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# Building effective teams for sustainable performance: A case study in public sector governance

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## ABSTRACT

**Background:** Employee performance is influenced by various factors, including teamwork, communication, and work environment. These elements are critical in shaping the efficiency and productivity of employees within an organization. This study aims to analyze the simultaneous and dominant effects of teamwork, communication, and work environment on employee performance at the Dinas Perpustakaan dan Kearsipan (Library and Archives Office) in Kota Probolinggo. **Methods:** This research employs a quantitative approach using regression analysis to examine the relationship between independent variables (teamwork, communication, and work environment) and the dependent variable (employee performance). Data was collected from all 48 employees of the Dinas Perpustakaan dan Kearsipan using a saturated sampling technique. The analysis includes F-test to assess simultaneous influence and t-test to determine the partial effect of each variable. **Findings:** The results of the study show that teamwork, communication, and work environment simultaneously have a significant effect on employee performance, with a calculated F-value of 15.129, which is greater than the F-table value of 3.50. Furthermore, communication was found to have the most dominant influence on employee performance with the highest beta coefficient (5.727) and a significance value of 0.000, indicating a strong and significant effect. **Conclusion:** The study concludes that all three factors teamwork, communication, and work environment have a positive and significant impact on employee performance. Among these factors, communication plays the most significant role in improving performance. **Novelty/Originality of this article:** This research contributes to the literature on employee performance by providing insights into the specific influence of teamwork, communication, and work environment in a public sector context, particularly in libraries and archives offices. It also emphasizes the practical application of these findings to enhance organizational effectiveness.

**KEYWORDS:** communication; employee performance; public sector; teamwork; work environment.

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## 1. Introduction

Every organization has goals that it wants to achieve through careful planning and effective implementation. To ensure these goals are achieved, the organization must manage its human resources optimally. Employee performance is an important element in supporting the achievement of organizational goals. Performance, as expressed by Hasibuan in Lawasi & Triatmanto (2017), is defined as an individual's ability to carry out assigned responsibilities based on knowledge, experience, and timeliness in completing

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tasks. Therefore, organizations need the right strategy to optimize their employees' abilities, including providing relevant training and motivating employees to work with high efficiency and effectiveness. In addition, the expertise of each employee needs to be combined through cooperative synergy to ensure more optimal work results. In achieving common goals, organizations must also create a work environment that supports innovation, collaboration, and sustainability of employee performance.

Teamwork is one of the main keys to success in an organization. A solid team consists of individuals who work together to achieve results that cannot be achieved individually. According to Lawasi & Triatmanto (2017), strong teamwork can create positive energy that optimizes productivity and job satisfaction. In addition, harmonious cooperation not only accelerates task completion, but also plays a role in realizing happiness in the work environment, which ultimately has an impact on individual and team performance as a whole. In an effective team, each member can complement each other's expertise and knowledge, thus promoting the achievement of organizational goals in a more efficient manner. For this reason, organizations need to build a work culture that promotes collaboration, open communication, and trust among team members (Paredes-Saavedra et al., 2024). Thus, good teamwork is not only a tool to achieve goals, but also the foundation of sustainable organizational performance.

An important factor affecting employee performance is teamwork. Effective and coordinated teamwork not only optimizes productivity, but also helps employees to achieve work targets more efficiently. The teamwork can be defined as an activity designed and executed by a group of individuals in an organization to achieve a common goal. In an organizational environment, teamwork plays an important role because it allows each member to support each other in completing the assigned tasks. In addition, through good cooperation, individuals in the team can share responsibilities and expertise, resulting in more creative and effective solutions to various work challenges. With good coordination, each team member can maximize their contribution, which ultimately supports the achievement of overall organizational goals.

On the other hand, one way to create a positive, safe and comfortable work environment is through good communication. Effective communication is the foundation of healthy working relationships within teams and organizations. However, it cannot be denied that communication barriers often arise due to differences in perception, lack of openness, or even technical issues, which can reduce the effectiveness of cooperation. If communication within a team does not run smoothly, it can affect coordination, hinder task completion, and ultimately reduce employee performance. Therefore, organizations need to establish clear, transparent and inclusive communication mechanisms to reduce the potential for misunderstandings. With good communication, each team member can better understand their roles and responsibilities, while realizing harmonious and productive working relationships. Smooth communication also contributes to strengthening teamwork, which in turn encourages the achievement of organizational goals more effectively.

Communication is a process of interaction between two or more parties, namely the communicator as the sender of the message and the communicant as the recipient, with the aim of conveying and receiving information, both in the form of messages, ideas, and ideas. Effective communication occurs when the message conveyed can be easily understood and agreed upon by the recipient. In organizations, effective communication is an important foundation for creating harmonious cooperation among employees. When communication between employees goes well, team collaboration can run more smoothly, and various tasks and responsibilities can be completed efficiently. In addition, effective communication also plays a role in creating a comfortable work environment, where employees feel valued and supported in every aspect of their work. By building a culture of clear and open communication, organizations can optimize employee trust and morale, which ultimately contributes to the achievement of organizational goals.

Apart from communication, the work environment is also an important factor that affects employee performance (Andini, 2022). The work environment includes physical

aspects, such as office facilities, lighting, and room temperature, as well as non-physical aspects, such as work atmosphere and relationships between employees. A supportive work environment can provide a sense of comfort for employees, so that they are able to carry out their duties optimally (Imron, 2019). A positive and adequate work atmosphere can boost productivity, optimize morale, and reduce employee stress levels. When employees feel comfortable with their work environment, they tend to be more focused and motivated to work more effectively and efficiently. Therefore, organizations need to ensure that the workplace meets comfort standards, both in terms of facilities and social dynamics, to create a work atmosphere that supports employee success and happiness. A good work environment not only optimizes individual performance, but also strengthens team relationships and encourages the achievement of common goals.

A less supportive work environment, both in terms of organizational conditions and spatial arrangement, can cause discomfort in carrying out work. The work environment includes physical aspects, such as office layout, lighting, and facilities, as well as mental aspects that include the work atmosphere, relationships between employees, and stress levels. Therefore, organizations must provide more attention in creating a positive and conducive work environment. According to Santoso & Oktafien (2024), attention to a good work environment will provide a positive impact on employee comfort and productivity. With an adequate work environment, employees can carry out their tasks more efficiently and effectively, thus providing maximum contribution to the organization. A healthy work environment also creates harmonious relationships among employees and optimizes job satisfaction, which ultimately supports the achievement of overall organizational goals (Gultom, 2021; Hoxha et al., 2024).

As one of the local government institutions, the Probolinggo City Library and Archives Office has the main responsibility in supporting the Mayor in carrying out tasks in the field of libraries and archives. In carrying out this responsibility, teamwork is an important element in achieving organizational goals and objectives. Teamwork reflects the capacity of individuals to work collectively to achieve common targets. In addition, effective communication is also a crucial factor in supporting the success of teamwork. Without good communication, coordination among employees and with superiors can be disrupted, potentially reducing individual and organizational performance. The importance of open and supportive communication can create a comfortable and productive work atmosphere. When all parts of the organization are actively involved, the contribution of each employee becomes more optimal, which ultimately strengthens work efficiency and overall organizational success.

The purpose of this study was to determine the simultaneous influence between teamwork, communication, and work environment on employee performance at the Probolinggo City Library and Archives Office. This study aims to test whether the three variables together provide a significant influence on employee performance at the agency. In addition, this study also aims to determine which variable among teamwork, communication, and work environment that dominantly has a significant influence on employee performance. With these objectives, it is hoped that this research can provide deeper insight into the factors that influence employee performance at the Probolinggo City Library and Archives Office and provide recommendations for improvements that can be applied in the work environment.

### *1.1 Employee performance*

Performance is one of the important indicators in assessing the success of individuals and organizations. According to Mangkunegara (2017), performance is the result obtained by a person in completing the tasks that are his responsibility, both in terms of quantity and quality. This definition shows that performance is not only measured by the amount of work completed, but also by the quality of the results produced. The performance includes the results obtained by employees when working in accordance with the standards that have been set and are relevant to the applicable provisions. In this context, performance reflects

the ability of employees to meet organizational expectations through structured and rule-oriented work. In other words, performance is a measure of individual effectiveness in carrying out the assigned tasks professionally.

Hasibuan (2016) added that performance is the result of work completed by individuals based on their ability, experience, and timeliness in completing assigned tasks. This approach highlights the importance of internal factors, such as competence and experience, as well as external factors, such as time management, in influencing the quality of performance. The combination of technical ability, practical experience and timeliness will support the achievement of optimal results in every job. In addition, good performance is also the result of synergy between the individual and the organization, where the individual is supported by a conducive work environment and a structured system. Therefore, effective performance management focuses not only on individuals, but also on organizational efforts to create a work environment that encourages productivity and efficiency (Weiss & Hartle, 2023). Optimal performance will have a positive impact not only on individual achievement, but also on the success of the organization as a whole.

### *1.2 Teamwork*

Teamwork is an important element in achieving organizational goals, where the success of the team is highly dependent on coordination and collaboration between members. According to Lawasi & Triatmanto (2017), teamwork involves a collection of two or more people who have the aim of coordinating activities and efforts to achieve certain goals. In an effective team, each member has their own complementary roles, so that tasks can be completed more easily. With good communication and support between colleagues, teamwork is able to realize efficiency in the implementation of work. Through the synergy that exists between team members, the organization can more quickly achieve the goals that have been set.

In addition, Francis et al. (2025) explained that teamwork involves a group of individuals who have the skills and abilities to work together to achieve better results. The team's success in completing previous tasks is a strong motivational factor for each member to continue optimizing their performance (Salcinovic et al., 2022; Nurjaya, 2021). A well-organized team not only contributes to the achievement of organizational goals, but also optimizes mutual trust and commitment among members. This provides the impetus for individuals to work harder and more creatively in completing work, which ultimately supports the creation of a productive work atmosphere.

Francis et al. (2025) added that teamwork is a collaborative process between individuals aimed at completing tasks together to achieve optimal results. Through good cooperation, team members can support each other in facing challenges and solving existing problems more easily. A work environment that prioritizes collaboration will encourage team members to be more motivated in achieving a set of goals that have been set. In addition, teamwork is also an important foundation in building harmonious working relationships and strengthening a sense of belonging to the organization. Thus, solid teamwork not only optimizes productivity, but also creates positive work dynamics for all members of the organization.

### *1.3 Communication*

Communication plays an important role in every organizational activity because it is a bridge in conveying information, ideas, and understanding between the parties involved. According to Lawasi & Triatmanto (2017), communication is the process of sending messages that are adjusted to a certain transition pattern so that the meaning can be understood by the recipient. The messages conveyed can be verbal or nonverbal, depending on the needs and context. However, if the message is not well received, then it shows that the message has not been effectively understood, so there is no optimal reciprocity from the

recipient. Therefore, effective communication is necessary to prevent misunderstandings between the sender and receiver of the message.

Mangkunegara (2017) explains that communication is the dissemination of information, ideas, or understanding from one individual to another, with the hope that the receiver can interpret it in accordance with the sender's intention. In this process, the success of communication is highly dependent on the clarity of the message conveyed and the recipient's ability to understand the message. When the message conveyed is successfully understood correctly, the relationship between individuals in the organization becomes more harmonious, thus supporting the creation of a conducive work atmosphere. Well-organized communication can also help direct organizational members to stay focused on common goals, reduce potential conflicts, and optimize work efficiency.

Francis et al. (2025) added that communication is a process that takes place continuously and aims to realize mutual understanding between the sender and receiver of the message. Communication is declared effective if the agreed message can be understood well and can be conveyed back clearly to other members. This creates a smooth flow of communication within the organization, making it easier to coordinate work and complete tasks. With effective communication, information can flow unhindered, strengthen working relationships between individuals, and create a more productive work environment. Therefore, organizations need to pay special attention to the development of communication skills for all their members in order to optimize performance and achieve common goals.

#### *1.4 Work environment*

The work environment plays an important role in supporting employee productivity and welfare. According to Engström et al. (2024), the work environment includes everything related to equipment, materials, work methods, and work direction found by individuals or groups in the workplace. The work environment is designed to create a conducive atmosphere so that the relationship between employees and their environment can run harmoniously. In this context, a supportive work atmosphere can provide comfort to employees so that they can work optimally and fulfill their responsibilities properly.

The work environment includes everything around employees that affects how they carry out the tasks that have been arranged. Examples are facilities such as air conditioning (AC), adequate lighting, and other work equipment that can help optimize work efficiency. With a comfortable working environment, employees not only feel more at home but are also able to optimize focus and creativity in completing work. Therefore, organizations need to ensure that work facilities are available and well maintained to realize optimal productivity.

Wijaya & Selamat (2024) adds that the work environment includes various facilities and infrastructure around employees, which have the power to influence how work is done. Adequate facilities, such as a clean workspace, good ventilation, and access to modern technology, will create an atmosphere that supports the implementation of daily tasks. In addition, a positive work environment can also optimize employee motivation and job satisfaction, so that they can better contribute to the achievement of organizational goals. Thus, organizations need to provide special attention to work environment management as one of the strategies to optimize overall employee performance.

## **2. Methods**

### *2.1 Operational definition of variables*

The operational definition of variables refers to the form or concept that is studied based on the information obtained, which is then analyzed to produce conclusions (Sugiyono, 2019). The independent variables in this study include Teamwork (X1), Communication (X2), and Work Environment (X3). Teamwork (X1) is the ability of

individuals to work together in achieving the vision and mission of the organization, which involves coordination and motivation to achieve common goals. Indicators used to measure teamwork include focusing on team goals, motivating each other in completing tasks, establishing cooperation between team members, and coordination in the process of completing tasks (Francis et al., 2025). Communication (X2) is the process of disseminating information, messages, ideas, or ideas with the aim that the message is understood by the other party. Communication indicators include tact and politeness, receiving feedback, sharing information, and providing task information (Francis et al., 2025). While the Work Environment (X3) includes physical and non-physical aspects that affect employee performance, such as lighting, workspace circulation, space layout, and relationships with leaders and coworkers (Sedarmayanti, 2017).

The dependent variable in this study is Employee Performance, which includes the ability, skills, and results obtained in carrying out the work and responsibilities given. Employee performance is measured based on several indicators, namely work quality, work quantity, task execution, and responsibility (Mangkunegara, 2017). Good performance will be achieved if factors such as teamwork, effective communication, and a supportive work environment can be optimized. Each of these independent variables contributes to realizing conditions that allow employees to work well, thus having a direct influence on the work results obtained. Thus, measuring and evaluating these variables will provide a clearer picture of the factors that influence employee performance in an organization.

## *1.2 Scope, population and sample*

The scope of this research focuses on aspects of human resources, with the aim of analyzing the influence of Teamwork, Communication, and Work Environment on Employee Performance at the Library and Archives Office of Probolinggo City. This research aims to understand how these factors can affect employee performance outcomes in a specific work environment. The location of this research is at the Library and Archives Office of Probolinggo City, which is located on Jl. Letjen Sutoyo, Tisnonegaran, Kanigaran District, Probolinggo City, East Java, with a zip code of 67211. Through this research, it is expected to find new insights related to the relationship between teamwork, communication, and work environment that have an impact on the effectiveness of employee performance. The main focus of the research is to explore the internal dynamics that exist in this local government agency. Thus, this research is expected to provide a contribution to the development of human resource management at the Library and Archives Office of Probolinggo City. Aspects of employee performance are central to assessing the effectiveness of the organization as a whole. The conclusions obtained can be used as a basis for making better policies in optimizing employee performance in the future.

According to Sugiyono (2011), population in a study refers to a larger group, which includes objects or subjects that have certain characteristics relevant to the research topic. In this study, the population studied was all employees working at the Probolinggo City Library and Archives Office, totaling 48 people. The selection of this population is based on its close relationship with the focus of the study, which aims to obtain representative data on the effect of teamwork, communication, and work environment on employee performance in the agency. Thus, the results of the study are expected to provide an accurate picture of the condition of employee performance at the Probolinggo City Library and Archives Office, which can be used as a basis for further improvement and development.

For sample selection, this study refers to the definition given by Sugiyono (2011), which emphasizes that a sample is part of a population selected based on certain characteristics to be used as a research object. Given the relatively small population, researchers used the saturated sampling technique, as described in Sugiyono (2019), which requires all members of the population to be included as samples. Therefore, all 48 employees working at the Probolinggo City Library and Archives Office were involved in this study. By using the saturated sampling technique, researchers ensure that the results obtained reflect the

overall condition of the population and there is no selective sampling, thus optimizing the validity and generalizability of the research findings.

### *1.3 Sources and types of data*

According to Sugiyono (2019), primary data is information collected directly from the source, such as individuals or research objects that provide relevant data. In this study, primary data was obtained through distributing questionnaires to respondents, who were employees of the Probolinggo City Library and Archives Office. This questionnaire is designed to explore information that can provide insight into the research topic being discussed. Meanwhile, secondary data, according to Sugiyono (2019), is data obtained from other sources that do not directly provide information to data collectors, such as literature, journals, and related websites. In this study, secondary data was used to support the analysis and provide additional context for the primary data findings.

This research uses quantitative data, which, according to Sugiyono (2018), refers to data in the form of numbers and is used to draw conclusions related to the issue under study. Quantitative data allows for measurement and statistical analysis to produce objective and accountable results. This type of data is in accordance with the positivistic approach which prioritizes the collection of concrete data that can be measured. In this research, quantitative data is used to analyze the relationship between variables and provide a clearer picture of the factors that influence employee performance in the agency under study.

### *1.4 Data collection and analysis techniques*

This research uses the questionnaire distribution method to collect data. The questionnaire includes questions related to personal data and a series of statements addressed to respondents, which in this case are employees of the Probolinggo City Library and Archives Office. Each question in the questionnaire is structured using a Likert scale, a measurement tool that aims to assess the level of opinion, attitude, or perception of a person towards a statement. The Likert scale allows respondents to choose answers based on their level of agreement, ranging from "strongly disagree" to "strongly agree". The use of this scale aims to obtain data that is more structured and easy to analyze. Thus, this questionnaire is expected to explore deep information regarding employee perceptions and attitudes towards the variables under study, such as teamwork, communication, and work environment. The results of filling out this questionnaire will be used to analyze the influence of these factors on employee performance. This method was chosen because it is considered effective for obtaining quantitative data that can be processed further in this study.

The F-test is a statistical method used to assess whether the independent variables, as a group, have a significant influence on the dependent variable within a regression model. In this research, a significance level of 0.05 is applied. This means that if the computed F value exceeds the critical value from the F distribution table at the specified significance level, the null hypothesis is rejected, indicating that the independent variables collectively exert a significant impact on the dependent variable.

The criteria for the F-test can be described more specifically as follows: when the significance probability is less than 0.05 and the calculated F value exceeds the F table value, it can be inferred that the independent variables collectively exert a significant effect on the dependent variable. This implies that the independent variables make a meaningful contribution in explaining the variability observed in the dependent variable. Consequently, this indicates that the regression model applied is capable of effectively illustrating the relationship among variables and holds statistical validity.

On the other hand, if the significance probability is less than 0.05 but the calculated F value is lower than the F table value, it suggests that the independent variables collectively do not have a significant effect on the dependent variable. This indicates that, although a relationship may exist, their contribution to explaining the variation in the dependent

variable is insufficient or statistically insignificant. As a result, the regression model being tested fails to accurately represent the relationship between the variables, implying that further refinement or additional testing is necessary to achieve more valid and reliable outcomes.

The T-test serves to assess the impact of each independent variable on the dependent variable on an individual basis. This test is designed to reveal whether an independent variable plays a meaningful role in influencing the dependent variable within the framework of the research model. In this study, a 0.05 significance level is used as the standard threshold. When the significance value falls below 0.05 and the calculated T value is greater than the T table value, it suggests that the independent variable has a significant effect on the dependent variable. On the other hand, if the significance exceeds 0.05 and the T value is lower than the T table, the variable in question is regarded as having no notable influence.

The criteria of the T-test offer valuable insights into the nature of the relationships among variables within the research model. Through this test, researchers can identify which independent variables significantly influence the study's outcomes and which ones have minimal or no contribution. When the significance level is below 0.05 and the calculated T value exceeds the critical value from the T table, the independent variable is considered to play a key role in affecting the dependent variable. In other words, the variable substantially contributes to explaining the variation observed in the dependent variable.

However, if the T test results show that the significance value is greater than 0.05 and the calculated T value is smaller than the T table, then the independent variable does not provide a strong enough influence on the dependent variable. This shows that the variable is irrelevant or does not have a significant contribution in explaining the changes or differences that occur in the dependent variable. Therefore, the T test helps researchers to validate the variables that have a real influence on the outcome under study and filter out irrelevant variables for further analysis.

The dominant test is used to identify which independent variable has the greatest influence on the dependent variable. This test aims to determine the variable that provides the most significant contribution in the regression model. In regression analysis, the effect of each independent variable is measured through the regression coefficient, and the largest coefficient shows that the variable has a dominant influence on the dependent variable. Thus, the variable that has the largest regression coefficient is the most influential in affecting the outcome of the dependent variable. This allows researchers to understand which factors most influence the outcome under study, as well as provide direction for more effective decision-making or action.

Beta coefficient also plays an important role in the dominance test, as it shows the influence of each independent variable on the dependent variable. The greater the Beta value, the greater the influence of the variable in explaining variations in the dependent variable. Therefore, the variable with the largest Beta value will provide the largest contribution in explaining the variation that occurs in the dependent variable. The dominant test is very useful for knowing which variables have the greatest role in the regression model, so that these variables can become the main focus in further analysis. By using the dominance test, researchers can identify key factors that must be considered to achieve optimal results in research or policy implementation.

### 3. Results and Discussion

The F-test is applied to evaluate whether the independent variables, when considered together, significantly influence the dependent variable. This assessment involves comparing the significance value (p-value) and the computed F statistic with the critical value obtained from the F distribution table. A significance value below 0.05, along with an F statistic exceeding the F table value, indicates that the independent variables jointly exert a statistically meaningful effect on the dependent variable. In contrast, if the significance value is greater than 0.05 and the F statistic falls below the F table value, it implies that the independent variables do not have a notable impact. In the context of this study, an F value

greater than 3.50 (the critical threshold) leads to the acceptance of the alternative hypothesis, thereby affirming the presence of a significant relationship between the independent and dependent variables.

Table 1. F Test Results ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	280.272	3	93.424	15.129	0.000 <sup>a</sup>
	Residual	271.707	44	6.175		
	Total	551.979	47			

a. Predictors: (Constant), Work Environment, Teamwork, Communication

b. Dependent Variable: Employee Performance

Based on the results of the analysis, the calculated F value is 15.129, which is greater than the F table value of 3.50. This explains that simultaneously, the variables of teamwork, communication, and work environment have a significant influence on employee performance. Thus, the null hypothesis (Ho) which asserts no significant influence can be rejected, and the alternative hypothesis (Ha) which claims a significant influence is approved. This conclusion underlines that the three factors, namely teamwork, communication, and work environment, contribute together in optimizing employee performance at the Probolinggo City Library and Archives Office. With this statistical evidence, it can be concluded that these factors have an important role in supporting employee performance in the organization under study.

In the t-test, the decision-making process involves comparing the calculated t value with the critical value from the t table, while also considering the obtained significance level (p-value). If the p-value is less than 0.05, it indicates that the independent variable significantly affects the dependent variable. Conversely, if the p-value exceeds 0.05, the independent variable is deemed to have no significant influence. Furthermore, if the calculated t value is greater than the t table value of 2.015, the alternative hypothesis is accepted, signifying that the variable in question has a meaningful impact on the dependent variable. Therefore, the t-test offers more detailed insight into the individual effects of each variable—such as on employee performance—and serves to reinforce the findings derived from the earlier F-test.

Table 2. T Test Results Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	7.199	6.469		1.113	0.272
	Teamwork	-0.298	0.135	-0.247	-2.205	0.033
	Communication	0.744	0.130	0.661	5.727	0.000
	Work Environment	0.217	0.104	0.227	2.077	0.044

a. Dependent Variable: Employee Performance

Based on the calculation results, it can be concluded that Teamwork (X1) has a significant effect on Employee Performance (Y). The significance value obtained for the Teamwork variable is 0.033, which is below the 0.05 threshold, and the calculated t value of 2.205 exceeds the critical t value of 2.015. As a result, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted, indicating that Teamwork (X1) significantly influences employee performance. This finding suggests that effective coordination and collaboration among team members play a crucial role in enhancing individual performance within the organization.

In addition, the results of the analysis indicate that Communication (X2) has a significant impact on Employee Performance (Y). The significance value for the

Communication variable is 0.000, which is well below the 0.05 threshold, and the calculated *t* value of 5.727 exceeds the critical *t* table value of 2.015. Therefore, the null hypothesis (*H*<sub>0</sub>) is rejected and the alternative hypothesis (*H*<sub>a</sub>) is accepted, confirming that effective communication significantly enhances employee performance. Strong communication—whether between supervisors and subordinates or among employees—facilitates better coordination, clarifies responsibilities, and accelerates task completion, all of which contribute positively to performance outcomes (Arif et al., 2022; Armiati, 2020).

Additionally, the Work Environment (*X*<sub>3</sub>) has been shown to significantly affect Employee Performance (*Y*). According to the SPSS results, the significance value for the Work Environment variable is 0.044, which is below the 0.05 threshold, and the calculated *t* value of 2.077 exceeds the *t* table value of 2.015. As a result, the null hypothesis (*H*<sub>0</sub>) is rejected, and the alternative hypothesis (*H*<sub>a</sub>) is accepted, indicating that a conducive work environment positively contributes to employee performance. A good working environment, both physical and non-physical, can optimize employee comfort and motivation at work, which leads to an increase in overall performance.

Based on the results obtained from Table 2, the beta coefficient for the Communication variable (*X*<sub>2</sub>) shows the highest value, namely 5.727, with a significance value of 0.000. This shows that Communication (*X*<sub>2</sub>) has the most dominant influence on Employee Performance (*Y*) among other variables. The significance value which is smaller than 0.05 explains that the effect of communication on employee performance is very significant. In addition, the large beta value also strengthens this finding, which shows that any change in the communication variable will have a major impact on improving employee performance. Therefore, it can be concluded that effective communication plays a key role in optimizing productivity and individual performance in organizations. Good communication management between employees or between employees and superiors is expected to improve coordination and understanding of tasks (Larawati, 2023; Imarisha, 2022; Imam et al., 2023). This research shows that the communication factor must be a major concern to optimize employee performance. Thus, smooth and clear communication will contribute to achieving better performance in the organization (Florea & Croitoru, 2025; Wijaya et al., 2022; Wulandari et al., 2020).

The test results show that teamwork, communication, and work environment simultaneously have a significant influence on employee performance at the Probolinggo City Library and Archives Office. The significance value that is smaller than 0.05 proves that the three variables together provide a significant impact on employee performance. Thus, the first hypothesis in this study can be approved, which asserts that teamwork, communication, and work environment affect employee performance simultaneously. This shows the importance of the interaction between these elements in realizing optimal performance in the work environment (Zhenjing et al., 2022). This study proves that increased teamwork, effective communication, and a supportive work environment can optimize employee productivity.

Support for these findings was also found in previous research by Hendriawan & Sutisna (2022), which examined the effect of teamwork, communication, and work environment on employee performance at PT BCA. Supermal Karawaci Branch Office. The study also showed that the three factors had a significant effect on employee performance simultaneously. This finding is in line with the results of research conducted at the Probolinggo City Library and Archives Office, which strengthens the relevance and consistency of the positive influence of teamwork, communication, and work environment on employee performance. Therefore, it is important for organizations to focus on managing these three factors to optimize the quality and effectiveness of employee performance in various sectors, including in government agencies.

The results show that among the factors studied, namely teamwork, communication, and work environment, communication dominantly has a significant influence on employee performance at the Probolinggo City Library and Archives Office. Based on the Beta value (Beta Coefficient), communication has a greater value when compared to teamwork and work environment, which indicates that communication plays a major role in optimizing

employee performance. This finding confirms that good and effective communication can improve relationships between employees, optimize coordination, and ultimately optimize overall organizational performance. Therefore, the second hypothesis which assumes that communication has a dominant influence on employee performance can be approved. In this context, smooth and transparent communication is crucial in motivating employees to achieve organizational goals more effectively.

This research model is supported by similar findings found in a study conducted by Burnas (2022), which examined the influence of communication, work motivation, and job satisfaction on employee performance in the Public Relations and Protocol section of the Regional Secretariat of Parepare City. The study also showed that communication plays a dominant role in influencing employee performance, strengthening the evidence that good communication plays an important role in realizing optimal performance. This explains that both in the government sector and in other sectors, effective communication has a major impact on employee productivity and work quality. Therefore, it is important for organizations to pay attention to and develop aspects of communication in their work environment, in order to support better goal achievement and optimize overall performance (Rosmana & Wahyuningsih, 2023).

#### **4. Conclusions**

Important things can be concluded from research related to the influence of teamwork, communication, and work environment on employee performance at the Probolinggo City Library and Archives Office. First, simultaneously, the three variables of teamwork, communication, and work environment have a significant influence on employee performance, as evidenced by the calculated F value which is greater than the F table. Second, dominantly, communication has the most significant influence on employee performance, as reflected by the largest Beta coefficient and a very small significant value. This shows that effective communication in the workplace has a very important role in optimizing employee performance.

Third, separately, the three variables also have a significant influence on employee performance, with significance values smaller than 0.05 in the t-test, which means that each variable of teamwork, communication, and work environment individually provides a positive contribution to employee performance. Thus, this study shows that good teamwork, effective communication, and a conducive work environment can support each other to optimize employee performance at the Probolinggo City Library and Archives Office. This research provides important insights for agency management in designing strategies to optimize employee performance through improvements in these three aspects.

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Not available.

## Conflicts of Interest

The authors declare no conflict of interest.

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