



Articles

## EXPLORING THE EFFECTIVENESS OF COMMUNICATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PDAM MAKASSAR (A STUDY IN SERVICE AREA IV)

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Article Information	Abstract
<p><b>Keywords:</b> Communication Work Environment Employee Performance</p> <p>Received 28 February 2023 Received in revised form 1 March 2023 Accepted 1 April 2023</p>	<p>This study aims to find out whether the communication and work environment at PDAM Makassar has been effective and also to find out whether the effectiveness of communication and work environment affects employee performance at PDAM Makassar. This research uses the qualitative descriptive method. Data collection techniques use observation checklist research instruments and interview guidelines. The subjects of this study were all employees of PDAM Makassar Service Area IV complaints unit and read meters with the number of speakers being as many as five people who were randomly selected. The data analysis used in this study is data analysis using thematic analysis. And the results of observations and interviews showed that the communication and work environment in Service Area IV of the complaints and reading meter units have been effective. Characterized by well-established communication, the message you want to convey can be conveyed well to the interlocutor, as well as the creation of a comfortable work environment for employees to carry out work, work support facilities are adequate so that work can be carried out properly. So the effectiveness of communication and the work environment affects the improvement of employee performance at PDAM Makassar.</p>

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### 1. Introduction

A company or organization has rules and targets they want to achieve. Achieving these goals requires human resource management, planning, development, and maintenance in organizational groups. In this development, it is not only the duty of a leader to organize and manage his resources, but employees have an equally key role. They are expected to carry out their duties well to achieve the organizational goals. These employees themselves are the main source of an organization. They have duties as planners, managers, and controllers of each organization's activities. These human resources are also a supporting factor for the progress and destruction of an

organization. To improve and realize company goals, a company certainly has things to consider, one of which is by having employees with reliable performance. Based on previous research from Utomo (2014), the motivation variable has a negative influence on employee performance, while the other three variables, namely leadership, discipline, and environment, positively influence performance.

Meanwhile, according to previous research by Andri (2016), with the results of research regression coefficient from the physical work environment obtained a value of 0.356 while the regression coefficient of the motive obtained a value of 0.701 can be concluded both have a significant influence means the better the physical work environment and motivation will be

followed by the increased performance of employees of PT. Jember Branch Pawnshop.

To achieve an organizational goal, it is, therefore, necessary to have effective communication between leaders and employees, among employees and other fellow employees. In terms of the importance of this communication, this must be maintained for the sake of sustainability and openness between employees, the effectiveness of this communication is of course, an important thing. Each employee can establish a good relationship with others through communication. As stated by Hartati et al. (2020) in previous research, it is concluded that employee competence, communication, work environment, and performance significantly influence an employee's performance PT Indotirta Asylum. Moreover, they were also stated by Zacharias (2019), in previous research that the results of this study showed that the effectiveness of communication is significantly influenced by organizational structure, technology, environment, communication patterns, and personal characteristics.

Based on the previous study above, shows that effectiveness of communication and work environment has influence employee performance. In this study, the research questions are:

1. Are the communication at PDAM Makassar effective?
2. Are the work environment at PDAM Makassar effective?
3. Does the effectiveness of communication and work environment have an influence on employee's performance at PDAM Makassar?

Every organization certainly expects a reliable performance from its employees because they will help achieve an organization's goals and success. Performance results from the quality and quantity of work employees can achieve as they perform their tasks according to their assigned responsibilities. A comparison of the results achieved using workforce per unit of time (usually hourly) Hanifah (2021). Gomes (2003) put forward definitions of performance as performance, efficiency, and effectiveness are often associated with productivity. Therefore, good management and planning should be done to help organize and manage these people to perform their duties effectively per established standards. Job evaluation is a leadership attempt to evaluate the work of a subordinate. According to Mangkunegara's Mengginson (2005), performance assessment is a process used by managers to determine whether an employee is performing his or her duties following the employee's obligations and responsibilities. Whether she or not. Subsequently, Sikula of Mangkunegara (2005) suggested that employees could be evaluated and more likely to be evaluated. An evaluation is a process of interpreting or determining the value, quality, or status of an object, person, or object. According to Islam and Rasad (2005). Performance evaluation is the process by which an organization evaluates the performance of its employees. This activity can improve HR decisions and provide feedback on employee performance. Therefore, this study aims to determine whether there is a connection between the effectiveness of communication and the work environment on employee performance at PDAM Makassar (A Study at Service Area IV).

The method consists of design, procedure, and data analysis, and other related issues.

## 2. Method

The Researcher use the qualitative descriptive method because this study aims to describe and analyze the social symptoms studied. The effectiveness of communication and work environment on employee's performance at PDAM Makassar. The researcher describes a symptom based on the situation and observations that serve as the basis of the presence or absence of a symptom in the study of Slamet (2006). In addition, qualitative description is a study conducted by describing the comparison between theory and practice at the research location, which is then analyzed to draw conclusions and suggestions.

This research was conducted at PDAM Makassar in the Regional Office of Service IV, the complaint and billing section. The subjects of this study is all service area IV employees from the complaint meter section. The number of interviewees is five people who has been randomly selected in their divisions. Data collection techniques used in this study are as follows:

1. Observation, this data collection method is carried out by research to collect data from a real close so that the researcher can observe and record field data directly related to the phenomena at the research site. Check List: A list contains the elements that may be present in the situation or behavior or activities of individuals observed.
2. Interview, an interview is a data collection technique in which researcher conduct a question and answer directly with several parts related to obtaining more detailed data relevant to this study. The instrument used in the interview is the interview guide.
3. Documents, documents is a data collection technique that collects and analyzes written documents, images, and electronics.

### 2.1. Data Analysis

The data analysis technique used is thematic analysis, which is one way to analyze data to identify patterns or to find themes through data collected (Kiger & Varpio, 2020).

In this study, the data were analyzed in the following ways:

1. Understanding Data
2. Generating Initial Codes
3. Searching for Themes
4. Reviewing Themes
5. Defining and Naming Themes
6. Producing the Report

## 3. Results

Data collection in this study was carried out by observation and interviews, interviews were conducted with 5 subjects. The subjects of this study were 5 employees in the Service Area IV room of the customer complaint unit and read meters.

### A. The Results of Observation

However, before processing the interview data, an analysis of the observation results was first carried out to

determine whether the communication and work environment in the Service Area IV unit had been effective or not, as for the results found to be obtained from the percentage results set on the observation checklist measured using numbers, starting from (4) which means always, (3) which means often, (2) for sometimes, and (1) for never.

The results of the observations that have been carried out can be concluded that the communication and work environment at PDAM Makassar unit of Service Area IV section of Complaints and Read Meters can be said to be effective in accordance with the statements submitted by the observee.

## **B. The Results of Interview**

Through thematic analysis, this study found 3 themes, including the process of communicating, the influence of the work environment, and employee performance assessment. Every company or organization certainly has a goal to be achieved, in the following sections will be displayed the experience and views of the subject under study.

### **1. Communication Process**

The theme "Communication process" is labeled as conveyed by PDAM employees as parties who interact and communicate with customers, leaders and fellow colleagues. Including understanding the message conveyed in the communication process and also the communication process is well-established and effective.

#### **a. Effective Communication**

PDAM employees report according to their experience during communication, that communication is very influential and plays an important role in a company or organization.

*Yes, communication is very important in a company or organization, if one of the communications is interrupted, it must not be connected, just like one-way communication, someone must speak and someone must hear, there can be communication if the communication is connected. (Interview, Employee 1)*

#### **b. Communication is two-way**

Some PDAM employees said that the communication that was established took place in a two-way and structured manner, namely from staff to leadership or vice versa, and also between staff to other staff.

*For example, from top to bottom, from the Head of the Region usually the information goes directly to the official, structured, so the common thread is from the Head of the Region directly to the head of his affairs/ section chief or to his secretary, later they are the ones who directly forward to their respective staff. (Interview, PDAM employee 1)*

#### **c. Direct/verbal messaging**

As stated by several PDAM employees that message delivery is more effective when it takes place verbally or delivered directly/face-to-face, it has an effect in reducing the level of misunderstanding in the communication process.

*I personally think the way it is delivered may be directly or verbally, because it is easier to understand, because if it is non-verbal we are not dealing directly, what is effective here is that communication must be direct. (Interview, PDAM employee 3)*

## **2. Influence of the Work Environment**

### **a. The work environment affects employee performance**

Responses from several PDAM employees that the work environment affects employee performance, including comfort, safety and the fulfillment of facilities in the environment where they work, it can affect their performance.

*Because of the availability of their respective topotic needs, it can affect the work, such as speeding up the process of completing the work, finally the work can be completed properly. (Interview, Employee PDAM 3)*

### **b. Employee relationships are well established**

In the interviews that took place, several employees had the view that the relationship was very good, judging from the achievement of the targets to be achieved, because it influenced their process in carrying out work. Good leadership skills and also good information distribution.

*That is by holding an outdoor family gathering to build relationships and strengthen our relationships, both between leaders and subordinates, as well as to strengthen relationships between fellow staff. We also have a lot of meals every month, so I think that's also part of our efforts to build relationships with one another. (Interview, PDAM employee 2)*

### **c. There are no disturbances that can hinder the implementation work**

In the interview, employees' views on the disturbances that arise in the process of carrying out work are still in a mild or less disturbing level, as is the case regarding the noise in the environment where they work every day.

*Yes, the name is an office that is not only ourselves who are here, this is an organization, of course there are many employees and also do many activities, automatically our activities here are dense and can potentially cause noise, but noise in this case does not have much effect on our work. (Interview, PDAM 4 employee)*

### **d. Work support facilities are adequate**

Several responses from PDAM employees during interviews stated that the facilities available in the environment where they worked were adequate.

*I think so far it has been adequate, because when it comes to facilities, so far others have been very adequate, such as tables and chairs, air conditioning, and others. (Interview, PDAM employee 2).*

## **3. Employee Performance Appraisal**

### **a. Employee loyalty in performing services**

In the interview, several employees stated that the quality of employee loyalty was carried out well, carried out according

to the SOP, and of course provided their best service in serving customers, especially in Service Area IV which serves customer complaints and read meters.

*When it comes to service loyalty, it can be like when providing a quick response to customers for complaints or customer complaints against PDAM such as leaks, or not being able to get water. So, that we have to respond well. (Interview, PDAM employee 3)*

b. Work performance is assessed as a team

Some PDAM employees said that employee work assessments are not assessed personally or individually, but are assessed in teams, this is judged by the achievement of targets to be achieved or agreed upon, understanding of the tasks charged and also the implementation of work in accordance with the job desk.

*When it comes to work performance, we cannot assess it personally or individually, because we are here to be assessed as a team, so we do more teamwork to achieve common goals. (Interview, PDAM employee 2)*

c. Employee performance is considered good

Some employees said that the current performance assessment is very good, it supports and encourages employees to always try to improve their quality, such as by carrying out the duties charged to them, and also understand their respective responsibilities.

*If our assessment problem here is called personnel or the general and staffing section, it is their job to monitor employees, so they receive input from the head of the section related to the employee's personality. (Interview, PDAM employee 3)*

#### 4. Discussion

The findings in this study regarding factors related to or facilitated by the company's work environment, there are several qualitative studies that examine how these important factors can affect employee performance. This qualitative study explores how communication models and work environments from an employee perspective.

Based on the results of observations and processing of observation data, it was found that communication and work environment at PDAM Makassar have been effective. So, after that, it will be discussed whether the effectiveness of communication and work environment at PDAM Makassar unit of Service Area IV section of Complaints and Read Meters affects employee performance from the results of processing interview data as follows:

##### 1. Communication Process

Based on the data presented in the data presentation section that the resource persons consisted of five employees, they felt that all the information provided by the leadership and fellow employees was easy to understand, and the direction from the leadership greatly affected the results of their work as employees.

The effectiveness of communication has a positive effect on employees, it includes discipline, productivity, and employee

satisfaction in carrying out the duties charged to them. This is a reference for employees to always improve their performance in order to achieve common goals. This is in accordance with research conducted by Yanti (2019) which states "the effectiveness of communication contributes to employee performance".

##### 2. Influence of the Work Environment

Based on the data from the interview, it can be said that in a company the work environment is one of the main factors to improve employee performance, as stated by the five speakers at the interview, they stated that the work environment in the company has been effective, as stated by the employees at the interview that the facilities and infrastructure provided by the company are adequate to support all employee activities in carrying out its responsibilities.

The data from the interview can be said that the five employees who were the speakers felt that the effectiveness of the work environment greatly affected employee performance, because a comfortable and calm environment can help employees in completing their work effectively. Environmental conditions can affect employee performance as Robbins (2015) argues, that employees pay great attention to their work environment, both in terms of personal comfort and ease of doing a good job.

However, what is updated from this study is that it was found that there are many other factors that affect the work environment itself so that it can be effective and have an influence on employee performance, especially in PDAM Makassar, the Service Area IV unit. One of them is by fostering good relationships between leaders and staff, as well as between other staff and employees, as well as several other things that have been mentioned earlier in the explanation of the results of this study.

##### c. Employee Performance Appraisal

Communication and an effective work environment are able to influence employee performance, this is in accordance with what was stated by the five speakers that when communication goes well or in other languages, communication is effective, the message to be conveyed by the speaker reaches the listener, there is no miscommunication because effective communication is a way to establish good relationships between others.

There are several factors that affect employee performance stated by Pratama (2020) including the work environment, job description, communication, leadership, vision and mission, infrastructure, and health. This research emphasizes the relationship of leadership effectiveness, work environment, and communication to employee performance. The performance of employees is not only influenced by the factors of the employee himself, but also the group and environment of the organization in which he works. What is included in the performance is the function of ability, skills, understanding of tasks, opportunities to perform, the level of effort and perseverance, resources needed, group factors, as well as organizational and environmental factors.

#### 5. Conclusion

Based on the results of research and discussion, which researcher have conducted regarding exploring the effectiveness

of communication and work environment on employee performance at PDAM Makassar, it can be concluded as follows:

1. The results of the analysis regarding the effectiveness of communication and the work environment at PDAM Makassar Service IV unit customer complaints section and read meters, it can be concluded that communication and work environment have been effective in Service IV units
2. From the results and discussion, it can be concluded that both of them affect employee performance, this is seen from the analysis of each factor, the first in terms of communication effectiveness, because each company/organization of course communicates, and that communication is their basis in carrying out their work every day.

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