

The Influence of Interpersonal Communication and the Work Environment on Employee Performance at the Bulukumba Regency Fisheries Service Office

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Abstract

Employee performance remains a critical issue in public sector organizations, particularly in agencies responsible for delivering technical and community-based services. In the Fisheries Service Office of Bulukumba Regency, the need to strengthen coordination, task clarity, and service responsiveness provides the organizational context for examining factors that influence employee performance. This study aims to analyze the influence of interpersonal communication and work environment on employee performance. A quantitative explanatory design was applied using a census sampling technique involving all 60 employees as respondents. Data were collected through structured questionnaires measured with a five-point Likert scale and analyzed using descriptive statistics and multiple linear regression. The results show that interpersonal communication has a positive and significant effect on employee performance ($\beta = 0.307$; $p = 0.001$). The work environment also has a positive and significant effect on employee performance ($\beta = 0.146$; $p = 0.003$). Simultaneously, interpersonal communication and work environment significantly affect employee performance ($F = 16.465$; $p = 0.001$), with an R^2 value of 0.221, indicating that 22.1% of employee performance variation is explained by the model. These findings imply that management should improve employee performance by strengthening regular coordination meetings, establishing clearer feedback mechanisms, improving workplace facilities, and creating a more supportive organizational climate. Therefore, interpersonal communication and work environment are important determinants of employee performance in the Fisheries Service Office of Bulukumba Regency.

Keywords: *Employee Performance, Human Resource Management, Interpersonal Communication, Public Sector, Work Environment*

Introduction

Employee performance remains a central issue in organizational studies, particularly within public sector institutions where accountability, service quality, and efficiency are continuously evaluated by stakeholders and the public (Jumaini et al., 2024). In government organizations, including regional agencies, the effectiveness of public service delivery is highly dependent on the quality of human resources and the systems that support their performance (Lamama, 2023). Human resource management is therefore not only administrative in nature but also strategic, as it ensures that employees are able to perform in alignment with organizational goals, public policies, and community expectations (Jumaini et al., 2024). In this context, improving employee performance becomes a critical requirement for maintaining institutional effectiveness, particularly in service-oriented agencies such as the Department of Fisheries of Bulukumba Regency (Faisal, 2025).

Performance issues in public sector organizations are often associated with communication barriers and suboptimal work environments. Ineffective communication can lead to misunderstandings in task execution, duplication of work, and reduced coordination among employees (Syam et al., 2024; Zhenjing et al., 2022). Meanwhile, an inadequate work environment both physical and psychosocial may contribute to decreased motivation, stress, and lower productivity (Fitriya et al., 2025). These conditions highlight the importance of examining key determinants of employee performance, particularly interpersonal communication and work environment factors, as both are widely recognized as essential components in human resource management systems.

From a theoretical perspective, interpersonal communication plays a vital role in shaping organizational behavior (Mardianti et al., 2025). Communication theory emphasizes that effective interpersonal communication involves openness, empathy, supportive attitudes, positive interaction, and equality among individuals (Saputra, 2020). These elements facilitate the exchange of information, strengthen relationships, and reduce conflict within organizations (Lusiawati, 2019). As stated in organizational communication theory, effective communication is not only about message transmission but also about meaning construction that supports collaboration and coordination in achieving organizational goals (Mukarom, 2020).

Similarly, the work environment is a critical determinant of employee performance. The work environment encompasses all physical and non-physical conditions surrounding employees, including lighting, air circulation, noise levels, workplace safety, organizational culture, and interpersonal relations. A conducive work environment can enhance employee comfort, motivation, and job satisfaction, which ultimately leads to improved performance outcomes. Conversely, a poor work environment can increase stress levels, reduce concentration, and negatively affect productivity. Human resource management literature consistently emphasizes that organizational effectiveness is strongly influenced by the quality of the work environment provided to employees (Kasmir, 2019).

In addition, employee performance itself is a multidimensional construct that includes quality of work, quantity of output, reliability, and work attitude. According to performance management theory, employee performance is the result of the interaction between individual competencies, organizational systems, and environmental conditions. Therefore, factors such as communication and work environment are considered essential determinants of performance outcomes in both public and private sector organizations.

Recent empirical studies have extensively examined the relationship between interpersonal communication, work environment, and employee performance. For example, work environment significantly influences employee performance in public institutions, where physical conditions and workload pressures were identified as dominant factors affecting productivity (Nabawi, 2019). However, this study primarily focused on environmental variables and did not comprehensively integrate communication aspects, which limits its explanatory power in understanding behavioral interactions among employees.

Similarly, the effect of work culture and motivation on employee performance with job satisfaction as an intervening variable (Kurniawan, 2019). The study found significant relationships among variables, but it did not explicitly examine interpersonal communication as a core determinant of performance. This indicates a conceptual limitation in capturing communication dynamics as part of organizational behavior, particularly in public sector contexts.

Furthermore, the effect of interpersonal communication and work environment on employee performance has also been examined in a private company setting (Shavira et al., 2024). The study confirmed that both variables have a significant positive effect on performance. However, the research was conducted in a private sector organization with relatively structured management systems, which may not fully reflect the complexity of public sector institutions where bureaucratic procedures, resource limitations, and hierarchical communication patterns are more dominant. This creates a contextual gap in understanding how these variables operate in local government organizations.

Another relevant study also found that interpersonal communication and motivation significantly influence employee performance among lecturers (Widiyanti & Widodo, 2012). However, this study was conducted in an academic environment, which differs significantly from administrative and technical government institutions in terms of organizational structure, task characteristics, and communication flow. Therefore, the generalizability of the findings to public sector agencies remains limited.

From the synthesis of previous studies, several research gaps can be identified. First, most studies tend to examine interpersonal communication and work environment either separately or within different conceptual models, rather than integrating both variables simultaneously in a single framework. Second, many studies are conducted in private sector organizations or educational institutions, while limited attention has been given to local government agencies, particularly in regional service offices such as fisheries departments. Third, contextual factors such as bureaucratic structure, regional development characteristics, and sector-specific operational challenges are often overlooked in existing literature.

Based on these gaps, there is a clear need for empirical research that simultaneously examines the influence of interpersonal communication and work environment on employee performance within a public sector context. The Department of Fisheries of Bulukumba Regency provides a relevant case study due to its role in supporting regional economic development and public service delivery in the fisheries sector. This institution operates within a structured bureaucratic system where communication efficiency and environmental conditions may significantly affect employee productivity.

Therefore, this study aims to analyze: (1) the effect of interpersonal communication on employee performance, (2) the effect of work environment on employee performance, and (3) the simultaneous effect of both variables on employee performance at the Department of Fisheries of Bulukumba Regency. The novelty of this research lies in its integrative approach, which combines interpersonal communication and work environment within a single empirical model in a regional public sector setting. Unlike previous studies that focus on limited variables or different organizational contexts, this study provides a more comprehensive and context-specific analysis of employee performance determinants.

This study also offers practical implications for public sector managers. Improving interpersonal communication through structured coordination, feedback mechanisms, and leadership engagement can enhance organizational efficiency. Likewise, improving the work environment through better facilities, safety, and organizational climate can strengthen employee motivation and productivity. Ultimately, this study is expected to contribute to both academic development and practical policy formulation in human resource management within local government institutions.

The novelty of this study lies in its integrated and context-specific examination of interpersonal communication and work environment as determinants of employee performance within a regional public sector institution, particularly the Department of Fisheries of Bulukumba Regency. While previous studies have examined these variables in private companies, educational institutions, or broader organizational contexts, limited research has specifically addressed their combined influence in a local government agency operating within fisheries-related public services. This study therefore provides a new empirical contribution by highlighting how communication patterns and workplace conditions interact in a bureaucratic and service-oriented regional institution. The findings are expected to enrich human resource management literature in the public sector and provide practical recommendations for improving employee performance through better interpersonal communication and a more supportive work environment.

Method

This study employed a quantitative explanatory research design with a verification approach to examine the causal relationships between interpersonal communication, work environment, and employee performance. The design was selected as it is appropriate for answering the research questions, which aim to test hypotheses regarding the influence of independent variables on a dependent variable. Explanatory survey research allows for systematic investigation of relationships among variables using statistical analysis, ensuring that the findings can be generalized within the studied population. The procedures followed in this study were structured sequentially, beginning with instrument development, expert validation, data collection, and concluding with statistical analysis, thereby ensuring replicability and methodological clarity.

The instrument development process was preceded by expert validation (content validity) to ensure that the questionnaire items were appropriate, relevant, and representative of the constructs being measured. Expert validation was conducted by academic experts in management and human resource fields who reviewed the indicators of interpersonal communication, work environment, and employee performance. Feedback from experts was used to refine item wording, eliminate ambiguity, and ensure conceptual alignment with established theories before the instrument was distributed to respondents.

The research was conducted at the Department of Fisheries of Bulukumba Regency, South Sulawesi, Indonesia. The study took place over a two-month period, from August to September 2024. The subject of this research consisted of all employees working within the institution. The total population was 60 employees, making it relatively small and manageable. Therefore, this study applied a census or saturated sampling technique, where all members of the population were included as respondents. This method eliminates sampling bias and ensures full representation of the population.

The study utilized both primary and secondary data sources. Primary data were collected directly from respondents through structured questionnaires and supported by field observations. The questionnaire was designed to capture respondents' perceptions of interpersonal communication, work environment, and employee performance using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). Secondary data were obtained from organizational documents, reports, archives, and relevant literature to support contextual analysis.

Instrument quality was ensured through validity and reliability testing. After expert validation, empirical validity was tested using the corrected item-total correlation method. Each item was considered valid if the correlation coefficient exceeded the critical value (r-table) at a significance level of 0.05. Reliability testing was conducted using Cronbach's Alpha coefficient, with a threshold of ≥ 0.60 indicating acceptable internal consistency. These procedures ensured that the instrument was both valid and reliable for measuring the intended constructs.

Data collection was carried out systematically by distributing questionnaires directly to respondents, with sufficient time provided for completion to ensure accurate responses. Observations were also conducted to complement survey data, particularly regarding the physical and social work environment. All collected data were coded and processed using statistical software for further analysis.

The data analysis techniques employed consisted of descriptive and inferential statistics. Descriptive analysis was used to summarize respondent characteristics and variable distributions. Before conducting inferential analysis, classical assumption tests were performed, including normality, multicollinearity, heteroscedasticity, and autocorrelation tests. Normality was assessed using probability plots, multicollinearity using Variance Inflation Factor (VIF) and tolerance values, heteroscedasticity using scatterplots, and autocorrelation using the Durbin-Watson statistic.

Multiple linear regression analysis was applied to examine the relationships between variables. The regression model used was:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where Y represents employee performance, α is the constant, β_1 and β_2 are regression coefficients, X_1 represents interpersonal communication, X_2 represents work environment, and ε is the error term. The coefficient of determination (R^2) was used to measure the explanatory power of the model. Hypothesis testing was conducted using t-tests for partial effects and F-tests for simultaneous effects, with a significance level of 0.05. Overall, the methodological approach strengthens the validity and reliability of the research findings through expert validation, instrument testing, and statistical analysis.

Results

Respondent Characteristics

Table 1. Respondent characteristics by gender

No	Gender	Frequency	Percentage
1	Male	36	60%
2	Female	24	40%
Total		60	100%

Source: Processed primary data (2024)

Based on Table 1, the respondent distribution indicates that male employees dominate the sample, accounting for 60% of the total respondents, while female employees represent 40%. This imbalance suggests that the workforce composition in the Fisheries Office of Bulukumba Regency is still predominantly male. Such a pattern may reflect the nature of the sector, which often involves fieldwork and technical roles traditionally associated with male employees. However, the presence of female employees at 40% shows relatively good gender representation (Kearney et al., 2022). This diversity supports organizational dynamics, especially communication and teamwork. Previous studies indicate that gender diversity can enhance

decision-making and interpersonal communication quality within organizations (Sunder et al., 2025).

Table 2. Respondent characteristics by age

Age Group	Frequency	Percentage
20–30 years	3	5%
31–40 years	9	15%
41–50 years	28	47%
51–60 years	20	33%
Total	60	100%

Based on Table 2, the age distribution shows that most respondents fall within the 41–50 year's category, accounting for 47% of the total respondents, followed by those aged 51–60 years at 33%. This indicates that the workforce is largely composed of mature and experienced employees. Younger employees aged 20–30 years represent only 5%, suggesting limited regeneration within the organization. The dominance of senior employees may contribute positively to organizational stability, experience-based decision-making, and institutional knowledge. However, it may also indicate potential challenges in innovation and adaptability if not balanced with younger talent. The presence of employees aged 31–40 years (15%) provides some middle-ground workforce dynamics. Overall, the age structure shows that most respondents are from experienced age groups.

Table 3. Respondent characteristics by marital status

Marital Status	Frequency	Percentage
Married	54	90%
Single	6	10%
Total	60	100%

Based on Table 3, the findings reveal that the majority of respondents are married, accounting for 90% of the total respondents, while only 10% are single. This indicates that most employees have family responsibilities, which may influence their work attitudes, commitment, and job stability. Married employees tend to exhibit higher levels of responsibility and emotional maturity, which can positively affect interpersonal communication and teamwork. However, family obligations may also create additional stress that could impact performance if not managed properly. This distribution highlights the importance of considering work-life balance in public sector organizations. Overall, marital status provides descriptive information about the respondent profile in this public sector institution.

Table 4. Respondent characteristics by education level

Education Level	Frequency	Percentage
S2	11	18.3%
S1	33	55%
Diploma	3	5%
High School	9	15%
Junior High	4	6.7%
Total	60	100%

Based on Table 4, the educational background of respondents shows that the majority hold a bachelor's degree (S1), accounting for 55% of the total respondents, followed by master's degree holders at 18.3%. This indicates that most employees have adequate academic qualifications to support their professional roles. The presence of diploma and high school graduates reflects diversity in job roles, particularly administrative and technical positions.

Higher education levels are generally associated with better analytical skills, communication abilities, and problem-solving capacity. Therefore, the dominance of S1 graduates suggests a relatively competent workforce capable of supporting organizational performance. However, the variation in educational levels may also influence differences in communication effectiveness and adaptability to organizational changes.

Descriptive Analysis of Variables

Table 5. Summary of interpersonal communication (X1)

Indicator	Average (%)
Openness	81.17%
Empathy	86.17%
Supportiveness	89.34%
Positive Attitude	90.67%
Equality	87.00%
Overall Average	86.87%

Based on Table 5, the results show that interpersonal communication among employees is categorized as “good,” with an overall average score of 86.87%. The highest score is observed in the positive attitude indicator (90.67%), indicating that employees tend to maintain optimism and mutual respect in the workplace. Meanwhile, openness has the lowest score (81.17%), suggesting that some employees may still hesitate to express their feelings or ideas openly. Empathy and supportiveness also show strong results, reflecting a cooperative work environment. These findings indicate that interpersonal communication plays a crucial role in fostering collaboration and improving employee performance. Furthermore, the empirical mean score (43.43) exceeds the theoretical mean (30), reinforcing that communication practices within the organization are relatively effective and well-established.

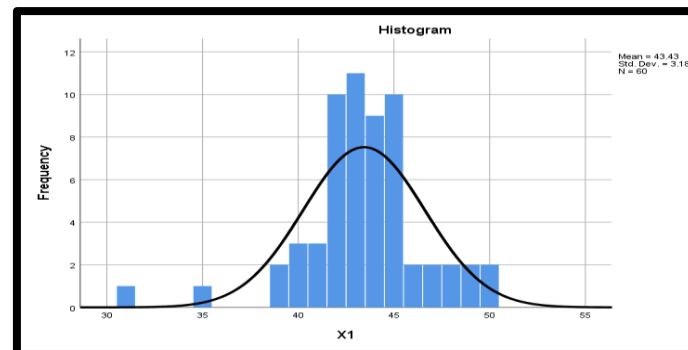


Figure 1. Histogram of interpersonal communication

Figure 1 presents the histogram of interpersonal communication (X1). The distribution of respondents' scores appears to be concentrated around the mean value of 43.43, with a standard deviation of 3.18 and a total sample of 60 respondents. Most of the data are clustered within the range of approximately 40 to 46, indicating that respondents generally perceived interpersonal communication at a relatively high and consistent level. The histogram forms a pattern that closely resembles a normal distribution curve, indicating that the interpersonal communication data are relatively stable and free from extreme dispersion. This distribution suggests that the responses are evenly distributed around the mean, supporting the assumption of normality and confirming the suitability of the data for subsequent parametric statistical analyses.

Table 6. Summary of work environment (X2)

Indicator	Average (%)
Lighting	81.33%
Air Circulation	81.67%
Noise	89.50%
Safety	92.84%
Overall	86.33%

Based on Table 6, the work environment variable shows an overall average score of 86.33%, indicating a generally favorable workplace condition. Safety emerges as the strongest indicator (92.84%), suggesting that employees feel secure and comfortable while working. Noise levels also significantly influence performance, as reflected in high agreement scores. However, lighting and air circulation receive relatively lower scores, indicating areas for improvement. The empirical mean (42.68) exceeds the theoretical mean (30), confirming that the work environment is perceived positively. These results highlight the importance of physical workplace conditions in supporting employee productivity. A well-maintained environment contributes not only to comfort but also to concentration and efficiency, ultimately enhancing overall organizational performance.

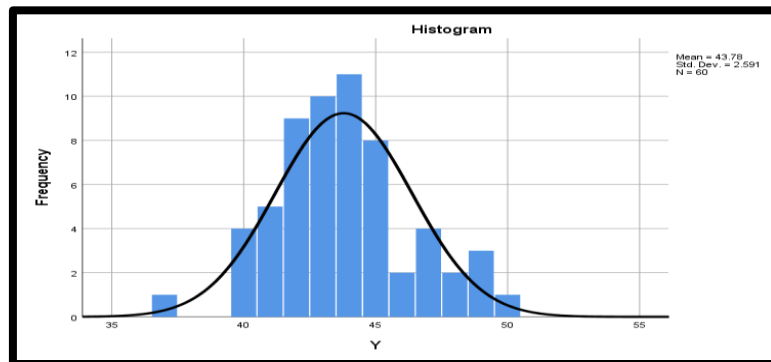


Figure 2. Histogram of work environment

Figure 2 shows the histogram of the work environment variable. The histogram indicates that the data are distributed around the mean value of 43.70, with a standard deviation of 2.591 and a total sample of 60 respondents. Most respondent scores are concentrated in the range of approximately 41 to 46, showing that the work environment is generally perceived at a relatively good and consistent level. The distribution pattern follows a bell-shaped curve, indicating that the data tend to be normally distributed. Although a small number of scores appear at the lower and upper ends of the distribution, the overall pattern does not show extreme deviation. Therefore, the work environment data can be considered relatively homogeneous and suitable for further statistical analysis.

Table 7. Summary of employee performance (Y)

Indicator	Average (%)
Quality	83.17%
Quantity	87.00%
Reliability	85.11%
Attitude	93.33%
Overall	87.15%

Based on Table 7, employee performance is categorized as “good,” with an overall average score of 87.15%. The highest score is found in the attitude indicator (93.33%), indicating strong discipline, teamwork, and respect for leadership. Quality has the lowest score (83.17%), suggesting room for improvement in work accuracy. The empirical mean (43.78) is higher than

the theoretical mean (30), confirming strong performance levels. These findings demonstrate that employees generally perform well across multiple dimensions, supported by positive communication and a conducive work environment. The results emphasize that behavioral aspects, particularly attitude, play a critical role in determining performance outcomes in public sector organizations.

Regression and Hypothesis Testing

Table 8. Regression results

Variable	Coefficient	Sig.
Constant	24.235	-
Interpersonal Communication (X1)	0.307	0.001
Work Environment (X2)	0.146	0.003

Based on Table 8, the regression results show that both interpersonal communication and work environment have a positive and significant effect on employee performance. The regression equation can be written as $Y = 24.235 + 0.307X1 + 0.146X2$, indicating that an increase in interpersonal communication will improve employee performance by 0.307, while an increase in work environment will improve employee performance by 0.146. The significance values of interpersonal communication (0.001) and work environment (0.003) are lower than 0.05, meaning that both variables significantly contribute to employee performance. Thus, better interpersonal communication and a supportive work environment can enhance employee performance.

Table 9. Coefficient of determination

R ²	Value
0.221	22.1%

The regression analysis shows that both interpersonal communication and work environment significantly influence employee performance. Interpersonal communication has a stronger effect ($\beta = 0.307$, $p < 0.05$) compared to the work environment ($\beta = 0.146$, $p < 0.05$). Based on Table 9, the coefficient of determination shows an R² value of 0.221. This indicates that interpersonal communication and work environment are able to explain 22.1% of the variation in employee performance. The F-test result ($F = 16.465$, $p < 0.05$) confirms that both variables simultaneously have a significant effect on performance. These findings highlight the importance of effective communication and a supportive work environment in improving employee outcomes. Strengthening these factors can lead to better organizational performance in public institutions.

Discussion

This study examines the effect of interpersonal communication and work environment on employee performance at the Department of Fisheries of Bulukumba Regency. The analysis is based on data collected from 60 respondents and employs multiple linear regression to test both partial and simultaneous relationships among variables. The independent variables in this study are interpersonal communication (X1) and work environment (X2), while the dependent variable is employee performance (Y). The discussion presented in this section interprets the statistical findings and connects them with theoretical perspectives and prior empirical studies.

The Effect of Interpersonal Communication on Employee Performance

The results of the partial hypothesis test (t-test) indicate that interpersonal communication has a positive and significant effect on employee performance. This is evidenced by a

significance value of 0.001, which is lower than the threshold of 0.05, and a calculated t-value of 4.058, which exceeds the critical t-table value of 1.671. These findings lead to the rejection of the null hypothesis (H0) and acceptance of the alternative hypothesis (H1), confirming that interpersonal communication significantly influences employee performance.

The finding suggests that communication quality is an important factor in supporting how employees understand instructions, coordinate tasks, and complete work responsibilities. In the context of the Department of Fisheries of Bulukumba Regency, employee performance is closely related to administrative services, coordination of fisheries programs, field activities, and communication between work units. Therefore, clear, open, and constructive communication can help reduce task ambiguity, prevent misunderstandings, and improve coordination in carrying out institutional duties.

This finding is supported by DeVito's interpersonal communication effectiveness theory, which explains that effective interpersonal communication consists of openness, empathy, supportiveness, positive attitude, and equality (Saputra, 2020). These dimensions are relevant to public sector organizations because employees often work within formal procedures, hierarchical structures, and cross-unit coordination. When communication is open and supportive, employees are more likely to receive information accurately, respond to feedback appropriately, and work in line with organizational objectives.

The findings of this study are also consistent with previous empirical research indicating that interpersonal communication has a positive influence on employee performance in government organizations (Hadi et al., 2024; Tunggayana et al., 2023). In practical terms, this implies that management should strengthen communication channels, encourage open dialogue between leaders and employees, and establish feedback mechanisms that support transparent information sharing. Thus, the results not only confirm the hypothesis statistically, but also highlight the strategic importance of interpersonal communication in improving employee productivity and public service effectiveness.

The Effect of Work Environment on Employee Performance

The second hypothesis examines the influence of the work environment on employee performance. The t-test results reveal a significance value of 0.003, which is below the 0.05 threshold, and a calculated t-value of 3.106, exceeding the t-table value of 1.671. These results indicate that the null hypothesis (H0) is rejected and the alternative hypothesis (H2) is accepted, confirming that the work environment has a significant positive effect on employee performance.

The work environment encompasses both physical and non-physical aspects, including workplace facilities, safety, organizational culture, and interpersonal relationships (Noya, 2024). A conducive work environment supports employee well-being, reduces stress, and enhances focus, all of which contribute to improved performance. The findings suggest that employees at the Department of Fisheries perform better when they perceive their work environment as comfortable, supportive, and well-structured. This result is in line with organizational behavior theories that emphasize the role of environmental factors in shaping employee attitudes and behaviors. A positive work environment fosters a sense of belonging and encourages employees to take ownership of their tasks.

Conversely, a poor work environment can lead to dissatisfaction, reduced motivation, and lower productivity. The empirical evidence from this study reinforces the importance of creating a supportive workplace. Previous studies also found that work environment has a positive and significant influence on employee performance in public sector institutions, including public

works offices, education offices, and subdistrict offices (Akbar et al., 2025; Anggraini et al., 2024; Apriliyani & Indra, 2024). Management should ensure that physical facilities are adequate, workplace safety is maintained, and organizational policies promote fairness and inclusivity. Additionally, fostering positive relationships among employees can enhance collaboration and teamwork, which are essential for achieving organizational goals. In the context of public service institutions, where resource constraints may exist, improving the work environment does not always require significant financial investment. Simple measures such as improving communication, recognizing employee contributions, and maintaining a respectful workplace culture can have a substantial impact on performance outcomes.

The Simultaneous Effect of Interpersonal Communication and Work Environment on Employee Performance

The third hypothesis examines the combined effect of interpersonal communication and work environment on employee performance. The results of the F-test indicate a significance value of 0.001, which is less than 0.05, and an F-value of 16.465, exceeding the critical F-table value of 4.01. These findings confirm that both independent variables simultaneously have a significant effect on employee performance, leading to the acceptance of hypothesis H3. This result suggests that interpersonal communication and work environment are complementary factors that jointly influence performance outcomes. While communication ensures effective coordination and information exchange, the work environment provides the necessary conditions for employees to perform their tasks efficiently. The interaction between these variables creates a synergistic effect that enhances overall organizational performance.

Similar empirical findings show that interpersonal communication and work environment simultaneously influence employee performance in organizational settings (Putri et al., 2025). This result is also supported by previous studies indicating that the combination of interpersonal communication and physical work environment contributes to employee performance outcomes (Gumay & Seno, 2018; Suhartini et al., 2020). Therefore, employee performance can be understood as a multidimensional construct influenced by both behavioral and environmental factors. Organizations that focus on only one aspect may not achieve optimal results. Instead, a holistic approach that integrates communication strategies with workplace improvements is necessary to maximize employee productivity.

Comparison with Previous Studies

The results of this study are consistent with previous research findings. Interpersonal communication and work environment have been found to have a positive and significant effect on employee performance, as indicated by a significance value of 0.027 and an F-value greater than the critical threshold (Shavira et al., 2023). Although the coefficient of determination (R^2) in that study was relatively low (9.7%), it still demonstrated the relevance of these variables in influencing performance.

Interpersonal communication and work environment have also been reported to significantly affect employee performance, with an R^2 value of 46.5% (Falah, 2020). This higher explanatory power suggests that the impact of these variables may vary depending on the organizational context and measurement approach. The consistency of findings across different studies strengthens the validity of the current research and supports existing theories in organizational behavior and human resource management. It also indicates that the relationship between communication, work environment, and performance is robust and applicable across various sectors and organizational settings.

Synthesis and Implications

Overall, the findings of this study support the hypothesis that interpersonal communication and work environment significantly influence employee performance, both individually and collectively. The results are consistent with theoretical expectations and prior empirical evidence, indicating that the study provides a reliable contribution to the existing body of knowledge. From a theoretical perspective, the study reinforces the importance of integrating behavioral and environmental factors in understanding employee performance. From a practical perspective, it provides actionable insights for organizational leaders, particularly in public sector institutions, to improve performance through enhanced communication and better workplace conditions. In conclusion, the study demonstrates that improving interpersonal communication and creating a supportive work environment are essential strategies for enhancing employee performance. Organizations that invest in these areas are likely to achieve better outcomes, both in terms of productivity and service quality.

Conclusion

This study concludes that interpersonal communication and work environment are important factors in explaining employee performance at the Department of Fisheries of Bulukumba Regency. Based on data from 60 employees, the descriptive results show that interpersonal communication, work environment, and employee performance are all categorized as good, with average scores above 86%. This indicates that the institution has relatively positive communication patterns, supportive workplace conditions, and good employee performance.

The inferential results show that interpersonal communication and work environment have a positive and significant effect on employee performance, both partially and simultaneously. This means that employee performance is not only shaped by individual work ability, but also by the quality of communication among employees and the conditions of the workplace. Effective interpersonal communication supports coordination, information exchange, and task clarity, while a conducive work environment helps employees work more comfortably and productively. However, the coefficient of determination shows that both variables explain 22.1% of employee performance, while the remaining 77.9% is influenced by other factors outside this study.

The contribution of this study lies in providing empirical evidence from a regional public sector institution, particularly in the fisheries service context, where studies on employee performance remain limited. The practical implication is that management should strengthen communication, coordination, feedback mechanisms, and workplace support. This study is limited to 60 employees in one institution and only examines two independent variables. Future research should involve broader samples, compare several public institutions, and include other variables such as leadership, motivation, job satisfaction, organizational culture, and work discipline.

Acknowledgment

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