

Effect of Work Environment and Communication of Organization on the Performance of XYZ State Civil Apparatus (A Study in One of the Districts in the City of Bandung)

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Abstract

Human resources in a company or government institution is a very important thing to note even human resources are considered as the driving wheel of activity for a government agency. Efforts to produce quality human resources will require good performance. To improve good performance, agencies provide a good work environment and in accordance with work needs and every employee must be able to communicate well in the organization. The State Civil Apparatus will feel happy and more active with the work environment provided by the XYZ Sub-District of Bandung, this has resulted in a good performance in the Bandung Sub-District of XYZ, with an increase in percentage in each period and the State Civil Apparatus of the XYZ Sub-District in communicating within the organization is quite good. Therefore, this study aims to determine how much influence the work environment and organizational communication on the performance of the State Civil Apparatus in the District of XYZ, Bandung. The research method uses quantitative methods with descriptive and verification approaches. Data collection by distributing questionnaires to the State Civil Apparatus in the District XYZ Bandung City as many as 40 respondents. The results of the study using quantitative methods showed a coefficient value of 17.3%, meaning that the performance of the State Civil Apparatus in the XYZ Sub-District of Bandung was 17.3% influenced by the work environment and organizational communication and its sis by 82.7% influenced by other factors not examined in this research.

Keywords: *Work Environment, Organizational Communication and Performance.*

I. INTRODUCTION

Today, human resources in a company or government agency is a very important thing to consider, even human resources are considered as the driving wheel of activity for a government agency / agency. This is in accordance with what was stated by Nugraha et al. (2018) that human capital plays an important role for the running of a company. Because within the company, human capital (human capital) will be the driving system of the company or in other words as a performance system.

One of the efforts to strengthen performance in the application of good governance in Indonesia is the issuance of the Regulation of the Minister of State for the Empowerment of State Civil Apparatus Number: (PER/09/M.PAN/ 5/2007) concerning General Guidelines for

Establishing Key Performance Indicators within government agencies Main Performance is a measure of the success of a strategic agency's goals and objectives. The City Government of Bandung has determined the Main Performance Indicators for the level of the Regional Government and each Regional Work Unit through the Decree of the XYZ District Head Number 24 of 2014 concerning the Main Performance Indicators of the XYZ District.

According to Sutrisno (2016), performance is the success of a person in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave according to what has been charged to him and the quantity, quality and time spent in carrying out the task.

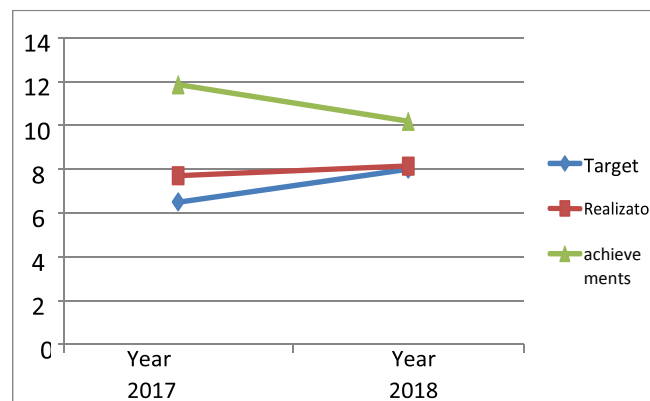


Figure 1. Trends in Target, Realization and Achievement of IKM Value for XYZ District in 2017-2018

XYZ District in 2017 with 2018, there was an increase in the target in 2017 by 65 to 2018 by 80. Realization of the IKM value of XYZ District in 2017 with 2018, there was an increase in 2017 by 77.05 to 2018 by 81.52. For the achievement of the IKM value of XYZ District in 2017 with 2018, there was a decrease in 2017 of 118.54% to 2018 of 101.9%. This states that the Community Satisfaction Index for services in the XYZ District decreased due to decreased employee performance.

According to Rendall S. Schuler and Sisam E. Jackson (1999) in Sinambela (2018) if there is a decline in the performance of the employees they need to be given a compliment or another encouragement from their supervisors and colleagues. This means that it is very important in maintaining performance as an employee of a government agency or company that needs to provide positive encouragement to each of its employees, in other words the addition of facilities or comfort of the work environment and encouragement of good communication between employees in order to provide accurate information.

Previous research proposed by Kafendar (2016) that there is an influence of the work environment on employee performance. it is also in accordance with the theory put forward by Budi W. Soetjipto (2014) argues that the work environment is all things or elements that can affect directly or indirectly on organizations or companies that will have a good or bad impact. on employee performance and job satisfaction.

According Sedarmayanti (2017) said that the work environment can affect an employee's performance because a human being will be able to carry out activities properly, so that an optimal result is achieved if supported by an appropriate environmental condition.

Referring to the theory and previous research that performance is often a problem in a good private / public organization caused by an unfavorable work environment.

Communication in the XYZ District of Bandung City was not unnoticed by the researchers. Previous research by Aliyyah (2017) revealed that there is an influence between communication on employee performance, it is also in accordance with the theory put forward by Brent D. Ruben (in Sukrillah, 2014) states that communication is an interaction, symbolic process that requires people - people regulate their environment by building relationships between people through information exchange to improve performance.

According to Danang and Burhanuddin (2015), Organizational Communication is a process in which individuals, groups / organizations send various forms of information or messages to other people, groups or organizations. Communication plays a very important role in carrying out activities, because basically humans cannot live alone, humans need help from others, so communication plays a role in establishing relationships between individuals and individuals, individuals with groups, and groups with groups, thus communication is a basic element in the implementation of human life that influences and exchanges information.

Based on the main problems that have been explained by the researchers above, through performance reports and pre-survey tables of physical and non-physical work environments and communication pre-survey tables, the researchers concluded that there has been a decline in performance in the XYZ District of Bandung, if you look at the journal which has been explained above is caused by poor work and communication environment. So on this occasion the researcher will take the formulation of the research problem, namely:

1. What is the work environment, organizational communication and performance of the State Civil Apparatus in the District of XYZ, Bandung?
2. How does the effect of Organizational Communication on the performance of the State Civil Apparatus in the XYZ District of Bandung according to respondents?
3. How does the effect of the work environment on the performance of the State Civil Apparatus in the XYZ District of Bandung according to respondents?
4. How does the effect of organizational communication and work environment on the performance of the State Civil Apparatus in the XYZ District of Bandung according to respondents?

II. LITERATURE REVIEW

According to Luthans (2015), work environment is an environment where employees do their daily work. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employee emotions. If the employee likes the work environment where he works, then the employee will stay in his work place to carry out activities so that work time is used effectively and the employee's work performance is also high.

According to Siagian (2014) states that in general, there are two types of work environment, namely:

Physical Work Environment

The physical work environment is all physical forms that are around the workplace and can affect employees. There are several physical conditions of a good workplace, namely:

- a Workplace buildings aside from being interesting to look at are also built with consideration of work safety.
- b Availability of adequate work equipment.
- c Availability of a resting place to unwind, such as cafeteria both in the company environment or surroundings that are easily reached by employees
- d The availability of religious places of worship such as mosques and prayer rooms for employees.

- e Availability of transportation facilities, both for employees and public transportation that is convenient, inexpensive and easy to obtain.

Non Physical Work Environment

Non-physical work environment is a pleasant work environment in the sense of creating a harmonious working relationship between employees and superiors, because in essence humans do not only make money, but work is a form of activity aimed at gaining satisfaction. From some of the above opinions it can be concluded that the physical work environment is a physical form that includes everything from organizational facilities that can affect employees in carrying out work or effectiveness. While the non-physical work environment is a condition around the workplace that is non-physical in nature.

Communication Organization

Zelko and Dance (in Muhammad, 2014) said the organizational communication of an interdependent system includes internal communication and external communication. Internal communication is communication within the organization itself such as communication from subordinates to superiors, communication from superiors to subordinates, communication between fellow employees of the same level. Whereas external communication is communication carried out by the organization to its external environment, such as communication in the sale of products, making advertisements, and relations with the general public.

According to Pace and Faules (2013) in organizational communication talking about information that moves from lower authority. Indicator of communication flow downward, upward communication and horizontal communication.

1. Downward Communication

Communication down in an organization means that information flows from higher positions of authority to those of lower priority. Katz and Kah (Pace & Faules, 2013) stated that there are five types of information that are normally communicated from superiors to subordinates, namely:

- 1) Information about how to do work.
- 2) Information about the rationale for doing work.
- 3) Information about organizational policies and practices.
- 4) Information about employee performance.
- 5) Information to develop a sense of belonging.

2. Communication to the top

Upward communication in an organization means that information flows from the lower level to the highest level. Communication to the top states that providers must receive information from their subordinates who provide information, such as:

- 1) Tell subordinates what their work is doing, achievements, progress and future time plans.
- 2) Explain work problems that have not been solved by subordinates who might need some assistance.
- 3) Give suggestions or ideas to improve in their units or in the organization.
- 4) Express how the thoughts and feelings of subordinates about their work.

3. Horizontal Communication

Horizontal communication consists of delivering information among colleagues in the same work unit. Work units include individuals who are placed at the same level of

authority in the organization and have the same boss. The purpose of this horizontal communication there are several points, namely:

- 1) To coordinate work assignments.
- 2) Share info about planned activities.
- 3) As a tool to solve a problem.
- 4) To gain mutual understanding
- 5) To reconcile and negotiate.
- 6) To foster support between charms

4. Cross-Channel Communication

Cross-channel communication is one form of organizational communication where information is given across functional boundaries or the boundaries of work units and between one another they do not become subordinates or superiors. Cross-channel communication covers literal relationships that are essential for effective organizational communication.

5. Informal, personal and grapevine communication

Grapevine is described as a method of delivering confidential reports from person to person that cannot be obtained through ordinary channels. Informal communication tends to contain confidential reports about people and events which cannot flow through the usual channels. Information obtained from the slippage is more concerned with what someone says or hears than what is released by the holder of power. At least the source looks secret even though the information itself is not confidential.

Performance

According to Mangkunegara (2016), the term performance comes from the word job performance or Actual Performance (work performance or actual achievement achieved by someone).

According to Anwar Prabu Mangkunegara (2009) stated that the performance indicators, namely:

1. Quality
Quality of work is how well an employee does what should be done.
2. Quantity
The quantity of work is how long an employee works in one day. This work quantity can be seen from the speed of work of each employee respectively.
3. Execution of tasks
Implementation of Duties is how far the employee is able to do his job accurately or there are no mistakes.
4. Responsibility
Responsibility for work is an awareness of the obligations of employees to carry out the work given by the company.

Framework of Thinking and Hypotheses

Hypotheses are opinions or statements that are still not necessarily true and must be tested because they are temporary. Hypothesis is a proposition, condition or principle that is assumed to be true and without belief, so that logical consequences can be drawn and in this way then testing (testing) of its truth by using the facts - data available. In this study the hypothesis used is the null hypothesis (The Null Hypothesis).

H1: The Effect of Work Environment on Performance

H2: The Effect of Organization Communication Toward Performance

H3: The Effect of Work Environment and Organization Communication Toward Performance

III. METHODOLOGY

The research method used is descriptive and verification methods. Descriptive method according to Sugiyono (2017) is a method used to describe or describe the data that has been collected as it is without intending to make conclusions that are generally accepted, descriptive methods are used to describe the formulation of the first, second, and third problems. The data used are data in accordance with existing problems and in accordance with the research objectives so that the data will be collected, analyzed and processed much further in accordance with the theories being studied, so the data will be concluded (Sadhila, 2019).

Population

According to Sugiyono (2016), population is a generalization area consisting of: objects / subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The objective of the population is also not the number of objects studied but also the population, so that they can determine the size of the sample members taken from the sample members and limit the validity of the generalization area. In this study the population was all permanent employees in the XYZ Sub-District of Bandung, which totaled 50 State Civil Apparatuses as respondents.

Sample

The sampling technique also takes into account the opinion found by Akdon (2008) that good preparation for subjects less than 100, then all taken so that research is population research. Furthermore, if the subject is large, it can be taken between 5% - 15% or more. To determine the sample size to be taken, which can represent the entire population, using the Slovin Proportional formula quoted by Umar (2013) the sample size is as follows:

$$\begin{aligned} n &= \frac{50}{1 + 50(0,05)^2} \\ &= 40 \end{aligned}$$

Based on the above calculation, the minimum sample size used is 40. Thus, it can be used as a sample of 40 respondents. Where 40 people are generated by using the overall percentage of the total number of employees in the XYZ District of Bandung City with a total of 50 employees with an error rate of 5%.

IV. RESULTS AND DISCUSSION

Multiple Regression Analysis

The results of the regression analysis this time, researchers will conduct two stages of testing, which include the following:

- Multiple linear regression the influence of constants and variables Work Environment and Organizational Communication on Performance can be seen in the following Table 1 (negative value on the constant / intercept 24.759).

Table 1. Linear Multiple Regression Effects of Work Environment and Organizational Communication on Performance Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.759	6.705		3.693	.001
	Work Environment	.865	.447	1.088	1.937	.060
	Organizational Communication	-1.070	.802	-.750	-1.335	.190

$$Y = 24.759 + 0.865X_1 - 1.070X_2 + e$$

Explanation:

- 1) A constant or intercept of 24,759 (positive) means that Performance will drop if the work environment, and organizational communication are equal to zero / are considered to be in cash unchanged, so that performance is equal to 28,470. This fact confirms the importance of the role of the work environment, and organizational communication on performance for the State Civil Apparatus in the XYZ District of Bandung City to increase public service. The Work Environment (X1) has a positive value of 0.290, meaning that an improvement in a good work environment will boost the performance of the State Civil Apparatus in the XYZ District of Bandung.
- 2) The Work Environment (X1) has a positive value of 0.865, which means an increase in a good work environment will boost the performance of the State Civil Apparatus in the XYZ District of Bandung.
- 3) The Organizational Communication (X2) has a negative value of -1.070, meaning that the decrease in organizational communication units has no effect on the performance process. Seeing from the data that if communication has increased it is not directly proportional to the increase in performance.

Simultant Test Results f (H3)

The hypothesis of the influence of the Work Environment and Organizational Communication on the Performance of the State Civil Apparatuses in Bandung's XYZ Subdistrict together or simultaneously, can be known through the F Test. The results of the Hypothesis Test can be seen in the following table:

Table 2. F Test Results the Effect of Work Environment and Organizational Communication on Performance ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79.731	2	39.866	3.880	.052 ^b
	Residual	380.169	37	10.275		
	Total	459.900	39			

Based on the table above, the compiler gets an F-count value of 3,880 which means it is greater than an F-table of 3.24 (3,880 > 3.24).

That is, H1₃ is accepted and H0₃ is rejected, so it can be concluded that there is a simultaneous and significant influence of the work environment and organizational communication on performance.

Correlation and Determination Coefficient X1, X2 to Y

**Table 3. Correlation Coefficient for X1, X2 and Y
 Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.416 ^a	.173	.129	3.20544

This shows the coefficient of multiple correlation (R) of 0.384.

In Table 3 regarding interpretation of the level of correlation, the value is in the category of (0.40 - 0.60) or medium. So the work environment and organizational communication have a medium level of relationship with the performance of the State Civil Apparatus in XYZ District.

Based on Table 3, it is known that the determination coefficient is 0.173 or 17.3%. That is, the Work Environment (X1) Organizational Communication (X2) influences Performance (Y) by 17.3% and the remaining 82.7% is influenced by other factors explained by researchers.

Partial Results T for Work Environment to Performance (H1)

**Table 4. Hypothesis Test Results the Effect of Work Environment on Performance
 Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	24.704	6.774		3.647	.001
Work Environment	.290	.120	.365	2.420	.020

From the t column in the table above, it can be seen that the calculated t-value of the compensation variable is 2,420. This figure exceeds the t-table previously determined, namely 2.02619. This means that t-count compensation is greater than t-table (2,420 > 2,02619) or H01 is successfully rejected or in other words H11 is received. So, the work environment variable (X1) significantly influences the performance variable (Y).

Correlation and Determination Coefficient X1 to Y

**Table 5. Correlation Coefficient for X1 and Y
 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.365 ^a	.134	.111	3.23826

It can be seen that column R or the level of correlation of the work environment with work performance of 0.365. In the interpretation table the correlation level of 0.365 is included in the low category (or range 0.20-0.40). Therefore, the Work Environment (X1) has a low level of correlation with Performance (Y).

The Work Environment (X1) contributes to Performance (Y) of 0.134 or 13.4% as stated in the R Square column. So the performance is affected as much as 13.4% by the work environment, while the remaining 86.6% is influenced by other factors.

Partial Test Results T of Communication Toward Performance (H2)

Table 6. Hypothesis Test Results the Effect of Organizational Communication on Performance Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	28.128	6.706		4.194	.000
Organizational Communication	.427	.221	.299	1.933	.061

From the t column in the table above, it can be seen that the calculated t-value of the organizational communication variable is 1,933. This figure exceeds the t-table previously determined, namely 2.02619. This means that t-count compensation is greater than t-table (1,933 < 2,02619) or H02 is accepted or in other words H12 is rejected. So, organizational communication variable (X2) does not significantly influence the performance variable (Y).

Correlation and Determiation Coefficient X2 to Y

Table 7. Correlation Coefficient for X1 and Y Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.299 ^a	.090	.066	3.31953

It can be seen that Kolem R or the level of correlation of organizational communication with performance of 0.299. In the interpretation table the correlation level of 0.299 is included in the low category (0.20-0.40). Therefore, organizational communication (X2) has a low level of correlation with performance (Y).

Organizational Communication (X2) contributes to Performance (Y) by 0.090 or 9% as shown in the R Square column. So the performance of the State Civil Apparatus in XYZ Subdistrict, Bandung City as much as 9% is influenced by Communication, while the side is 91% influenced by other factors.

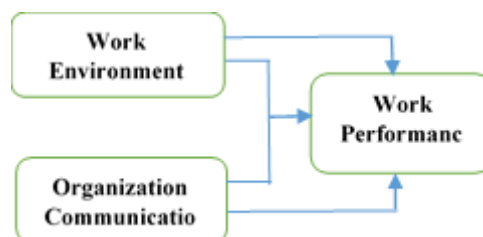


Figure 1. The final model is equipped with the coefficient of determination

Discussion

The Effect of Work Environment and Organization Communication Toward Performance

This research was conducted to reveal whether there is an influence of the work environment, and organizational communication on performance. This study examines 2 variables to find out how much influence on performance. From the results of multiple regression analysis conducted by researchers revealed that it turns out that the work environment, and

organizational communication have a significant effect on performance, which means that performance will drop if the work environment, and organizational communication equal to zero / are considered to be cash unchanged, so the performance is 24,759.

This is in accordance with research conducted by Aliyyah (2017) which states that there is an influence between the work environment and organizational communication on performance. Which means that if the work environment and organizational communication simultaneously increase, it will affect employee performance improvement.

The Effect of Work Environment on Performance

Based on the partial test results on variable X1 that the work environment has a significant effect on performance with the results of the hypothesis test having a value greater than t-table of (2,420) which means that if the work environment experiences a change it will be proportional to the performance of employees in the District XYZ City of Bandung

The results of this study are in line with studies conducted by Lelebici (2014) that the work environment has a positive impact on employee performance. A comfortable work environment causes the level of concentration of employees at work to increase, and these conditions cause the level of employee productivity to increase. A good work environment both physical and non-physical environment provides support for improving employee performance. Significant and positive relationship between work environment and employee performance. This reinforces the view that the work environment influences employee performance

The Effect of Organizational Communication Toward Performance

Based on some partial test results that are not appropriate because based on individual hypothesis testing that is investigated by researchers it turns out that organizational communication has no significant effect on performance because the value of the hypothesis test t only has a value smaller than t-table of (1,933) which means that if communication run smoothly or not it will not affect the performance of the employees in the XYZ District of Bandung.

The results of this study are in line with studies conducted by it in accordance with research proposed by Albertus Bima (2017) that communication has no effect on performance. Which means that whatever is done related to communication does not significantly influence employee performance.

V. CONCLUSION

Conclusion

In the final part of this thesis, the author will present some conclusions that can be drawn and suggestions based on the research findings as follows:

1. Physical work environment, namely in terms of lighting in the workspace is in accordance with the needs, which means conducive and air conditions in the workspace in the District of XYZ , Bandung City have provided comfort while working, which means conducive, but in terms of work support facilities are still not optimal, while the environment non-physical work in Bandung's XYZ Subdistrict in terms of relations with colleagues is harmonious, which means conducive, but cleanliness in the work environment is still not optimal.

Communication The organization in providing ideas / suggestions from employees to superiors is good enough, which means it is quite effective and the employees have a good relationship with fellow employees and superiors, which means it is quite effective,

but the work supporting information is still not optimal and communication from unit to unit is also not yet run optimally.

In improving the performance of employees in XYZ District, employees have been maximized in completing tasks given by superiors, which means high employee performance and employees are always responsible for all their work, which means high employee performance, but in completing the timeliness of tasks is still not optimal and also in meeting the targets is still not optimal too.

2. The Work Environment in XYZ Sub-District of Bandung significantly an effect to Performance of the State Civil Apparatus, which means that if there is a change in the work environment, it will be directly proportional to the improvement in the performance of employees.
3. Organizational Communication in Bandung's XYZ Sub-district does not significantly effect to performance of the State Civil Apparatus, which means that if organizational communication has increased or decreased it will not affect the performance of the employees in the Bandung City's XYZ Sub-district.
4. The positive an effect between the Work Environment and Organizational Communication to performance.

Suggestions

Based on the results of research, discussion and conclusions above, the authors provide advice aimed at the goodness and progress of the XYZ District of Bandung.

Academic Suggestions

1. Advice for academics is to know more broadly about the importance of the work environment in a company to support quality resources.
2. Advice for academics is to know more broadly about how to communicate well in the organization.
3. Suggestions for writers is to know more about how important performance is in supporting work.

Practical Suggestions

1. The work support room in XYZ Sub-District of Bandung should be improved properly, because a good work environment will make good work comfort and also improve the performance of its employees.
2. Information provided from division to division should be increased again, so that the information received does not experience errors.
3. Creating an application program that can cut the bureaucratic ladder so that it can be spread directly to all employees.
4. Completion of tasks given by superiors must be more considered, such as completing tasks on time so that the performance of the XYZ District increases.

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