

## THE EFFECT OF COMMUNICATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT POS INDONESIA REGIONAL 3 BANDUNG

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### ABSTRACT

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Communication is in everyone's interest to socialize with other people. Someone will find it difficult to connect with other people without communication between everyone. The purpose of this study was to analyze the effect of communication and work environment on employee performance at PT Pos Indonesia Regional 3 Bandung. The research method used is descriptive and verification method. Data collection was carried out using questionnaires and interviews. The sample in this study were 84 respondents. Data processing was carried out using multiple linear regression analysis, model fit test, and hypothesis testing with the T-test and data processing assisted with SPSS software tools. The findings of this study prove and provide results that communication has a positive and significant effect on employee performance, the work environment has a positive and significant effect on employee performance and communication and work environment have a positive and significant effect on employee performance.

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### INTRODUCTION

Performance basically focuses on problems in the process of planning, implementation, and also the results obtained after carrying out the work. Performance is usually referred to as an answer to the success or failure of the initial goals of the work program and policies that have been set. Matters regarding performance are very important, because performance is one of the most important measures of organizational quality. Good employee performance arises because of a smooth communication process from employees to their superiors, if superior communication with employees is good then existing tasks will be completed quickly. To carry out good and effective communication, data transmission and certain skills are required from data senders to data recipients and information recipients. Sedarmayanti, (2011) and Zuhriatusobah et al (2023) says that performance is the result of the work of a worker, a management process or an organization as a whole, where the work results must be shown concretely and can be measured (compared to predetermined standards). Bedjo, (2015) states that performance comes from the word job performance which means work performance achieved by a person in carrying out the tasks and work assigned to him. According to Mangkunegara, (2015) explained that evaluating employee performance, work standards must be measurable and clearly understood through several indicators consisting of quality of work, quantity of work, quantity of work, implementation of tasks

Communication is in everyone's interest to socialize with other people. Someone will find it difficult to connect with other people without communication between everyone. Someone will find it difficult to connect with other people without communication. Without effective communication will hinder a job work. Communication can be interpreted as a process of transferring information, ideas, understanding from one person to another in the hope that the other person can interpret it according to the intended purpose (Mangkunegara, 2015; Soeradi et al., 2023). Research conducted by Arianto, (2015); Sundari & Okfitasari, (2017); and Sumaki et al., (2015) showed the result that communication has a positive and significant effect on employee performance. Thus, the better the relationship between leaders and employees and employees with other employees, the better the performance. Umam, (2012) explains that several indicators of communication variables are clarity, accuracy, context, flow, culture.

Then the factors that affect employee performance is the work environment. This work environment can be divided into a physical work environment and a non-physical work environment (Soedarsono et al., 2022). The work environment is a situation or place where a person carries out his duties and obligations and can influence employees in carrying out the assigned tasks. The work environment includes coloring, cleanliness, ventilation, lighting, music, security, and noise. The work environment can create binding working relationships between people in their environment, therefore efforts should be made so that the work environment must be good and conducive because a good work environment will make the teacher feel comfortable and excited to carry out each of his duties. (Moekijat, 2010). Ardana, I et al., (2012) suggests that a safe and healthy work environment is proven to have an effect on productivity. In addition, pleasant working conditions can include a workplace and auxiliary facilities that speed up the completion of work. Research conducted by (Rahmawanti et al., 2014); (Suminar et al., 2015) and (Norianggono et al., 2014) showed that the work environment has a positive and significant influence on employee performance. Thus, the more comfortable a person is with his work environment, the more his performance will increase. Sedarmayanti, (2011) suggests that there are several indicators that affect the work environment, namely information; Air temperature; Noise; Use of color; The space required; Ability to work.

PT Pos Indonesia is greatly influenced by the performance of its employees. Good performance is influenced by a good level of ability as well. PT. Pos Indonesia Regional 3 Bandung is now in the midst of competition and the development of other private delivery and courier services. Employee performance is very influential on the performance of PT. Pos Indonesia Regional 3 Bandung. PT. Pos Indonesia Regional 3 Bandung must be able to guarantee employee work comfort in order to compete with other delivery services. It is important for PT. Pos Indonesia Regional 3 Bandung to innovate and build a conducive and comfortable work environment so that employees can concentrate on their work. Then PT. Pos Indonesia Regional 3 Bandung must also always maintain communication between one employee and another, with employees and their superiors. Good communication within a company will establish harmony within the company which will increase the comfort of employees at work and can improve employee performance.

Based on the results of a pre-survey conducted on PT Pos Indonesia Regional 3 Bandung employees, employee performance has decreased, judging by the Key Performance Indicator

(KPI) and Performance Management System (PMS) assessments; The existence of employee discomfort at work can be seen from the physical work environment assessment data; and less harmonious communication between employees. Based on the problems that have been described, the formulation of the problem in this study is whether communication affects employee performance at PT. Pos Indonesia Regional 3 Bandung, Does the work environment affect employee performance at PT. Pos Indonesia Regional 3 Bandung?

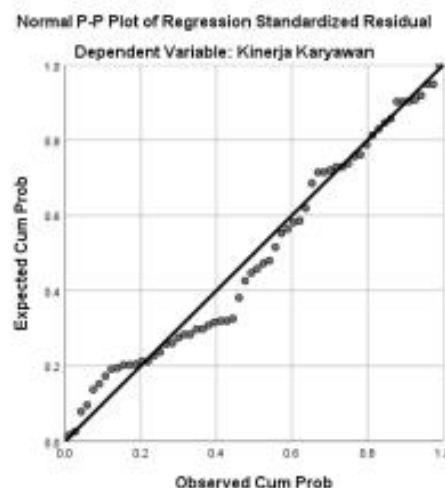
### METHOD

The method used in this research is descriptive and verification method. The types of data and sources used in this study are primary data and secondary data (Yulianah, 2022). Primary data is data obtained directly from the original source or directly from the field in the form of a questionnaire. Secondary data is data that is available from certain sources that do not require control or data that comes from a literature review. Therefore secondary data helps authors to support the quality of research and can be used as a reference for this research. The data collection technique used was direct observation at the research location by conducting an interview process. Interviews were conducted to collect data from employees of PT Pos Indonesia Regional 3 Bandung using a questionnaire as a means. In this study, the population was PT Pos Indonesia Regional 3 Bandung employees, totaling 84 employees. In connection with the large number of population in this study is still less than 100, the authors use the saturated sample method so that the number of samples is equal to the number of population. The data analysis method used is multiple regression analysis to simplify calculations and is managed with Statistical Software

### RESULTS AND DISCUSSION

#### Normality test

The normality test is performed using a normal plot graph. By looking at the histogram of the residuals. Basic decision makers as follows::



**Figure 1 Normality Test Results**

From Figure 1, the results show that the significance level of the research variables is normally distributed, this can be seen from the data spread around the diagonal line and

follows the direction of the diagonal line or the histogram graph shows a normal distribution pattern, so the regression model fulfills the assumption of normality.

**Multicollinearity Test**

**Table 1. Multicollinearity Test Results**

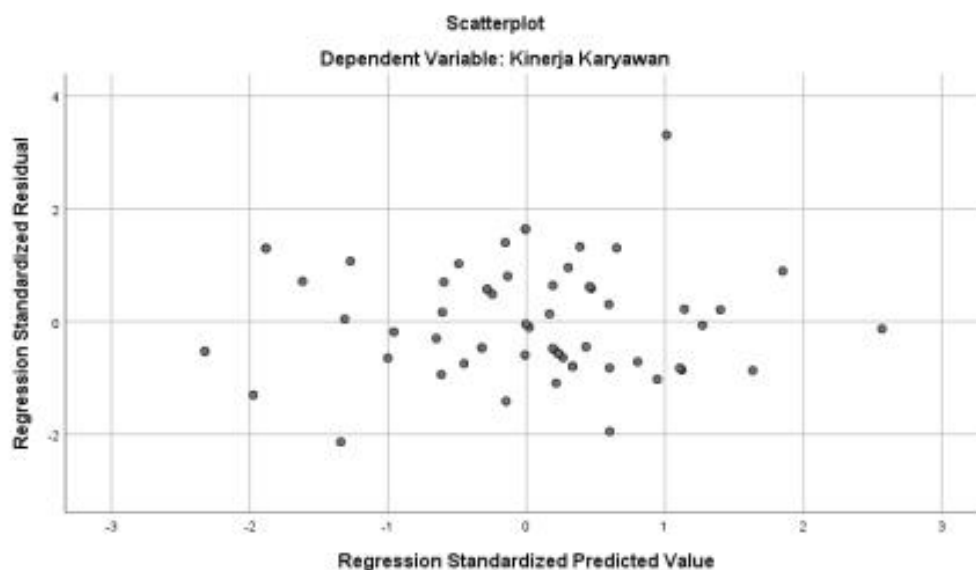
Model		Coefficients <sup>a</sup>					Collinearity		
		Unstandardized		Standardized		t	Sig.	Statistic	Tolerance
		Coefficients	Std. Error	Coefficients	Beta				
1	(Constant)	2.888	1.078		2.678	.010			
	communication	.172	.055	.291	3.110	.003	.320	3.121	
	work environment	.105	.072	.120	2.375	.028	.422	2.371	

a. Dependent Variable: Work performance

Based on the VIF values obtained as presented in the table above, it shows that there is no strong enough correlation between the independent variables. This is indicated by the VIF values of the four independent variables which are still less than 10 and the tolerance value is greater than 0.1 so that it can be concluded that there are no symptoms of multicollinearity among the independent variables.

**Heteroscedasticity Test**

To carry out the heteroscedasticity test, it can be done in SPSS by looking at the pattern of dots on the Regression Scatterplots, namely through a scatter diagram between the predicted values of the dependent variable, namely ZPRED and the residual SRESID as shown in the following figure:



**Figure 2. Heteroscedasticity Test Results**

Based on the picture above it can be seen that the dots do not form a clear pattern. The points spread above and below the number 0 on the Y axis. So it can be concluded that there is no heteroscedasticity problem in the regression model.

### Autocorrelation Test

**Table 2. Autocorrelation Test Results**

Model Summary <sup>b</sup>										
Change Statistics										
Model	R	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson	
1	.915	.837	1.78438	.837	99.198	3	8	.000	2.595	

a. Predictors: (Constant), communication, work environment

b. Dependent Variable: Work performance

Based on the table above, it can be seen that the DW value is 2.595. Then compared with the Du value contained in the Durbin Watson table, with a sample size of N = 84, a Du value of 1.5723 was obtained. Then  $4 - Du = 4 - 1.5723 = 2.2477$ . Then obtained  $1.5723 < 2.247 < 2.595$ . The DW results meet the criteria, therefore it can be concluded that there is no autocorrelation.

### Multiple Regression Analysis

Multiple linear regression analysis is used to predict the dependent variable when the independent variable is increased or decreased. From the data processing that has been done, the following results are obtained:

**Table 3. Multiple Linear Regression Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.888	1.078		2.678	.010
	communication	.172	.055	.291	3.110	.003
	work environment	.105	.072	.120	2.375	.028

a. Dependent Variable: work performance

From the table above, the following equation is obtained:

$$Y = 2.888 + 0.172X_1 + 0.105X_2$$

### Model Fit Test

To determine the suitability of the model (fit model) of communication and the work environment on employee performance, it is necessary to hold a Fit Model Test which in this study will use the f test.

**Table 4. Calculation of F Test**

ANOVA <sup>b</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	947.538	3	315.846	99.1	.00
	Residual	184.672	81	3.184	98	0 <sup>a</sup>
	Total	1132.210	84			

a. Predictors: (Constant), communication and the work environment,

b. Dependent Variable: work performance

Based on the table above, it shows a significance level of 0.000 < 0.05, it can be concluded that the multiple linear regression model is feasible to use in this study.

#### Coefficient of Determination

**Table 5. Correlation Coefficient Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915	.837	.828	1.78438

a

a. Predictors: (Constant), communication and the work environment,

Based on the table above the results of calculating the coefficient of determination is 0.837 or 83.7%, meaning that the communication variables (X1) and work environment (X2) have an influence on employee performance (Y) of 83.7% and the remaining 16.3% are influenced by other factors not examined.

#### T-test hypothesis

The t statistical test shows the influence of communication (X1) and work environment (X2) individually or partially in explaining employee performance.

**Table 6. Hypothesis Testing**

Coefficients <sup>a</sup>						
Model		Unstandardized		Standardized		Sig.
		B	Std. Error	Coefficients	t	
1	(Constant)	2.888	1.078		2.678	.010
	communication	.172	.055	.291	3.110	.003
	work environment	.105	.072	.120	2.375	.028

a. Dependent Variable work performance

Based on the table above the results of hypothesis testing (t test) with the results of t-table calculations in the t distribution table with  $\alpha = 0.05$ ,  $df = n-k-1 = 84-3-1 = 80$ , the ttable value for the two-party test is 1,990. The results of the t test are as follows:

#### **Effect of Communication on employee performance**

In the Communication variable (X1), a significance value of 0.003 is obtained, indicating that the significance value is  $< \alpha = 0.05$ . Thus Ha1 is accepted which means that the Communication variable (X1) has an influence on employee performance (Y). The success of employee performance is largely determined by communication, because it involves interdependence and dependence requires coordination. Communication is a primary need that is not only in the form of verbal but also uses non-verbal forms, the relationship that exists both structurally and emotionally between people in a company is one of the factors supporting the effectiveness of achieving organizational goals. The results of this study are supported by several studies by Arianto, (2015); Sundari & Okfitasari, (2017); and Sumaki et al., (2015).

#### **The influence of the work environment on employee performance**

In the work environment variable (X2), a significance value of 0.028 is obtained indicating that the significance value is  $< \alpha = 0.05$ . Thus Ha2 is accepted, which means that the work environment variable (X2) has a significant influence on employee performance (Y). The physical and non-physical work environment is something that is around workers who can influence them in carrying out the tasks given. A comfortable physical work environment will affect employee morale, besides that a conducive non-physical work environment can also help improve employee performance. The results of this study are supported by the research results of Rahmawanti et al., (2014); Suminar et al., (2015); Hermawan et al (2022) and Norianggono et al., (2014) showed the results that the work environment has a positive and significant influence on employee performance

### **CONCLUSIONS**

Based on the results and discussion, it can be concluded that communication and work environment both partially and simultaneously affect the performance of PT POS Indonesia Regional 3 Bandung employees. As for the suggestions that the researcher can describe, namely in an effort to improve the performance of PT Pos Indonesia Regional 3 Bandung employees, they must provide supervision from the leadership because this supervision is very important in improving employee performance, with supervision given to employees will increase employee motivation in carrying out their work so that performance employees will be high. And must maintain a comfortable work environment in order to increase the comfort of employees at work. In addition, management must be more observant in paying attention to the needs of employees, especially regarding employee welfare which needs to be improved, because it motivates employees so that employees are more loyal to the company..

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