

The Impact of Communication on Employee Performance at the Development Administration Bureau of the Regional Secretariat of North Sumatra Province

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ABSTRACT

This study aims to analyze the influence of communication on employee performance at the Development Administration Bureau of the Regional Secretariat of North Sumatra Province. Using a descriptive quantitative approach, data were collected from 34 employees through a Likert-scale questionnaire and analyzed using simple linear regression with SPSS 26. The results show that communication has a positive and significant effect on employee performance, with a regression coefficient of 0.613 and a significance level of 0.000 (<0.05). The coefficient of determination (R^2) of 0.531 indicates that 53.1% of performance variation is explained by communication effectiveness. These findings imply that effective, open, and two-way communication improves understanding, responsibility, and collaboration among employees. The study highlights the importance of strengthening technology-based and participatory internal communication systems to enhance bureaucratic performance toward more efficient, transparent, and accountable governance.

INTRODUCTION

In government organizations, communication has a very important role in building work effectiveness and coordination between employees. Without good communication, various administrative and coordinating tasks will be difficult to carry out efficiently. In the Development Administration Bureau of the Regional Secretariat of North Sumatra Province, communication is the main means in carrying out the function of controlling and reporting regional development.

Based on the Governor of North Sumatra Regulation Number 1 of 2020 and Number 29 of 2020, this bureau has the main task of formulating policies, coordinating, and monitoring regional development (Abadi & Abadi, 2018). These tasks require intense interaction and communication between employees, leaders, and partner agencies. Therefore, the success of the implementation of the bureau's duties is largely determined by the extent to which internal communication takes place effectively.

In the context of human resource management, communication is not just an exchange of information, but also builds a common perception and work direction among all employees. Failure to convey a clear message can cause misperceptions, delays in work, and even conflicts between employees. Therefore, effective organizational communication is the key to improving bureaucratic performance.

Employee performance is an important indicator in assessing the effectiveness of the implementation of public organizational tasks. According to (Nursanti, 2018), performance is closely related to the strategic objectives of the organization and makes a real contribution to the productivity of the institution. In this case, the ability to communicate well affects the quality of individual and collective work in the bureau environment.

In the Development Administration Bureau, employee performance is often faced with the challenge of cross-section coordination and information delivery between work units. Problems such as delays in reports, errors in the implementation of activities, and low synergy between employees show that the communication aspect still needs to be strengthened (Worley & Doolen, 2006). This is an important basis for the need for an in-depth study of the impact of communication on employee performance.

Based on initial observations, there are still employees who do not fully understand the task information given by their superiors. This causes the work results to be less than optimal and often undergo revisions. One of the causes is the communication pattern that has not been opened, both vertically and horizontally, so the message received is not always the same as what the sender intended.

Effective communication includes the ability to convey messages clearly, listen actively, and provide constructive feedback. According to (Kristina, 2020), communication is a dynamic process that determines the direction of behavior in an organization. If the communication pattern takes place in two directions, it will create a collaborative and productive work atmosphere.

In government bureaucracy, communication also functions as a means of coordination and control of the implementation of tasks. (IASMINA et al., 2024) Explains that communication in an organization functions as a means of information, control, motivation, and emotional expression. Thus, communication is not only a technical issue of message delivery, but also builds a psychological relationship between leaders and subordinates.

The success of organizational communication is also highly determined by leadership style. Leaders who are able to establish open communication will create trust among employees. On the other hand, rigid and one-way communication often makes subordinates reluctant to convey opinions or problems faced at work.

In the context of the Bureau of Development Administration, where tasks are administrative and cross-sectoral, ineffective communication patterns can slow down bureaucratic processes. For example, delays in the submission of development reports from districts/cities to provinces are often caused by miscommunication between sections. This situation shows that poor communication has a direct impact on employee performance and organizational performance.

According to (Syaifuddin et al., 2024), a good communication process requires a common understanding between the sender and receiver of the message. If the meaning of the message is not conveyed in its entirety, then the organization's goals are difficult to achieve. In government bureaus, communication also plays a role in creating transparency and accountability, which are key principles of bureaucratic reform.

In previous research, (Sinurat et al., 2024) found that communication has a positive and significant influence on employee performance at the North Sumatra DGT Regional Office I. The results of this study strengthen the assumption that the effectiveness of communication in government organizations can increase employee discipline, responsibility, and productivity.

Communication factors that affect employee performance include clarity of instructions, information disclosure, opportunities for dialogue, and suitability of the communication media used. When these elements are met, coordination between employees will run more efficiently and work results will be of higher quality.

In modern bureaucracy, the use of communication technology is also an important aspect in supporting work efficiency. An integrated development information system, online meetings, and digital report submission are forms of communication innovation that accelerate the administrative process. However, the ability of employees to utilize this technology also greatly determines the effectiveness of organizational communication.

Optimal employee performance is not only determined by technical ability, but also by interpersonal ability. Good communication helps build trust, lower conflict levels, and increase a sense of belonging to the organization. Thus, communication is a key factor in creating a conducive work climate.

(YOGA, 2021) stating that a positive work climate will not be created without open communication between leaders and subordinates. In government

bureaus, this means the need for a participatory communication system, where every employee can express ideas, inputs, and complaints openly without fear.

The change in the bureaucratic paradigm towards good governance requires every employee to work professionally and transparently. The bureaucratic reforms that the government is undertaking will not succeed without effective communication between the various organizational units. Therefore, communication is the main instrument in bureaucratic transformation.

In the Development Administration Bureau, the communication challenge is not only about information delivery, but also cross-agency coordination, both with vertical and horizontal agencies. The effectiveness of communication between employees and between agencies will determine the success of controlling regional development administration.

By paying attention to the importance of the role of communication, research on the impact of communication on employee performance becomes relevant. This research is expected to be able to describe how the bureau's internal communication patterns contribute to improving employee performance, as well as find communication barriers that reduce work effectiveness.

Based on this description, it can be concluded that communication is not just a tool for conveying messages, but an integral part of the organizational management system. Research on the impact of communication on employee performance at the Development Administration Bureau of the Regional Secretariat of North Sumatra Province is expected to make a theoretical and practical contribution to improving the quality of the regional bureaucracy towards professional, effective, and responsive governance.

THEORETICAL REVIEW

Communication is a fundamental element in every organization, including in the government bureaucracy. According to (Syaifuddin et al., 2024), communication is the process of conveying messages from one party to another with the aim of achieving a common meaning. In the context of an organization, communication is not only about exchanging information, but also about building a common understanding so that all members of the organization move towards the same goal. Effective communication helps organizations coordinate resources, resolve conflicts, and improve synergy between employees.

According to (Safitri & Mujahid, 2024), organizational communication serves as a means of information, motivation, control, and emotional expression. The information function allows employees to know work policies and procedures; the motivational function helps employees understand their roles and contributions; the control function directs employee behavior to be in harmony with organizational rules; while expressive functions create healthy social relationships in the workplace. These four functions are effective only when communication is two-way and open.

In government bureaucracy, communication plays a big role in maintaining cross-sectional coordination. (Jacobsen & Salomonsen, 2021) Affirming that the effectiveness of a public organization is determined by how

messages, policies, and instructions are conveyed by the leadership to subordinates, as well as how feedback from below is received and responded to properly. Without clear and responsive communication, bureaucracies tend to become rigid, slow, and inadaptive to change.

Meanwhile, (Febrianti et al., 2025) call communication a social process that creates a sense of togetherness (*communis*) between members of the organization. In government institutions such as the Development Administration Bureau, this meaning is very important because all administrative activities of regional development depend on layered coordination between various fields. Misunderstandings in communication can lead to report errors, overlapping work, or delays in program implementation.

According to (Judge & Robbins, 2013), the effectiveness of communication is influenced by several factors: the clarity of the message, the credibility of the communicator, the choice of communication channels, and the psychological context of the recipient of the message. If any of these factors are disrupted, then the potential for miscommunication will increase. In bureaucracy, for example, messages delivered in a bureaucratic and layered manner often lead to information distortion, which ultimately decreases work efficiency.

In addition to classical theory, contemporary views such as those put forward by (Bozkus, 2023) It shows that communication in the digital era must pay attention to technological aspects and organizational culture. The government's digital transformation requires employees to have technology-based communication literacy so that messages can be conveyed quickly and accurately through platforms such as e-offices, official emails, and online coordination applications. Lack of adaptability to modern communication media can be an obstacle to improving performance.

The performance of the employees themselves according to (Al Baqir & Said, 2024) is the result of work that has a direct relationship with the organization's strategic goals, individual satisfaction, and contribution to the efficiency of the institution. In government organizations, employee performance reflects the success of agencies in carrying out public service functions. Good communication is one of the important determinants in creating optimal performance because through communication, employees clearly understand what their responsibilities are.

(Anwar Prabu, 2017) emphasizing that performance is the result of a person's work in terms of quality and quantity in carrying out their duties according to their responsibilities. Factors that affect performance include ability, motivation, discipline, work environment, and communication. In this context, communication is a variable that connects motivation and work results, because clear information and social support can increase employee morale and job satisfaction.

Research results (Sinurat et al., 2024) This finding shows that the better the communication between employees and between leaders and subordinates, the higher the level of individual performance. This research is in line with the findings of Junaidi (2018) in the PLN Banjarmasin Branch which also found a significant influence of communication on employee productivity and discipline.

Other research by (Fachrezi & Khair, 2020) at PT Angkasa Pura II Kualanamu found that open communication encourages increased work effectiveness and reduces operational errors. This reinforces the view that strong internal communication can create a positive work climate and strengthen trust between employees. In the context of government bureaus, this is particularly relevant because cross-field coordination requires high clarity and trust.

From a psychological perspective, communication also has a role in shaping a conducive work climate. (Artina & Novita, 2024) explained that a positive work climate is characterized by open communication, trust between employees, and constructive feedback. If communication is closed or one-sided, social tension will arise that reduces motivation and work productivity. Therefore, communication and work climate are closely related to each other in influencing employee performance.

In the perspective of public management, (Sedarmayanti & Haryanto, 2017) emphasized that communication is the main pillar in bureaucratic reform. Bureaucratic reform focuses not only on structures and procedures, but also on changes in organizational culture, including communication patterns between leaders and staff. The government that wants to realize good governance must ensure that internal communication runs transparently, efficiently, and accountably.

According to (Kristina, 2020), communication in bureaucratic organizations must meet the principles of coordination and participation. This means that every employee must have the opportunity to convey opinions, suggestions, and criticisms to the leadership without fear. Participatory communication patterns will foster a sense of belonging to the organization, so that employees are more motivated to give their best performance.

Other theories of (Katz & Kahn, 2015) It also emphasizes that communication is the energy flow of the organization. Through communication, the flow of information, decision-making, and innovation can take place. When communication channels are disrupted, the organizational system experiences dysfunction that decreases employee performance collectively. Therefore, communication management should be a major concern in bureaucratic management.

In the context of the Development Administration Bureau of the North Sumatra Provincial Regional Secretariat, the successful implementation of policy formulation and development control functions is highly dependent on cross-unit communication. With the complexity of tasks involving interagency coordination, effective communication is needed so that development information is delivered on time, accurate, and can be followed up quickly by leaders.

METHODOLOGY

This study uses a descriptive quantitative approach with the aim of finding out and analyzing the impact of communication on employee performance in the Development Administration Bureau of the Regional Secretariat of North Sumatra Province (Sari et al., 2022). The quantitative approach was chosen

because this study seeks to explain the causal relationship between two statistically measurable variables, namely communication (independent variable) and employee performance (dependent variable).

The research was carried out at the Development Administration Bureau of the Regional Secretariat of North Sumatra Province, which is located on Jalan Diponegoro No. 30, Medan. This location was chosen deliberately (*purposive*) because the bureau has a complex organizational structure and administrative activities, so it is very relevant to research the effectiveness of communication in supporting the implementation of government tasks.

The research period was carried out for four months, namely from February to May 2025. The research stages start from the preparation of instruments, primary data collection through questionnaires, data verification, to analysis of research results. The selection of the time range is adjusted to the availability of data and routine activities of the bureau that allow researchers to obtain representative data.

The population in this study is all employees within the Development Administration Bureau of the North Sumatra Provincial Secretariat, both structural officials and implementing staff. Based on personnel data in 2025, the number of employees in the bureau is 34 people, so this study uses census techniques, where the entire population is used as a research sample. Thus, the sample size in this study amounted to 34 respondents.

The type of data used consists of primary data and secondary data. Primary data was obtained directly from respondents through the distribution of questionnaires, while secondary data was obtained through internal bureau documents, annual performance reports, governor's regulations, and scientific literature relevant to the research topic.

The data collection method was carried out using a questionnaire or closed questionnaire, which was compiled based on the Likert scale with five alternative answers:

- 1 = strongly disagree,
- 2 = Disagree,
- 3 = Neutral,
- 4 = Agree, and
- 5 = Strongly agree.

The questionnaire consists of two main parts. The first section contains questions regarding respondents' demographic data such as age, gender, job title, and length of service. The second part contains question items regarding two research variables, namely:

1. Communication (X) - measured through indicators of message clarity, information disclosure, feedback, and communication channel effectiveness.
2. Employee Performance (Y) - measured through indicators of work quality, quantity of work, responsibility, cooperation, and employee initiative.

The research instrument was first tested through validity and reliability tests. The validity test is carried out by technique *Product Moment Pearson* to

ensure that each question item is able to measure the construct in question. Meanwhile, the reliability test was carried out using Cronbach's Alpha coefficient, with a $\alpha \geq$ value limit of 0.70 as a good reliability criterion (Sugiyono, 2017).

The data analysis techniques used were descriptive statistical analysis and simple linear regression analysis. Descriptive analysis is used to describe respondents' characteristics as well as their perceptions of communication and performance. Meanwhile, simple linear regression analysis was used to find out how much influence communication variables had on employee performance partially.

Before the regression analysis was carried out, a classical assumption test was first carried out, which included the normality test, the multicollinearity test, and the heteroscedasticity test. This test is performed to ensure that the data meets the basic assumptions in linear regression.

The regression equation model used in this study is as follows:

$$Y = a + bX + e$$

Description: Y = Employee Performance

a = Constant

b = Communication regression coefficient

X = Communication

e = Error term

The coefficient of determination (R^2) is used to find out how much variation in the change in the performance variable can be explained by the communication variable. Next, a t-test was carried out to determine the significance of the influence of communication on employee performance.

Data processing is carried out with the help of the SPSS version 25.0 program, which facilitates statistical analysis and interpretation of results (Imam Ghozali, 2018). The data obtained from the questionnaire is processed in the form of tables and graphs to provide a descriptive picture of the level of communication effectiveness and employee performance.

In this study, the decision-making criteria were based on a significance value ($p\text{-value}$) ≤ 0.05 . If these values are met, it can be concluded that communication has a significant influence on employee performance. Thus, the results of this study are expected to provide empirical evidence on the importance of organizational communication in supporting the performance of local government bureaucracy.

In addition, the ethical aspect of the research is also considered by maintaining the confidentiality of the respondents' identities and ensuring that participation in filling out the questionnaire is voluntary. Each respondent was given an explanation of the research objectives and assurance that the data provided was only used for academic purposes.

Overall, this research method is designed to produce a comprehensive picture of how organizational communication contributes to improving employee performance in the Development Administration Bureau of the North Sumatra Provincial Regional Secretariat during the February–May 2025 research period.

RESULTS

Respondent Overview

This study involved 34 employees of the Development Administration Bureau of the North Sumatra Provincial Secretariat who were used as research samples. Based on demographic data, it was obtained that most of the respondents were between 31-45 years old as much as 58.8%, while the rest were under 30 years old (23.5%) and over 45 years old (17.7%). Based on gender, as many as 61.7% of respondents were men, while the other 38.3% were women.

Judging from the level of education, the majority of employees have a S1 education as much as 64.7%, while high school/D3 graduates are 20.6% and S2 is 14.7%. This composition shows that most of the employees have an adequate educational background to carry out administrative functions and coordination of regional development. Based on the length of work, most respondents have served for more than 10 years, which indicates a high level of work experience in a bureaucratic environment.

Description of Communication Variables

The communication variable (X) in this study was measured through four main indicators, namely:

- (1) clarity of message,
- (2) information disclosure,
- (3) feedback, and
- (4) the effectiveness of communication channels.

From the results of the tabulation questionnaire distributed to 34 respondents, **an average total score of 4.21** was obtained on the Likert scale (1-5), which is included in the **"excellent" category**. Details of the results per indicator are presented in the following table:

Table 1. Average Communication Variable Score (X)

Communication Indicators	Average Score
Clarity of the message from the leader	4,18
Information disclosure between employees	4,09
Feedback on work	4,24
Effectiveness of communication media (meetings, letters, e-offices)	4,32
Total average	4.21 (Excellent)

These results show that communication within the Development Administration Bureau in general has gone well. Employees assessed that the leadership was quite clear in giving instructions and open to suggestions, although a small number of respondents considered that the process of delivering feedback between work units could still be improved to be faster and two-way.

Description of Employee Performance Variables

The employee performance variable (Y) is measured using five indicators:

- (1) quality of work,
- (2) quantity of work,
- (3) responsibility,
- (4) cooperation, and
- (5) initiative.

The results of data processing showed that the average employee performance score reached 4.17 on a scale of 1–5, which is also classified as "good".

Table 2. Average Employee Performance Variable Score (Y)

Performance Indicators	Average Score
Quality of work results	4,22
Quantity of work completed	4,08
Responsibility to the task	4,30
Cooperation between employees	4,15
Initiative in getting the job done	4,11
Total average	4.17 (Good)

Employees show good work performance in carrying out regional development administrative tasks. However, based on field observation records, some employees still show delays in completing routine reports, especially due to insynchronization of information between fields.

Validity and Reliability Test

Based on the results of the validity test on 10 items of communication variable statements and 10 items of employee performance variable statements, all items showed a correlation value (r -calculus) > 0.338 , which means that all statements were declared valid.

The reliability test yielded a Cronbach's Alpha value of 0.872 for the communication variable and 0.891 for the performance variable, both of which were greater than 0.70. Thus, the research instrument was declared reliable and suitable for further analysis.

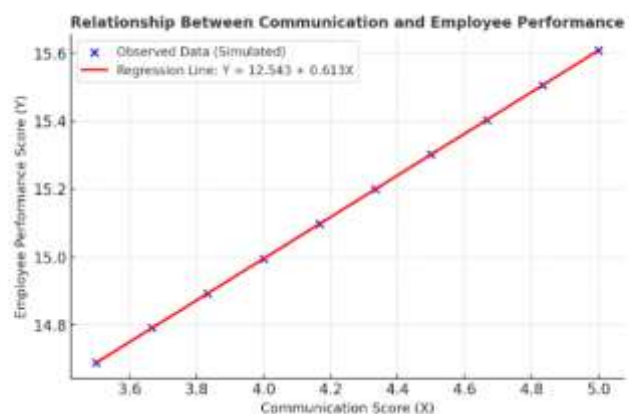


Figure. 1 Validity and Reliability Test

Classic Assumption Test

Before the regression analysis is carried out, the data is tested to ensure that there is no violation of classical assumptions. The results of the Kolmogorov-Smirnov normality test showed a significance value of 0.200 (> 0.05), which means that the data is distributed normally.

The results of the multicollinearity test showed a tolerance value of 0.924 and VIF of 1.083, so it can be concluded that there was no multicollinearity between variables. The heteroscedasticity test also showed that the data was homoscedastic, with a significance value above 0.05.

Thus, the regression model is feasible to use for hypothesis testing.

Simple Linear Regression Analysis

Simple regression analysis is used to find out how much communication (X) affects employee performance (Y). Based on the results of data processing using the SPSS 25.0 program, the following results were obtained:

Table 3. Results of Simple Linear Regression Analysis

Variable	Regression Coefficient (b)
Constant (a)	12,543
Communication (X)	0,613
$R^2 = 0.531$	F-count = 34.58

The regression equations formed are:

$$Y = 12,543 + 0,613X$$

These results show that every one unit increase in the communication score will increase the employee's performance score by 0.613 units. The significance value of $0.000 < 0.05$ indicates that communication has a positive and significant effect on the performance of employees in the Development Administration Bureau of the North Sumatra Provincial Regional Secretariat.

The determination coefficient ($R^2 = 0.531$) showed that 53.1% of employee performance variations could be explained by communication variables, while the remaining 46.9% were explained by factors outside the model, such as motivation, work discipline, and work environment.

DISCUSSION

The results of the study show that communication has a positive and significant influence on the performance of employees in the Development Administration Bureau of the North Sumatra Provincial Regional Secretariat. A significance value of $0.000 (< 0.05)$ and a regression coefficient of 0.613 indicate that the better the communication that occurs in the bureau, the higher the level of employee performance. These findings reinforce the view that communication is one of the fundamental elements in building the effectiveness of public organizations.

Theoretically, these results are in line with the opinion (Kristina, 2020) which states that organizational communication is a process of conveying and

exchanging information that aims to build mutual understanding between individuals in the organization. Good communication creates common perceptions, avoids misunderstandings, and encourages each member to work towards a common goal. In the context of government bureaus, open communication facilitates cross-sectional coordination that is a hallmark of bureaucracy.

These findings also support the theory (Frank, 2024) which explains that communication functions as a tool for coordination, motivation, control, and emotional expression. The coordinating function is evident in the Development Administration Bureau, where most activities require interaction between leadership, staff, and other related agencies. Through good communication, orders and information regarding development programs can be conveyed clearly and uniformly, thereby reducing the potential for work errors.

Good employee performance, as reflected in an average score of 4.17, indicates that employees have a high level of responsibility, cooperation, and initiative. This condition is inseparable from effective communication patterns. According to (Hartanto, 2020), employee performance is the result of work achieved by a person in carrying out his duties based on the responsibilities given. Communication is an important tool in ensuring employees understand what needs to be done, when to do it, and how the results are measured.

Furthermore, a determination coefficient value (R^2) of 0.531 indicates that 53.1% of employee performance variations are influenced by communication. This means that half of employee performance success depends on how effectively the communication process takes place in the work environment. This is in line with the results of the research (Sinurat et al., 2024) which found that communication had a significant influence on employee performance at the North Sumatra DGT Regional Office I, with a contribution of 51.6%. Similar results were also found by (Ira et al., 2023) that communication and work climate have a joint effect on the performance of public sector employees.

These findings also reinforce the results of the study (Fachrezi & Khair, 2020) which states that open communication between superiors and subordinates is able to increase work motivation and reduce the error rate in completing tasks. In the context of the Development Administration Bureau, communication carried out formally through regular and informal meetings between employees plays an important role in ensuring that the coordination of development activities runs smoothly and reports are submitted on time.

Apart from the statistical relationship, substantively these findings show that the effectiveness of communication not only affects the understanding of tasks, but also on the psychological aspects of employees. When communication is two-way, employees feel valued and involved in the work process, which in turn increases their sense of responsibility and commitment to the organization. This is in line with the theory (Juliadrianti & Wildanah, 2025) which states that open and empathetic communication is able to create a positive work climate, foster trust, and increase productivity.

The Development Administration Bureau has complex organizational characteristics, with the main function being the coordination and control of

development across sectors. This complexity demands fast, accurate, and efficient communication. Based on the results of the study, the communication media effectiveness indicator obtained the highest score (4.32), showing that the use of media such as coordination meetings, e-office systems, and electronic official letters was considered effective by employees. This proves that the adaptation of communication technology can improve bureaucratic performance, as stated by (Wardani, 2023), that digital transformation in organizational communication increases the speed and accuracy of information delivery.

Meanwhile, the indicators of information disclosure and feedback between employees still have a relatively lower score than other indicators. This shows that although vertical communication (from leadership to subordinate) has been going well, horizontal communication (between staff or between fields) still needs to be strengthened. These findings support the results of the study (Kurniawan, 2024) which revealed that communication problems between employees are often the cause of declining work efficiency in government organizations. Therefore, a participatory communication culture is needed where every employee has the opportunity to provide input and convey work constraints.

Based on these results, it can be understood that communication in public organizations not only plays a role as a means of delivering instructions, but also as a mechanism to create synergy between work units. In government bureaus such as the Regional Secretariat of North Sumatra Province, this synergy determines the success of the implementation of regional development policies. When communication is not effective, misperceptions can lead to reporting delays, duplication of work, or low coordination across fields.

In addition, the results of this study also strengthen the theory put forward by (Judge & Robbins, 2013) that effective communication is able to overcome organizational obstacles and create a work system that is adaptive to environmental changes. In the context of regional bureaucracy, open communication is one of the prerequisites for the success of bureaucratic reform towards good governance (*Good Governance*).

It is also important to note that most of the employees in this bureau have a tenure of more than 10 years. High work experience supports the effectiveness of communication because employees already understand the bureaucratic flow and work culture of the agency. However, long work experience can also cause resistance to changes in communication patterns, especially the use of digital media. Therefore, increasing technology-based communication literacy is an important aspect in supporting sustainable performance.

Overall, the results of this study provide empirical evidence that communication has a significant contribution to improving employee performance. A good communication process not only speeds up the delivery of information, but also strengthens employees' sense of responsibility and loyalty to the organization. Employees who get clear direction, constructive feedback, and opportunities for dialogue with leaders tend to show better performance.

Thus, the results of this study are consistent with the view of (Sedarmayanti, 2018) which affirms that communication is an important part of bureaucratic reform, because through open communication, organizations can build

transparency, efficiency, and public accountability. In the context of the Development Administration Bureau of the Regional Secretariat of North Sumatra Province, effective communication is the main foundation for improving the performance of the apparatus and the success of the implementation of sustainable regional development.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the study, it can be concluded that communication has a positive and significant influence on the performance of employees in the Development Administration Bureau of the North Sumatra Provincial Regional Secretariat. Effective communication, characterized by clarity of messages, information disclosure, feedback, and the use of appropriate communication media, is able to improve the quality, responsibility, and cooperation of employees. As much as 53.1% of the variation in employee performance was explained by communication effectiveness. Thus, improving bureaucratic performance can be achieved through strengthening two-way communication that is transparent, participatory, and supported by optimal use of information technology.

FURTHER STUDY

Further research is suggested to expand the variables by adding other factors such as work motivation, discipline, and leadership to make the results more comprehensive. In addition, research can be conducted in other government agencies to compare the effectiveness of communication on performance in the context of different public organizations.

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