



The Effect of Team Communication and Leadership on Employee Performance at Niaga Sriwijaya Supermarket Mataram

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Abstract: Employee performance represents a critical determinant of organizational effectiveness, particularly in the retail sector, where operational activities require effective coordination and managerial direction. This study aims to examine and analyze the effects of team communication and leadership on employee performance at Niaga Sriwijaya Supermarket Mataram. The study employed a quantitative research design involving 131 respondents. Data were collected through questionnaires, observation, and documentation and subsequently analyzed using multiple linear regression with IBM SPSS Statistics 26. The findings demonstrate that team communication has a positive and statistically significant effect on employee performance, as indicated by a significance value of 0.001. Leadership also has a positive and statistically significant effect on employee performance, with a significance value of less than 0.001. Furthermore, the simultaneous analysis confirms that team communication and leadership jointly exert a significant effect on employee performance, with an F-statistic of 31.098 and a significance value of less than 0.001. The coefficient of determination indicates that both independent variables explain 32.7% of the variance in employee performance. These findings suggest that strengthening communication processes and enhancing leadership effectiveness are important managerial strategies for improving employee performance within the retail sector.

Keywords: Employee Performance, Leadership, Organizational Behavior, Retail Sector, Team Communication.

Introduction

Human resources constitute a strategic component in determining organizational effectiveness and sustainability. The ability of an organization to achieve its objectives is closely associated with the performance of its employees, as employee performance reflects the extent to which individuals are able to accomplish their duties and responsibilities in accordance with established organizational standards. High employee performance contributes not only to productivity but also to service quality, operational efficiency, and organizational competitiveness. In the retail sector, employee performance is particularly important because daily operations require continuous interaction,

coordination, and collaboration among employees across different work units.

The increasing complexity of retail operations requires organizations to establish effective mechanisms for coordinating employee activities. In a retail environment, operational processes involve interdependent tasks among cashiers, sales personnel, warehouse employees, and other operational units. The effectiveness of these activities depends substantially on the ability of employees to exchange information, coordinate responsibilities, and respond to operational demands in a timely manner. Ineffective communication may generate misunderstandings, delays in task completion, inconsistencies in service delivery, and operational inefficiencies. Therefore, team

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communication represents an important organizational mechanism that may influence employee performance.

Team communication refers to the process through which employees exchange information, ideas, instructions, and feedback to develop shared understanding and facilitate the achievement of common objectives. Effective communication enables employees to understand their respective roles and responsibilities, improve coordination, minimize misunderstandings, and strengthen collaborative relationships. Previous research has indicated that effective communication can support work coordination and improve employee performance. Prasetya et al. (2024) emphasized the importance of communication and leadership in supporting employee coordination and organizational performance. Similarly, Ramadhina et al. (2025) reported that communication and teamwork positively contribute to employee performance.

However, the relationship between communication and employee performance does not always demonstrate consistent findings. Naufal and Adha (2024) found that communication did not have a significant effect on employee performance. These inconsistent findings indicate that the influence of communication may depend on organizational characteristics, work systems, and the context in which employees perform their tasks. Consequently, further empirical investigation remains necessary, particularly in organizational settings characterized by intensive coordination and direct service activities.

In addition to team communication, leadership represents another important factor associated with employee performance. Leadership involves the ability of an individual to influence, direct, coordinate, and motivate employees toward the achievement of organizational objectives. An effective leader is expected to provide clear direction, facilitate coordination, support employee development, and create a work environment that encourages employees to perform their responsibilities effectively. Within retail organizations, leadership is particularly relevant because operational activities require continuous supervision, coordination, and responsiveness to changing customer and organizational demands.

Previous empirical studies have generally demonstrated a positive relationship between leadership and employee performance. Renwarin et al. (2024) found that leadership had a direct effect on employee performance. Similarly, Hutagalung and Efriyanti (2025) demonstrated that effective leadership contributes to improved employee motivation, teamwork, and performance. Nevertheless, empirical evidence remains inconclusive. Asharifa and Rovita (2025), for example, reported that leadership had a negative and relatively limited effect on employee

performance. These differing findings suggest that the effectiveness of leadership may vary across organizational contexts and employee characteristics.

The inconsistency in previous findings concerning the effects of communication and leadership on employee performance constitutes an important research gap. While several studies have confirmed the positive contribution of these variables, other studies have produced different results. In addition, research examining the combined effects of team communication and leadership within the context of local retail organizations remains limited. This context is important because retail operations are characterized by a high level of interdependence among work units, where communication failures and ineffective leadership may directly affect service quality and operational performance.

At Niaga Sriwijaya Supermarket Mataram, initial observations indicated several operational challenges related to employee coordination and performance. Misunderstandings in information exchange among work units, particularly between cashiers, sales personnel, and warehouse employees, were associated with delays in product replenishment and potential disruptions to customer service. In addition, differences in the quality and responsiveness of employee services were observed. The preliminary observations also indicated that instructions and supervision were not always implemented consistently, potentially resulting in differences in employees' understanding of their work responsibilities. These conditions highlight the relevance of examining team communication and leadership as factors associated with employee performance in this organizational setting.

Based on the theoretical relevance, empirical inconsistencies, and organizational phenomena described above, this study aims to examine and analyze the effect of team communication and leadership on employee performance at Niaga Sriwijaya Supermarket Mataram. Specifically, the study investigates the individual effects of team communication and leadership on employee performance and examines their simultaneous contribution to explaining employee performance. The findings are expected to provide empirical evidence for the development of human resource management research and offer managerial insights for improving employee performance in the retail sector.

Method

This study employed a quantitative research design with an explanatory approach to examine the effects of team communication and leadership on employee performance. The study was conducted at

Niaga Sriwijaya Supermarket Mataram, a retail organization whose operational activities require continuous coordination among employees and work units.

The population of this study consisted of employees working at Niaga Sriwijaya Supermarket Mataram. A total of 131 respondents were included in the study. Data were collected using a structured questionnaire as the primary research instrument, supported by observation and documentation to obtain complementary information regarding the research setting. The questionnaire items were developed based on the indicators of team communication, leadership, and employee performance and were measured using a Likert scale.

The dependent variable in this study was employee performance, whereas team communication and leadership were treated as independent variables. Team communication was measured through employees' perceptions of understanding, communication comfort, influence on attitudes, interpersonal relationships, and behavioral responses. Leadership was measured based on the roles and capabilities of leaders in directing, coordinating, supporting, developing, and influencing employees.

Before hypothesis testing, the research instrument was evaluated through validity and reliability testing. The data were subsequently analyzed using descriptive statistics and classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing was conducted using multiple linear regression analysis with the assistance of IBM SPSS Statistics 26. The effects of team communication and leadership on employee performance were examined individually using the t-test and simultaneously using the F-test. The coefficient of determination (R^2) was also used to assess the proportion of variance in employee performance explained by the independent variables. A significance level of 0.05 was applied as the criterion for statistical decision-making.

Result and Discussion

Respondent Characteristics

This study involved 131 employees of Niaga Sriwijaya Supermarket Mataram. The respondents represented employees from various operational units within the organization. The respondents' characteristics were analyzed to provide a general description of the research participants before conducting the regression analysis.

Table 1. Summary of Instrument and Regression Assumption Tests

Test	Result	Interpretation
Overall instrument reliability	0.782	Reliable
Communication tolerance	0.743	No multicollinearity
Communication VIF	1.346	No multicollinearity
Leadership tolerance	0.743	No multicollinearity
Leadership VIF	1.346	No multicollinearity
Communication heteroscedasticity significance	0.934	No heteroscedasticity
Leadership heteroscedasticity significance	0.652	No heteroscedasticity

Source: SPSS Statistics 26 output, processed data (2026).

The preliminary analysis indicates that the overall research instrument demonstrated acceptable internal consistency, with a Cronbach's Alpha value of 0.782. In addition, the tolerance and VIF values indicate that the independent variables did not exhibit multicollinearity. The heteroscedasticity test also showed significance values above 0.05 for both variables. Therefore, the regression model was considered appropriate for hypothesis testing.

Multiple Linear Regression Analysis

The multiple linear regression analysis produced the following equation:

$$Y = 8.963 + 0.245X_1 + 0.233X_2$$

Where Y represents employee performance, X_1 represents team communication, and X_2 represents leadership. Both regression coefficients are positive, indicating that improvements in team communication and leadership are associated with increases in employee performance.

Table 2. Results of Partial Hypothesis Testing

Variable	Regression Coefficient (B)	t-value	Sig.	Decision
Constant	8.963	3.085	0.002	-
Team Communication	0.245	3.392	0.001	Supported
Leadership	0.233	4.417	<0.001	Supported

Source: SPSS Statistics 26 output, processed data (2026).

The results demonstrate that team communication has a positive and statistically significant effect on employee performance ($B = 0.245$; $t = 3.392$; $p = 0.001$). This finding indicates that effective communication contributes to improved coordination, clearer information exchange, and more efficient task execution. In the context of retail operations, where work units are highly interdependent, effective communication can

reduce misunderstandings and support the continuity of operational activities.

Leadership also has a positive and statistically significant effect on employee performance ($B = 0.233$; $t = 4.417$; $p < 0.001$). This result suggests that employees tend to demonstrate better performance when leaders provide clear direction, coordination, guidance, and support. The findings highlight that leadership is not merely related to supervision but also involves facilitating employee understanding of organizational expectations and supporting employees in performing their responsibilities effectively.

The positive effects of both variables provide empirical support for the organizational context of Niaga Sriwijaya Supermarket Mataram. Effective communication enables employees to develop a shared understanding of their responsibilities, whereas effective leadership provides direction and coordination. These two organizational mechanisms can therefore contribute to a more structured and productive work process.

Table 3. Simultaneous Effect of Team Communication and Leadership

Model	F-value	Sig.	Decision
Regression Model	31.098	<0.001	Significant

Source: SPSS Statistics 26 output, processed data (2026).

The simultaneous test demonstrates that team communication and leadership jointly have a statistically significant effect on employee performance ($F = 31.098$; $p < 0.001$). This finding indicates that employee performance cannot be viewed solely as the outcome of individual capabilities. Organizational processes, particularly communication and leadership, also play an important role in shaping how employees coordinate their activities and perform their responsibilities.

Table 4. Coefficient of Determination

R Square	Explained Variance	Unexplained Variance
0.327	32.7%	67.3%

Source: SPSS Statistics 26 output, processed data (2026).

The coefficient of determination indicates that team communication and leadership collectively explain 32.7% of the variance in employee performance. The remaining 67.3% is associated with other factors not included in the present model. This result demonstrates that communication and leadership are meaningful organizational factors; however, employee performance is multidimensional and may also be influenced by other individual and organizational variables.

Overall, the findings indicate that improvements in employee performance require attention to both communication and leadership. Communication

facilitates information exchange and coordination among employees, while leadership provides direction, support, and alignment toward organizational objectives. Therefore, these two aspects should be developed simultaneously rather than treated as separate managerial practices. The findings imply that Niaga Sriwijaya Supermarket Mataram can support employee performance by strengthening communication channels among work units and enhancing leadership practices related to direction, coordination, employee development, and feedback.

Conclusion

This study provides empirical evidence regarding the role of team communication and leadership in improving employee performance at Niaga Sriwijaya Supermarket Mataram. Based on the results of multiple linear regression analysis, both team communication and leadership were found to have positive and statistically significant effects on employee performance. These findings indicate that the effectiveness of employee performance is influenced not only by individual capabilities but also by organizational processes that support coordination, information exchange, direction, and guidance in the workplace.

First, team communication was found to have a positive and significant effect on employee performance. This finding indicates that improvements in the quality of communication among employees can contribute to better work coordination and more effective task implementation. In the context of Niaga Sriwijaya Supermarket Mataram, where operational activities involve interdependent work units, the exchange of accurate and timely information becomes essential for maintaining the continuity of daily operations. Effective team communication can help employees develop a shared understanding of work responsibilities, reduce misunderstandings, facilitate coordination among different units, and support the timely completion of tasks. The finding is consistent with previous research suggesting that communication and teamwork contribute positively to employee performance, including the findings reported by Ramadhina et al. (2025).

Second, leadership was also found to have a positive and significant effect on employee performance. This result demonstrates that the role of leaders extends beyond supervision and control. Effective leadership involves providing direction, coordinating work activities, motivating employees, offering guidance, and supporting employee development. When employees receive clear instructions and adequate support from their leaders, they are more likely to understand organizational expectations and perform their

responsibilities effectively. This finding is consistent with previous research, including Hasni et al. (2020), which reported that leadership has an important influence on employee performance. The present findings therefore reinforce the view that leadership remains a significant managerial mechanism for creating a productive work environment and encouraging employees to achieve higher levels of performance.

Furthermore, the simultaneous analysis confirms that team communication and leadership jointly have a significant effect on employee performance. The regression model produced an F-value of 31.098 with a significance value below 0.05, indicating that both variables collectively contribute to explaining employee performance. The coefficient of determination of 0.327 indicates that team communication and leadership explain 32.7% of the variation in employee performance, while the remaining 67.3% may be associated with other factors not included in this study.

The simultaneous effect of these variables highlights the complementary relationship between communication and leadership within an organizational setting. Communication facilitates the exchange of information and the development of shared understanding among employees, whereas leadership provides direction and coordination to ensure that collective efforts are aligned with organizational objectives. The findings are consistent with the argument presented in previous studies that effective organizational performance requires not only strong communication but also leadership capable of guiding and developing human resources.

From a practical perspective, the findings suggest that efforts to improve employee performance at Niaga Sriwijaya Supermarket Mataram should not focus exclusively on individual employee capabilities. Management should strengthen communication practices across work units by improving the clarity of information, coordination mechanisms, and feedback processes. At the same time, leadership development should be emphasized to enhance leaders' ability to provide direction, motivation, guidance, and employee support. The simultaneous improvement of these two aspects may contribute to the development of a more coordinated, productive, and performance-oriented work environment.

This study also has limitations. The model explains 32.7% of employee performance, indicating that other factors outside team communication and leadership may also contribute to variations in employee performance. Therefore, future research may extend the model by incorporating additional organizational or individual variables and examining different organizational contexts to provide a broader understanding of the determinants of employee

performance. Overall, this study confirms that strengthening team communication and leadership simultaneously represents an important managerial approach to supporting improved employee performance in the retail sector.

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