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The Relationships between Interpersonal Communication,
Task Design and Job Performance: A Case of Employees in
the Manufacturing Company

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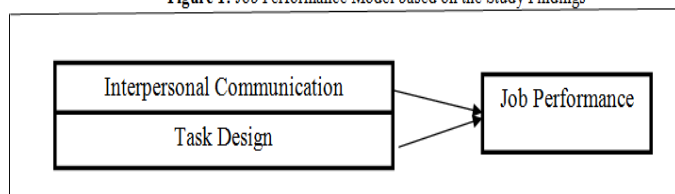
Research Highlights

This study aims to investigate the relationship between interpersonal communication and task design towards job performance among employees from one of the Malaysian manufacturing company. The data is obtained from 152 employees from different levels of position. Both of hypotheses have been accepted based on the regression analyses result. Therefore, factors namely interpersonal communication and task design are found to be positively related with job performance among employee in this company. In detail, job performance is significantly related to interpersonal communication ($r=.53$) as well as task design ($r=.54$). As a conclusion, the management needs to enforce a good level of interpersonal communication as and task design in order to increase the employees' performance level.

Graphical Abstract

Research model which has been evidenced from this study is presented in Figure 1.

Figure 1: Job Performance Model based on the Study Findings



Research Objectives

As stated by Singh and Lalropuii (2014), interpersonal communication has been consistently ranked as a factor which is crucial for conducting a successful job performance among employees in any organization. Interpersonal communication can be defined as involving real time face-to-face or voice-to-voice conversation that allows instant feedback in the organization (Plunkett, Attner, & Allen, 2007). Meanwhile, task design is viewed as the functions of arranging task, duties and responsibilities in the unit of work (Opatha, 2002). It





has been found as an important determinant of the degree of employees' performance (Ngugi, 2014). Given the literature, it sounds that both of the factors namely interpersonal communication and task design are very crucial to create significant impacts on the level of employees' performance. Thus, this study aims to have two research objectives. The first objective of this study is to investigate the relationship between interpersonal communication and job performance. Next, the second objective of this study is to examine the relationship between task design and job performance among employees from the manufacturing company in Malaysia.

Methodology

This research has been participated by general manager, manager, executive and non-executive employees from one manufacturing company located in Penang, Malaysia. The unit of analysis for this study is individual and this is a type of the explanatory research. The response rate of this study is 62% and data has been gathered based on several demographic information such as gender, age, educational level, working period and position held in the organization. In this research, respondents' agreement towards their engagement into interpersonal communication and task design have been asked by using the self rating of approach. At the same time, respondents need to reveal on how these factors (interpersonal communication and task design) impacted on their level of job performance. SPSS (version 22) has been performed to analyse all the data which has been collected.

The instruments used for all variables in this study is presented in Table 1.

Table I: Instrumentations

Variables	No of Items	Authors	Cronbach Alpha Value
1. Job Performance	20	Sarasvathy, 2013	0.79
2. Interpersonal Communication	19	Sumeya, 2016	0.77
3. Task Design	12	Achiaa, 2012	0.74

All statements are based on five-point scale ranged from 1 = strongly disagree, to 5 = strongly agree.



Results

59% of the respondents were female and the remaining 41% of the respondents were male. 42.8% of the respondents were in the categories of age between 26 to 30 years old; and the least number of respondents (1.4%) came from the categories of age above 40 years old. 49.3% of the respondents were the Degree holders; followed by 25% of them were the Master holders and 18.4% were the Diploma holders. In the aspects of working experience, majority of them which contributed of 49.3% have their working experience in between 1 to 5 years, and the least percentage (1.6%) came from respondents who have less than a year of working experience. In the aspect of respondents' position, 43.4% were the non-executives; 33.6% were executives; 14.5% were managers and the remaining 8.5% were general managers.

Regression analyses presented that job performance was significantly related to interpersonal communication ($\beta=.54^*$, $p=.00$) and task design ($\beta=.53^*$, $p=.00$). Therefore, both hypotheses are supported in this research. 39% of the variance in employees' performance is explained by interpersonal communication and task design ($R^2=0.39$).

Findings

New evidences in the local manufacturing context towards the determinants of employees' performance has been revealed based on this study. In particular, this study revealed that interpersonal communication and task design created significant relationship towards employees' performance. This may lead to the implication that the more employees involved in interpersonal communication, the more they performed in their job. Also, the more employees perceived a good task design, the more they performed in their job. Therefore, these results were consistent with what have been presented by the previous authors (eg. Singh & Lalropuii, 2014; Ngugi, 2014).

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