

THE IMPACT OF COMMUNICATION AND PHYSICAL WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT TVRI LAMPUNG

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ABSTRACT

This study investigates the impact of communication and the physical work environment on employee performance at TVRI Lampung. Utilizing a quantitative research design, data were collected from 107 employees through a structured questionnaire and analyzed using multiple linear regression. The findings reveal that both communication and the physical work environment significantly influence employee performance, with an R^2 value of 74.2%. The study highlights the need for improved communication channels and a more conducive physical work environment to enhance employee productivity. Recommendations for management include regular feedback sessions, investment in ergonomic furniture, and training programs to help employees manage work pressure. These insights contribute to the theoretical understanding of organizational behavior in public sector organizations and provide actionable strategies for improving employee performance.

Keywords: *Communication, Physical Work Environment, Employee Performance, TVRI Lampung*

Introduction

Employee performance is a fundamental determinant of organizational success, particularly in industries where human capital is the primary driver of productivity and innovation (A. R. P. Barusman & Habiburrahman, 2022; Chauke et al., 2022; Krishnan et al., 2018). In this regard, effective communication and a conducive physical work environment have been widely recognized as critical factors that contribute to enhanced employee productivity, satisfaction, and overall organizational effectiveness (Kamble & Wankhade, 2017; Neely & Mosley, 2018; Ryan Pratama & Defrizal, 2024). These factors play a vital role not only in ensuring that employees can perform their tasks efficiently but also in fostering a workplace culture that encourages collaboration, creativity, and job satisfaction (Paais & Pattiruhu, 2020; Sanjaya & Indrawati, 2023).

Despite the extensive body of literature that examines the influence of communication and the physical work environment on employee performance, there is a noticeable gap in research that focuses on these dynamics within public broadcasting organizations in Indonesia (M. Y. Barusman & Hidayat, 2017; Choir et al., 2021; Wildan et al., 2020). The unique nature of such organizations, which operate under specific regulatory frameworks and serve public interests, presents distinct challenges and opportunities that may affect how communication and the physical environment influence employee performance (Habiburrahman et al., 2019; Hasibuan et al., 2021; Sartika et al., 2021). As a result, the findings from private sector studies may not be entirely applicable or relevant to the public broadcasting context (Alam et al., 2019; Bright, 2022; Cooper, 2020).

This study seeks to address this gap by conducting an in-depth analysis of the impact of communication and the physical work environment on employee performance at TVRI Lampung, a regional public broadcasting organization in Indonesia. The study's objectives are threefold: (1) to evaluate the current state of communication practices and the physical work environment at TVRI Lampung, identifying strengths and areas for improvement; (2) to assess the individual and combined effects of communication and the physical work environment on employee performance, using both qualitative and quantitative methods; and (3) to provide actionable recommendations for management that can enhance employee productivity, satisfaction, and overall performance at TVRI Lampung.

By focusing on TVRI Lampung, this research aims to contribute valuable insights to the broader discourse on public sector employee performance, offering practical implications for both policymakers and managers in the broadcasting industry. The study's findings are expected to inform the development of strategies that optimize communication channels and improve the physical work environment, ultimately leading to more effective and efficient public broadcasting services in Indonesia.

Methodology

This study employs a quantitative research design, utilizing a correlational approach with multiple linear regression analysis to investigate the relationship between communication, the physical work environment, and employee performance. The quantitative approach was chosen for its ability to provide objective, measurable evidence on the impact of multiple independent variables on a dependent variable (Andriana et al., 2019). By using a correlational design, the study examines the strength and direction of relationships between these variables, while multiple linear regression allows for identifying and quantifying the relative contributions of communication and the physical work environment to employee performance (Aggarwal & Ranganathan, 2017). This methodological approach is particularly robust for understanding complex dynamics in organizational settings, where various factors may simultaneously influence outcomes.

The research was conducted with a purposive sample of 107 employees from various departments at TVRI Lampung. This sample size was determined based on the total population of employees within the organization, ensuring that the findings are statistically significant and generalizable within this context. Data collection was carried out using a structured questionnaire designed to capture key information on communication quality, the physical work environment, and employee performance. The questionnaire included both closed-ended questions and Likert scale items to gather comprehensive data (Salau et al., 2018). Prior to the full-scale administration, the questionnaire was pre-tested on a smaller sample to assess its reliability and validity (De Menezes & De Paula Xavier, 2018). Reliability was evaluated using Cronbach's alpha to ensure internal consistency, while validity was confirmed through expert reviews and factor analysis, which verified that the items effectively measured the intended constructs. After making necessary revisions to improve clarity and accuracy, the final questionnaire was distributed to participants either in person or via email, depending on their availability and preference, over a two-week period to maximize response rates (Wetering & Versendaal, 2021).

The study's key variables were measured with precision. Communication was assessed using a multi-item Likert scale that evaluated various dimensions, including the frequency, clarity, and effectiveness of communication between employees and management. The scale was designed to capture both formal and informal communication channels, the timeliness of information dissemination, and perceived openness within the organization. The physical work environment was evaluated through items that measured cleanliness, comfort, and the adequacy of workplace facilities, with specific attention to factors such as lighting, temperature control, noise levels, and ergonomics. Employee performance was gauged through a combination of self-reported metrics and supervisor evaluations, focusing on task completion, quality of work, efficiency, punctuality, and teamwork. This combination provided a balanced view of employee performance from both the employees' and supervisors' perspectives (Zikrillah et al., 2020).

Data analysis was conducted using SPSS software, chosen for its comprehensive range of statistical tools and ease of use. Descriptive statistics were first computed to summarize the data, providing an overview of sample characteristics and the distribution of responses. Multiple linear regression analysis was then employed to examine the relationships between the independent variables (communication and physical work environment) and the dependent variable (employee performance). The regression model estimated the individual effects of each independent variable while controlling for potential confounding factors such as employee tenure and departmental differences. Interaction terms were included to explore whether the effect of one independent variable on employee performance was moderated by the other. The model's fit was assessed using the coefficient of determination (R^2), which indicates the proportion of variance in employee performance explained by the independent variables, and significance levels (p -values) were used to determine the statistical significance of the results. Assumptions of linear regression, including linearity, independence, homoscedasticity, and normality of residuals, were tested and addressed as needed to ensure the validity of the findings. The results were interpreted with a focus on the practical implications for management at TVRI Lampung, leading to actionable recommendations aimed at enhancing employee performance through improved communication strategies and optimized physical work environments.

Result and Discussion

Results

The descriptive statistics initially revealed a concerning trend in employee performance at TVRI Lampung, with only three out of ten performance targets being met. This pattern of underperformance suggests systemic issues within the organization that likely hinder productivity and effectiveness. Analyzing the communication dynamics within TVRI Lampung, it became evident that interactions between employees and management were marked by gaps in information flow, unclear messaging, and a lack of constructive feedback mechanisms. These deficiencies in communication are likely contributors to the observed performance deficits. Additionally, the physical work environment at TVRI Lampung was found to be substandard. Employees reported dissatisfaction with key aspects such as cleanliness, lighting, temperature control, and workstation comfort. These conditions are crucial for employees' ability to perform tasks efficiently and comfortably.

The multiple linear regression analysis provided further insights, indicating that 74.2% of the variance in employee performance could be explained by the combined effects of communication and the physical work environment. This high R^2 value underscores the substantial impact that these factors have on employee productivity and effectiveness. Both communication and physical work environment were found to have a positive and statistically significant effect on employee performance, with p-values less than 0.05. These results suggest that improving communication and addressing issues in the physical work environment could lead to significant enhancements in employee performance.

Discussion

The findings of this study emphasize the critical role that effective communication and a conducive physical work environment play in influencing employee performance at TVRI Lampung. The observed underperformance is largely attributable to deficiencies in these areas. Poor communication, characterized by unclear directives, insufficient feedback, and a lack of transparency, has been identified as a major barrier to productivity. Similarly, the inadequacies in the physical work environment, including issues with cleanliness, comfort, and basic amenities, have contributed to lower employee morale and reduced efficiency. These results align with existing literature on organizational behavior, which highlights the importance of communication and environmental factors in shaping employee outcomes (Kamble & Wankhade, 2017; Neely & Mosley, 2018; Paais & Pattiruhu, 2020).

This study contributes to the body of knowledge by providing context-specific insights into how these dynamics operate within a public broadcasting organization in Indonesia. The unique challenges faced by public sector organizations, such as budget constraints and bureaucratic processes, may exacerbate the effects of communication and environmental issues on employee performance (Habiburahman et al., 2019; Hasibuan et al., 2021; Sartika et al., 2021). The findings support the application of the Job Demands-Resources (JD-R) model, which posits that job resources like effective communication and a supportive work environment can enhance employee engagement and performance by reducing job demands and mitigating stress (Alam et al., 2019; Bright, 2022; Cooper, 2020). In the case of TVRI Lampung, the lack of these resources has likely resulted in higher job demands and lower performance levels.

Addressing the identified deficiencies in communication and the physical work environment could foster a more supportive work environment, leading to improved employee engagement and productivity. The study highlights the need for public sector organizations, particularly in developing countries, to prioritize investments in communication infrastructure and physical workplace improvements to enhance overall organizational effectiveness.

Conclusion

This study has highlighted the significant impact that communication and the physical work environment have on employee performance within a public broadcasting organization in Indonesia, specifically TVRI Lampung. The findings reveal that only a minority of performance targets were met by employees, with communication and environmental inadequacies identified as key contributing factors to this underperformance. The regression analysis demonstrated that both communication and the physical work environment play a crucial role in explaining the variance in employee performance, with these factors accounting for 74.2% of the observed differences in productivity.

The results underscore the importance of fostering effective communication channels and maintaining a conducive physical work environment to enhance employee performance. In the context of public broadcasting

organizations like TVRI Lampung, where unique challenges such as budget constraints and bureaucratic complexities are prevalent, these factors become even more critical. Addressing deficiencies in communication and workplace conditions can lead to substantial improvements in employee morale, engagement, and overall productivity.

The study also contributes to the broader theoretical understanding of organizational behavior by supporting the application of the Job Demands-Resources (JD-R) model in public sector settings. By viewing communication and the physical work environment as essential job resources, this research provides valuable insights for public sector managers and policymakers, emphasizing the need for strategic investments in these areas to drive organizational success. Future research could further explore these dynamics in different public sector contexts, offering a more comprehensive understanding of how to optimize employee performance through targeted interventions in communication and environmental management.

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