

# Analysis of Employee Work Effectiveness from Communication and Work Environment

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## ABSTRACT

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Recognizing the significance of human resource management in attaining organizational objectives, firms and leaders must enhance their focus on communication and the workplace environment for their employees. This study seeks to examine the impact of communication and work environment on employee effectiveness at the Human Resources Development and Personnel Agency (BKPSDM) of Solok City. This research is a quantitative analysis. The utilized data are primary data acquired via questionnaires disseminated to respondents. The study population consisted of 41 employees from the Human Resources Development and Personnel Agency (BKPSDM) of Solok City. The sample method employed in this investigation was complete sampling. The study sample comprised 41 individuals. The employed data analysis methods included research instrument testing, multiple linear regression analysis, hypothesis testing, and coefficient of determination testing. The data test results indicate that the communication variable does not influence employee work effectiveness. The work environment influences employee productivity. Subsequently, communication and the work environment collectively influence employee productivity. The coefficient of determination indicates that 81.9% of the work effectiveness of employees at the Solok City Human Resources Development and Personnel Agency (BKPSDM) is affected by communication and the work environment, while the remaining 18.1% is influenced by other variables not addressed in this study.

## INTRODUCTION

Human resources are an essential element that can profoundly influence the success of both governmental and non-governmental organizations (Febianti et al., 2020). In the contemporary worldwide landscape, the capacity to cultivate high-quality human resources is essential, as it significantly influences organizational operations (Syafitri et al., 2023).

The significance of human resources is increasing alongside global advancements and heightened rivalry among enterprises. Organizations confront competition by maximizing the

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potential of their human resources. Consequently, an organization must enhance its focus on the caliber of its employees, encompassing their knowledge, skills, career development, and welfare, to elevate employee performance and motivation, thereby maximizing their contributions toward achieving organizational objectives (W. A. Putri, 2023).

In light of the significance of human resources for a company's survival against unrestricted competition, the duty for human resource management now rests not only with employees but also with the company's leadership (Kurniasari et al., 2022). Considering the importance of human resource management in achieving organizational goals, it is essential for firms and executives to prioritize their employees' work environment. The work environment is a circumstance that envelops employees and can affect their performance of duties (Ramadanis et al., 2023).

Individuals can perform tasks efficiently, healthily, securely, and comfortably in a conducive working environment. Prolonged observation indicates the appropriateness of the work environment. The working environment includes the tools and materials utilized, the surrounding conditions, ways of labour, and organizational systems, both individual and collective (Hartati et al., 2020).

The Human Resources Development and Personnel Agency (BKPSDM) of Solok City is essential for evaluating employee performance efficacy. Support from management, including guidance and resource allocation, such as supplying appropriate equipment, is essential for achieving objectives in mentoring, training, and enhancing work effectiveness. This support can be viewed as behaviours exhibited by high-performing individuals, which are more consistent and effective than those demonstrated by average performers (E. K. Putri, 2022).

Talented, qualified, well-motivated, and team-working human resources will be the key to the success of the organization. Therefore, leaders' ability to set work targets that will produce high-quality, well-motivated, and productive employees significantly influences communication and the work environment (Petrianti, 2022). Determining specific targets within a certain period of time involves both quantitative and qualitative aspects, such as self-development to master the necessary knowledge and skills for work at a progressively higher level of competence (Rachmayuniawati, 2018).

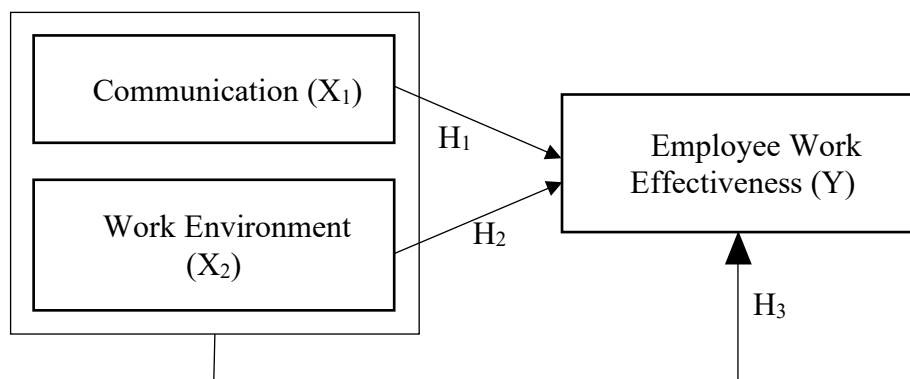
This research concept aligns with Mangkunegara's assertion that communication plays a significant role in work effectiveness, as well as Sutrisno's theory, which asserts that discipline involves adhering to applicable rules to enhance performance (Kultsum, 2017).

The author's brief observations of the research object revealed a communication phenomenon at the Human Resources Development and Personnel Agency (BKPSDM) in Solok City: a deficiency in co-worker interaction hindered the establishment of a harmonious relationship, and the relationship between superiors and subordinates remained unsatisfactory due to the distinct personalities of each employee, leading to disagreements among them. Several factors hindered effective communication among employees, including a lack of clarity in hearing information, which often led to miscommunication during its delivery. Effective and easily comprehensible communication facilitates employees' understanding of the conveyed objectives (Rusda et al., 2022).

In addition, the work environment at the Human Resources Development and Civil Service Agency (BKPSDM) in Solok City is also not focused and still less supportive because there are still untidy desks, files piled up on the desks, and rooms that are too narrow for employees to carry out the tasks given (Asir et al., 2022). The work environment plays a crucial role and significantly impacts how employees perform their duties. A pleasant work environment

encourages employees to be more enthusiastic about their work, which in turn leads to job satisfaction and optimal work results (Juniarti et al., 2021).

The research articulates the issue as follows: 1) Does communication influence the efficacy of employee performance at the BKPSDM of Solok City?; 2) Does the work environment influence the efficacy of employee performance at the BKPSDM of Solok City?; and 3) Do communication and work environment collectively influence the efficacy of employee performance at the BKPSDM of Solok City? Consequently, based on the problem formulation, the writing objectives can be delineated as follows: 1) To assess the impact of communication on employee performance at the BKPSDM of Solok City; 2) To evaluate the influence of the work environment on employee performance at the BKPSDM of Solok City; and 3) To analyse the combined effect of communication and work environment on employee performance at the BKPSDM of Solok City.



**Figure 1. Research Conceptual Framework**

Based on the conceptual framework above, the hypotheses proposed in this study are:

- H<sub>1</sub> : It is suspected that Communication has an effect on the Work Effectiveness of Employees at the Human Resources Development and Personnel Agency (BKPSDM) of Solok City.
- H<sub>2</sub> : It is suspected that the Work Environment has an effect on the Work Effectiveness of Employees at the Human Resources Development and Personnel Agency (BKPSDM) of Solok City.
- H<sub>3</sub> : It is suspected that Communication and the Work Environment have a simultaneous effect on the Work Effectiveness of Employees at the Human Resources Development and Personnel Agency (BKPSDM) of Solok City.

## RESEARCH METHOD

This research use quantitative methodology. The utilized data are primary data obtained from questionnaires or surveys administered to respondents. The study's population comprised 41 employees from the Human Resources Development and Personnel Agency (BKPSDM) of Solok City. The researcher employed a complete sampling strategy to collect samples from the entire population. The study comprised a sample size of 41 individuals. Research instrument tests, classical assumption tests, multiple linear regression analysis, hypothesis tests, and divergence coefficient tests are techniques used to intuitively analyse the collected data. We employed the subsequent regression equation for the multiple linear regression analysis:

$$Y = a + b_1X_1 + b_2X_2 + e \quad (1)$$

Where  $Y$  is Employee Work Effectiveness,  $a$  is Constant,  $b_1$  is Regression Coefficient of Communication variable,  $X_1$  is Communication,  $b_2$  is Regression Coefficient of Work Environment variable,  $X_2$  is Work Environment, and  $e$  is Error.

**Table 1. Operational Definition of Variables**

No	Research Variable and Operational Definition	Indicator	Statement
1	<b>Communication (X<sub>1</sub>)</b> Communication is an activity that entails direct face-to-face or voice-to-voice interaction, facilitating immediate feedback. (Yeni et al., 2023)	1. Credibility	<ul style="list-style-type: none"> <li>a. I can understand the message and take action according to the content of the message communicated by the leader/superior</li> <li>b. I always convey information honestly related to the work.</li> <li>c. My co-workers and I have a sense of mutual trust in completing every job</li> </ul>
		2. Attractiveness	<ul style="list-style-type: none"> <li>a. I have the freedom to express matters related to my work.</li> <li>b. I conduct my daily communication process in a pleasant atmosphere.</li> <li>c. My current communication process is able to influence the attitudes of other employees while working.</li> </ul>
		(Putra et al., 2022)	
2	<b>Work Environment (X<sub>2</sub>)</b> The work environment includes all factors that affect employees in doing their designated jobs. (Nirwana & Putra, 2021)	1. Lighting in the workplace	<ul style="list-style-type: none"> <li>a. The lighting in my living room is deemed adequate.</li> <li>b. The lighting equipment in the room is good and adequate.</li> </ul>
		2. Temperature at work	<ul style="list-style-type: none"> <li>a. The temperature at work has no effect on my body temperature.</li> <li>b. The air conditioning in the work space provides comfort while working.</li> </ul>
		3. Noise in the workplace	<ul style="list-style-type: none"> <li>a. I can concentrate well on my work because it is away from noise.</li> <li>b. My spacious and comfortable workspace can support work activities</li> </ul>
		4. Security	<ul style="list-style-type: none"> <li>a. I believe that the building where I work has met safety standards.</li> <li>b. Safety in the workplace has been able to make me work comfortably.</li> </ul>
		5. Humidity in the workplace	<ul style="list-style-type: none"> <li>a. The air conditioning in my workplace can assist me in completing my work efficiently.</li> <li>b. The temperature in the workroom is sufficient to support work activities.</li> </ul>
		(Sriyanti et al., 2024)	
3	<b>Employee Work Effectiveness (Y)</b> The degree to which an organization meets its set goals and objectives is known as work effectiveness.	1. Goal achievement	<ul style="list-style-type: none"> <li>a. I am committed to implementing and realizing policies in my work with seriousness.</li> <li>b. I always try to improve my skills and knowledge so I can be better.</li> <li>c. I try to work optimally to achieve my goals.</li> </ul>
		2. Integration	<ul style="list-style-type: none"> <li>a. I can work well together.</li> </ul>

- (Raflita et al., 2023)
- 3. Adaptation
    - a. I can adapt well to the work environment.
    - b. I can adjust quickly to the work environment.
  - 4. Time utilization
    - a. I always make the best use of my working time.
    - b. I can complete work on time.
  - 5. Work Quality
    - a. I always improve my skills with team members to have more knowledge and skills from time to time.
    - b. I engage in a range of tasks at work to assess the extent of completion.

(Sriyanti et al., 2023)

## RESULTS AND DISCUSSION

### Research Instrument Test

#### Validity Test

This investigation employs a two-way test, utilizing a  $r_{table}$  value of 0.308 and a significance threshold of 5%. The subsequent table displays the outcomes of the validity assessment for this research instrument.

**Table 2. Validity Test Results**

Variable	Item	$r_{count}$	$r_{table}$	Information
Communication ( $X_1$ )	X <sub>1.1</sub>	0,851	0,308	Valid
	X <sub>1.2</sub>	0,927	0,308	Valid
	X <sub>1.3</sub>	0,894	0,308	Valid
	X <sub>1.4</sub>	0,730	0,308	Valid
	X <sub>1.5</sub>	0,927	0,308	Valid
	X <sub>1.6</sub>	0,915	0,308	Valid
Work Environment ( $X_2$ )	X <sub>2.1</sub>	0,772	0,308	Valid
	X <sub>2.2</sub>	0,899	0,308	Valid
	X <sub>2.3</sub>	0,787	0,308	Valid
	X <sub>2.4</sub>	0,713	0,308	Valid
	X <sub>2.5</sub>	0,899	0,308	Valid
	X <sub>2.6</sub>	0,924	0,308	Valid
	X <sub>2.7</sub>	0,646	0,308	Valid
	X <sub>2.8</sub>	0,407	0,308	Valid
	X <sub>2.9</sub>	0,469	0,308	Valid
	X <sub>2.10</sub>	0,319	0,308	Valid
Employee Work Effectiveness (Y)	Y.1	0,757	0,308	Valid
	Y.2	0,888	0,308	Valid
	Y.3	0,764	0,308	Valid
	Y.4	0,691	0,308	Valid
	Y.5	0,888	0,308	Valid
	Y.6	0,924	0,308	Valid
	Y.7	0,665	0,308	Valid
	Y.8	0,391	0,308	Valid
	Y.9	0,427	0,308	Valid
	Y.10	0,367	0,308	Valid
	Y.11	0,365	0,308	Valid

The table presented above illustrates the outcomes of the instrument validity assessment

concerning communication ( $X_1$ ), work environment ( $X_2$ ), and employee work effectiveness ( $Y$ ). The findings from the instrument validity test demonstrate that the research holds validity overall, as the computed  $r$  value aligns with the table value. Additionally, we can analyze the research data for further evaluation.

### Reliability Test

**Table 3. Reliability Test Results**

Variable	Cronbach Alfa	N of Item	Conclusion
Communication ( $X_1$ )	0,937	6	Reliable
Work Environment ( $X_2$ )	0,880	10	Reliable
Employee Work Effectiveness ( $Y$ )	0,867	11	Reliable

*Source : Processed Research Data, 2024*

The variables utilized in this study, Communication ( $X_1$ ), Work Environment ( $X_2$ ), and Employee Work Effectiveness ( $Y$ ), yielded a Cronbach Alpha value exceeding 0.60, as illustrated in the table above. Consequently, we can assert that the reliability assessment of the data was effective, demonstrating its preparedness for additional testing.

### Classical Assumption Test

#### Normality Test

**Table 4. Normality Test Results  
 One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		41
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	2,09729898
Most Extreme Differences	Absolute	,110
	Positive	,110
	Negative	-,068
Test Statistic		,110
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>

*Source : Processed Research Data, 2024*

The test results we already talked about show a sigmoid asymmetry number of 0.200. There must be a significance level higher than 0.05, which is 0.200. Based on this, it looks like the study's results are spread out in a normal way. This information can be used for more tests.

### Multicollinearity Test

**Table 5. Multicollinearity Test Results**

Model	Coefficients <sup>a</sup>	Collinearity Statistics	
		Tolerance	VIF
1	Communication	,731	1,367
	Work Environment	,731	1,367

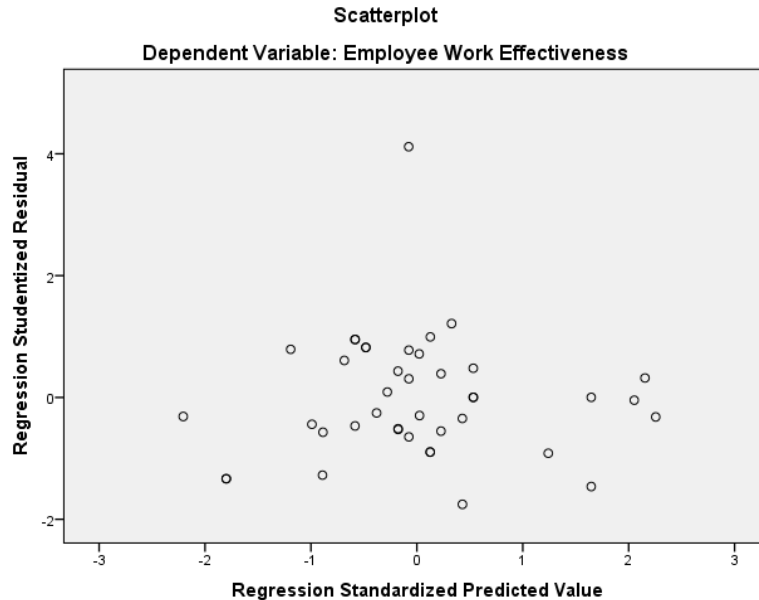
a. Dependent Variable: Employee Work Effectiveness

*Source : Processed Research Data, 2024*

A tolerance value of 0.731 was found for the communication variable ( $X_1$ ) and a matching value of 0.731 was found for the work setting variable ( $X_2$ ). The VIF value for the communication variable ( $X_1$ ) is 1.367, and the value for the work setting variable ( $X_2$ ) is 1.34.

All the variable tolerance values are above 0.10 and all the variable VIF values stay below 10. This means that the data can be used for more tests. This means that there are no signs of multicollinearity in the independent factors.

### Heteroscedasticity Test



Source: Processed Research Data, 2024

**Figure 2. Heteroscedasticity Test Results**

The results of the heteroscedasticity test shown in the figure above show that the scatter plot graph between SRESID and ZPRED shows a clear pattern of distribution. There is a random spread of the data points, which are located above and below the zero line on the Y-axis. So, we can conclude that the quality of communication and the work setting have an effect on how well employees do their jobs, which we can predict using the regression model.

### Multiple Linear Regression Analysis

**Table 6. Multiple Linear Regression Analysis Results**

Model	Coefficients <sup>a</sup>		Standardized Coefficients	t	Sig.
	Unstandardized Coefficients	Std. Error			
(Constant)	2.323	1.101		2.110	.042
Communication	-.087	.092	-.066	-.945	.351
Work Environment	1.098	.073	1.053	15.119	.000

a. Dependent Variable: Employee Work Effectiveness

Source: Processed Research Data, 2024

Utilizing the regression coefficient results from the previous table, we can formulate a multiple linear regression equation:

$$Y = 2,323 + (-0,087X_1) + 1,098X_2 + e \quad (2)$$

The following effects can be seen from the given equation: 1) The constant value in the

regression model is 2.323, which means that if the independent variables (communication and work environment) are kept the same or set to zero, the work effectiveness of employees should go up by 2.323. 2) The communication variable (X1) in this analysis has a regression coefficient of -0.087, which means that there is a negative relationship. It is expected that employee work efficiency (Y) will go down by 0.087 units if the Work Environment variable (X2) stays the same or is set to zero. The variable Work Environment (X2) has a regression coefficient of 1.098, which means that the link is positive. If the communication variable (X1) stays the same or goes up by one unit, this study shows that a one-unit improvement in the work environment (X2) leads to a 1.098-unit improvement in how well employees do their jobs (Y).

## Hypothesis Testing

### Partial Regression Coefficient Test (t-Test)

**Table 7. t Test Results**

Model	Coefficients <sup>a</sup>		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
(Constant)	2.323	1.101		2.110	.042
Communication	-.087	.092	-.066	-.945	.351
Work Environment	1.098	.073	1.053	15.119	.000

a. Dependent Variable: Employee Work Effectiveness

Source: Processed Research Data, 2024

Based on the data in the table above, the following conclusions can be drawn: 1) There is a tcount of 0.945 for the transmission variable (X1), a significance level of 0.351, and another tcount of 1.686. We don't accept H1 because tcount is less than ttable (0.945 is less than 1.686) and tvalue3 is greater than  $\alpha$ 0.05, which means that the hypothesis is not true. It looks like communication (X1) doesn't have any impact on how well employees do their jobs (Y) at the Human Resources Development and Personnel Agency (BKPSDM) in Solok City. The work setting variable (X2) has a tcount of 15.119, a significance level of 0.000, and a t-test value of 1.686. In this case, we accept H2 because t is less than the t-test value (15.119) and the significance t value (0.000) is less than  $\pm$  (0.05). At the Human Resources Development and Personnel Agency (BKPSDM) in Solok City, the data show that the work environment (X2) affects how well employees do their jobs (Y).

## F Test

**Table 8. F Test Result**

Model		ANOVA <sup>a</sup>				
		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	317.142	2	158.571	1007.667	.000 <sup>b</sup>
	Residual	5.980	38	.157		
	Total	323.122	40			

a. Dependent Variable: Employee Work Effectiveness

b. Predictors: (Constant), Communication, Work Environment

Source: Processed Research Data, 2024

Based on the information in the table above, the F value that was calculated is 1,007.667, but the number in the table is 3.252. So, H3 is true because the calculated F value is greater than



the table value ( $1,007.667 > 3.252$ ), and F's significance value of 0.000 is less than  $\pm (0.05)$ . This shows that communication (X1) and the work setting (X2) affect how well employees at the Human Resources Development and Personnel Agency (BKPSDM) in Solok City do their jobs (Y).

### Coefficient of Determination Test

**Table 9. Coefficient of Determination Test Results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.981 <sup>a</sup>	.819	.819	.397

a. Predictors: (Constant), Communication, Work Environment

b. Dependent Variable: Employee Work Effectiveness

Source: Processed Research Data, 2024

The coefficient of determination ( $R^2$ ) is 0.819, which is 81.9%, according to the study shown in the table. This means that the communication variable (X1) and the work environment variable (X2) have a big effect on how well workers (Y) at Solok City's Human Resources Development and Personnel Agency (BKPSDM) do their jobs. The last 18.1% is affected by other factors that were not looked at in this study.

### Discussion

#### The Influence of Communication on Employee Work Effectiveness

The results of the hypothesis test indicated that the communication variable did not have a significant effect on the effectiveness of employee work at the Human Resources Development and Personnel Agency (BKPSDM) in Solok City. The findings of this study reinforce the work of Suryati (2022), which indicated that the communication variable did not significantly impact employee work effectiveness.

Effective communication fosters motivation by clarifying tasks for employees, highlighting their strengths, and providing guidance on how to enhance performance when it falls short of expectations. Communication should be structured and impactful. When every individual is provided with precise information to perform their tasks, the flow of communication becomes seamless and efficient. Exploring communication channels to enhance work enthusiasm. Furthermore, communication plays a crucial role in bringing together members of the organization to work together efficiently.

The Human Resources Development and Personnel Agency (BKPSDM) in Solok City demonstrates a deficiency in structured communication. Consequently, enhancing communication is essential for the effective organization of information regarding the task at hand.

#### The Influence of Work Environment on Employee Work Effectiveness

The hypothesis test showed that factors related to the work setting have a big impact on how well employees at the Solok City Human Resources Development and Personnel Agency (BKPSDM) do their jobs. The findings of this study back up the findings of Ardeski & Nirwana (2022) and Syafitri et al. (2023), which also found that factors in the workplace have a big effect on how well employees do their jobs.

The work environment within a company serves as the setting where individuals engage in their daily responsibilities and tasks. Consequently, the work environment plays a significant role

in organizational activities. The work environment includes all the material and psychological conditions that surround employees within the organization, influencing their capacity to carry out daily tasks and assignments.

### **The Influence of Communication and Work Environment on Employee Work Effectiveness**

The results of the hypothesis test indicate that employee performance at the Human Resources Development and Personnel Agency (BKPSDM) in Solok City is significantly influenced by communication and the work environment, both individually and collectively. The hypothesis posited in this study is valid, as our observations and analyses demonstrate that the impact of the two independent factors on the dependent variable suggests that good communication and a supportive work environment enhance employee productivity.

### **CONCLUSION**

Based on the findings from the data analysis conducted in the preceding chapter, several conclusions can be articulated as follows: 1) Communication has no impact on the Work Effectiveness of Employees at the Human Resources Development and Personnel Agency (BKPSDM) of Solok City; 2) The Work Environment influences the Work Effectiveness of Employees at the Human Resources Development and Personnel Agency (BKPSDM) of Solok City; 3) Both Communication and the Work Environment together influence the Work Effectiveness of Employees at the Human Resources Development and Personnel Agency (BKPSDM) of Solok City.

### **RECOMMENDATIONS**

From the results of the research conclusions, the author suggests: In order to help experts make connections between the author's theory and how it is used in the real world based on facts and data; People in charge of the Human Resources Development and Personnel Agency (BKPSDM) in Solok City need to pay attention to how their workers talk to each other and work so that the agency can reach its goals; For workers at the Human Resources Development and Personnel Agency (BKPSDM) in Solok City to be able to do their jobs better so that the goals can be met; As a way to compare and learn more about other organizations, it's important to remember that how well workers do their jobs depends on how well they can communicate and the environment in which they work; For more research, they can look at different factors besides the ones that were looked at in this study to get a wider range of results. For example, they can look at discipline, job training, work enthusiasm, pay, motivation, and loyalty.

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