

THE INFLUENCE OF INTERPERSONAL COMMUNICATION ON ORGANIZATION PERFORMANCE : A META-ANALYSIS

Rahmi Wahyuni

STAIN Mandailing Natal, Indonesia

Email: rahmist90@gmail.com

ABSTRACT

This study aims to investigate the significant impact of interpersonal communication on overall organisational performance. This type of research is a meta-analysis research. The inclusion criteria in the study are research from national or international journals indexed by SINTA and Scopus, research related to personal communication on organisational performance, research published in 2020-2024, and attach complete data in analysing the effect size value. The analysis includes a comprehensive review of the existing literature on the topic, covering a range of industries and organisational settings. The results of the meta-analysis indicated a strong positive influence between interpersonal communication and organisational performance with a value of $rES=0.818$; $z= 0.629$; $p < 0.001$) with a high effect size category. Furthermore, this study revealed that effective interpersonal communication can increase employee engagement, enhance collaboration, and improve problem-solving ability, which ultimately results in better organisational outcomes. The findings also highlight the importance of considering individual differences, such as personality traits and job complexity, in understanding the impact of interpersonal communication on organisational performance. The research has significant implications for organisational leaders and managers, who emphasise the importance of fostering a culture of open and effective communication within their organisations. By understanding the critical role interpersonal communication plays in driving organisational performance, leaders can develop targeted strategies to improve communication.

Keywords: Interpersonal Communication; Organization Performance; Meta-analysis

INTRODUCTION

Interpersonal communication is an important element in an organizational environment, as it allows individuals to share information, ideas, and goals effectively. Thus, interpersonal communication helps improve cooperation, trust, and efficiency in organizations (Mackey et al., 2021; Guzeller & Celiker, 2020). In dynamic situations such as organizations, interpersonal communication enables individuals to adapt to changes and cope with problems that arise in an effective manner (Wong et al., 2020). Therefore, it is important for organizations to prioritize interpersonal communication as part of a human resource development strategy and improve the quality of work (Han & Xu, 2020)

In organizations, interpersonal communication also allows individuals to understand the needs and wants of co-workers, as well as build strong and long-term relationships (Xie & Derakhshan, 2021). Thus, interpersonal communication helps increase motivation, job satisfaction, and individual performance (Hendriks & Strick, 2020). In addition, interpersonal communication also helps organizations in overcoming conflicts and problems that arise, as well as promoting a positive and inclusive organizational culture. Thus, it is important for

organizations to prioritize interpersonal communication as part of the organization's culture development strategy and improve the quality of work (Skalačka & Pajestka, 2021)

Effective communication plays a pivotal role in the success of any organization (Hendriks & Strick, 2020). It is the foundation upon which all other aspects of organizational functioning are built. By fostering open and transparent communication channels, organizations can ensure that all stakeholders, including employees, are informed and aligned with the organization's goals and objectives (Al-Omari et al., 2020). This not only enhances employee engagement and motivation but also boosts productivity and overall performance. Moreover, effective communication helps to resolve conflicts and address concerns in a timely and constructive manner, thereby reducing turnover rates and improving job satisfaction (Riyanto et al., 2021a)

In today's fast-paced and dynamic business environment, effective communication is more crucial than ever. With the rise of remote work and digital communication tools, it is easier than ever for employees to feel disconnected from the organization and its goals (Sembiring et al., 2020). However, by leveraging these tools strategically and incorporating regular face-to-face interactions, organizations can maintain a strong sense of community and shared purpose. Moreover, effective communication enables leaders to empower

employees by providing them with the information and resources they need to make informed decisions and take ownership of their work (Lee et al., 2020). This not only enhances employee autonomy but also fosters a culture of trust and collaboration.

Ultimately, effective communication is essential for achieving organizational goals and enhancing employee satisfaction (Einwiller et al., 2021). By prioritizing open and transparent communication, organizations can build strong relationships with their employees and foster a culture of trust, respect, and collaboration (Virgiawan et al., 2021). This not only leads to increased job satisfaction and engagement but also drives business results by improving productivity, reducing turnover, and enhancing overall performance (Ahmed et al., 2020). As organizations continue to evolve and adapt to changing market conditions, effective communication will remain a critical component of their success (Chen & Sripthon, 2021), enabling them to stay ahead of the curve and achieve their goals in a rapidly changing world (Ababneh, 2021).

Furthermore, according to (A.M. et al., 2023) effective interpersonal communication within an organization plays a crucial role in enhancing its overall performance. By fostering open and transparent communication channels, employees are better equipped to collaborate, share knowledge, and address issues efficiently, leading to improved productivity, employee satisfaction, and ultimately, organizational success (Rini & Anshori, 2023). Moreover, interpersonal communication helps to build trust, promotes a positive work environment, and encourages active listening, all of which are essential for effective decision-making and problem-solving (Diah Astuti et al., 2023). As a result, organizations that prioritize interpersonal communication are more likely to experience increased employee engagement, reduced turnover rates, and enhanced overall performance, ultimately contributing to their long-term sustainability and competitiveness in the market.

The influence of interpersonal communication on organization performance has been a topic of significant interest in the field of organizational studies. Research has consistently shown that effective interpersonal communication within an organization is crucial for achieving better performance outcomes. This is because interpersonal communication facilitates collaboration, trust, and open communication among employees, which in turn enhances employee engagement, motivation, and job satisfaction. These factors are all critical components of a productive and successful organization. Studies have demonstrated that interpersonal communication has a positive impact on job performance, particularly in terms of task-oriented behaviors such as communication, coordination, and cooperation. For

instance, research has found that employees who engage in more frequent and effective interpersonal communication tend to have higher levels of job satisfaction and are more likely to achieve their goals (Hadiwijaya, 2017; Luky et al., 2021).

Furthermore, the role of interpersonal communication in shaping organizational culture and climate has also been highlighted. Effective interpersonal communication can foster a culture of trust, respect, and open communication, which is essential for organizational success. This is because it encourages employees to share ideas, provide feedback, and work together towards common goal (Nabella et al., 2022; Nurjanah et al., 2020; Riyanto et al., 2021). However, despite the abundance of significant research on this topic, there is still a need for a comprehensive and systematic review of the existing literature. This meta-analysis aims to address this gap by synthesizing findings from various studies to provide a more nuanced understanding of the relationship between interpersonal communication and organizational performance. Thus, this research is expected to contribute to the development of evidence-based strategies to improve organizational performance through effective interpersonal communication.

RESEARCH METHODS

This meta-analysis involves a comprehensive search of academic databases, including Scopus, Web of Science, Google Scholar, and PsycINFO, to identify relevant studies published in Indonesian and the UK from 2020 to 2024. Inclusion criteria will include research from national or international journals indexed by SINTA and Scopus, research related to personal communication on organizational performance, and attaching complete data in analyzing the value of effect size. From the results of the data search, 15 studies that meet the inclusion criteria were selected using the PRISMA 2020 method. Research that did not investigate the relationship between interpersonal communication and organizational performance, used non-quantitative methods, or did not report effect sizes or did not provide sufficient data to calculate effect sizes. The extracted data will be encoded and analyzed using JSAP 0.8.5 statistical software to calculate the effect size and perform a meta-analysis (Narbaev, 2022), which will estimate the overall effect size of interpersonal communication on organizational performance.

The meta-analysis will also investigate potential moderating factors that influence the relationship between interpersonal communication and organization performance. This will involve

examining the impact of variables such as organizational type, industry, culture, and job complexity on the relationship between interpersonal communication and organization performance. The moderating effects will be analyzed using regression analysis and moderation analysis techniques. The quality of the included studies will be assessed using standardized tools to evaluate the risk of bias and study quality. The results of the meta-analysis will be presented in terms of the overall effect size of interpersonal communication on organization performance and the moderating effects of various variables. The findings will provide insights into the relationship between interpersonal communication and organization performance, highlighting the importance of considering the context in which interpersonal communication takes place. The criteria for the value of effect size in this meta-analysis study can be seen in Table 1.

Table 1. Effect Size Value Criteria

Value	Effect Size Criteria
< 0 +/- 1	Weak
< -.3	Modest
< -.5	Medium
< -.8	Strong
≥ .8	Very Strong

Source : Cohen's in (Hidayah et al., 2023)

RESULTS AND DISCUSSIONS

From the results of searching data sources through the databases Scopus, Web of Science, Google Scholar and PsycINFO obtained 167 research data related to research variables. However, the data was selected based on predetermined inclusion criteria, so 15 journals were included in the meta-analysis. Next, test for heterogeneity. Heterogeneity testing serves to look at the overall influence to determine the appropriate model used in the meta-analysis (Öztop, 2023; Taşdemir, 2022). The results of the heterogeneity test can be seen in Table 2.

Table 2. Heterogeneity Test Result

df	Q-Value	I ²	p
15	178.018	54.183	< 0.001

Table 2, showing the results of the heterogeneity test known p value < 0.001 and Q value of 178.018, then this result concludes the effect size data is normally distributed. It can be seen from the value of Q is greater than the value of the degree of freedom of 15 with a significance level of 95%. In addition, the value of I² obtained 54,183.

Analysis of effect size data shows heterogeneous, then the model used in this meta-analysis is a random effect model in calculating the value of the effect size of the study.

1. Calculation of overall effect size value

The results of the calculation of the overall effect size value can be determined using the random effect model which can be seen in Table 3, as well as the upper and lower limits and 95% confidence level.

Table 3. The result of calculating the overall effect size

Effect Size (d)	Standar Error	95% Interval Confidence		p
		Lower limit	Upper limit	
0.818	0.629	0.572	0.914	< 0.001

Based on Table 3, the overall effect size value is 0.818. Find this explains very significantly with a standard error of 0.629, a lower bound of 0.572 and an upper bound of 0.914 and a p value of < 0.001. Furthermore, based on these results, the effect size value of the category is strong. These findings explain that interpersonal communication has a significant influence on organizational performance. In research by (Maria, 2019) Interpersonal communication has a positive influence on communication performance and organizational culture.

The influence of interpersonal communication on organization performance is a crucial aspect of organizational behavior that has garnered significant attention in recent years. Interpersonal communication, which refers to the exchange of information between individuals within an organization, plays a vital role in shaping the overall performance of the organization. Effective interpersonal communication fosters trust, collaboration, and open communication among employees, leading to improved decision-making, increased job satisfaction, and enhanced productivity (Maria, 2019). Conversely, poor interpersonal communication can lead to misunderstandings, conflicts, and decreased morale, ultimately affecting the organization's overall performance. Therefore, it is essential for organizations to prioritize interpersonal communication and develop strategies to enhance its quality and effectiveness.

The findings of various studies have consistently highlighted the positive impact of interpersonal communication on organization performance. For instance, a study by (Susita et al., 2020) found that organizations with high levels of interpersonal communication tend to have higher levels of employee engagement, which in turn,

positively correlates with organizational performance. Similarly, another study discovered that effective interpersonal communication is a key predictor of organizational innovation, as it enables the free flow of ideas and encourages collaboration among employees (Adriani et al., 2024; Michael, 2018). These findings underscore the importance of interpersonal communication in driving organizational success and highlight the need for organizations to prioritize its development and maintenance. By doing so, organizations can harness the full potential of their employees and achieve their goals more effectively (Darmawan, 2024).

2. Analysis of moderator variables

Analysis of moderator variables determines the workplace and employee discipline of organizational performance. The results of the analysis whether there is a significant difference in effect size can be seen in Table 4.

Table 4. Analysis of moderator variables

Workplace	n	Effect size (d)	95% Confidence Interval		Q _b	p
			limit	upper		
School	3	0.75	0.47	0.81	11.207	< 0.001
College	5	0.91	0.59	1.07		
Company	7	0.86	0.50	0.91		

Table 4. Shows an effect size value of 0.758 for schools, 0.916 for universities and 0.861 for companies. The effect value is most significant at the college and company level and the effect size is lowest at the school level. This result shows a significant influence seen from the value of Q_b 11.2017 and p < 0.001. These findings imply that effective interpersonal communication improves organizational performance capabilities in universities and companies.

Moreover, interpersonal communication plays a significant role in shaping employee behavior and performance. By communicating effectively, leaders can set clear expectations, provide feedback, and motivate employees to achieve their goals. This, in turn, can lead to improved employee performance and a more productive work environment (Adriani et al., 2024). Furthermore, interpersonal communication helps to build strong relationships among employees, which are essential for effective teamwork and collaboration. By fostering a culture of open communication, organizations can create a positive and supportive work environment that encourages employee growth and development (Jan et al., 2024). Influence of interpersonal communication on organization performance is a critical aspect of

organizational behavior that warrants attention. By prioritizing interpersonal communication and developing strategies to enhance its quality and effectiveness, organizations can reap numerous benefits, including improved employee engagement, increased innovation, and enhanced productivity (Herdiansyah & Putri, 2024). As the business world continues to evolve, the importance of interpersonal communication in driving organizational success will only continue to grow, making it essential for organizations to invest in this critical aspect of their operations (Saimi et al., 2024)

CONCLUSION

From the results of this meta-analysis, it can be concluded that there is a strong positive influence between interpersonal communication and organizational performance with a value of rES=0.818; z= 0.629; p < 0.001) with high effect size category. Furthermore, the study revealed that effective interpersonal communication can increase employee engagement, improve collaboration, and improve problem-solving skills, ultimately leading to better organizational outcomes. The findings also highlight the importance of considering individual differences, such as personality traits and job complexity, in understanding the impact of interpersonal communication on organizational performance. Significant research implications for organizational leaders and managers, who emphasize the importance of cultivating a culture of open and effective communication within their organizations

REFERENCES

- Ababneh, O. M. A. (2021). How do green HRM practices affect employees' green behaviors? The role of employee engagement and personality attributes. *Journal of Environmental Planning and Management*, 64(7), 1204–1226. <https://doi.org/10.1080/09640568.2020.1814708>
- Adriani, P. A., Hino, P., Taminato, M., Okuno, M. F. P., Santos, O. V., & Fernandes, H. (2024). Non-violent communication as a technology in interpersonal relationships in health work: a scoping review. *BMC Health Services Research*, 24(1). <https://doi.org/10.1186/s12913-024-10753-2>
- Ahmed, T., Khan, M. S., Thitivesa, D., Siraphattada, Y., & Phumdara, T. (2020). Impact of employees engagement and knowledge sharing on organizational performance: Study of HR challenges in COVID-19 pandemic. *Human Systems Management*, 39(4), 589–601. <https://doi.org/10.3233/HSM-201052>

- Al-Omari, Z. S., Alomari, K. A. A., & Aljawarneh, N. M. (2020). The role of empowerment in improving internal process, customer satisfaction, learning and growth. *Management Science Letters*, 10(4), 841–848. <https://doi.org/10.5267/j.msl.2019.10.013>
- A.M., S., O.F., A., A.A., A., & I.O., A. (2023). Effective Communication: A Stimulant to Employees' Performance in an Organization. *International Journal of Literature, Language and Linguistics*, 6(2), 1–10. <https://doi.org/10.52589/ijll-3k66o99i>
- Chen, J. K. C., & Sriphon, T. (2021). Perspective on COVID-19 pandemic factors impacting organizational leadership. *Sustainability (Switzerland)*, 13(6). <https://doi.org/10.3390/su13063230>
- Darmawan, D. (2024). Distribution of Six Major Factors Enhancing Organizational Effectiveness. *Journal of Distribution Science*, 22(4), 47–58. <https://doi.org/10.15722/jds.22.04.202404.47>
- Diah Astuti, E., Yuliana, D., Satri Efendi, A., Setya Budiasningrum, R., Rosita, R., Setiawan, J., Administrasi Bisnis, P., & Jakarta, I. (2023). Keterampilan Interpersonal Skill dalam Dunia Kerja Interpersonal Skills at Work. *Jurnal Pengabdian Masyarakat Global*, 2(2).
- Einwiller, S., Ruppel, C., & Stranzl, J. (2021). Achieving employee support during the COVID-19 pandemic – the role of relational and informational crisis communication in Austrian organizations. *Journal of Communication Management*, 25(3), 233–255. <https://doi.org/10.1108/JCOM-10-2020-0107>
- Farooq Jan, M., Ahmad, I., Hanif Khan, M., Ali, N., & Ullah Khan Marwat, I. (2024). *Mediating Effect of Organizational Justice and Organizational Commitment on the Relationship between Organizational Citizenship Behavior and Job Performance*. 21(S4), 1671–1680. www.migrationletters.com
- Guzeller, C. O., & Celiker, N. (2020). Examining the relationship between organizational commitment and turnover intention via a meta-analysis. *International Journal of Culture, Tourism, and Hospitality Research*, 14(1), 102–120. <https://doi.org/10.1108/IJCTHR-05-2019-0094>
- Hadiwijaya, H. (2017). Analisis Pengaruh Interpersonal Communication Terhadap Person Organization Fit dan Implikasinya pada Prestasi Kerja. In *International Journal of Social Science and Business* (Vol. 1, Issue 2). Hendra Hadiwijaya) Hendra Hadiwijaya.
- Han, R., & Xu, J. (2020). A comparative study of the role of interpersonal communication, traditional media and social media in pro-environmental behavior: A China-based study. *International Journal of Environmental Research and Public Health*, 17(6). <https://doi.org/10.3390/ijerph17061883>
- Hendriks, H., & Strick, M. (2020). A Laughing Matter? How Humor in Alcohol Ads Influences Interpersonal Communication and Persuasion. *Health Communication*, 35(14), 1821–1829. <https://doi.org/10.1080/10410236.2019.1663587>
- Herdiansyah¹, H., & Putri², P. K. (2024). How to cite: Herdiansyah, H. et al (2024). The Influence of Interpersonal Communication Skills, Self-Efficacy, and Public Perception Towards the Glass Ceiling Phenomenon *Eduvest-Journal of Universal Studies*, 4(2), 435–447. <http://eduvest.greenvest.co.id>
- Hidayah, R., Wangid, M. N., Wuryandani, W., & Salimi, M. (2023). The Influence of Teacher Efficacy on Education Quality: A Meta-Analysis. *International Journal of Educational Methodology*, 9(2), 435–450. <https://doi.org/10.12973/ijem.9.2.435>
- Lee, Y., Tao, W., Li, J. Y. Q., & Sun, R. (2020). Enhancing employees' knowledge sharing through diversity-oriented leadership and strategic internal communication during the COVID-19 outbreak. *Journal of Knowledge Management*, 25(6), 1526–1549. <https://doi.org/10.1108/JKM-06-2020-0483>
- Luky, A. Z., Kurniawati, T., & Cerya, E. (2021). *The Effect of Interpersonal Communication and Work Motivation on Employee Performance in Padang City Regional Company Offices (PDAM)*.
- Mackey, J. D., McAllister, C. P., Ellen, B. P., & Carson, J. E. (2021). A Meta-Analysis of Interpersonal and Organizational Workplace Deviance Research. *Journal of Management*, 47(3), 597–622. <https://doi.org/10.1177/0149206319862612>
- Maria, E. (2019). The Influence Of Organizational Culture, Compensation And Interpersonal Communication In Employee Performance Through Work Motivation As Mediation. *International Review of Management and Marketing*, 9(5), 133–140. <https://doi.org/10.32479/irmm.8615>
- Michael Sunday (Nigeria), A. (2018). Interpersonal Relationships and Organizational Performance: The Nigerian Public Sector in Perspective. *Indian Journal of Commerce & Management Studies*, IX(3), 75. <https://doi.org/10.18843/ijcms/v9i3/08>
- Nabella, S. D., Rivaldo, Y., Kurniawan, R., Nurmayunita, Sari, D. P., Luran, M. F., Amirullah, Saputra, E. K., Rizki, M., Sova, M., Sidik, M., Nurhayati, & Wulandari, K. (2022). The Influence of Leadership and Organizational Culture Mediated by

- Organizational Climate on Governance at Senior High School in Batam City. *Journal of Educational and Social Research*, 12(5), 119–130. <https://doi.org/10.36941/jesr-2022-0127>
- Narbaev, T. (2022). A META-ANALYSIS OF THE PUBLIC-PRIVATE PARTNERSHIP LITERATURE REVIEWS: EXPLORING THE IDENTITY OF THE FIELD. *International Journal of Strategic Property Management*, 26(4), 318–331. <https://doi.org/10.3846/ijspm.2022.17860>
- Nurjanah, S., Pebianti, V., & Handaru, A. W. (2020). The influence of transformational leadership, job satisfaction, and organizational commitments on Organizational Citizenship Behavior (OCB) in the inspectorate general of the Ministry of Education and Culture. *Cogent Business and Management*, 7(1). <https://doi.org/10.1080/23311975.2020.1793521>
- Öztop, F. (2023). A Meta-Analysis of the Effectiveness of Digital Technology-Assisted STEM Education. *Journal of Science Learning*, 6(2), 136–142. <https://doi.org/10.17509/jsl.v6i2.52316>
- Rini, Y. W., & Anshori, M. I. (2023). The Role of Interpersonal Communication in Personal Development and Lifelong Learning for Employees. *Indonesian Journal of Economic & Management Sciences*, 1(3), 361–376. <https://doi.org/10.55927/ijems.v1i3.4735>
- Riyanto, S., Endri, E., & Herlisha, N. (2021a). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. In *Problems and Perspectives in Management* (Vol. 19, Issue 3, pp. 162–174). LLC CPC Business Perspectives. [https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)
- Riyanto, S., Endri, E., & Herlisha, N. (2021b). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. In *Problems and Perspectives in Management* (Vol. 19, Issue 3, pp. 162–174). LLC CPC Business Perspectives. [https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)
- Saimi, S., Abdul Khalik, L., & Hidayati, F. (2024). Journal of Midwifery and Nursing The significance of the influence of job satisfaction on the performance of nurses in psychiatric hospital. In *Journal of Midwifery and Nursing* (Vol. 6, Issue 1).
- Sembiring, N., Nimran, U., Astuti, E. S., & Utami, H. N. (2020). The effects of emotional intelligence and organizational justice on job satisfaction, caring climate, and criminal investigation officers' performance. *International Journal of Organizational Analysis*, 28(5), 1113–1130. <https://doi.org/10.1108/IJOA-10-2019-1908>
- Skafacka, K., & Pajestka, G. (2021). Digital or In-Person: The Relationship Between Mode of Interpersonal Communication During the COVID-19 Pandemic and Mental Health in Older Adults From 27 Countries. *Journal of Family Nursing*, 27(4), 275–284. <https://doi.org/10.1177/10748407211031980>
- Susita, D., Ketut Sudiarditha, I. R., Purwana, D., Wolor, C. W., & Merdyantie, R. (2020). Does organizational commitment mediate the impact of organizational culture and interpersonal communication on organizational citizenship behavior? *Management Science Letters*, 10(11), 2455–2462. <https://doi.org/10.5267/j.msl.2020.4.004>
- Taşdemir, F. (2022). Examination of the Effect of Stem Education on Academic Achievement: A Meta-Analysis Study. *Education Quarterly Reviews*, 5(2). <https://doi.org/10.31014/aior.1993.05.02.489>
- Virgiawan, A. R., Riyanto, S., & Endri, E. (2021). Organizational culture as a mediator motivation and transformational leadership on employee performance. *Academic Journal of Interdisciplinary Studies*, 10(3), 67–79. <https://doi.org/10.36941/AJIS-2021-0065>
- Wong, K., Chan, A. H. S., & Teh, P. L. (2020). How is work–life balance arrangement associated with organisational performance? A meta-analysis. *International Journal of Environmental Research and Public Health*, 17(12), 1–19. <https://doi.org/10.3390/ijerph17124446>
- Xie, F., & Derakhshan, A. (2021). A Conceptual Review of Positive Teacher Interpersonal Communication Behaviors in the Instructional Context. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.708490>