

EXPLANATORY SURVEY ON ORGANIZATIONAL COMMUNICATION CLIMATE AND EMPLOYEE WORK MOTIVATION AT THE REGIONAL REVENUE AGENCY OF BANYUASIN REGENCY SOUTH SUMATRA

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ABSTRACT

Employee work motivation is a crucial factor in supporting organizational performance and achieving institutional objectives, particularly in public sector organizations. One factor considered to influence work motivation is the organizational communication climate, as effective communication can foster positive relationships and encourage employee involvement. From a theoretical perspective, the human relations theory proposed by Elton Mayo emphasizes the importance of social aspects, especially trust and interpersonal relationships, in enhancing employee motivation. However, previous studies have reported inconsistent findings regarding the influence of each dimension of organizational communication climate on work motivation, indicating a research gap, particularly within the context of local government institutions. Based on this gap, this study aims to analyze the effect of organizational communication climate on employee work motivation at the Regional Revenue Agency of Banyuasin Regency, South Sumatra. This study employed a quantitative approach with a descriptive research design. The population consisted of 140 employees at the Banyuasin Regency Revenue Agency, with samples selected using a simple random sampling technique. Data were collected through a Likert-scale questionnaire and analyzed using multiple regression analysis with the assistance of SPSS software. The results indicate that, partially, only the trust variable has a positive and significant effect on employee work motivation, with a regression coefficient of 0.038, while other dimensions of organizational communication climate do not show a significant effect. These findings confirm that trust is the most dominant factor in enhancing employee work motivation within the studied organization.

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INTRODUCTION

The organizational communication climate plays a crucial role in shaping employees' attitudes, behaviors, and work motivation within an organization. An effective communication climate is generally characterized by trust, openness, clarity of information, and employee participation in the communication process. These characteristics are particularly important in public sector organizations, which demand high levels of coordination, accountability, and transparency in delivering services to the community. According to Taguiri and Litwin, as cited in (Soetopo, 2012), the quality of an organization's internal environment as perceived by its members significantly influences their behavior and reflects the organization's core values. This perspective highlights that communication climate is not merely a structural or technical issue, but a fundamental social and psychological condition that shapes organizational life.

One essential element of a healthy communication climate is trust and freedom in communication. (Pace & Faules, 2013) emphasize that a positive communication climate reflects the organization's trust in its employees by providing space for autonomy and encouraging members to take measured risks. Such an atmosphere signals that employees are valued as active contributors rather than passive recipients of instructions. Furthermore, they argue that creating a conducive communication climate is far more fundamental to achieving sustainable organizational effectiveness than merely mastering technical communication skills. In this sense, communication climate functions as a strategic organizational resource that influences motivation, commitment, and performance.

In government organizations, an unfavorable communication climate can lead to low levels of employee motivation, which in turn may reduce individual performance and overall organizational effectiveness. This condition becomes particularly critical in agencies with strategic responsibilities, such as regional revenue agencies, where employee performance directly affects the achievement of organizational targets. Employee performance is generally assessed based on the extent to which work outcomes align with predetermined organizational goals. Previous studies suggest that performance quality is largely determined by three core factors: knowledge, skills, and motivation. While organizations often focus on developing employees' technical skills and knowledge, motivation serves as the primary driving force that activates and optimizes these capabilities, ultimately leading to optimal work performance. Efforts to enhance employee motivation, therefore, cannot be separated from organizational conditions, including appropriate compensation systems and clearly defined roles (McCloy et al., 1994)

Empirical evidence has shown that organizational communication significantly affects employee motivation and performance. A positive communication climate can foster a supportive work environment in which employees feel valued, cared for, and encouraged to perform optimally. However, despite the growing body of literature on organizational communication and motivation, most previous studies have been conducted in private sector organizations. Research specifically examining the organizational communication climate within local government institutions remains relatively limited. This imbalance indicates a research gap, particularly regarding how communication climate functions in public sector organizations characterized by bureaucratic structures, hierarchical authority, and formalized communication processes.

Studies conducted in the context of Indonesia and Southeast Asia further demonstrate the importance of work motivation in influencing employee engagement and productivity. For instance, research in shipping companies revealed that motivation acts as a key mediating variable that translates organizational conditions into increased employee productivity (Hakim et al., 2024). Meanwhile, studies in local government offices indicate that weak communication openness, low employee participation in decision-making, and a lack of clarity in information delivered by leaders have the potential to reduce employee work motivation. These findings suggest that the impact of communication climate on motivation may vary across organizational contexts, reinforcing the need for context-specific empirical investigation.

From a theoretical standpoint, human relations theory provides a strong foundation for understanding the relationship between organizational communication and employee motivation. (Mayo, 1946) proposed that organizational communication influences employee behavior through several fundamental assumptions: communication processes can shape organizational members' behavior; information conveyed from superiors to subordinates provides guidance regarding organizational rules and policies; feedback mechanisms allow employees

to respond to information received; and informal as well as horizontal communication channels strengthen social relationships among organizational members. According to this theory, organizational communication is not merely a top-down transmission of information but a dynamic, two-way, and humane process that fosters social interaction and psychological well-being. Such communication practices are expected to create a conducive organizational climate that enhances employee motivation.

Despite strong theoretical support and empirical evidence suggesting a relationship between organizational communication climate and employee motivation, inconsistencies remain regarding the influence of specific communication climate dimensions. Moreover, limited empirical research has focused on local government agencies, particularly regional revenue agencies, which play a strategic role in supporting regional development. This situation underscores the urgency of conducting research that not only examines the overall effect of organizational communication climate on employee motivation but also identifies which dimensions exert the most significant influence within the public sector context.

Therefore, this study aims to analyze the effect of organizational communication climate on employee work motivation at the Banyuasin Regency Regional Revenue Agency. By addressing the existing research gap, this study seeks to contribute theoretically to the development of organizational communication studies, particularly within the human relations perspective, and practically to provide insights for government leaders in creating a conducive communication climate that can enhance employee motivation and organizational effectiveness.

H_0 : Organizational Communication Climate has no significant effect on the motivation of employees of the Banyuasin Regency Revenue Agency.

H_1 : Organizational Communication Climate has a significant effect on the motivation of employees of the Banyuasin Regency Regional Revenue Agency.

To provide a more comprehensive and in-depth understanding, the main hypothesis in this study was derived into several sub-hypotheses. This elaboration was based on the dimensions that shape the organizational communication climate, so that each element could be tested partially to see its specific contribution to employee work motivation. This condition was also found in the Banyuasin Regency Regional Revenue Agency, which was characterized by a suboptimal organizational communication climate in supporting the improvement of employee work motivation, thereby impacting the achievement of organizational performance targets.

Therefore, this study aims to analyze the effect of organizational communication climate on employee work motivation at the Banyuasin Regency Revenue Agency. The results of this study are expected to contribute theoretically to the development of organizational communication studies and practically to government agency leaders in creating a conducive communication climate to increase employee work motivation.

RESEARCH METHODS

The paradigm used in this study is positivistic with a quantitative approach, which views reality as a causal relationship between phenomena. The quantitative research method used is an explanatory survey, which is a method that seeks to explain the influence between research variables and test the formulated hypothesis (Singarimbun & Effendi, 2011). This study focuses on revealing the causal relationship between variables, namely the organizational communication climate variable as the independent variable (X) and the work motivation variable as the dependent variable (Y).

Population is the total number of analysis units whose characteristics will be estimated (Bajari, 2015). The population in this study was employees at the Banyuasin District Revenue Agency, from which research samples were taken. The sampling technique used in this study was simple random sampling. This sampling technique is a form of sampling from population members randomly ly, and by strata. This technique is used to obtain a representative sample and reduce bias, so that the research results can be generalized to the population. After determining the sample, the Slovin formula was used to calculate the sample size in this study, resulting in the following sample determination:

GENERAL PROFILE OF RESPONDENTS

In general, respondents in this study had several characteristics that can be explained further. The results of the analysis of respondent characteristics can be written in the following table:

Table 1 Respondent Characteristics by Gender

Gender	Number of Respondents	Percentage
Male	57	55.34%
Female	46	44.66%

Source: Researcher's compilation, 2025

Based on the table above, it can be seen that most respondents were male, namely 57 respondents, while female respondents numbered 46. This means that employees at the Regional Revenue Agency in Banyuasin Regency, South Sumatra, are male. Furthermore, the characteristics of respondents based on age can be seen in the following table.

Table 2 Respondent Characteristics Based on Age

Age	Number of Respondents	Percentage
18-25 years old	26	25.24%
26-35 years old	36	34.95%
36-45 years old	30	29.13%
46-55 years old	8	7.77%
>55 years old	3	2.91%

Source: Researcher's compilation, 2025

Based on the above table of characteristics, the age distribution of respondents is dominated by the productive age group, especially those aged 26–35 and 36–45. The 18–25 age group also contributed significantly at 25.24%. Meanwhile, the proportion of respondents aged 46–55 and >55 was relatively small. This shows that the majority of respondents were in early to middle adulthood, who are generally active in work and social activities. Furthermore, the characteristics of respondents based on length of work experience can be seen in the following table.

Table 3 Respondent Characteristics Based on Work Experience

Work Experience	Number of Respondents	Percentage
1-2 years	26	25.24%
3-4 years	23	22.33%
6-10 years	26	25.24%
11-20 years	18	17.48%
>20 years	10	9.71%

Source: Researcher's compilation, 2025

Based on the table above, it can be seen that work experience shows that respondents are dominated by groups with 1–2 years and 6–10 years of experience, each at 25.24%. The group with 3–4 years of experience is 22.33%, showing fairly balanced participation with the low to medium experience groups. Meanwhile, respondents with 11–20 years of experience (17.48%) and more than 20 years of experience (9.71%) have smaller proportions. This shows that the majority of respondents are in the early to middle stages of their careers, thus providing a relevant perspective on the dynamics of work at that stage.

And last, the characteristics of respondents based on their highest level of education can be seen in the following table.

Table 4 Respondent Characteristics Based on Latest Education

Highest Level of Education	Number of Respondens	Persentase
SLTA/Sederajat	25	24.27
DIII / DIV	16	15.53
S1	54	52.43
S2	7	6.80
S3	1	0.97

Source: Researcher's compilation, 2025

The data analysis techniques used in this study were descriptive data analysis and inferential data analysis. Descriptive data analysis aims to describe the data obtained and then make generalizations, which include data tabulation, descriptive statistical analysis, and interpretation (Sugiyono, 2013).

Next, the data obtained from the descriptive data analysis process was analyzed using statistical analysis, namely Statistical Package for the Social Sciences (SPSS). SPSS is a software program designed to analyze data and perform parametric and non-parametric statistical calculations (Nugrahani & Imron, 2023).

RESULT AND DATA ANALYSIS

MULTIPLE LINEAR REGRESSION ANALYSIS

The Effect of Independent Variables on Dependent Variables

Inferential analysis, according to (Sugiyono, 2013), is a data analysis technique used to draw conclusions that apply to the population from which the sample was taken. This analysis can be used when the sample is taken from a population whose size is known or unknown, and the sampling technique from this population is carried out randomly. This study uses multiple linear regression analysis because there are six independent variables, namely trust, joint decision making, honesty, openness in downward communication, listening in upward communication, and attention to high-performance goals. The results of the regression analysis calculations for the respondents can be seen in the table below:

Table 5 Estimated Effect Size and Parameter Significance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	102.080	10.144		10.063	.000
X1	.038	.414	.026	.093	.926
X2	-.519	.649	-.223	-.800	.425
X3	-.691	.844	-.174	-.820	.414
X4	.265	.413	.109	.642	.522
X5	-.173	.381	-.052	-.453	.651
X6	.270	.776	.095	.348	.729

Source: Data processing results, 2025

Based on Table of the multiple linear regression results above, the resulting regression equation is:

$$Y' = 102.080 + 0.038X_1 - 0.519X_2 - 0.691X_3 + 0.265X_4 - 0.173X_5 + 0.270X_6$$

Based on the regression equation above, it can be explained as follows:

1. The effect size of the Trust variable on Work Motivation is 0.038. This means that for every 1-unit increase in the Trust variable, Work Motivation will increase by 0.038.

2. The effect of the Joint Decision Making variable on Work Motivation is -0.519. This means that for every 1-unit increase in the Joint Decision Making variable, Work Motivation will decrease by 0.519.
3. The effect of the Honesty variable on Work Motivation is -0.691. This means that for every 1-unit increase in the Honesty variable, Work Motivation will decrease by 0.691.
4. The effect of the Openness in Downward Communication variable on Work Motivation is 0.265. This means that for every 1-unit increase in the Openness in Downward Communication variable, Work Motivation will increase by 0.265.
5. The effect of the variable Listening in Upward Communication on Work Motivation is -0.173. This means that for every 1-unit increase in the value of the variable Listening in Upward Communication, Work Motivation will decrease by 0.173.
6. The effect of the variable Attention to High Performance Goals on Work Motivation is 0.27. This means that for every 1-unit increase in the variable Attention to High Performance Goals, Work Motivation will decrease by 0.27.

RESIDUAL NORMALITY TEST

A residual normality test is conducted to determine whether the residual data is normally distributed or not. The statistical test used for this normality test is the Kolmogorov Smirnov method. The test criterion used is to look at the *p-value*. If the *p-value* is greater than 0.05, then the residual data is normally distributed. Conversely, if the *p-value* is less than 0.05, then the residual data is said to be non-normal. The results of the normality test can be seen in the following table.

Table 6 Normality Test Results

		<i>Unstandardized Residual</i>
<i>N</i>		103
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	.000000
	<i>Std. Deviation</i>	8.26098003
<i>Most Extreme Differences</i>	<i>Absolute</i>	.076
	<i>Positive</i>	.058
	<i>Negative</i>	-.076
<i>Test Statistic</i>		.076
<i>Asymp. Sig. (2-tailed)</i>		.168 ^c

Source: Data processing results, 2025

Based on the test results in the table above, it can be seen that the *p-value* generated is 0.168, which is greater than 0.05. This means that the residual data from the regression model is normally distributed. Therefore, it can be concluded that the normality assumption is fulfilled.

SIMULTANEOUS TEST (F TEST)

The F-test is used to determine whether independent variables simultaneously affect dependent variables in a regression model. The model is considered significant if the Sig. value is < 0.05 (Gujarati & Porter, 2009; Ghazali, 2018). The results of the F-test calculations can be seen in the following table:

Table 7 F Test Results

	<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	<i>Regression</i>	451.230	6	75.205	1.037	.406 ^b
	<i>Residual</i>	6960.867	96	72.509		
	<i>Total</i>	7412.097	102			

Source: Data processing results, 2025

Based on the table above, it can be seen that the test results obtained a p-value of 0.406, which is greater than 0.05. This indicates that simultaneously, all independent variables do not have a significant effect on the dependent variable.

PARTIAL TEST (T-TEST)

The t-test is used to determine the partial effect of each independent variable on the dependent variable in the regression model. Decisions are based on the significance value, where a variable is said to have a significant effect if $\text{Sig.} < 0.05$ (Gujarati & Porter, 2009; Ghozali, 2018). The results of the t-test calculations can be seen in the following table:

Table 8 T Test Results

	<i>Model</i>	<i>t</i>	<i>Sig.</i>
1	<i>(Constant)</i>	10.063	.000
	X1	.093	.046
	X2	-.800	.872
	X3	-.820	.077
	X4	.642	.052
	X5	-.453	.651
	X6	.348	.729

Source: Data processing results, 2025

Based on the table above, it can be seen that of the six variables, only one independent variable has a p-value less than 0.05, namely the Trust variable (0.046). This indicates that, partially, only the Trust variable has a significant effect on Work Motivation. Meanwhile, the other variables do not have a significant effect on Work Motivation.

RESULTS AND DISCUSSION

The Influence of Organizational Communication Climate on Employee Work Motivation

This study aims to analyze the effect of Organizational Climate (Trust, Joint Decision Making, Honesty, Openness in Downward Communication, Listening in Upward Communication, and Attention to High Performance Goals) on Employee Work Motivation at the Regional Revenue Agency in Banyuasin Regency, South Sumatra. Based on the results of multiple regression analysis, it is known that only the Trust variable has a significant effect on Work Motivation with a regression coefficient value of 0.038. This means that by increase trust in organization then the motivation will increase too employee Trust by 0.038 units, assuming other variables remain constant. Meanwhile, the other variables did not have a significant effect on the Work Motivation of employees at the Regional Revenue Agency in Banyuasin Regency, South Sumatra.

The classical assumption tests conducted, including normality, multicollinearity, and heteroscedasticity tests, have been fulfilled. This indicates that the resulting regression model is suitable for use as a basis for decision making.

CONCLUSION

Based on the results of this study, it can be concluded that the organizational communication climate does not entirely influence employee work motivation at the Regional Revenue Agency of Banyuasin Regency, South Sumatra. Among the dimensions examined, trust is the only factor that has a significant and positive effect on employee work motivation. This finding indicates that trust between leaders and employees plays a key role in encouraging motivation, as it creates a sense of security, appreciation, and confidence in carrying out work responsibilities. Meanwhile, other dimensions of the organizational communication climate, including joint decision making, honesty, openness in downward communication, listening in upward communication, and attention to high-performance goals, do not show a significant effect on employee work motivation. This suggests that, in the context of the studied government institution, these aspects are not perceived as dominant factors in shaping motivation. The findings highlight that relational aspects of communication, particularly trust, are more influential than formal or procedural communication practices in motivating employees.

Based on these conclusions, it is recommended that future research explore additional factors that may affect employee work motivation, such as leadership style, organizational culture, job satisfaction, or reward systems. Further studies may also apply qualitative or mixed-method approaches to gain deeper insights into communication practices in public sector organizations. Expanding the research context to other government institutions or regions is expected to enrich empirical understanding and strengthen the generalizability of findings related to organizational communication climate and employee work motivation.

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