

Examining the Influence of Coordination on Employee Performance

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ABSTRACT

Purpose: Drawing on Organizational Coordination Theory and Human Resource Management perspectives, this study examines the effect of coordination on employee performance at the Percut Sei Tuan Sub-District Office, Deli Serdang Regency.

Research Method: A quantitative explanatory design was employed, using a saturated sampling technique that included all 48 employees of the sub-district office. Data were collected through structured questionnaires and analyzed using validity and reliability tests, simple linear regression, correlation analysis, the coefficient of determination, and t-tests in SPSS.

Results and Discussion: The findings indicate that coordination has a positive and significant effect on employee performance. The regression results indicate that improved coordination is associated with higher employee performance ($\beta = 0.453$, $p = 0.003$). The correlation coefficient ($r = 0.424$) suggests a moderate relationship between the variables, while the coefficient of determination ($R^2 = 0.180$) indicates that coordination explains 18% of the variance in employee performance.

Implications: The findings highlight the importance of strengthening communication, task integration, and inter-unit collaboration to improve employee performance and the effectiveness of public service.

Originality: This study contributes to the public administration literature by providing empirical evidence on the role of coordination in enhancing employee performance within a local government institution.

Keywords: coordination; employee performance; public administration; local government; organizational effectiveness.

1. Introduction

The increasing complexity of public administration and the growing expectations of citizens have placed significant pressure on government organizations to improve the quality of public services. Public sector institutions are expected to deliver services that are efficient, transparent, accountable, and responsive to community needs. In Indonesia, these expectations are closely associated with the implementation of bureaucratic reform programs aimed at enhancing government effectiveness and strengthening public trust (Hamim & Suryandartiwi, 2022). Consequently, employee performance has become a critical determinant of organizational success, as achieving public service objectives ultimately depends on employees' ability to perform their duties effectively and efficiently (Wibowo, 2022; Uno & Lamatenggo, 2022).



From the perspective of Organizational Coordination Theory, organizational effectiveness is achieved when individual and departmental activities are integrated toward common goals through effective communication, task synchronization, and mutual adjustment among organizational members (Daft, 2021; Griffin, 2022). Coordination serves as a managerial mechanism that aligns individual efforts with organizational objectives, thereby reducing inefficiencies, avoiding duplication of work, and facilitating collective problem-solving (Terry & Rue, 2021; Hadiat & Syamsurijal, 2023). Similarly, Human Resource Management theory emphasizes that organizational performance is determined not only by individual competencies but also by organizational processes that enable employees to work collaboratively and productively (Armstrong & Taylor, 2023; Dessler, 2022). Therefore, effective coordination is expected to foster a work environment that supports information sharing, task clarity, and collective accountability, ultimately contributing to higher employee performance (George & Jones, 2022; Kinicki & Fugate, 2023).

In public organizations, coordination becomes particularly important due to the interdependent nature of government activities. The delivery of public services often requires collaboration among multiple units, departments, and employees with different responsibilities. Without effective coordination, organizational activities may suffer from communication breakdowns, overlapping responsibilities, delays in service delivery, and inconsistent policy implementation (Schermarhorn, Hunt, & Osborn, 2022). Consequently, coordination plays a vital role in ensuring that organizational resources are utilized optimally and that public service objectives are achieved efficiently (Daft, 2021; Griffin, 2022).

Previous studies have consistently highlighted the importance of coordination in improving organizational outcomes. For example, Nursolih, Rustendi, and Lisara (2024) found that effective coordination enhances the implementation of work programs and contributes to achieving organizational targets. Likewise, Kusnadi, Priatna, and Anggraeni (2024) reported that cross-functional coordination positively affects employee performance by strengthening communication, improving workflow clarity, and fostering synergy among organizational units. Similar findings were reported by Gunawan and Zulhaida (2022), who found that organizational communication and coordination significantly improve employee performance. More recently, Mustaki and Abdussamad (2025) concluded that effective coordination positively influences employee work effectiveness, while Akhavan Tabassi et al. (2025) emphasized that leadership-supported coordination strengthens team integration and organizational outcomes. These findings suggest that coordination functions as an important organizational mechanism that facilitates collaboration and enhances employee effectiveness.

Despite the growing body of literature, existing studies have primarily focused on coordination across various organizational contexts, while empirical evidence from sub-district-level local government institutions remains relatively limited. Furthermore, many previous studies emphasize coordination as an administrative function without adequately explaining the theoretical mechanisms by which it influences employee performance. Given the unique characteristics of public sector organizations, particularly those operating at the frontline of public service delivery, further investigation is needed to understand the role of coordination in enhancing employee performance within local government institutions (Hamim & Suryandartiwi, 2022; Luthans, 2021).

The Percut Sei Tuan Sub-district Office in Deli Serdang Regency represents an appropriate setting for examining this relationship. As one of the most densely populated and administratively active sub-districts in the region, the office faces increasing demands for effective public service delivery. The complexity of administrative responsibilities requires strong coordination among employees and



organizational units to ensure that services are delivered efficiently and consistently (Terry & Rue, 2021; Hadiat & Syamsurijal, 2023).

However, preliminary observations indicate several challenges related to coordination within the organization. Delays in information dissemination, insufficient synchronization among departments in handling cross-functional activities, and inconsistent understanding of managerial directives among employees suggest that coordination mechanisms may not yet operate optimally. These conditions may create differences in perceptions of work, hinder collaboration, and reduce organizational effectiveness. In addition, some employees still rely heavily on direct instructions before undertaking tasks within their responsibilities, suggesting that existing coordination practices have not fully encouraged initiative and collaborative behavior (George & Jones, 2022; Newstrom, 2022).

Considering the theoretical importance of coordination and the practical challenges faced by public organizations, this study aims to examine the effect of coordination on employee performance at the Percut Sei Tuan Sub-district Office. The findings are expected to contribute to the literature on public sector management by providing empirical evidence regarding the role of coordination in improving employee performance and offering practical insights for strengthening coordination mechanisms within local government institutions (Armstrong, 2022; Wibowo, 2022).

The remainder of this paper is structured as follows. Section 2 presents a literature review and hypothesis development. Section 3 provides methodology. Section 4 presents findings and discussion. Section 5 provides a conclusion.

2. Literature Review and Hypothesis Development

2.1. Literature Review

2.1.1. Coordination

Coordination is widely recognized as a fundamental managerial function that integrates organizational activities and ensures that individual and departmental efforts are aligned toward common objectives. According to Organizational Coordination Theory, organizations consist of interdependent units whose activities must be synchronized to achieve collective goals effectively. As organizational complexity increases, coordination becomes increasingly important because employees depend on information, resources, and support from other individuals and units to perform their tasks successfully. From a management perspective, coordination refers to the process of linking and harmonizing work activities across organizational units to reduce fragmentation and improve operational efficiency (Daft, 2021). Effective coordination enables organizations to manage task interdependencies, facilitate information exchange, and ensure efficient resource utilization (Mangkunegara, 2021). Similarly, Schermerhorn, Hunt, and Osborn (2022) argue that coordination synchronizes individual and group activities, thereby minimizing conflicts, misunderstandings, and duplication of work.

Human Resource Management theory further suggests that employee performance is influenced not only by individual competencies but also by organizational mechanisms that support collaboration and communication. In this regard, coordination serves as a critical organizational process that clarifies roles and responsibilities, improves communication quality, and promotes collective problem-solving among employees (Luthans, 2021). Through effective coordination, employees gain a clearer understanding of organizational expectations and can align their activities with broader organizational objectives.

Previous studies have consistently highlighted the importance of coordination in improving organizational outcomes. Effective coordination facilitates teamwork, accelerates information flow, and enhances decision quality, ultimately contributing to higher employee productivity and organizational effectiveness (Hasibuan, 2021). Conversely, weak coordination may result in communication barriers, role ambiguity, delays in task completion, and conflicts among employees, all of which can negatively affect organizational performance (Newstrom, 2022). In public sector organizations, where service delivery often requires collaboration among multiple departments and employees, coordination plays an even more significant role. Government institutions operate within complex administrative structures that require continuous interaction among work units. Therefore, effective coordination is essential to ensure consistency in service delivery, improve responsiveness to public needs, and support the achievement of organizational goals (Wibowo, 2022; Kasmir, 2023). Based on the theoretical and empirical perspectives discussed above, coordination is a managerial process that integrates communication, responsibilities, authority, and work activities among individuals and organizational units to achieve organizational objectives effectively and efficiently. More importantly, coordination is a mechanism by which organizations enhance employee performance by improving collaboration, reducing inefficiencies, and ensuring the effective implementation of organizational tasks.

Coordination serves several important functions in supporting organizational effectiveness and employee performance. From the perspective of Organizational Coordination Theory, coordination acts as an integrative mechanism that aligns the activities of individuals and work units toward common organizational goals. Effective coordination reduces fragmentation, prevents duplication of work, and ensures that organizational resources are utilized efficiently (Mathis, Jackson, & Valentine, 2022). Coordination also contributes to the creation of harmonious working relationships among organizational members. Through coordinated actions, employees can better understand their roles, responsibilities, and interdependencies with other units, thereby reducing misunderstandings and improving collaboration (Arifin, 2023). Furthermore, coordination functions as a managerial control mechanism that facilitates the monitoring and synchronization of organizational activities, enabling organizations to achieve their objectives more effectively (Hadiat & Syamsurijal, 2023).

Another important function of coordination is improving organizational communication. Effective coordination encourages the timely exchange of information among employees and departments, thereby supporting faster, more accurate decision-making (Hamali, 2023; Luthans, 2021). In addition, coordination helps minimize conflicts stemming from overlapping responsibilities and unclear work procedures, while enhancing productivity and organizational effectiveness (Kurniawati, 2021). Therefore, coordination can be viewed as a critical managerial process that promotes integration, communication, collaboration, and performance improvement within organizations.

This study adopts the dimensions of coordination proposed by Afandi (2021), which reflect the extent to which organizational activities are integrated and synchronized.

- Chain of Command
The chain of command is the formal reporting structure within an organization, in which employees receive instructions and guidance from designated supervisors. A clear chain of command facilitates accountability, reduces confusion regarding task assignments, and supports effective coordination among organizational members.
- Information

Information represents the availability and dissemination of relevant data required for decision-making and task execution. Effective information sharing reduces uncertainty, enhances communication quality, and enables employees to perform their duties more efficiently.

- Authority

Authority refers to the legitimate right granted to individuals to make decisions, issue instructions, and direct organizational activities within their area of responsibility. Clearly defined authority supports coordination by ensuring that decisions are made efficiently and responsibilities are appropriately allocated.

- Responsibility

Responsibility reflects an employee's obligation to complete assigned tasks accurately and within established deadlines while being accountable for the outcomes of their actions and decisions. High levels of responsibility contribute to smoother coordination because employees understand and fulfill their respective roles in achieving organizational objectives.

2.1.2 Employee Performance

Employee performance is one of the most important indicators of organizational effectiveness because it reflects the extent to which employees accomplish assigned tasks and contribute to organizational objectives. From the perspective of Human Resource Management (HRM) Theory, employee performance results from the interaction among individual capabilities, motivation, and organizational support. Employees are more likely to perform effectively when they possess the necessary competencies, receive adequate resources, and operate within a supportive organizational environment. Performance is commonly defined as the level of achievement attained by employees in carrying out their responsibilities in accordance with predetermined standards and organizational expectations (Armstrong & Taylor, 2023). Beyond achieving work outcomes, performance also encompasses the behaviors and work processes that contribute to those outcomes. In this regard, employee performance reflects not only what employees accomplish but also how effectively and efficiently they perform their duties (Terry & Rue, 2021).

Contemporary organizational behavior literature emphasizes that employee performance is a multidimensional construct influenced by both individual and organizational factors. Individual factors include knowledge, skills, abilities, and motivation, whereas organizational factors include leadership, communication, coordination, organizational culture, and workplace support (Schermerhorn, Hunt, & Osborn, 2022). Therefore, employee performance can be viewed as the degree to which employees successfully utilize their competencies and organizational resources to achieve individual and organizational goals. In public sector organizations, employee performance plays a particularly important role because it directly affects the quality of public service delivery. High-performing employees contribute to greater organizational responsiveness, efficiency, accountability, and citizen satisfaction. Consequently, improving employee performance has become a central objective of public sector management and bureaucratic reform initiatives. Based on the above perspectives, employee performance in this study is defined as the extent to which employees successfully fulfill their assigned duties and responsibilities in accordance with organizational standards, objectives, and expectations.

A combination of individual, managerial, and organizational factors influences employee performance. According to the Ability–Motivation–Opportunity (AMO) framework, employee

performance is determined by employees' abilities, motivation levels, and opportunities to perform effectively within the organization (Dessler, 2022). Employees with adequate competencies and motivation are more likely to achieve higher performance, particularly when supported by conducive organizational systems. From an organizational perspective, leadership effectiveness, communication quality, and coordination are important determinants of employee performance (Armstrong & Taylor, 2023). Effective coordination facilitates information sharing, role clarity, and collaboration among employees, thereby reducing inefficiencies and enhancing work outcomes. Similarly, organizational support, employee engagement, teamwork, and a positive organizational culture have been found to contribute significantly to performance improvement (Noe, Hollenbeck, Gerhart, & Wright, 2022; Kinicki & Fugate, 2023). In public organizations, coordination is particularly important because service delivery often requires cooperation among multiple individuals and departments. Effective coordination enables employees to perform their duties more efficiently, avoid duplication of effort, and align their activities with organizational objectives, ultimately improving employee performance (George & Jones, 2022).

2.2 Hypothesis Development

Organizational Coordination Theory suggests that organizational effectiveness depends on the extent to which individual and departmental activities are integrated and synchronized toward common objectives (Daft, 2021; Griffin, 2022). Coordination serves as a mechanism to align work processes, facilitate information exchange, and reduce operational inefficiencies stemming from fragmented activities (Terry & Rue, 2021; Hadiat & Syamsurijal, 2023). In organizations characterized by task interdependence, effective coordination enables employees to clearly understand their responsibilities, access necessary information, and collaborate efficiently with colleagues and other work units (Schermarhorn, Hunt, & Osborn, 2022). Consequently, coordination contributes to smoother work execution and improved employee performance (George & Jones, 2022; Newstrom, 2022).

From a Human Resource Management perspective, employee performance is influenced not only by individual competencies and motivation but also by organizational processes that support employees in carrying out their responsibilities (Armstrong & Taylor, 2023; Dessler, 2022). Coordination creates a supportive work environment by establishing clear communication channels, defining authority and responsibilities, and ensuring that employees work toward shared organizational goals (Hasibuan, 2021; Kasmir, 2023). Through effective coordination, employees experience fewer role ambiguities and communication barriers, which can improve productivity, work quality, and overall performance (Kinicki & Fugate, 2023; Luthans, 2021). As a result, organizations with strong coordination mechanisms are more likely to achieve higher levels of employee effectiveness and organizational performance (Wibowo, 2022).

In public sector organizations, coordination is particularly important because the delivery of public services often requires collaboration among multiple departments and employees (Hamim & Suryandartiw, 2022). The absence of effective coordination may result in delays, duplication of work, inconsistent policy implementation, and reduced service quality (Daft, 2021; Schermarhorn, Hunt, & Osborn, 2022). Conversely, well-coordinated organizations are better able to utilize available resources efficiently, respond to public demands promptly, and achieve organizational objectives effectively (Griffin, 2022; Terry & Rue, 2021). Therefore, coordination is expected to play a significant role in enhancing employee performance within government institutions (Uno & Lamatenggo, 2022; Wibowo, 2022).



Empirical studies have consistently supported the positive relationship between coordination and employee performance. Nursolih, Rustendi, and Lisara (2024) found that effective coordination improves work implementation and contributes to achieving organizational targets. Similarly, Kusnadi, Priatna, and Anggraeni (2024) reported that coordination positively influences employee performance by strengthening communication, clarifying work procedures, and increasing collaboration among organizational units. Gunawan and Zulhaida (2022) also found that organizational communication and coordination significantly improve employee performance. Furthermore, Mustaki and Abdussamad (2025) demonstrated that coordination positively affects employees' work effectiveness, while Akhavan Tabassi et al. (2025) emphasized that, when supported by effective leadership, coordination strengthens team integration and organizational performance. These findings indicate that coordination functions not merely as an administrative activity but as a strategic organizational mechanism that enhances employee effectiveness and productivity.

Despite the growing evidence regarding the importance of coordination, empirical studies examining this relationship within local government institutions, particularly at the sub-district level, remain limited. The unique characteristics of public organizations, which involve complex administrative processes and extensive interactions with citizens, warrant further investigation into the role of coordination in improving employee performance (Hamim & Suryandartiwi, 2022; Luthans, 2021). Therefore, this study seeks to provide additional empirical evidence regarding the influence of coordination on employee performance in the context of local government administration.

H1: *Coordination has a positive and significant effect on employee performance.*

3. Research Method

This study employed a quantitative explanatory research design to examine the effect of coordination on employee performance at the Percut Sei Tuan Sub-District Office, Deli Serdang Regency. A quantitative approach was considered appropriate because the study aimed to test the hypothesized relationship between coordination and employee performance using statistical methods. The study was grounded in Organizational Coordination Theory, which suggests that effective coordination facilitates communication, task integration, and collaboration, thereby improving employee performance.

The population consisted of all employees working at the Percut Sei Tuan Sub-District Office. Due to the relatively small population size, a saturated sampling technique (census approach) was employed, whereby all 48 employees were included as research respondents. The use of a census approach ensured complete population coverage and eliminated sampling error within the organization under investigation. However, because the study was conducted at a single public-sector institution, the findings should be interpreted with caution. They may not generalize to other government organizations with different structural and operational characteristics.

Data were collected using a structured questionnaire consisting of two constructs: coordination and employee performance. The coordination construct was measured using dimensions adapted from Afandi (2021), including chain of command, information, authority, and responsibility. Employee performance was measured using indicators proposed by Afandi (2021), namely work quantity, work quality, efficiency, work discipline, initiative, accuracy, leadership, integrity, and creativity. All questionnaire items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).



To ensure instrument quality, content validity was assessed through expert review involving academics and practitioners in public administration. Prior to the main survey, a pilot test was conducted with a small group of respondents possessing characteristics similar to the target population to evaluate item clarity and questionnaire consistency. Subsequently, validity and reliability tests were performed using Pearson correlation and Cronbach's Alpha coefficients. The results indicated that all measurement items met the required validity and reliability thresholds and were therefore suitable for data collection.

Given that both the independent and dependent variables were collected from the same respondents via self-report questionnaires, the study assessed potential Common Method Bias (CMB) using Harman's Single-Factor Test. The results showed that the first factor accounted for less than 50% of the total variance, indicating that common method bias was unlikely to pose a serious threat to the validity of the findings.

The collected data were analyzed using Statistical Package for the Social Sciences (SPSS). The analysis consisted of descriptive statistics, validity and reliability testing, classical assumption testing, simple linear regression, t-tests, and coefficient of determination (R^2) analysis. Prior to hypothesis testing, several diagnostic tests were conducted to ensure compliance with regression assumptions, including normality and heteroscedasticity tests. The results indicated that the data met the assumptions required for regression analysis. Simple linear regression was employed to evaluate the effect of coordination on employee performance. The significance of the relationship was examined using the t-test, while the coefficient of determination (R^2) was used to assess the proportion of variance in employee performance explained by coordination. All statistical tests were conducted at a significance level of 5 percent ($\alpha = 0.05$)

4. Results and Discussion

4.1 Analysis Results

4.1.1. Respondent Characteristics

Respondent characteristics reflect the diverse backgrounds of the respondents. These characteristics are used to determine the respondents' *backgrounds*. In this study, the respondents' *backgrounds* were characterized by age, gender, and education. Based on the age characteristics of the respondents, it is known that the majority of respondents are in the 41–50 age group, as many as 20 people (41.7%), followed by the 31–40 age group as many as 16 people (33.3%), the 51–60 age group as many as 8 people (16.7%), and the 20–30 age group as many as 4 people (8.3%). This condition indicates that the majority of employees are of productive age and have sufficient work experience in carrying out government duties and public services.

4.1.2. Validity Test

Validity Test

Validity testing is conducted to determine the extent to which the research instrument measures the variables under study. The test is conducted by comparing the calculated r value with the corresponding table r value at a 5% significance level.



Table 1. Validity Test Results

Statement	Coordination (X)		Performance (Y)	
	r _{count}	Results	r _{count}	Results
1	0.442	Valid	0.328	Valid
2	0.462	Valid	0.445	Valid
3	0.480	Valid	0.509	Valid
4	0.405	Valid	0.308	Valid
5	0.405	Valid	0.464	Valid
6	0.324	Valid	0.314	Valid
7	0.4 48	Valid	0.355	Valid
8	0.291	Valid	0.526	Valid
9	0.311	Valid	0.386	Valid
10	-	-	0.313	Valid

Source: SPSS data (processed), 2024

Based on Table 1, all coordination and performance indicators in this study, tested at the 0.05 significance level, are valid, as the calculated r values are greater than the critical r (0.2845) for all question items.

4.1.3 Reliability Test

Reliability testing is conducted to determine the extent to which a measuring instrument is trustworthy. Reliability testing demonstrates consistent measurement results when measurements are taken twice or more on the same symptom and using the same measuring instrument. The authors used SPSS version 26.0 to assess the questionnaire's reliability in this study.

Table 2. Reliability Test Results

Variables	r _{count}	Results	Cronbach's Alpha	Reliability level
Coordination (X)	0.639	Reliable	0.60 – 0.80	Accepted
Performance (Y)	0.6 47	Reliable	0.60 – 0.80	Accepted

Source: SPSS data (processed), 2024

Based on Table 2, the reliability test was conducted on the statements declared valid. A variable is said to be reliable if the answers to the statements are always consistent. Hence, the reliability coefficients for the coordination variable instrument (X) are Cronbach's Alpha = 0.639, and for the performance variable instrument (Y), Cronbach's Alpha = 0.647. Based on the SPSS calculation results, the "Cronbach's Alpha" value is greater than 0.60, indicating that the three instruments are considered reliable and meet the requirements.

4.1.3. Simple Linear Regression Test

The previous analysis has shown that the proposed equation model meets the classical assumptions, thus deeming it good. Based on simple regression estimation using SPSS, the results are shown in Table 3.

Table 3. Simple Linear Regression Estimation Results

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	17,861	4.397		4.063	.000
	Coordination_X	.453	.143	.424	3.175	.003

a. Dependent Variable: Performance_Y
Source: SPSS data (processed), 2024

Based on Table 3, the regression equation formed is:

$$Y = 17.86 + 0.453X$$

Based on this equation, it can be explained that:

- Constant (a), if all independent variables have a value of zero (0), then the value of the dependent variable (performance) is 17.86.
- The coordination coefficient gives a value of 0.453, which means that if coordination increases by one unit, assuming other variables remain constant, performance will increase by 0.453.

4.1.4. Correlation Test

As for the results of the correlation calculations in this chapter, they can be seen in the table below:

Table 4. Correlation Test (R)

		Correlations	
		Coordination_X	Performance_Y
Coordination_X	Pearson Correlation	1	.424
	Sig. (2-tailed)		.003
	N	48	48
Performance_Y	Pearson Correlation	.424	1
	Sig. (2-tailed)	.003	
	N	48	48

Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS data (processed), 2024

Table 4 shows the coordination correlation coefficient value of 0.424. Based on the interpretation guidelines for the simple linear correlation coefficient test, the value falls within the range of 0.400 - 0.599, indicating a moderate level of coordination with employee performance. Based on the discussion, including performance variables as control variables will influence the coordination variable. Thus, it can be concluded that the coordination variable is not the only determinant of performance; other variables related to performance include motivation, culture, competence, compensation, and others.

4.1.5 Test (R)

The results of the calculation of the coefficient of determination for the contribution of the coordination variables to the performance variables are:



Table 5. Results of the Determination Coefficient Test (R²)

Model Summary				
Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	.424 ^a	.180	.162	4.816

a. Predictors: (Constant), Coordination_X

Source: SPSS data (processed), 2024

Based on the results, the value of the coefficient of determination (R-squared) is 0.180. The coefficient of determination (R²) of 0.180 indicates that the coordination variable explains 18% of the variance in employee performance, while the remaining 82% is explained by other variables not examined in this study.

4.1.6 Hypothesis Testing (t-Test)

The results of the partial hypothesis test or t-test for the influence of individual coordination variables explain employee performance as follows:

Table 6. t-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.861	4.397		4.063	.000
	Coordination_X	.453	.143	.424	3.175	.003

a. Dependent Variable: Performance_Y

Source: SPSS data (processed), 2024

From the output above, the results of the coordination variable hypothesis test (X) show a calculated t-value > t-table (3.175 > 2.014), so H₀ is rejected, indicating a significant influence of the coordination variable on the performance variable. So, from this case, it can be concluded that there is an influence between the coordination variable and the employee performance variable at the Tungkal Jaya Sub-district Office, Musi Banyuasin Regency.

4.2 Discussion

The findings of this study indicate that coordination has a positive and statistically significant effect on employee performance at the Percut Sei Tuan Sub-District Office. The regression analysis yielded a t-value of 3.175 and a p-value of 0.003, both below the 0.05 significance threshold. Therefore, the proposed hypothesis is supported, confirming that effective coordination improves employee performance. These findings suggest that employees are more likely to perform their duties effectively when organizational activities are well synchronized, communication flows smoothly, and responsibilities are clearly defined (George & Jones, 2022; Kinicki & Fugate, 2023).

From a theoretical perspective, the findings support Organizational Coordination Theory, which posits that organizational effectiveness depends on the successful integration of interdependent activities (Daft, 2021; Griffin, 2022). Coordination enables employees to align their work with

organizational objectives by facilitating information sharing, reducing uncertainty, and improving collaboration among organizational members (Terry & Rue, 2021; Hadiat & Syamsurijal, 2023). When coordination mechanisms function effectively, employees can better understand their roles and responsibilities, avoid duplication of work, and complete tasks more efficiently (Schermarhorn, Hunt, & Osborn, 2022). As a result, employee performance improves through enhanced productivity, accuracy, and responsiveness in carrying out organizational duties (Wibowo, 2022; Uno & Lamatenggo, 2022).

The findings are also consistent with Human Resource Management theory, which emphasizes that employee performance is shaped not only by individual abilities and motivation but also by organizational processes that support effective work execution (Armstrong & Taylor, 2023; Dessler, 2022). Coordination represents one of these critical organizational processes because it creates a work environment characterized by clear communication, role clarity, and collaborative problem-solving (Hasibuan, 2021; Kasmir, 2023). In the context of public sector organizations, where service delivery often requires interaction among multiple departments and employees, effective coordination becomes particularly important for ensuring the successful implementation of organizational activities (Hamim & Suryandartiwi, 2022).

The coefficient of determination (R^2) of 0.180 indicates that coordination explains approximately 18% of the variance in employee performance. Although this finding confirms the importance of coordination, it also suggests that employee performance is a multidimensional phenomenon influenced by numerous other factors. The remaining 82% of unexplained variance may be attributed to variables not included in this study, such as employee competence, work motivation, leadership effectiveness, organizational culture, compensation systems, job satisfaction, work discipline, and the overall work environment (Armstrong, 2022; Dessler, 2022; Mangkunegara, 2021). This finding highlights that while coordination is an important determinant of employee performance, it should not be viewed as the sole factor influencing employee outcomes. Employee performance in public organizations is shaped by a combination of individual, managerial, and organizational factors that interact simultaneously (Luthans, 2021; Suryani, Sugianingrat, & Laksemini, 2023).

The relatively moderate explanatory power of coordination is understandable given the complexity of public sector organizations. Employees may possess strong coordination mechanisms yet still experience performance limitations due to insufficient training, limited resources, inadequate leadership support, or low motivation (Noe, Hollenbeck, & Gerhart, 2022; Armstrong & Taylor, 2023). Therefore, improving employee performance requires a comprehensive managerial approach that addresses both coordination-related factors and broader organizational conditions (George & Jones, 2022; Griffin, 2022).

The findings of this study are consistent with previous empirical evidence. Suryana and Asfan Jauhari (2020) found that coordination positively influences employee performance by improving communication and facilitating the implementation of organizational activities. Similarly, Gunawan and Zulhaida (2022) reported that effective coordination significantly enhances employee productivity and work effectiveness. Nursolih, Rustendi, and Lisara (2024) also found that effective coordination positively contributes to achieving organizational targets and improving employee performance. Furthermore, Kusnadi, Priatna, and Anggraeni (2024) demonstrated that cross-functional coordination improves communication quality, workflow integration, and collaboration among organizational units, leading to better employee performance. More recently, Mustaki and Abdussamad (2025) concluded that coordination positively affects employee work effectiveness. The present study extends these findings by providing additional evidence from a local government institution, specifically a sub-district office,



where coordination plays a critical role in supporting public service delivery. Thus, the study contributes to the growing literature on public sector management by confirming that coordination remains an important organizational mechanism for improving employee performance in government settings (Hamim & Suryandartiwi, 2022).

From a practical perspective, the findings suggest that the leadership of the Percut Sei Tuan Sub-District Office should prioritize initiatives to strengthen coordination mechanisms across the organization. First, management should establish clearer communication channels to ensure that information is disseminated accurately and promptly across all work units (Newstrom, 2022). Second, the division of authority and responsibilities should be clearly communicated to minimize role ambiguity and overlapping tasks (Terry & Rue, 2021). Third, regular coordination meetings should be conducted to facilitate information sharing, monitor work progress, and address operational challenges collaboratively (Hadiat & Syamsurijal, 2023). Fourth, leaders should encourage a culture of teamwork and cross-functional collaboration to strengthen employee engagement and collective problem-solving capabilities (Yukl, 2023; George & Jones, 2022).

The organization may benefit from utilizing digital communication platforms and standardized coordination procedures to improve information exchange and reduce delays in task implementation. Training programs focusing on communication skills, teamwork, and collaborative decision-making may also enhance employees' ability to coordinate effectively (Noe, Hollenbeck, & Gerhart, 2022; Armstrong & Taylor, 2023). Through these efforts, the organization can strengthen internal coordination, improve employee performance, and ultimately enhance the quality and responsiveness of public services provided to the community (Hamim & Suryandartiwi, 2022). Overall, the findings demonstrate that coordination is a significant organizational factor contributing to employee performance. However, because coordination accounts for only a portion of performance variation, future studies should incorporate additional organizational and individual variables to develop a more comprehensive understanding of determinants of employee performance within public sector institutions (Luthans, 2021; Dessler, 2022).

5. Concluding Remarks and Recommendation

This study aims to analyze the effect of coordination on employee performance at the Percut Sei Tuan Sub-district Office, Deli Serdang Regency. Based on the analysis conducted, this study shows that coordination has a positive and significant influence on employee performance. The results of the simple linear regression test yield the regression equation $Y = 17.861 + 0.453X$, indicating that an increase in Y will follow an increase in coordination in employee performance. The results of the t-test also show that the calculated t value of 3.175 exceeds the t-table value of 2.014 at a significance level of 0.003, which is smaller than 0.05. These findings demonstrate that coordination is one of the factors contributing to improved employee performance at the Percut Sei Tuan Sub-district Office, Deli Serdang Regency. In addition, the coefficient of determination (R^2) value of 0.180 indicates that coordination explains 18% of the variation in employee performance. In comparison, the remaining 82% is influenced by other factors not examined in this study.

Theoretically, the results of this study reinforce findings from studies in organizational behavior and human resource management that identify coordination as a crucial factor in improving employee work effectiveness. Good coordination through a clear chain of command, effective information delivery,



appropriate division of authority, clear assignment of responsibilities, and a shared understanding of organizational goals has been shown to improve employee performance. These findings align with organizational theory, which states that coordination is an integration mechanism that enables all organizational activities to run harmoniously and be directed toward achieving predetermined goals. From a practical and managerial perspective, the results of this study can inform the leadership of the Percut Sei Tuan Sub-district Office in improving employee performance by strengthening the organizational coordination system. These efforts can be carried out by improving the quality of internal communication, holding regular coordination meetings, delivering clearer work instructions, using information technology to disseminate organizational information, and improving supervision of employee task implementation. By establishing effective coordination, the organization will be able to increase productivity, accelerate task completion, and deliver more effective public services to the community.

The originality of this research lies in its focus on analyzing the influence of coordination on employee performance within sub-district-level government organizations, specifically at the Percut Sei Tuan Sub-district Office in Deli Serdang Regency. Studies on coordination in the local government environment remain relatively limited compared with research on business organizations and higher-level government agencies, so this research is expected to make empirical contributions to the development of public administration and public sector management. This study has several limitations that should be considered. First, the study was conducted at only one government agency, so the results cannot be generalized to all public-sector organizations. Second, the study used only one independent variable, coordination, so various other factors could potentially influence employee performance but were not analyzed in this study. Third, data collection was conducted using a questionnaire, which still allows for subjectivity in respondents' answers. Therefore, further research is recommended to expand the study's scope to include various government agencies and other public-sector organizations to obtain more comprehensive results. Future research can also develop the research model by adding other variables such as leadership, work motivation, work discipline, competence, organizational culture, work environment, and job satisfaction as independent and mediating variables. Furthermore, a mixed-methods approach combining quantitative and qualitative methods is recommended to provide a deeper understanding of coordination dynamics and the factors influencing employee performance in government organizations.

Statement of Use of Generative AI

During the preparation of this work, the author used generative artificial intelligence tools to support the scientific writing process. Grammarly was used to check grammar, refine writing style, and improve clarity in scientific writing. All interpretations, analyses, and conclusions presented in this study are the sole responsibility of the author.

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