun organisasi seperti di kantor inspektorat kota sibolga. Komunikasi interpersonal memiliki peran penting dalam meningkatkan kinerja pegawai tersebut selain itu, hubungan karyawan yang baik akan menciptakan loyalitas dan retensi karyawan yang tinggi serta menciptakan budaya kerja yang positif dan inklusif dimana setiap pegawai akan merasa aman, adil dan di hargai.

**Kata Kunci :** Komunikasi interpersonal. Good human relation, kinerja

## **I. INTRODUCTION**

An agency without the support of qualified human resources will likely struggle to achieve its desired goals. The function of interpersonal communication is to improve human relations, avoid and resolve personal conflicts, reduce uncertainty, and share knowledge and experiences with others. Interpersonal communication is also a crucial area in the office world. This is because the office is essentially a gathering place for people to carry out office or administrative activities.

The office is a central information processing center where employees gather to discuss matters and complete administrative or clerical work. Improving individual employee performance will boost overall human resource performance and provide appropriate feedback for behavioral changes, which are reflected in increased productivity. However, various obstacles to interpersonal communication in the workplace are often encountered, such as differences in perception, lack of communication skills, or conflict between individuals. Performance refers to the results of employees' work in completing tasks assigned by the organization (Wartabone et al., 2023).

Performance also reflects the extent to which employees fulfill the work requirements set by the company based on their respective fields of activity (S. S. Batubara, 2020) This kind of phenomenon has a negative impact on employee performance and hampers the achievement of organizational goals. It is necessary to understand how interpersonal communication affects employee performance. Quality human resources are human resources who have skills, abilities and work enthusiasm so that they can increase work effectiveness. Human resources are one of the important factors in an agency, in addition to other factors such as assets and capital. Therefore, human resources must be managed well to improve employee performance. According to Robbins' view, employee performance indicators are: (Bintoro & Daryanto, 2017): (1) Quality. (2) Quantity. (3) Punctuality. (4) Effectiveness. Research on interpersonal communication and good human relations employees on employee

performance is very important to study because these two factors play an important role in creating an efficient, productive and harmonious work environment. Good human relations can improve good communication, cooperation, and employee job satisfaction. Employee relations, also known as internal public relations, is a group of people working in an organization or company with distinct functional, organizational, and technical fields and the type of work (tasks) they face (Ruslan, 2002).

A fatal communication failure will hinder mutual understanding, hinder cooperation, hinder tolerance, and hinder the implementation of social norms (Wafda, 2020). By understanding the relationship between interpersonal communication and good human relations with employee performance, the Sibolga City Inspectorate Office can design more effective management strategies to increase employee productivity and well-being, thereby creating a better, healthier, and more sustainable work environment. However, various challenges remain in implementing effective interpersonal communication in government work environments. Several studies have shown that communication barriers such as a lack of openness and empathy, as well as poor coordination, can negatively impact employee performance. In addition, other factors such as organizational culture and coordination between divisions also play a role in determining the extent to which interpersonal communication influences the work productivity of employees at the Sibolga City Inspectorate office.

## II. RESEARCH METHODS

The type of research used is quantitative research with a descriptive approach. Quantitative research method, This research was conducted at the Sibolga City Inspectorate Office located at Jl. Srikandi No.1, Ps. Baru, Sibolga City, Sibolga City, North Sumatra. The time of this research was conducted from March 2024 to September 2024. For this study, the population was 58 permanent employees. The population was taken from all permanent employees, consisting of 32 male employees and 26 female employees. In this study, the population was 58 permanent employees. So the sample in this study was 58 permanent employees in all fields.

## III. RESEARCH RESULTS

### Validity test results

Correlation items (interpersonal communication)	R Count	r table	Conclusion
X.1	0,528	0,361	Valid
X.2	0,660	0,361	Valid
X.3	0,703	0,361	Valid

X.4	0,712	0,361	Valid
X.5	0,559	0,361	Valid
X.6	0,710	0,361	Valid
<b>Correlation Item Good Human relation</b>			
X.1	0,856	0,361	Valid
X.2	0,732	0,361	Valid
X.3	0,722	0,361	Valid
X.4	0,640	0,361	Valid
X.5	0,721	0,361	Valid
X.6	0,740	0,361	Valid
<b>Employee performance correlation items</b>			
Y.1	0,743	0,361	Valid
Y.2	0,810	0,361	Valid
Y.3	0,834	0,361	Valid
Y.4	0,813	0,361	Valid
Y.5	0,826	0,361	Valid
Y.6	0,812	0,361	Valid

Source: Processed by Researchers, 2025

Based on the table above, the correlation value (person correlation) of the interpersonal communication variable (X1) of the statement item above is declared valid because  $r_{count} > 0.361$ , thus it can be concluded that the entire instrument is declared valid. The Good Human Relations variable (X2) of the question item above is declared valid because  $r_{count} > 0.361$ . Then, the results of the performance variable instrument test (Y) have an  $r_{count}$  value  $> 0.361$ , thus it can be concluded that overall the statement instrument of the performance variable used is valid.

### Reliability test results

The questionnaire for the variables of Interpersonal Communication and Good Employee Relations on the performance of Sibolga City Inspectorate Office Employees is as follows:

**Variable Reliability Test Table**

Variables	Cronbach's Alpha	Reliable
Interpersonal communication	0,855	Reliable
Good Human relation	0,777	Reliable
Employee Performance	0,861	Reliable

Source: Research Results, 2024 (Processed Data)

Based on the results of the trial reliability test of the research instrument in table 4.7, it is known that the Cronbach's Alpha value for each item in each variable is  $> 0.60$  and is declared reliable, meaning the consistency is appropriate and the data can be relied on.

T-Test Table: T-Test Results

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3,944	3,179		1,240	0,220		
	Komunikasi interpersonal	0,274	0,066	0,298	4,164	0,000	0,857	1,167
	Good human relation	0,635	0,064	0,714	9,989	0,000	0,857	1,167

a. Dependent Variabel: kinerja \_Pegawai

Source: Research Results, 2024 (Processed Data).

The interpretation of the t-test results is as follows:

- The interpersonal communication variable (X1) has a calculated t-value (4.164) > the t-table value (1.983) and a significance level of 0.000 < alpha (0.05), so H0 is rejected and H1 is accepted. From these results, it can be concluded that employee relations (X1) partially has a significant influence on employee performance (Y).
- The good human relations variable (X2) has a calculated t-value (9.989) > the t-table value (1.983) and a significance level of 0.000 < alpha (0.05), so H0 is rejected and H1 is accepted. From these results, it can be concluded that good human relations (X2) partially has a significant influence on employee performance (Y).

**a. F Test (Anova)**

**F Test Results Table**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	499,745	2	249,873	86,690	0,000 <sup>b</sup>
	Residual	158,531	55	2,882		
	Total	658,276	57			

a. Dependent Variable: Kinerja\_Pegawai  
 b. Predictors: (Constant) Komunikasi interpersonal, , Good Human relations

Source: Research Results, 2024 (Processed Data)

In the F test using a significance level at alpha of 0.05 with degrees of freedom, namely  $dk1 = k-1$ ;  $dk1 = 3-1$ ;  $dk1 = 2$ ; and  $dk2 = n-k$ ;  $dk2 = 105-3$ ;  $dk2 = 102$ . Based on these calculations, the Ftable can be produced at 3.16 and the Fcount at 86.890. The criteria in this F test are as follows: a. Suppose the Fcount value < Ftable and the significance value > 0.05, then H0 is accepted. b. Suppose the Fcount value  $\geq$  Ftable and the significance value < 0.05, then H1 is accepted.

Coefficient of Determination Test

Table: Results of the Determination Coefficient Test

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,871 <sup>a</sup>	0,759	0,750	1,698
a. Predictors: (Constant) Komunikasi interpersonal, Good Human relations				
b. Dependent Variable: Kinerja_Pegawai				

Source: Research Results, 2024 (Processed Data)

Based on the results of the determination coefficient test in the table above, it can be understood that the R-Square value of 0.759 in the regression model is 75.9%. This means that the contribution given by Interpersonal Communication (X1) and Good Human Relations (X2) simultaneously to the performance of Employees at the Sibolga City Inspectorate Office is 75.9%. The remaining 24.1% is influenced by other variables not examined in this study.

## DISCUSSION

### THE RELATIONSHIP BETWEEN INTERPERSONAL COMMUNICATION AND EMPLOYEE PERFORMANCE

From a study conducted by (Fauzobihi & Saadah, 2022) entitled "The Influence of Interpersonal Communication on the Performance of Production Employees at PT. KAO Chemical Indonesia," the results indicate that interpersonal communication has a significant positive influence on employee performance, contributing 67.9%. This indicates that improving the quality of interpersonal communication can significantly improve employee performance.

A study conducted by (Octaviana et al., 2021) entitled "The Influence of Interpersonal Communication and Organizational Commitment on Employee Performance: A Study at a Flagship Company in Bandung," the results indicate that both variables have a significant influence on employee performance. A study conducted by (Sabuhari et al., 2021) entitled "The Influence of Emotional Intelligence and Interpersonal Communication on Employee Performance at PT. PLN (Persero) Ternate Branch," the results indicate that emotional intelligence has a positive and significant influence on employee performance. Interpersonal communication has a positive and significant influence on employee performance.

### THE RELATIONSHIP BETWEEN GOOD HUMAN RELATIONS AND EMPLOYEE PERFORMANCE

According to Dessler (2015), employee relations is an activity that involves establishing and maintaining employee relationships related to productivity, motivation, morale, and discipline, as well as maintaining a positive, productive, and cohesive work

environment. Employee relations at the Sibolga City Inspectorate office demonstrates a direct impact on the organization, where employees perceive that fostering good employee relations within an institution is essential for its human resources. This impacts employee perspectives on work and the institution, while also negatively impacting performance.

The results of this study can serve as a research gap in the development of sustainable human resource management. This research differs from previous research. Previous research suggests that effective interpersonal communication can strengthen team coordination and improve work efficiency (Tobeoto et al., 2022). Studies conducted in various agencies indicate a positive relationship between interpersonal communication and employee performance, where open and effective communication can enhance collaboration and minimize misunderstandings at work (Saragih, 2020).

The impact that can be felt is the creation of internal harmony in the inspectorate office so that employees respect each other's work in each field, aware of their functions and positions in the institution so that it will create a harmonious atmosphere in the inspectorate office environment. Work becomes smooth and optimal so that with various employee relations activities that have been carried out by the head of the inspectorate office such as holding various kinds of education and training programs, it is hoped that it will improve the quality of human resources from employees which has an impact on their performance which becomes better and a harmonious atmosphere results in their work being smooth. In addition, employee loyalty in creating a harmonious atmosphere created within the institution makes employees feel comfortable and happy in doing their work. The concern of the inspectorate office towards employees which is manifested in the form of various employee relations activities causes employees to also have concern for the institution which is manifested in the form of their loyalty to the inspectorate office, satisfaction and trust of the community, especially the residents of Sibolga city, namely quality human resources and satisfactory service from the inspectorate office employees will make the community feel satisfied and trust the institution so that it will have an impact on increasing trust and existence will be maintained. The positive image of the Sibolga city inspectorate office will be achieved if there is satisfaction and trust from the community on the basis of transparency which will create a sense of confidence in the Inspectorate Office.

## **THE RELATIONSHIP BETWEEN INTERPERSONAL COMMUNICATION AND GOOD HUMAN RELATIONS ON EMPLOYEE PERFORMANCE**

Communication allows individuals to express themselves by forming social interaction networks and developing their personalities. Relationships between fellow inspectorate employees enable them to carry out their duties and work clearly and structured, between superiors and subordinates, and among other employees. These relationships are also limited by several obstacles within the institution's work environment, such as a lack of understanding of the topic of conversation, making it difficult for the communicator or interlocutor to understand the purpose of the conversation. This phenomenon can trigger interactions between inspectorate employees. The distance between employees in the work environment makes developing human relations difficult.

Interpersonal relationships can be forged by involving shared feelings and thoughts, and one example of this is the feeling of liking or emotional involvement in a close relationship, which can ease tensions in the workplace. To improve good human relations among inspectorate employees, it is essential to be open, honest, fair, and receptive to the opinions of others. This study found that interpersonal communication allows employees to build quality interpersonal relationships. When interpersonal communication among employees improves, their human relations will also improve. This study generally demonstrates that employees at the Sibolga City Inspectorate Office build close relationships with other employees, both civil servants and contract workers (casual workers).

### **IV. CONCLUSION**

Based on the results of the study, it can be concluded that interpersonal communication and good human relations are two determining factors that greatly influence individual and organizational performance such as in the Sibolga City Inspectorate Office. Interpersonal communication has an important role in improving employee performance. In addition, good employee relations will create high employee loyalty and retention and create a positive and inclusive work culture where every employee will feel safe, fair and appreciated. However, there are still obstacles in interpersonal communication such as lack of openness, differences of opinion, communication styles and traditional organizational culture so that by overcoming these obstacles, good interpersonal communication can be created, and harmonious working relationships make employees feel comfortable, appreciated, and tend to stay longer in the Sibolga City Inspectorate Office.

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