

Improving Human Resource Performance Through Communication Quality and Teamwork Skills Moderated by Hospitality Skills

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Abstract. *This study aims to analyze the improvement of human resource performance through communication quality and teamwork skills in the context of hospitality skills. The differences in the results of previous studies regarding the role of teamwork on human resource performance are the basis for formulating the research question: "How can improving human resource performance be achieved through communication quality and teamwork skills in the context of hospitality skills?" This study uses an explanatory approach with the object of research being all HR of the Semarang Type A Customs and Excise Supervision and Service Office. The research sample consisted of 135 respondents selected using convenience sampling techniques based on the non-probability sampling method. Data collection was carried out through a questionnaire with an interval measurement scale of 1 to 5. Data analysis used structural equation modeling with the Partial Least Square (PLS) approach. The results showed that communication quality has a positive effect on teamwork skills and human resource performance. The better the quality of communication, the higher the teamwork skills and the improvement of HR performance. In addition, teamwork skills also have a positive effect on HR performance, indicating that good cooperation improves individual and organizational performance. However, hospitality skills do not provide a significant moderating effect on the relationship between communication quality and HR performance. On the other hand, hospitality skills can strengthen the influence of teamwork ability on HR performance. Thus, strengthening hospitality skills becomes an important factor in maximizing the impact of teamwork on HR performance in the public service sector.*

Keywords: *Communication; Hospitality; Quality; Work.*

1. Introduction

Competent human resources have an important role in advancing an organization. Human resources are one of the assets in an organization as the main executor of organizational activities. The organization wants employees to work hard by maximizing their competence and skills to achieve the goals of the organization. The success of the organization is

determined by the good performance of all employees. An employee must have the view that good performance is the result of work that has better quality than the quality of work in the past.

Human resource performance (work performance) is the actual performance of employees compared to the performance expected from employees (Kadarisman, 2012). The expected work performance is the standard performance that is set as a reference so that employee performance can be seen according to their position compared to the standards made (Hidayani, 2016). In addition, the performance of the employee can also be seen against other employees (Sakban et al., 2019). According to Mathis & John H. Jackson (2012), HR performance indications are those that influence how much they contribute to the organization, including (1) quantity of output, (2) quality of output, (3) output period, (4) attendance at work, (5) Cooperative attitude.

Effective interpersonal communication among employees can improve coordination (Ghofar & Tola, 2018), reduce misunderstandings, and accelerate problem solving (Lee & Doran, 2017). Meanwhile, good teamwork skills enable more efficient synergy and collaboration, thereby increasing productivity and the quality of service provided (Brenda Barker Scott, 2017). The ability to work in a team and interpersonal communication play an important role in creating a harmonious and service-oriented work environment (Wijayanti, 2021).

Communication skills are essential to empower graduates to convey their ideas both individually and in groups (Kotamena et al., 2021). As shown by (de Vries et al., 2010) these skills combine various elements to facilitate effective decision-making, problem-solving, and negotiation.

Teamwork skills contribute to productive working relationships and profitable outcomes. These skills focus on team development and performance. Team development involves helping the team form and achieve goals, while team performance deals with team dynamics and efforts to maintain relationships (Ahmad & Manzoor, 2017).

the role of others. Employee performance results will affect the level of compensation/rewards received by employees. So that the motivation to improve performance is very high, especially in improving the quality of communication and good teamwork. The following is the Employee Performance Value (NKP) data for 2021 to 2023 at KPPBC TMP A Semarang:

Table Employee Performance Value (NKP) of KPPBC TMP A Semarang 2021 – 2023

Year	Amount Employee	Value Range		
		X≤100	101≤X≤110	111≤X≤120
2021	205	9	67	129
2022	205	0	203	2
2023	203	0	117	86

*The maximum NKP value is 120

From the data above, it can be seen that the employee performance scores at KPPBC TMP A Semarang in 2021 to 2023 have changed/varied. In 2021, the number of employees who received performance scores close to the maximum score was 129 employees, which was the largest number compared to 2022 and 2023. However, in that year, there were still 9 employees at KPPBC TMP A Semarang who received performance scores far from the maximum score. In 2022, the employee performance scores experienced a significant decline in performance scores close to the maximum score, namely from 129 employees, only 2 employees received performance scores close to the maximum. This could be caused by several factors such as changes in performance contracts, performance achievement targets, and a decline in employee performance itself. A decline in performance can be triggered when employees receive a new work contract but have not yet mastered the work given, so communication and cooperation between employees are needed to help complete new tasks. In 2023, the number of employees who received performance scores close to the maximum increased from 2 employees to 86 employees. However, this is still not optimal because the achievement of employee performance is one of the determinants of the amount of compensation or reward received by each employee. The higher the employee's performance value, the higher the compensation or reward obtained.

Previous studies have shown that teamwork has a positive and significant effect on HR performance (Ariyanto et al., 2019; Dira et al., 2020). Then, further research confirmed that teamwork has a positive and significant effect on employee performance (Yasa et al., 2021). However, this study differs from the results showing that teamwork has no significant effect on employee performance (Alviani & Nuvriasari, 2022). So in this study, hospitality skills are proposed to be a moderating variable.

Hospitality skills is very important in the public sector because it helps create friendly, responsive, and effective services, which are essential for building public trust and satisfaction (El Hajal & Rowson, 2020). Hospitality skills ensure that public agency employees can communicate well, understand citizens' needs, and provide solutions in a way that respects and cares for them (Herabudin, 2022). This not only improves the quality of public services but also strengthens the relationship between the government and the community and improves the positive image of public agencies.

Hospitality skills very important in the public sector, including at KPPBC TMP A Semarang. With Hospitality skills, officers can provide friendly, responsive, and professional services to service users, such as importers, exporters, and the general public (Varra et al., 2021). This is essential in building customer trust and satisfaction, which in turn can increase compliance with customs and excise regulations.

2. Research Methods

In conducting this research study, the type of research used is explanatory research.

According to Widodo (2010) explanatory research is research that is explanatory in nature, meaning that this research emphasizes the relationship between variables by testing hypotheses, the description contains descriptions but the focus lies on the relationship between variables, namely HR performance, communication quality, teamwork skills, and hospitality skills. The researcher chose this method with the aim that the results of this study can be applied directly to the organization where the researcher works.

3. Results and Discussion

The respondents of this study were employees of the Semarang Type A Customs and Excise Supervision and Service Office. The research was conducted by distributing research questionnaires on December 13-21, 2024. The results of the distribution of the research questionnaires obtained 135 questionnaires that were completely filled out and could be processed. The description of the respondents can be presented according to their characteristics which are presented as follows:

Respondent Characteristics Description Table

No	Characteristics	Total Sample n=135	
		Amount	Percentage (%)
1.	Gender		
	Man	74	54.8
	Woman	61	45.2
2.	Age		
	18 - 29 years old	53	39.3
	30 - 39 years	51	37.8
	40 - 49 years	19	14.1
	50 - 59 years	12	8.9
3.	Last education		
	Diploma I / Diploma III	55	40.7
	Diploma IV / Bachelor (S1)	66	48.9
	Postgraduate (S2)	13	9.6
	Doctoral (S3)	1	.7
4.	Years of service		
	≤ 10 years	59	43.7
	11 - 20 years	46	34.1
	21 - 30 years	20	14.8
	> 30 years	10	7.4

Source: Results of research data processing (2024).

The descriptive data of respondents in the table above shows that the majority of respondents were male, namely 74 employees (54.8%), while female respondents were 61 employees (45.2%).

When viewed in terms of age, the largest number of respondents were aged 18 - 29 years with 53 employees (39.3%). At this age, employees generally have high work enthusiasm and try to gain a lot of experience at work.

The last education that most respondents had was Diploma IV / Bachelor (S1) which was 66 employees (48.9%). This high education makes employees have more knowledge and skills in various aspects of work, greatly supports employee work, so it plays a big role in improving employee performance.

The table also shows that more respondents have served under 10 years, namely 59 respondents (43.7%). This indicates that the Semarang Type A Customs and Excise Supervision and Service Office is currently filled by more young employees who are expected to provide good service to the community through service innovation.

In this section, descriptive analysis is conducted to obtain a picture of respondents' responses to the research variables. This analysis is conducted to obtain perceptions about respondents' tendencies to respond to the indicator items used to measure the variables and to determine the status of the variables studied at the research location.

The description of the variables is grouped into 3 categories, namely: low category, score = 1.00 - 2.33, medium category, score = 2.34 - 3.66 and high/good category, with a score of 3.67 - 5.00. The description of each research variable in detail can be described in the following section:

1) Quality of communication

Description of respondent responses in the form of descriptive statistics of communication quality variable data.

2) Ability to work in a team

Description of respondents' responses in the form of descriptive statistics of data on teamwork ability variables.

2) Hospitality skills

Description of respondents' responses in the form of descriptive statistics of Hospitality skill variable data.

3) HR Performance

Description of respondent responses in the form of descriptive statistics of HR Performance variable data.

Reliability Testing of reliability measurements can be done using 3 (three) methods, namely:

a. *Composite Reliability.*

Composite reliability shows the degree that indicates common latent (unobserved), so that it can show the block indicator that measures the internal consistency of the construct forming indicators, the accepted limit value for the composite reliability level is 0.7 (Ghozali & Latan,

2015)

b. *Average Variance Extracted(AVE)*

If the AVE value > 0.5 then the indicator used in the study is reliable, and can be used for research. It is better if the AVE measurement value is greater than 0.50 (Ghozali & Latan, 2015).

c. *Cronbach's alpha*

If the Cronbach alpha value > 0.70 then the construct can be said to have good reliability.

The results of composite reliability, Cronbach's Alpha, and AVE between constructs and their indicators can be seen in the following table:

Reliability Test Results Table

	<i>Cronbach's alpha</i>	<i>Composite reliability</i>	<i>Average variance extracted (AVE)</i>
Hospitality skills	0.825	0.895	0.741
Ability to work in the team	0.773	0.868	0.687
HR Performance	0.865	0.908	0.711
Communication quality	0.702	0.834	0.627

Source: Processed primary data (2024)

The results of the reliability test of each construct are shown in the table above. The findings show that the cronbach alpha value of each construct is more than 0.7, then the composite reliability value of each construct is more than 0.7, and the AVE value of each construct is more than 0.5. Based on the results of the reliability test, it can be concluded that the research instrument has high reliability.

Based on the results of the evaluation of convergent validity and discriminant validity as well as variable reliability, it can be concluded that the indicators as measures of each variable are valid and reliable measures.

Analysis of the Influence between Variables, namely Hypothesis testing of the research is carried out to determine whether a hypothesis is accepted or not by comparing t count with t table with the condition that if t count > t table, then the hypothesis is accepted. The critical value used when the sample size is greater than 30 and two-way testing is 1.65 for a significance level of 10%, 1.96 for a significance level of 5% and 2.57 for a significance level of 1% (Marliana, 2019). In this case, to test the hypothesis, a significance level of 5% is used where the t table value is 1.96 (Ghozali & Latan, 2015). The results of testing the influence of each variable in this study can be presented in the following table:

Hypothesis Test Results Table

No	Hypothesis	Original sample	T Statistics	P values	Information

1	Communication quality -> Ability to work in a team	0.306	3,583	0.000	Accepted
2	Communication quality -> HR Performance	0.194	2.181	0.029	Accepted
3	Ability to work in a team -> HR performance	0.213	3.123	0.002	Accepted
4	Hospitality skill x Communication quality -> HR performance	-0.089	1,721	0.085	Rejected
5	Hospitality skill x Ability to work in a team -> HR performance	0.146	2,368	0.018	Accepted

Source: Primary data processing with Smart PLS 4.1.0 (2024)

Decisions are made based on the calculated statistical test values and the previously determined significance level. Hypothesis testing is done by comparing the predetermined t table with the calculated t resulting from the PLS calculation. Based on the table of data processing results above, it can be seen in the testing of each hypothesis that has been proposed, namely:

1) Hypothesis Testing 1:

H1: The better the quality of interpersonal communication, the higher the ability of human resources to work together.

In testing hypothesis 1, the original sample estimate value was obtained at 0.306. This value proves that communication quality has a positive effect on the ability of human resources to work together, the results of which are also strengthened by the results of the t-test which obtained a calculated t value (3.583) > t table (1.96) and p (0.00) < 0.05, so it can be said that there is a positive and significant effect of communication quality on the ability of human resources to work together. Thus, the first hypothesis which states that "The better the quality of interpersonal communication, the higher the ability of human resources to work together" can be accepted.

2) Hypothesis Testing 2:

H2: The better the quality of interpersonal communication, the higher the performance of human resources.

In testing hypothesis 2, the original sample estimate value was obtained at 0.194. This value proves that communication quality has a positive effect on HR performance, the results of which are also strengthened by the results of the t-test which obtained a calculated t value (2.181) > t table (1.96) and p (0.029) < 0.05, so it can be said that there is a positive and

significant effect of communication quality on HR performance. Thus, the second hypothesis which states that 'The better the quality of interpersonal communication, the higher the performance of human resources' can be accepted.

3) Hypothesis Testing 3:

H3: The better the cooperation, the higher the human resource performance.

In testing hypothesis 3, the original sample estimate value was obtained at 0.213. This value proves that the ability to work in a team has a positive effect on HR Performance, the results of which are also strengthened by the results of the t-test which obtained a calculated t value (3.123) > t table (1.96) and $p (0.002) < 0.05$, so it can be said that there is a positive and significant influence of the ability to work in a team on HR Performance. Thus, the third hypothesis which states that "The better the cooperation, the higher the performance of human resources" can be accepted.

4) Hypothesis Testing 4:

H4: If the quality of communication is good and supported by good hospitality skills, it will improve human resource performance.

In testing hypothesis 4, the original sample estimate value for the moderation variable (Hospitality skill x Communication quality) was obtained as -- 0.089. However, in the t-test results obtained, the t-count value (1.721) < t-table (1.96) and $p (0.085) > 0.05$, so it can be said that Hospitality skill does not have a significant effect on the relationship between communication quality and HR performance. Thus, the fourth hypothesis which states that 'If the quality of communication is good and supported by good Hospitality skill, it will improve human resource performance' can be rejected.

5) Hypothesis Testing 5:

H5: If the ability to work in a team is good and supported by good hospitality skills, it will improve human resource performance.

In testing hypothesis 5, the original sample estimate value for the moderation variable (Hospitality skill x Ability to work in a team) was obtained at 0.146. This value proves that the Hospitality skill moderator variable is able to strengthen the influence of the ability to work in a team on HR Performance. This is proven by the results of the t-test obtained t count (2.368) > t table (1.96) and $p (0.018) < 0.05$, so it can be said that good Hospitality skills are able to strengthen the influence of the ability to work in a team on HR Performance. Thus, the fifth hypothesis that 'If the ability to work in a team is good and supported by good hospitality skills, it will improve human resource performance' can be accepted.

Discussion:

1) The influence of interpersonal communication quality on the ability of human resources

to work together.

Research shows that communication quality has a positive effect on the ability of human resources to work together, the results of which are also reinforced by the results of research (Monroe et al., 2021) which states that interpersonal communication improves the quality of cooperation. These results emphasize that the better the quality of interpersonal communication, the higher the ability of human resources to work together.

Measurement of communication quality variables is reflected through three indicators, namely empathy, openness, feedback, while measurement of teamwork ability variables is reflected through three indicators, namely goal achievement, problem solving, and work planning.

The communication quality variable with the highest outer loading value is the openness indicator while the teamwork ability variable with the highest outer loading value is the work planning indicator. The correlation of these highest indicators shows that the higher the level of openness in communication, the better the work planning in the team. This shows that transparent and open communication allows team members to share information effectively, understand common goals, and develop more focused and coordinated strategies.

The communication quality variable with the lowest outer loading value is the empathy indicator while the teamwork ability variable with the lowest outer loading value is the problem-solving indicator. The correlation of these lowest indicators shows that the higher the level of empathy in communication, the better the team's ability to solve problems. This shows that empathy, which reflects the ability to understand and feel the perspective of others, plays an important role in creating effective and harmonious communication within a team.

2) The influence of interpersonal communication quality on human resource performance

This study proves that communication quality has a positive effect on human resource performance. The results are also reinforced by the results of previous studies which show that communication quality has an effect on performance (Raharjo, 2021; Wijayanti, 2021).

This study shows that the better the quality of interpersonal communication, the higher the performance of human resources.

The measurement of the communication quality variable is reflected through three indicators, namely the indicators of Empathy, Openness, Feedback. While the measurement of the HR Performance variable is reflected through four indicators, namely the indicator of the Speed of Task Completion; Achievement of Revenue in the field of Customs and Excise; Quality of Budget Implementation; and Job Responsibility.

The Communication Quality variable with the highest outer loading value is the Openness indicator while the HR Performance variable with the lowest outer loading value is the Job

Responsibility indicator. The highest indicator correlation shows that the higher the level of openness in communication, the better the Job Responsibility.

This shows that the higher the level of openness in communication, the greater the individual's responsibility in carrying out their work. Openness in communication allows for a clearer exchange of information, a better understanding of tasks and expectations, and creates a more transparent and supportive work environment.

The communication quality variable with the lowest outer loading value is the empathy indicator while the HR Performance variable with the highest outer loading value is the indicator of the achievement of revenue in the field of customs and excise. The correlation of this lowest indicator shows that the higher the empathy in communication, the better the achievement of revenue in the field of customs and excise. The higher the level of empathy in communication, the better the achievement of revenue in the field of customs and excise. This shows that empathy plays an important role in creating more harmonious interactions, both between employees and with external stakeholders, such as business actors and the community. Communication based on empathy allows for a deeper understanding of the needs, challenges, and obstacles faced in the customs and excise process.

3) The influence of teamwork ability on human resource performance

This study proves that the ability to work in a team has a positive effect on HR Performance, the results of which are also reinforced by the results of previous studies showing that teamwork has a positive and significant effect on HR performance (Ariyanto et al., 2019; Dira et al., 2020). These results emphasize that the better the cooperation, the higher the performance of human resources.

The measurement of the variable of teamwork ability is reflected through three indicators, namely goal achievement, problem solving, and work planning, while the measurement of the HR Performance variable is reflected through four indicators, namely speed of task completion, achievement of revenue in the field of customs and excise, quality of budget implementation, and job responsibility.

The variable of ability to work in a team with the highest outer loading value is the work planning indicator while the HR Performance variable with the highest outer loading value is the indicator of revenue achievement in the field of customs and excise. These results indicate that the better the work planning in the team, the more optimal the revenue achievement in the field of customs and excise. This shows that mature and systematic work planning plays an important role in improving the performance of human resources (HR), especially in achieving state revenue targets.

The variable of ability to work in a team with the lowest outer loading value is an indicator of problem solving while the variable of HR Performance with the lowest outer loading value is an indicator of job responsibility. These results indicate that the better the problem solving,

the better the job responsibility. The more effective the ability to solve problems, the higher the sense of responsibility for the work. This shows that when individuals or teams are able to overcome challenges and find the right solutions, they will be more proactive in carrying out their tasks and more responsible for the results of their work.

4) The moderating effect of hospitality skills on the relationship between interpersonal communication quality and human resource performance.

This study proves that Hospitality skills do not provide a significant moderating effect on the relationship between communication quality and HR Performance. Measurement of communication quality variables is reflected through three indicators, namely empathy, openness, and feedback. Then, the measurement of HR Performance variables is reflected through four indicators, namely speed of task completion, achievement of acceptance in the field of customs and excise, quality of budget implementation, and job responsibility. And the measurement of Hospitality skill variables is reflected through three indicators, namely relational skills, problem-solving and decision-making skills, and expertise in application and practice.

The communication quality variable with the highest outer loading value is the openness indicator while the HR Performance variable with the highest outer loading value is the indicator of revenue achievement in the field of customs and excise. Then, the Hospitality skill variable with the highest outer loading value is the indicator of expertise in application and practice. These results indicate that expertise in application and practice does not significantly strengthen the relationship between openness in communication and revenue achievement in the field of customs and excise. This means that although openness in communication plays an important role in increasing transparency, coordination, and work effectiveness, it is not automatically strengthened by the level of expertise in application and practice possessed by the individual. In other words, openness in communication may have a more direct influence on the achievement of revenue targets, while expertise in application and practice contributes to other aspects that do not directly moderate the relationship.

The communication quality variable with the lowest outer loading value is the Empathy indicator while the HR Performance variable with the lowest outer loading value is the Job Responsibility indicator while the Hospitality skill variable with the lowest outer loading value is the problem-solving and decision-making skills indicator. Problem-solving and decision-making skills are unable to strengthen the relationship between empathy in communication and job responsibility in HR performance. This means that although empathy is an important element in communication, its existence is not enough to encourage increased job responsibility if it is not supported by adequate problem-solving and decision-making skills. In other words, even though someone has high empathy, without good ability in solving problems and making decisions, responsibility in carrying out tasks and obligations in the workplace remains suboptimal.

5) The moderating effect of hospitality skills on the relationship between teamwork ability

and human resource performance

This study proves that the moderator variable Hospitality skill is able to strengthen the influence of the ability to work in a team on HR Performance. So it can be said that good Hospitality skill is able to strengthen the influence of the ability to work in a team on HR Performance. Teamwork plays an important role in improving achievement and performance (Yasa et al., 2021).

The measurement of the variable of teamwork ability is reflected through three indicators, namely goal achievement, problem solving, and work planning. Meanwhile, the measurement of the HR Performance variable is reflected through four indicators, namely the indicator of task completion speed, achievement of acceptance in the field of customs and excise, quality of budget implementation, and job responsibility. Then, the measurement of the Hospitality skill variable is reflected through three indicators, namely relational skills, problem solving and decision making skills, and expertise in application and practice.

The results of the study show that in the variable of teamwork ability, the indicator with the highest outer loading value is work planning. Meanwhile, in the human resource (HR) performance variable, the indicator with the highest value is the achievement of revenue in the field of customs and excise. As for the hospitality skill variable, the indicator with the highest outer loading value is expertise in application and practice. This finding confirms that the higher the expertise in application and practice, the stronger the influence of work planning on the achievement of revenue in the field of customs and excise.

The variable of ability to work in a team with the lowest outer loading value is the indicator of problem solving while the variable of HR Performance with the lowest outer loading value is the indicator of Job Responsibility, then the variable of Hospitality skill with the lowest outer loading value is the indicator of problem solving and decision making skills. These results indicate that the higher the problem solving and decision making skills, the stronger the influence on problem solving in the team and increasing responsibility in the work. The ability of individuals to identify, analyze, and solve problems effectively plays an important role in improving team performance and overall work quality.

4. Conclusion

Based on the results of the analysis and discussion of the hypothesis proof, the answers to the research questions that arise are as follows: Communication quality has a positive effect on the ability of human resources to work together. This means that the better the quality of communication, the higher the individual's ability to establish effective cooperation in a team, Communication quality also has a positive effect on human resource performance, which shows that clear, open, and effective communication can increase productivity and work effectiveness. Thus, the better the quality of communication established in the work environment, the higher the performance achieved by human resources, The ability to work in a team has also been shown to have a positive effect on human resource performance.

This confirms that solid cooperation in a team can increase work efficiency, accelerate task completion, and improve the quality of overall work results, Hospitality skills do not have a significant moderating effect on the relationship between communication quality and human resource performance, Hospitality skills have been shown to be able to strengthen the influence of teamwork ability on human resource performance. In other words, good hospitality skills can further increase the effectiveness of teamwork, thus having a positive impact on achieving more optimal performance.

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