

# THE EFFECT OF TEAMWORK, INTERPERSONAL COMMUNICATION AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN THE BATAM CITY DISTRICT OFFICE

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Received : 15 January 2026

Revised : 31 January 2026

Accepted : 20 February 2026

Published : 28 February 2026

DOI : <https://doi.org/10.54443/ijebas.v6i1.5337>

Link Publish : <https://radjapublika.com/index.php/IJEBAS>

## Abstract

This study aims to determine and analyze the influence of Teamwork, Interpersonal Communication, and Leadership Style on Employee Performance at the Batam City District Office. The research method used is a quantitative method with a survey approach. The population in this study were all employees of the Batam City District Office, totaling 75 people. Because the population is less than 100 people, the sampling technique used is a census technique, so that the entire population was used as research respondents. The data collection technique was carried out through the distribution of questionnaires measured using a Likert scale. Data processing and analysis were carried out with the help of the SPSS program through validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, and hypothesis testing using t-tests, F-tests, and coefficients of determination ( $R^2$ ).

**Keywords:** *Teamwork, Interpersonal Communication, Leadership Style, Employee Performance.*

## INTRODUCTION

Employee performance is a key indicator in assessing the success of an organization, particularly public organizations, which have a significant responsibility in providing services to the public. In the context of government, civil servant performance is not only related to achieving administrative work targets but also reflects the quality of public service, the level of public satisfaction, and the government's image in the public eye. Therefore, improving employee performance is a strategic agenda in efforts to realize good governance. The Batam Kota District Office is a strategically located sub-district in Batam City. As the city's administrative center, Batam Kota District boasts a relatively high level of public service activity compared to other sub-districts. High population mobility, rapid development growth, and diverse community needs require sub-district officials to perform optimally. This situation places employee performance as a crucial factor in ensuring the smooth and quality of public services. Another factor that is no less important in influencing employee performance is Leadership style. Leaders play a strategic role in directing, controlling, and motivating employees to perform optimally. The leadership style adopted by a leader will determine how working relationships are formed, how decisions are made, and how employees respond to assigned tasks and responsibilities. Leaders who are able to implement an effective leadership style will be able to create a conducive work climate, increase employee motivation, and encourage high performance. This research is important because its results are expected to provide an empirical overview of the conditions of teamwork, interpersonal communication, and leadership styles at the Batam Kota District Office and their impact on employee performance. Furthermore, the results are expected to serve as a reference for the district in formulating more effective human resource management policies, particularly in efforts to improve employee performance. Based on the description, the author feels the need to study in depth the "EFFECT OF TEAMWORK, INTERPERSONAL COMMUNICATION, AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN THE BATAM CITY DISTRICT OFFICE." This research is expected to contribute both theoretically in the development of public administration and public sector human resource management, as well as practically as input for the Batam City District Office in improving its employee performance.

## LITERATURE REVIEW

# THE EFFECT OF TEAMWORK, INTERPERSONAL COMMUNICATION AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN THE BATAM CITY DISTRICT OFFICE

Putra Khosenda Pratisara Wirya et al

**Employee Performance (Y)** According to Mangkunegara (2020), employee performance is the quality and quantity of work results achieved by an individual in carrying out their duties in accordance with their assigned responsibilities. This definition emphasizes that performance is measured not only by the quantity of work completed but also by the quality of the work produced. Armstrong (2021) states that performance is the result of the performance management process, a systematic process involving goal setting, work planning, monitoring, evaluation, and continuous feedback. In this view, performance is understood as the result of the interaction between individual abilities, motivation, and organizational system support.

**Teamwork (X1)** Teamwork is a crucial aspect of human resource management and organizational behavior, directly impacting employee performance effectiveness. In public organizations like the Batam City District Office, the success of public service delivery depends heavily on employees' ability to work collectively, supporting and complementing each other in carrying out government duties. Effective teamwork creates synergy, resulting in more optimal work results than individual work alone. According to Robbins and Judge (2022), teamwork is the ability of a group of individuals to work in a coordinated manner to achieve a common goal that could not be achieved effectively by individuals. Teamwork not only means working together but also reflects synergy, mutual trust, open communication, and commitment to achieving group goals.

**Interpersonal Communication (X2)** Interpersonal communication is a fundamental skill that determines the success of working relationships in public organizations. In the context of government, effective communication skills between employees, leaders, and the public are a key foundation for effective public service. According to DeVito (2021), interpersonal communication is the direct process of sending and receiving messages between two or more people, involving the exchange of meaning, feelings, and understanding. This communication is two-way, open, and characterized by the presence of feedback. Meanwhile, Robbins and Judge (2022) define interpersonal communication in organizations as the primary mechanism for coordinating work, building trust, and maintaining relationships between individuals. The effectiveness of interpersonal communication will determine how employees understand their tasks, responsibilities, and organizational expectations.

**Leadership Style (X3)** Leadership style is one of the most influential variables in organizational success, including in the public sector, such as the Batam City District Office. Effective leadership is not only about the ability to give instructions, but also about how a leader can inspire, motivate, and build productive working relationships with subordinates. According to Robbins and Judge (2022), leadership style is the behavioral pattern a leader uses to influence subordinates in achieving organizational goals. This definition emphasizes that leadership style reflects how a leader acts and interacts with team members. Yukl (2020) defines leadership style as the distinctive approach a leader uses to direct, motivate, and manage subordinates to achieve work effectiveness. In public organizations, an appropriate leadership style can foster employee commitment and increase their trust and loyalty. Meanwhile, Pigola, Moraes, and do Prado (2024) stated that leadership style has a significant relationship with levels of job satisfaction, collaboration, and individual performance. Leaders who employ a transformational style are able to build positive emotional relationships with their subordinates and encourage active participation in decision-making.

## Research Hypothesis

- There is a significant influence between Team Cooperation (X1) on Employee Performance (Y) at the Batam City District Office.
- There is a significant influence between Interpersonal Communication (X2) on Employee Performance (Y) at the Batam City District Office.
- There is a significant influence between Leadership Style (X3) on Employee Performance (Y) at the Batam City District Office.
- There is a significant simultaneous influence between Teamwork (X1), Interpersonal Communication (X2), and Leadership Style (X3) on Employee Performance (Y) at the Batam City District Office.

## METHOD

### Research Location and Schedule

The research was conducted at the Batam City District Office located at Raja Ali Kelana Street, Batam City District, Batam City, Riau Islands 29424 Province: Riau islands. This research is estimated to last for 5 months from November 2025 to March 2026.

### **Data Types and Sources**

The type of data collected for this research is quantitative and qualitative data and consists of primary and secondary data:

#### Primary Data

This is data obtained directly from the Batam City District Office, which consists of:

- General description
- Field of work
- Direct observation results.
- Interview results with questionnaire

### **Data collection technique**

To obtain data that meets the needs of the author of this research, it is necessary to carry out data collection activities, in this case the data is collected through:

#### ● Observation Techniques

Namely by conducting direct observation of the performance of Batam City District Office employees.

#### ● Interview Techniques

This was done by conducting direct interviews with the head of the Batam City District Office, who was considered to provide information about the research that the author will discuss.

### **Population and Sample**

According to Sugiyono (2020:73), a sample is a portion of the population and its characteristics. Samples taken from the population must be truly representative. Sample size is the number of samples taken from a population. According to Arikunto (2019:104), if the population is less than 100 people, the entire sample is taken. However, if the population is larger than 100 people, 10-15% or 20-25% of the population can be taken. Based on this research, because the population is not larger than 100 respondents, the author took 100% of the population of Batam City District Office Employees, namely 75 respondents. Thus, using the entire population without having to draw a research sample as an observation unit is called a census technique.

### **Operational Definition of Variables**

According to (Rumengan 2020:123), an operational definition is a part that defines a concept or variable so that it can be measured by looking at the dimensions (indicators) of a concept or variable. An operational definition is needed so that the concept used can be measured empirically. To examine a data concept empirically, the concept must be operationalized by changing it into a variable that has a value.

### **Research Variables**

According to Kuncoro (2020:41), a variable is something that can differentiate or change values. Values can differ at different times for the same object or person, or they can differ at the same time for different objects or people. In this study, the author uses two variables, namely as follows:

- The independent variable (X) is a variable that can influence changes in the dependent variable and has a positive or negative relationship to the dependent variable later. Kuncoro (2019:42), In the research These independent variables include Teamwork (X1), Interpersonal Communication (X2), and Leadership Style (X3).
- The dependent variable (Y) is the variable that is the main indicator of employee performance in an observation. Observations can predict or explain the variables in the dependent variable and their subsequent changes. Kuncoro (2019:42) states that in this study, the dependent variable is employee performance (Y).

## **RESULTS AND DISCUSSION**

The Batam Kota District Office is a regional government agency within the Batam City Government, playing a strategic role in governance, public services, and community development within the administrative area of Batam Kota District. Batam Kota District serves as the center of government activities and public services because it is the core urban area of Batam City. Administratively, Batam Kota District consists of six urban villages: Teluk Tering, Taman Baloi, Sukajadi, Belian, Sungai Panas, and Baloi Permai. Based on data from urban village reports and the Batam City Population and Civil Registration Office for the second semester of 2024, Batam Kota District has 125 Community Units (RW) and 751 Neighborhood Units (RT) spread across all urban villages. This number reflects the vast scope of work and the complexity of services the Batam Kota District Office must handle.

# THE EFFECT OF TEAMWORK, INTERPERSONAL COMMUNICATION AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN THE BATAM CITY DISTRICT OFFICE

Putra Khosenda Pratisara Wirya et al

In terms of population, Batam Kota District has a fairly large population. Based on aggregate population data for the second semester of 2024, the population of Batam Kota District was recorded at 212,048, consisting of 105,154 males and 106,894 females. The sub-district with the largest population is Belian, followed by Sungai Panas and Baloi Permai, indicating a high population density in the area. Furthermore, the number of households (KK) in Batam Kota District has reached 77,150, spread across six sub-districts. This large population and number of households has a direct impact on the increasing need for government administrative services, such as population services, permits, community development, and regional development coordination. In carrying out its duties and functions, the Batam Kota District Office is led by a District Head, assisted by a District Secretary and Section Heads, in accordance with the district's organizational structure. District officials are required to perform optimally to provide fast, accurate, and accountable public services to the community.

## Respondent Characteristics Based on Education Level

Education level is one indicator that can influence employee competence and performance.

### Respondent Characteristics Based on Education Level

Last education	Frequency	Percentage
High School/Vocational School	18	24.0%
Diploma (D3)	20	26.7%
Bachelor degree)	30	40.0%
Postgraduate (S2)	7	9.3%
Amount	75	100%

Based on the table, it can be seen that the majority of employees have a Bachelor's degree (S1), namely 30 people (40.0%). This indicates that employees at the Batam Kota District Office have an adequate educational background to support the implementation of their work duties and responsibilities.

Based on the results of processing respondent characteristics data, it can be concluded that:

1. The research respondents consisted of all 75 employees of the Batam City District Office.
2. The majority of respondents were male.
3. The education level of employees is dominated by Bachelor's degree (S1) graduates.
4. Most employees have had a long working period, so they have good experience and understanding of job duties and responsibilities.

These characteristics indicate that the employees of the Batam City District Office are human resources who have the potential to work effectively through the application of teamwork, interpersonal communication, and appropriate leadership styles to improve employee performance.

## CONCLUSION AND SUGGESTION

### CONCLUSION

Based on the results of the data analysis that has been carried out using IBM SPSS software, and linked to the formulation of the problem and research objectives in Chapter I and the proof of the hypothesis in Chapter II, the following conclusions can be drawn:

1. The Teamwork variable ( $X_1$ ) has a significant effect on Employee Performance (Y) at the Batam City District Office. This is evidenced by the calculated t value of  $4.849 > t$  table  $1.68107$  with a significance value of  $0.000 < 0.05$ , so the first hypothesis is accepted. The regression results show a coefficient of determination ( $R^2$ ) value of  $0.244$ , which means that  $24.4\%$  of employee performance variations can be explained by the teamwork variable, while  $75.6\%$  is influenced by other factors outside this study.
2. The Interpersonal Communication variable ( $X_2$ ) has a significant effect on Employee Performance (Y) at the Batam City District Office. This is indicated by the calculated t value of  $5.068 > t$  table  $1.68107$  with a significance value of  $0.000 < 0.05$ , so the second hypothesis is accepted. The regression results show a

# THE EFFECT OF TEAMWORK, INTERPERSONAL COMMUNICATION AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN THE BATAM CITY DISTRICT OFFICE

Putra Khosenda Pratisara Wirya et al

coefficient of determination ( $R^2$ ) value of 0.260, which means that 26.0% of employee performance variations can be explained by interpersonal communication variables, while 74.0% is influenced by other factors.

3. The Leadership Style variable ( $X_3$ ) has a significant effect on Employee Performance (Y) at the Batam City District Office. This is evidenced by the calculated t value of  $5.732 > t$  table 1.68107 with a significance value of  $0.000 < 0.05$ , so the third hypothesis is accepted. The regression results show a coefficient of determination ( $R^2$ ) value of 0.288, which means that 28.8% of employee performance variations can be explained by the leadership style variable, while 71.2% is influenced by other factors outside the study.
4. The variables of Teamwork ( $X_1$ ), Interpersonal Communication ( $X_2$ ), and Leadership Style ( $X_3$ ) together have a significant effect on Employee Performance (Y) at the Batam City District Office. This is indicated by the calculated F value of  $16.691 > F$  table 2.73 with a significance value of  $0.000 < 0.05$ , so the fourth hypothesis is accepted. The regression results show a simultaneous determination coefficient ( $R^2$ ) value of 0.414, which means that 41.4% of employee performance variations can be explained jointly by the three independent variables, while the remaining 58.6% is influenced by other factors not examined in this study.

## SUGGESTION

Based on the results of the data analysis that has been carried out using IBM SPSS software, and linked to the formulation of the problem and research objectives in Chapter I and the proof of the hypothesis in Chapter II, the following conclusions can be drawn:

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# THE EFFECT OF TEAMWORK, INTERPERSONAL COMMUNICATION AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN THE BATAM CITY DISTRICT OFFICE

Putra Khosenda Pratisara Wirya et al

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