

The Influence of Communication and Work Environment on Employee Performance in District Government Offices

Original Article

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Abstract

Understanding the major determinants of employee performance is essential for effective organizational management, especially in public sector organizations where the welfare of the community is directly impacted by service quality. Employee productivity and organizational effectiveness are known to be significantly influenced by communication and the work environment. The main aim of this study is to investigate the influence of Communication and Work Environment on Employee Performance at the Gurah District Office in Kediri Regency. This research focuses on variables such as communication (X₁), work environment (X₂), and employee performance (Y). The research methodology involves gathering data through interviews, observations, literature reviews, and surveys, using a quantitative approach. Several tests are carried out to analyse the data, including validity testing, reliability testing, classical assumption testing, multiple linear regression testing, t-testing, f-testing, and calculation of the coefficient of determination. The research in question utilised a thorough sampling method, encompassing all 36 employees at the Gurah district office based on the study's findings. Data analysis was conducted using SPSS 25.0 software with a significance level of 0.05. The results revealed that Communication (X₁) had a significant effect on employee performance with a p-value of 0.032, which is below the 0.05 threshold. Similarly, Work Environment (X₂) demonstrated a significant influence on employee performance with a p-value of 0.005, also below the significance level. These findings confirm that both communication and work environment significantly impact employee performance at the Gurah District Office in Kediri Regency.

Keywords: Communication, Employee Performance, Organizational Management, Public Sector, Work Environment.

1. Introduction

The effectiveness of an organisation, particularly in local government offices like sub-district offices, is heavily influenced by the performance of its employees. Performance is the result of the work produced by an individual or group according to established work criteria and goals within a specific timeframe, in accordance with the norms, procedures, criteria, and functions set within the organization (Moeheriono, 2014). Employee performance is also reflected in how the process of activities unfolds to achieve organisational goals. This requires continuous monitoring, assessment, and review of employee performance during implementation. Through monitoring, periodic performance measurement and evaluation can help identify progress and predict whether deviations from the plan might occur that could disrupt goal achievement.



According to Siagian (2023), employee performance is influenced by several factors, including communication and the work environment. Communication is the process of transferring understanding in the form of ideas or information from one person to another (Handoko, 2011). One of the essential components of management and organisation is cooperation, which can be effectively carried out through dialogical communication between managers and subordinates, as well as among all employees involved in organisational activities. Feedback or responses from the message receiver indicate that the message has been delivered and understood, forming a two-way communication process (Junaedi, 2011).

Organisational performance is strongly linked to good communication between leaders and employees to ensure the smooth operation of activities. Poor communication can negatively affect employee performance (Robbins & Coulter, 2017). Communication helps maintain motivation by clarifying what needs to be done, how well it is being done, and what should be improved. In village government organisations, communication functions as a fundamental mechanism through which employees express their frustrations and satisfaction. It also provides an outlet for emotional expression and fulfils social needs. Communication channels exist in two directions: upward communication from subordinates to superiors, and downward communication from superiors to subordinates. A successful communication process in relation to employee performance depends on mutual understanding and reminders. Communication is the establishment of mutual understanding between parties, enabling the conveyed message to be understood, considered, and acted upon. Without effective communication, work can become chaotic and unorganised, which can hinder the achievement and progress of organisational goals. Hence, there is a positive relationship between communication and performance when communication is conducted politely and effectively between superiors, subordinates, and colleagues.

Beside communication, the setting in which work is done is vital for village governance. It is a key factor in ensuring that employees are comfortable while carrying out their assigned tasks. Sedarmayanti (2018) defines the physical work environment as encompassing all the physical conditions surrounding the workplace that can impact employees either directly or indirectly. These conditions include lighting, colour, music, air (temperature, humidity, ventilation), and cleanliness. A physically healthy work environment supports daily activities. Good air circulation promotes health and freshness, increasing employee morale and performance. A comfortable working environment can significantly enhance productivity. Therefore, maintaining a safe and conducive work environment is essential.

The importance of effective communication and a positive work environment in enhancing employee performance is underscored by the events at the Gurah Sub-District Office in Kediri Regency. This is critical for achieving the organisation's vision, mission, and goals. However, based on observations, the researcher found a decline in employee performance. This decline was marked by suboptimal work results, often due to a lack of employee responsibility in carrying out tasks. It was also observed that some employees left the office during working hours, which negatively impacted the quality of services at the sub-district office.

In terms of communication, interactions among employees at the Gurah Sub-District Office were found to be ineffective. Factors such as unclear information and frequent misunderstandings between departments led to miscommunication and even conflicts among employees. Clear and well-understood communication can help employees comprehend objectives more easily. Additionally, the work environment at the Gurah Sub-District Office was found to be poorly organised and unsupportive, with messy desks, uncomfortable workspaces, and narrow rooms that hinder employees in performing their duties. Poor

lighting in some areas also affected employee performance. A pleasant work environment can boost morale and encourage employees to work more enthusiastically.

2. Literature Review

2.1. Communication (X1)

According to Fahmi (2017), communication is the exchange of verbal and non-verbal information between the sender and the receiver to change behaviour. Rosanto and Saputra (2019) defines communication as a concept with multiple meanings. One of these meanings is social communication, which is often explored in social sciences. In this context, researchers focus on human activity, where communication relates to both messages and behaviour. To communicate effectively, one must not only understand the process but also apply that knowledge creatively (Mangkunegara, 2013). Effective communication can help workers avoid mistakes in the workplace and foster good relationships between leaders and employees, ultimately improving employee performance and supporting the achievement of organisational goals (Lathifaturahmah et al., 2023).

2.2. Work Environment (X2)

The working conditions include all elements in an employee's surroundings that can impact their job performance. A positive work environment can enhance employee comfort and concentration, leading to better performance (Tannady, 2022). Conversely, an uncomfortable and inadequate work environment may result in decreased performance, as employees may feel uneasy, unmotivated, and reluctant to fulfil their responsibilities (Hidayatullah & Tiarapuspa, 2023).

2.3. Research Framework

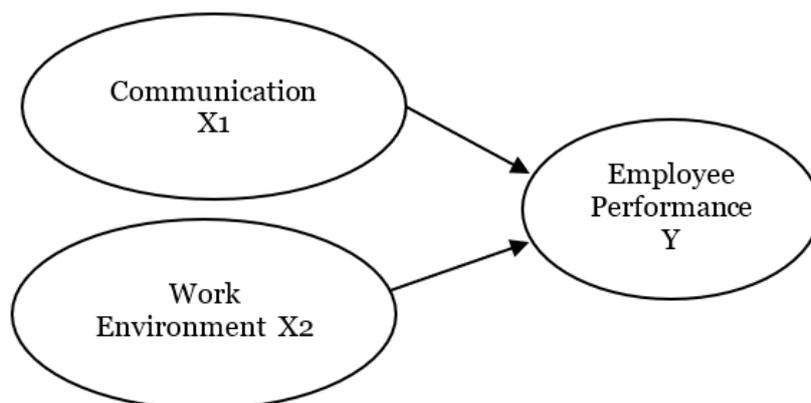


Figure 1. Research Framework

A hypothesis is a provisional assumption or answer to a research problem formulated by the researcher, based on the theoretical framework. The assumption made in this study may be confirmed or discredited following the testing of the hypothesis. As such, the hypotheses put forward in this research are outlined below:

H1: There is a significant influence of communication on employee performance.

H2: There is a significant influence of the work environment on employee performance.

H3: There is a significant influence of communication and work environment on employee performance.

3. Methods

The study is conducted using a quantitative method and falls under the category of descriptive research. This method is selected to accurately assess the impact of communication and the work environment on employee performance at the Gurah Sub-District Office in Kediri Regency. The Gurah Sub-District Office was deliberately chosen as the research site due to its status as a public service institution with unique communication dynamics that warrant investigation. The research sample for this study consists of all 36 workers from the Gurah Sub-District Office. Due to the small and accessible nature of the population, a complete sampling method is utilised, with the entire population being used as the research sample.

Data was gathered through a variety of methods, such as observing in the field, conducting casual interviews, reviewing literature, and distributing structured surveys. The survey was created with unique markers for each factor, utilizing a five-point Likert scale to assess how participants perceive the information. Prior to implementation, the survey was validated and checked for reliability to ensure its accuracy (Sugiyono, 2016). Validity was evaluated through the use of the Pearson Product Moment correlation, and reliability was assessed by applying Cronbach’s Alpha. A coefficient of $\alpha \geq 0.60$ was deemed satisfactory.

A multiple linear regression analysis was performed to evaluate how communication and the work environment affect employee performance. Prior to conducting the regression analysis, various traditional assumption tests were completed to ensure accuracy.

- a. Normality test (using the Kolmogorov-Smirnov method),
- b. Multicollinearity test (examining Variance Inflation Factor/VIF and Tolerance values),
- c. Heteroscedasticity test (interpreted through a scatterplot graph).

Hypothesis testing was then carried out using the t-test (for partial effects) and the F-test (for simultaneous effects). Data analysis was supported by SPSS version 25.0, with a significance level of 5% ($\alpha = 0.05$).

4. Results and Discussion

4.1. Research Results

4.1.1. Characteristics of the Respondents

This study involved 36 individuals who worked at the Gurah District Office in Kediri Regency. Below are details about the respondents, such as their gender, age, and job roles.

Table 1. Respondent Characteristics By Gender

Gender	Frequency	Percentage
Male	14	43,2%
Female	22	56,8%
Total	36	100%

Source: Primary Data Processing (2023)

The table above shows that 14 respondents were male, representing 43.2%, while 22 respondents were female, representing 56.8%. Overall, this indicates that the majority of employees working at the Gurah District Office in Kediri Regency who participated in this study were female.

Table 2. Respondent Characteristics Based On Length Of Service

Respondents' Age	Frequency
1–5 Years	7 People
5–10 Years	20 People
10–20 Years	9 People
Total	36 People

Source: Primary Data Processing (2023)

Based on the information in Table 2 above, it can be seen that the employees of the Gurah District Office in Kediri Regency comprise 7 people with 1–5 years of service, 20 people with 5–10 years of service, and 9 people with 10–20 years of service. From these results, it can be explained that the majority of staff have been working for 5–10 years, which is due to the presence of many long-serving employees who, although no longer young, have extensive experience and a higher level of professionalism in their work.

4.1.2. Results of the Data Analysis

1) Validity Test

Tabel 3. Validity Test Results

Factor	Item	R	Description
Work Communication (X1)	X1.1	0,738	Valid
	X1.2	0,78	Valid
	X1.3	0,647	Valid
	X1.4	0,781	Valid
	X1.5	0,882	Valid
	X1.6	0,821	Valid
Work Environment (X2)	X2.1	0,782	Valid
	X2.2	0,901	Valid
	X2.3	0,777	Valid
	X2.4	0,834	Valid
	X2.5	0,832	Valid
	X2.6	0,921	Valid
	X2.7	0,762	Valid
	X2.8	0,843	Valid
	X2.9	0,801	Valid
	X2.10	0,821	Valid
Employee Performance (Y)	Y1.1	0,576	Valid
	Y1.2	0,698	Valid
	Y1.3	0,729	Valid
	Y1.4	0,713	Valid
	Y1.5	0,747	Valid
	Y1.6	0,737	Valid
	Y1.7	0,843	Valid
	Y1.8	0,689	Valid

Source: Processed Data, SPSS 25, 2025

According to the information in Table 3, it is evident that every item related to each variable holds a significance level lower than 0.05. Consequently, it can be inferred that all the statement items associated with the variables are deemed valid. The fact that each item for every variable possesses a significance level below 0.05 signifies that all the statement items for the variables are valid. With the significance value of each item for the variables being less than 0.05, it is affirmed that all the statement items for the variables are indeed valid.

2) Reliability Test

Table 4. Results of the Reliability Test

Variables	Cronbach's Alpha	Reliable Standard	Remarks
Communication (X1)	0,871	0,60	Reliable
Work Environment (X2)	0,782	0,60	Reliable
Employee Performance (Y)	0,773	0,60	Reliable

Source: Processed Data, SPSS 25, 2025

The reliability result for the Communication variable (X1) shows a coefficient value in the Cronbach's Alpha column of 0.871. From this result, it can be concluded that the data and questionnaire have an excellent level of reliability. In other words, the questionnaire data can be trusted. According to the assessment criteria, the reliability coefficient for this study is higher than 0.6.

The reliability result for the Work Environment variable (X2) shows a coefficient value in the Cronbach's Alpha column of 0.782. This result indicates that the data and questionnaire have an excellent level of reliability, or in other words, the questionnaire data can be trusted. According to the assessment criteria, the reliability coefficient for this study is higher than 0.6.

The reliability result for the Employee Performance variable (Y) shows a coefficient value in the Cronbach's Alpha column of 0.773. From this result, it can be concluded that the data and questionnaire have an excellent level of reliability, or in other words, the questionnaire data can be trusted. According to the assessment criteria, the reliability coefficient for this study is higher than 0.6.

3) Normality Test

Table 5. Results of the Kolmogorov–Smirnov Test

Variables	Cronbach's Alpha	Reliable Standard	Remarks
Communication (X1)	0,871	0,60	Reliable
Work Environment (X2)	0,782	0,60	Reliable
Employee Performance (Y)	0,773	0,60	Reliable

Source: Processed Data, SPSS 25, 2025

The findings of the normality assessment in Table 5 suggest that all variables in the study exhibit a normal distribution, based on the significance values obtained from the One-Sample Kolmogorov-Smirnov Test, which are above 0.05.

4) Heteroscedasticity Test

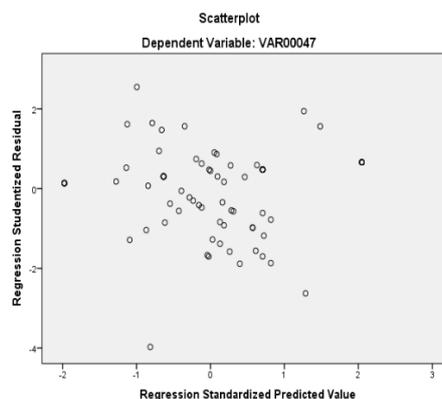


Figure 2. Heteroscedasticity Test Result

As per the scatterplot shown in figure 2, it is clear that the points are spread out in various directions from the Y-axis. This indicates that there is no presence of heteroscedasticity in the regression model under examination.

5) Multicollinearity Test

Table 6. Results of the Multicollinearity Test

Variables	Tolerance	VIF	Remarks
Communication (X1)	0,361	2,862	No multicollinearity detected
Work Environment (X2)	0,298	3,829	No multicollinearity detected

Source: Processed Data, SPSS 25, 2025

Based on the information provided in Table 6, it can be seen that the Communication factor has a VIF score of 2.862, while the Work Environment factor has a VIF score of 3.829. The absence of multicollinearity in the model can be deduced from these figures. This is supported by the observation that all VIF scores are below 10, and all tolerance levels are above 0.10.

6) T-Test and F-Test

Table 7. Results of the Hypothesis Testing

Hypotheses	Analysis	Remarks
There is a partial effect of communication (X1) on employee performance (Y) at the Gurah District Office in Kediri Regency.	Sig 0.032 < 0,05	Ha: Accepted
There is a partial effect of the work environment (X2) on employee performance (Y) at the Gurah District Office in Kediri Regency.	Sig 0.005 < 0,05	Ha: Accepted
There is a simultaneous effect of the work environment (X2) on employee performance (Y) at the Gurah District Office in Kediri Regency.	Sig 0,000 < 0,005	Ha: Accepted

Source: Processed Data, 2025

Table 7 indicates that the p-value for Communication (X1) is 0.032, signifying significance at a level below 0.05. This implies a noticeable impact of the Communication factor (X1) on the productivity of staff members at the Gurah District Office in Kediri Regency. The p-value for Work Environment (X2) is 0.005, demonstrating statistical significance under 0.05. This result emphasises a substantial effect of the Work Environment factor (X2) on the work performance of employees at the Gurah District Office in Kediri Regency. According to Table 7, the findings reveal that $F_{statistic} = 29.361 > 3.26$, with a significance level of $0.000 < 0.005$, so H_0 is declined. Hence, concerning the third hypothesis in this research, it can be concluded that there is a concurrent positive and noteworthy impact of both communication and the work environment on the job performance of employees at the Gurah District Office in Kediri Regency.

4.2. Discussion

4.2.1. The Effect of Communication on Employee Performance

Research findings suggest communication significantly boosts employee performance at Gurah Sub-District Office in Kediri Regency with p value of 0.032. Effective communication practices within an organization play a crucial role in enhancing employee productivity remarkably and boosting overall work quality significantly. Clear communication channels

equip employees fairly well with understanding their multifaceted roles and responsibilities thus leading to significantly improved performance outcomes. The findings similar with previous study (Agustriyana et al., 2021; Hee et al., 2019) which also reveal that good cooperation is obviously needed when communicating in office settings so as to preclude miscommunications and divergences in viewpoints among members.

4.2.2. The Effect of Work Environment on Employee Performance

Analysis reveals work environment greatly impacts employee performance with a significance value of 0.005 which is under 0.05 threshold. Creating conducive working conditions that foster productivity and job satisfaction among employees remains critically important underscored by the finding. The similar results also discovered by previous literatures (Hafeez et al., 2019; Shammout, 2021). Work environment encompasses physical and psychological workplace aspects including facilities and equipment and interpersonal relationships within organizational culture influencing employee performance significantly.

4.2.3. The Simultaneous Effect of Communication and Work Environment on Employee Performance

Analysis of both variables simultaneously reveals a highly significant combined effect on employee performance with F-statistic of 29.361 and p value less than 0.001. Employee performance gets heavily influenced synergistically by communication and work environment yielding an impact far greater than their individual effects. Rejecting null hypothesis H_0 validates a substantial synergistic positive influence of both variables on productivity at Gurah Sub-District Office employee level. Effective communication channels bolster a supportive work environment vice versa creating a fairly comprehensive overarching framework for optimally functioning employees. High F-statistic values suggest organizations adopt various strategies focusing on communication networks and ambient conditions rather than isolated individual factors.

5. Conclusion

The study conducted at the Gurah Sub-District Office in Kediri Regency demonstrates that employee performance is significantly influenced by communication and work environment. The research reveals that effective communication plays a crucial role in enhancing employee performance, indicating a meaningful relationship between communication practices and work productivity. Similarly, the work environment has a substantial influence on employee performance, demonstrating that employees are significantly impacted by their working conditions. The simultaneous analysis confirms a strong and favorable joint influence of communication and work environment on employee productivity, revealing that these factors work synergistically to enhance overall performance at the organization.

Based on the research results showing that communication and work environment significantly influence employee performance, it is recommended that the organisation enhance the effectiveness of internal communication by fostering a culture of open communication, conducting regular team coordination meetings, and optimally utilising digital communication media.

In addition, the organisation should create a comfortable and conducive work environment, both physically and psychologically, through ergonomic workspace arrangements, regular maintenance of work facilities, and the establishment of a collaborative

and employee-friendly work atmosphere. These efforts are expected to improve motivation, productivity, and employee performance on a sustainable basis.

The results of this research are expected to lay the groundwork for upcoming studies on the elements that influence employee productivity, with a particular emphasis on communication and the working environment. Future studies are encouraged to expand the scope of variables, such as including leadership, motivation, or organisational culture, and broaden the research objects to different sectors or industries to obtain stronger generalisability of findings. Furthermore, it is suggested to utilise a combination of different approaches in order to gain a thorough insight into how communication and the workplace setting impact the performance of individuals and teams.

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