

HOW INTERPERSONAL COMMUNICATION GIVES IMPACT TO THE EMPLOYEES' PERFORMANCE AT BAPPELITBANGDA OF SOUTH SULAWESI

Andi Nurul Rezky Suhanrika¹, Fatimah Hidayahni Amin², Abdul Wahid³, Surya Anantatama Sembiring⁴

English Department, Faculty of Languages and Literature, Universitas Negeri Makassar, Makassar, 90224, Indonesia^{1,2,4}

Professional Engineer Education Program, Faculty of Engineering, Universitas Negeri Makassar, Makassar, 90224, Indonesia³

Correspondence Email: fatimah.hidayahni@unm.ac.id

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The Authors (s):

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Abstract

The aim of this research is to find out the effects of interpersonal communication towards the employees' performance and the language use in terms of functions expressed in realizing the two components, interpersonal communication and performance, at BAPPELITBANGDA of South Sulawesi. The research method used a mixed method with concurrent triangulation model design. The sampling technique in this research was saturated with a total sample of 123 employees at BAPPELITBANGDA. The analytical methods used are simple linear analysis, coefficient of determination, partial hypothesis test (t test), and qualitative data analysis. The results of this research show that there is a positive and significant effect of interpersonal communication on employee performance. This is proven by the results of the simple linear regression test, namely 0.453 (positive), the coefficient of determination test results of 37.5% with a correlation coefficient of 0.612 (strong), and the t-test results showing a sig value. <0.005. The results of this research also show that there are four language functions that influence interpersonal communication on the employees' performance at Bappelitbagda, namely interactional, regulatory, personal, and heuristic.

1. INTRODUCTION

Managing an organization requires a lot of skills to expedite its implementation. Of the various skills needed in an organization, there is one way to unite all of these aspects to achieve company or organizational goals, namely with skills and abilities in communicating to build an atmosphere that can motivate every employee to give their best performance (Lawasi and Triatmanto, 2022). Based on the previous studies, it can be inferred that interpersonal

communication greatly influences a person's level of performance. However in this present study, the influence of interpersonal communication on individual working performance was further investigated by measuring certain extents of the superiors and subordinates' interpersonal communication on their performance and identifying certain expressions used by the two parties in revealing their interpersonal communication on their working performance.

Furthermore, one of the organizations that needs good coordination and communication is the government. Civil Servants (PNS) are citizens of the Republic of Indonesia who have fulfilled the conditions set, are directly elected by an authorized official, and are given assignments in a state position or other state assignments, and are also given a salary in accordance with statutory regulations. - existing and valid invitations. In this case, the performance of an employee (PNS) needs to be assessed and improved on an ongoing basis. Badan Perencanaan Pembangunan, Penelitian, dan Pengembangan Daerah (BAPPELITBANGDA) is a regional work unit of the provincial government, led by a head who is under and responsible to Governor through the Regional Secretary.

Based on Laporan Kinerja Instansi Pemerintahan (LKIP) in 2022, the strategic target of Bappelitbangda, namely increasing the alignment of regional development planning and evaluation, only reached 97.65 percent, where the performance achievement was not in line with the target to be achieved by Bappelitbangda, namely 100% (<https://sulselprov.go.id/>). This is inseparable from one of the phenomena that occurs in the Bappelitbangda office, namely the existence of inter-sectoral egos where there is no cooperation between sectors in achieving common goals.

Based on the description of the background above, this study formulated the following issues: (1) the effect of interpersonal communication towards the employees' performance at BAPPELITBANGDA of South Sulawesi, and (2) how the employees' interpersonal communication affect their performance in terms of their language use.

2. RESEARCH METHODS

This research used a mixed method with a concurrent triangulation model design. The sampling technique used was saturated where 123 employees from the population were sampled at BAPPELITBANGDA South Sulawesi. Data was collected through questionnaires and interview questions. Data analysis was conducted through the several test like reliability, simple linear regression, analysis of the coefficient of determination (R²), and t-test.

2.1. Data Analysis

This study uses the following data analysis techniques, namely:

1. Validity and Reliability Test

This research instrument underwent validity testing, ensuring it accurately measures its intended outcome. Validity is determined by competent specialists, ensuring the test meets criteria, norms, and regulations, based on logical and empirical validity.

Table 1. The result of reliability test (variable X)

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1	48,8618	22,563	,355	,808
X2	48,5610	23,068	,393	,803
X3	48,4959	23,596	,321	,808

X4	48,9187	22,043	,538	,791
X5	48,8049	22,126	,561	,790
X6	48,8374	22,547	,478	,796
X7	48,8699	23,163	,400	,802
X8	49,1870	22,039	,497	,794
X9	49,2439	21,792	,506	,794
X10	49,0000	22,361	,503	,794
X11	49,0163	22,016	,549	,791
X12	49,4472	21,167	,439	,802
X13	48,7561	23,678	,317	,808

Table 2. The result of reliability test (variable Y)

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Y1	37,8211	12,148	,460	,779
Y2	37,9675	12,704	,264	,800
Y3	38,2764	11,415	,532	,770
Y4	38,4715	10,776	,648	,754
Y5	38,3252	10,943	,591	,762
Y6	37,9350	12,160	,406	,785
Y7	38,3821	12,566	,255	,803
Y8	38,0000	11,377	,498	,774
Y9	37,9024	11,843	,515	,773
Y10	37,9187	11,764	,523	,772

This study uses the Cronbach's Alpha method to determine reliability in measuring results for the same symptoms using SPSS software version 23.0. A Cronbach alpha number of 0.6 or higher indicates the reliability of the indicators or questionnaire questions.

2. Hypothesis Test

a. Simple Linear Regression

The study used a simple linear regression analysis technique to examine the impact of interpersonal communication on employees' performance at BAPPELITBANGDA of South Sulawesi. The equation formula was $\hat{Y} = a + bX$, and the results were used to test hypotheses.

b. Coefficient Correlation

A correlation coefficient helps understand the relationship between a bound variable (Y) and a free variable (X). The table provides guidance on understanding big or modest correlation coefficients.

Table 3. Coefficient Correlation Guidelines

Coefficient Interval	Correlation Level
0.000 - 0.199	Very Low
0.200 - 0.399	Low
0.400 - 0.599	Strong Enough
0.600 - 0.799	Strong
0.800 - 1.000	Very Strong

c. Analysis of the Coefficient of Determination (R²)

According to Ghozali (2018), the coefficient of determination shows how much variation can be explained by an independent variable. It has a range of 0 to 1. A low coefficient suggests that the independent variable has less ability to explain the data. On the other hand, a score close to 1 indicates that changes in the independent variable are accurately predicted by the dependent variable.

d. T-Test

Ghozali (2018) explains that the t-test measures the significant effect of an independent variable on the dependent variable.

e. Qualitative Data Analysis Techniques

This research employs pre and post analysis techniques using Miles & Huberman's model, including data reduction, display data, and conclusion, with verbal data classification for pre-reduction analysis.

3. RESULTS AND DISCUSSION

3.1. Results

Interpersonal communication towards the employees' performance

Regarding the variable of interpersonal communication, there are 13 statements to indicate its realization which are distributed in five indicators. The responses are taken from the employees who are two groups: the 25–40 age group and 41-60 age group. The following table shows the result of total mean score of the employees' interpersonal communication who are in the 25 – 40 age group. In these findings, two variables were employed, they are interpersonal communication as variable X and employee's performance as variable Y.

Tabel 4. The mean score of the interpersonal communication (aged 25-40)

Variable	Indicator	Statements	The Mean Score	The total mean score
Interpersonal Communication (X)	Openness	1. <i>Saya terbuka ketika berkomunikasi dengan rekan kerja maupun atasan</i> English translation: 1. I'm open when communicating with colleagues and superiors	4,27	4,44
		2. <i>Saya merasa bahwa masalah atau konflik dapat dibicarakan secara terbuka dan dipecahkan dengan baik</i> English translation: 2. I feel that problems or conflicts can be discussed openly and resolved well	4,55	
		3. <i>Saya berharap atasan dan rekan kerja dapat berkomunikasi secara terbuka mengenai pekerjaan</i> English translation: 3. I hope that superiors and colleagues can communicate openly about work	4,49	
	Empathy	4. <i>Saya mendengarkan dengan penuh perhatian ketika rekan kerja saya berbicara tentang masalah pekerjaan atau pribadi</i>	4,13	4,19

		English translation: 4. I listen attentively when my colleagues talk about work or personal problems		
		5. <i>Saya berusaha untuk memberikan solusi atau bantuan kepada rekan kerja yang membutuhkan, terutama dalam situasi yang sulit</i> English translation: 5. I try to provide solutions or assistance to colleagues who need it, especially in difficult situations	4,22	
		6. <i>Saya berharap atasan dan rekan kerja dapat memahami kondisi dan situasi yang saya alami</i> English translation: 6. I hope that my superiors and co-workers can understand the conditions and situations that I am experiencing	4,21	
	Support	7. <i>Saya selalu bersedia memberikan dukungan dan bantuan apapun kepada rekan kerja yang berkaitan dengan materi pekerjaan dan kemanusiaan</i> English translation: 7. I am always willing to provide any support and assistance to colleagues related to work and humanitarian matters	4,08	3,98
		8. <i>Saya merasa bahwa rekan kerja saya selalu memberikan dukungan moral dan motivasi saat dibutuhkan</i> English translation: 8. I feel that my colleagues always provide moral support and motivation when needed	3,93	
		9. <i>Saya menerima dukungan dalam bentuk apapun kepada rekan kerja</i> English translation: 9. I accept support in any form from colleagues	3,95	
	Positivity	10. <i>Saya merasa bahwa rekan kerja saya selalu mencoba untuk menjaga suasana kerja yang positif bahkan dalam situasi sulit</i> English translation: 10. I feel that my colleagues always try to maintain a positive work atmosphere even in difficult situations	4,11	4,09

		<i>11. Rekan kerja saya sering menunjukkan sikap positif dan ramah ketika berinteraksi satu sama lain</i> English translation: 11. My colleagues often show a positive and friendly attitude when interacting with each other	4,08	
Equality		<i>12. Saya merasa bahwa saya dan rekan kerja saya memiliki pandangan yang sama mengenai materi pekerjaan</i> English translation: 12. I feel that my colleagues and I have the same views regarding work material	3,49	3,82
		<i>13. Saya merasa saya dan rekan kerja saya sama-sama saling membutuhkan untuk menyelesaikan pekerjaan secara bersama</i> English translation: 13. I feel that my colleagues and I both need each other to complete work together	4,16	
TOTAL MEAN SCORE				4,10

On 25-40 age group, the results show that the openness indicator has the highest average value of 4.44, with the highest score of 4.55 for “I feel that problems or conflicts can be discussed openly and resolved well”. The equality indicator has the lowest average value of 3.82, with the lowest score of 3.49 for “I feel that my colleagues and I have the same views regarding work material”. Overall, this study highlights the importance of open communication in fostering effective workplace relationships.

Tabel 5. The mean score of the interpersonal communication (aged 41-60)

Variable	Indicator	Statements	The Mean Score	The total mean score
Interpersonal Communication (X)	Openness	<i>1. Saya terbuka ketika berkomunikasi dengan rekan kerja maupun atasan</i> English translation: 1. I'm open when communicating with colleagues and superiors	4	4,27
		<i>2. Saya merasa bahwa masalah atau konflik dapat dibicarakan secara terbuka dan dipecahkan dengan baik</i> English translation: 2. I feel that problems or conflicts can be discussed openly and resolved well	4,32	
		<i>3. Saya berharap atasan dan rekan kerja dapat berkomunikasi secara terbuka mengenai pekerjaan</i> English translation:	4,51	

		3. I hope that superiors and colleagues can communicate openly about work		
	Empathy	4. <i>Saya mendengarkan dengan penuh perhatian ketika rekan kerja saya berbicara tentang masalah pekerjaan atau pribadi</i> English translation: 4. I listen attentively when my colleagues talk about work or personal problems	4,03	4,10
		5. <i>Saya berusaha untuk memberikan solusi atau bantuan kepada rekan kerja yang membutuhkan, terutama dalam situasi yang sulit</i> English translation: 5. I try to provide solutions or assistance to colleagues who need it, especially in difficult situations	4,16	
		6. <i>Saya berharap atasan dan rekan kerja dapat memahami kondisi dan situasi yang saya alami</i> English translation: 6. I hope that my superiors and co-workers can understand the conditions and situations that I am experiencing	4,11	
	Support	7. <i>Saya selalu bersedia memberikan dukungan dan bantuan apapun kepada rekan kerja yang berkaitan dengan materi pekerjaan dan kemanusiaan</i> English translation: 7. I am always willing to provide any support and assistance to colleagues related to work and humanitarian matters	4,17	3,81
		8. <i>Saya merasa bahwa rekan kerja saya selalu memberikan dukungan moral dan motivasi saat dibutuhkan</i> English translation: 8. I feel that my colleagues always provide moral support and motivation when needed	3,69	
		9. <i>Saya menerima dukungan dalam bentuk apapun kepada rekan kerja</i> English translation: 9. I accept support in any form from colleagues	3,56	
	Positivity	10. <i>Saya merasa bahwa rekan kerja saya selalu mencoba untuk menjaga suasana kerja yang positif bahkan dalam situasi sulit</i> English translation: 10. I feel that my colleagues always try to maintain a positive work atmosphere even in difficult situations	3,88	3,88
		11. <i>Rekan kerja saya sering menunjukkan sikap positif dan ramah ketika berinteraksi satu sama lain</i>	3,88	

		English translation: 11. My colleagues often show a positive and friendly attitude when interacting with each other		
	Equality	12. <i>Saya merasa bahwa saya dan rekan kerja saya memiliki pandangan yang sama mengenai materi pekerjaan</i> English translation: 12. I feel that my colleagues and I have the same views regarding work material	3,60	3,95
		13. <i>Saya merasa saya dan rekan kerja saya sama-sama saling membutuhkan untuk menyelesaikan pekerjaan secara bersama</i> English translation: 13. I feel that my colleagues and I both need each other to complete work together	4,31	
TOTAL MEAN SCORE ALL INDICATORS				4

On the 41-60 age group, the openness indicator has greatest average value, 4.27. With a score of 4.51 for "I hope my superiors and colleagues can communicate openly about work" had the greatest number.

On the other hand, the support indicator has the lowest average value, 3.81 for "I accept support in any form from colleagues" had the lowest score of 3.56 among those aged 41- 60.

3.2 Employee Performance

This study examines employee performance in two age groups: 25-40 and 41-60. in the 25-40 age group, research results show that interpersonal communication plays an important role in determining performance.

Tabel 6. The mean score of the employee performance (aged 25-40)

Variable	Indicator	Statements	The Mean Score	The total mean score
Employee's Performance (Y)	Quality of Work	1. <i>Saya selalu teliti dan cermat dalam mengerjakan pekerjaan yang diberikan oleh atasan</i> English translation: 1. I am always careful and thorough in carrying out work given by my superiors	4,44	4,38
		2. <i>Saya dapat menyelesaikan pekerjaan sesuai dengan standar kemampuan saya</i> English translation: 2. I can complete work according to the standards of my abilities	4,32	
	Quantity of Work	3. <i>Saya dapat menyelesaikan pekerjaan minimal satu dalam satu hari</i> English translation: 3. I can complete at least one job a day	4	3,91

		<i>4. Saya jarang menunda atau terlambat dalam menyelesaikan pekerjaan</i> English translation: 4. I rarely delay or am late in completing work	3,83	
	Punctuality	<i>5. Saya dapat menyelesaikan tugas-tugas pekerjaan saya sesuai dengan tenggat waktu yang telah ditetapkan</i> English translation: 5. I can complete my work tasks according to the deadlines that have been set	4,14	4,20
		<i>6. Saya selalu sedia jika dibutuhkan oleh atasan saya</i> English translation: 6. I am always available if needed by my superiors	4,26	
	Attendance	<i>7. Saya memberikan informasi kepada atasan atau rekan saya jika terjadi kondisi yang tidak memungkinkan</i> English translation: 7. I provide information to my superiors or colleagues if impossible conditions occur	3,91	4,10
		<i>8. Saya hadir di kantor sesuai dengan jadwal kerja yang telah ditetapkan secara konsisten</i> English translation: 8. I attend the office according to the work schedule that has been determined consistently	4,29	
	Cooperation	<i>9. Saya mampu bekerja sama dalam tim dengan baik</i> English translation: 9. I am able to work well in a team	4,39	4,36
		<i>10. Saya melakukan koordinasi antar sesama rekan kerja dalam menyelesaikan tugas bersama</i> English translation: 10. I coordinate between colleagues in completing joint tasks	4,34	
TOTAL MEAN SCORE ALL INDICATORS				4,19

The Quality of Work Indicator for 25-40 age group has the highest average score of 4.38, with the statement "I am always careful and thorough in carrying out the work given by my superiors" getting the highest score of 4.44. The Quantity of Work indicator has the lowest average value of 3.91, with the statement "I rarely delay or finish work late" getting the lowest value of 3.83.

Tabel 7. The mean score of the employee performance (aged 41-60)

Variable	Indicator	Statements	The Mean Score	The total mean score
Employees' Performance (Y)	Quality of Work	1. <i>Saya selalu teliti dan cermat dalam mengerjakan pekerjaan yang diberikan oleh atasan</i> English translation: 1. I am always careful and thorough in carrying out work given by my superiors	4,58	4,49
		2. <i>Saya dapat menyelesaikan pekerjaan sesuai dengan standar kemampuan saya</i> English translation: 2. I can complete work according to the standards of my abilities	4,40	
	Quantity of Work	3. <i>Saya dapat menyelesaikan pekerjaan minimal satu dalam satu hari</i> English translation: 3. I can complete at least one job a day	4,11	4
		4. <i>Saya jarang menunda atau terlambat dalam menyelesaikan pekerjaan</i> English translation: 4. I rarely delay or am late in completing work	3,88	
	Punctuality	5. <i>Saya dapat menyelesaikan tugas-tugas pekerjaan saya sesuai dengan tenggat waktu yang telah ditetapkan</i> English translation: 5. I can complete my work tasks according to the deadlines that have been set	3,87	4,20
		6. <i>Saya selalu sedia jika dibutuhkan oleh atasan saya</i> English translation: 6. I am always available if needed by my superiors	4,53	
	Attendance	7. <i>Saya memberikan informasi kepada atasan atau rekan saya jika terjadi kondisi yang tidak memungkinkan</i> English translation: 7. I provide information to my superiors or colleagues if impossible conditions occur	3,98	4,17

		8. <i>Saya hadir di kantor sesuai dengan jadwal kerja yang telah ditetapkan secara konsisten</i> English translation: 8. I attend the office according to the work schedule that has been determined consistently	4,37	
	Cooperation	9. <i>Saya mampu bekerja sama dalam tim dengan baik</i> English translation: 9. I am able to work well in a team	4,46	4,47
		10. <i>Saya melakukan koordinasi antar sesama rekan kerja dalam menyelesaikan tugas bersama</i> English translation: 10. I coordinate between colleagues in completing joint tasks	4,48	
TOTAL MEAN SCORE ALL INDICATORS				4,26

The Quality of Work indicator for individuals aged 41-60 has the highest average value of 4.49, with a score of 4.58 for being thorough in completing work. The Quantity of Work indicator has the lowest average value of 4, with a score of 3.88 for rarely delaying or being late.

3.2. Validity and Reliability Test

The conducted test of the validity of the instrument has to do with content validity, which is determined by experts opinion with logical reasons and have determine as the usable instrument.

The Cronbach Alpha results for each question item on variables x and y are greater than 0.6. Therefore, if the reliability coefficient is close to 0.6 then the instrument can be said to be reliable. Thus, it can be said that each question item of the x and y variables used in this research is considered reliable.

3.3 Hypothesis Test

1. Simple Linear Regression Results

Table 8. Simple linear regression results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,326	2,830		6,475	,000

X	,453	,053	,612	8,52 1	,00 0
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a. Dependent Variable: Y

The constant number α is 18.326 based on table above, while the value of x , also known as the regression coefficient (beta) or bX , is 0.453X. so that the following simple linear regression analysis formula can be used to enter it:

$$\hat{Y} = \alpha + bX$$

$$\hat{Y} = 18,326 + 0,453X$$

A constant value of 0.453 indicates that the employee performance variable (y) has a consistent value of 0.453. The impact of the interpersonal communication variable (x) on employee performance (y) is 0.453 (positive), according to the following simple linear regression analysis formula. Meaning that Bappelitbangda employees' performance is impacted by interpersonal communication. According to the regression coefficient X of 0.453, the regression coefficient X is 0.453, meaning that for every 1% increase in interpersonal communication, employee performance will increase by 0.453. Therefore, an employee performs better the better they communicate with one another.

2. Analysis of the Coefficient of Determination (R²)

To determine how much the independent variables in the regression model can explain the dependent variable, a coefficient of determination test is used. The following are the findings of the analysis of the coefficient of determination between the characteristics of interpersonal communication (x) and employee performance (y):

Table 9. Coefficient of determination results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,612 ^a	,375	,370	2,992

a. Predictors: (Constant), X

The coefficient of determination test results above show an R square of 0.375. The coefficient of determination shown by this figure is 37.5%. In other words, the influence of interpersonal communication on improving employee performance is only 37.5% the remaining 62.5% could be caused by factors not included in this study. Apart from that, the correlation coefficient value shows 0.612, which means that it can be seen from the correlation coefficient interpretation table which states that if the value is 0.600 – 0.799 then the correlation is classified as strong. The results show that the figure of 0.612 is in the "Strong" category.

3. T-test

The purpose of the t statistical test is to ascertain whether the independent variable has any effect on the dependent variable. Based on the results of the hypothesis test shown in the table 9 it can be determined that the t-count value is higher than the t-table (t-count of 8,521 > t-table 1.657) at a significance level of 0.000 (significant), which is less than 0.05. Therefore, it has been demonstrated that interpersonal communication significantly and favorably affects employee performance, supports the statement of hypothesis 1 (H1).

The language use in terms of functions

In order to ascertain the language functions used by Bappelitbangda employees, qualitative data was gathered through interviews, in which the employees were asked a series of questions about indicators of interpersonal communication on employee performance using certain language functions. The results of the interview will be made into 3 stages of data analysis, namely data reduction, data display and conclusion. The results of the interview show that in the Openness indicator, there are 3 types of language functions, namely interactional, heuristic and regulatory which are expressed with the sentences Appreciating and expressing cause and effect Describing actions, Requesting help explaining, requesting help and describing.

Furthermore, for the Empathy indicator, there are 3 types of functions, namely Personal, Interactional and Heuristic with examples of expressions such as describing actions, inquiring about reasons or causes, and offering advice or suggestions.

For the Support indicator, there are 2 language functions, namely interactional and regulatory with examples of expressions such as building relationships, expressing and supporting opinions and describing actions, and giving advice or suggestions, offering encouragement and assistance.

Next is the Positivity indicator with the interactional language function. Examples of expressions used are offering encouragement, explaining cause and effect, offering assistance, asking clarifying questions, and making suggestions.

The last one is the equality indicator. There are 2 language functions used, namely interactional and regulatory. Examples of expressions used are expressing agreement, expressing supporting and opinions, encouraging cooperation, giving suggestions, and seeking opinions.

3.2. Discussion

The study reveals that openness and performance are key factors influencing employee performance at Bappelitbangda of South Sulawesi. Openness is highest in the 25-40 age range, indicating that honesty and open attitudes are crucial for fostering trust. Performance is also effected by the quality of work, as employees believe their quality creates professional service. Interpersonal communication is positively and significantly affected by performance, with a 37.5% coefficient determination hypothesis test outcome. This study supports the idea that communication is essential for organizational functioning and that high levels of interpersonal communication lead to higher productivity and higher performance. The findings support the importance of communication in enhancing employee performance and overall productivity.

This study explores the impact of language use in interpersonal communication on employee performance through interviews. It applies Halliday's (1973) theory, identifying four language functions: interactional, regulatory, personal, and heuristic. Surprisingly, the research finds no evidence of instrumental, representative, or imaginative functions as proposed by Halliday. Consequently, the theory's comprehensive applicability to interpersonal communication in employee performance is questioned.

The dominant function observed among South Sulawesi Province Bappelitbangda employees is interactional, characterized by relationship-building, emotional expression, and bond reinforcement. This aligns with findings showing that openness and empathy significantly affected interpersonal communication, enhancing relationships and reducing discomfort among colleagues and superiors. These results corroborate Wahidy (2016) and Fatmasari & Maulid Adha's (2022) findings on the importance of interactional language in fostering social cohesion and performance.

Furthermore, regulatory functions are employed for communication related to cooperation, attendance, and punctuality, reflecting their role in maintaining work discipline and enforcing rules. This function, highlighted by Halliday (1973) for supervision and control, is crucial in directing and managing employee behaviour within organizations, as noted by Shinta Noviaty et al. (2022).

Additionally, heuristic and personal functions are evident in employees' expression of opinions, sharing of expertise, and caring behaviour towards personal matters. Heuristic functions aid problem-solving and understanding challenges, contributing to collaborative problem-solving among colleagues.

In summary, effective interpersonal communication, encompassing interactional, regulatory, personal, and heuristic functions, plays a pivotal role in organizational settings, promoting better relationships, adherence to rules, and collaborative problem-solving, thus enhancing overall employee performance and organizational effectiveness.

4. CONCLUSION

The research on interpersonal communication and its effect on employee performance at Bappelitbangda in South Sulawesi found a positive and significant effect. The study identified four language roles: interactional, regulatory, personal, and heuristic. Interactional promotes intimacy, personal and heuristic help express emotions, and regulatory deals with rules and discipline. Effective interpersonal communication and diverse language functions enhance performance and relationships within the firm.

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