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The Influence of Communication, Culture, and Perception on Employee Work Behavior at the Banyuasin District Health Office

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Abstract

This study examines how communication, organizational culture, and employee perception affect work behaviour at the Banyuasin District Health Office. Using a quantitative survey method, data was collected from all 137 employees through questionnaires and analyzed using multiple linear regression. The results show that communication, organizational culture, and perception each have a positive and significant impact on work behaviour, with perception acting as the most dominant factor. Together, these three variables account for 59% of the changes in employee work behaviour, while the remaining 41% is influenced by other unexamined factors. Ultimately, the findings highlight that fostering clear communication, strengthening organizational culture, and shaping positive employee perceptions are essential for improving overall work behaviour in the organization.

Keywords: Organizational Culture, Communication, Perception, Work Behaviour.

INTRODUCTION

Public sector organizations, especially health offices, are highly required to work quickly, accurately, and professionally to provide direct public services. To make health programs run effectively, the organization needs employees with strong competence, commitment, and excellent work behaviour (Robbins & Judge, 2019). However, the

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Banyuasin District Health Office, which has 137 employees, is currently facing several issues regarding the main factors that shape work behaviour.

First, communication is not optimal because information is distributed unevenly and delivered spontaneously, which often leads to misunderstandings and delayed tasks (Keyton, 2011). Second, the organizational culture is not fully internalized (Schein, 2010). This is evident from inconsistent discipline, a lack of collaboration across different departments, and a general reluctance among employees to innovate. Third, employees have varied perceptions regarding the fairness of their workload, leadership support, and performance assessment indicators, all of which negatively affect their daily motivation (Bista & Modi, 2022; Luthans et al., 2015).

Because of these issues, overall employee work behaviour has become inconsistent, resulting in delayed task completions, low initiative, and a high dependency on direct instructions from supervisors. In addition to these practical problems, there is also a research gap. Previous studies have shown inconsistent results regarding the impact of these variables, and there is very limited research examining communication, organizational culture, and perception simultaneously within local government agencies (Khattak, 2022).

Objectives

Therefore, this study aims to analyze how communication, organizational culture, and employee perception affect work behaviour at the Banyuasin District Health Office, both individually and together. The results of this study are expected to provide theoretical benefits by enriching human resource management literature in the public sector. Practically, the findings will serve as an evaluation tool for management to improve the work climate, enhance communication, and formulate better policies that encourage disciplined and responsible work behaviour.

DISCUSSION

The partial test results reveal that communication has a positive and significant impact on employee work behaviour. Statistically, this is proven by a t value of 4.856 which exceeds the table value of 1.977, a significance level of 0.000 which is below 0.05, and a positive regression coefficient of 0.288. Smooth information flow, clear messages, and good feedback between leaders and staff or among peers truly boost employee productivity. Research shows that language plays a decisive role in shaping organizational alignment (Prema, 2021).

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Furthermore, workplace communication often requires leaders to use effective negotiation skills to resolve internal conflicts and deliver constructive feedback (Alavoine et al., 2014; Fos, 1991; Musa, 2011). Effective communication helps employees improve their discipline, responsibility, teamwork, and compliance with rules. This condition is crucial for the Banyuasin District Health Office because their daily tasks require accurate information and solid coordination across departments to prevent work errors and service delays. These findings align with organizational behaviour theories, proving that agency leaders must strengthen information exchange mechanisms, sometimes adopting cross cultural negotiation lessons to handle diverse staff perspectives (Reardon, 1994).

Table 1. Partial Test Results (t Test) for Communication, Organizational Culture, and Perception

Coefficients[a]						
Model		Unstandarized Coefficients		Standarized Coefficients	t	Sig.
		B	Std. Error	Beta		
Coefficientsa						
1	(Constant)	3.625	3.494	-	1.037	.301
	Komunikasi	.288	.059	.298	4.856	.000
	Budaya	.157	.059	.164	2.668	.009
	Persepsi	.483	.064	.508	7.533	.000
	(Constant)	3.625	3.494	-	1.037	.301

Organizational culture is also proven to have a positive and significant influence on work behaviour. The statistical numbers show that the t value of 2.668 is higher than the table value of 1.977, with a significance of 0.009 and a positive regression coefficient of 0.157. Internalizing shared values rooted in the institution, such as norms, daily habits, integrity, and empathy, leads to better employee actions (Schein, 2010). A healthy culture creates a shared work framework where employees do not have to guess the organization expectations, thereby reducing role ambiguity and helping them focus on service goals. For the Health Office, instilling this culture is vital so that employee behaviour aligns with the public service vision. To make this culture stronger, leaders must provide consistent

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examples through their words and actions, apply a reward system for those who reflect positive values, and offer guidance for those who violate the rules.

Meanwhile, employee perception has the most dominant contribution, showing a positive and significant impact on work behaviour. This is supported by a t value of 7.533 which is far above the table value of 1.977, a significance level of 0.000, and the highest regression coefficient of 0.483. The way employees interpret their organizational reality, including how they view leadership policies, existing procedures, and institutional reputation, heavily determines the quality of their actions at work (Robbins & Judge, 2019). When employees have a constructive perception and feel their institution is credible and fair, it builds strong motivation, dedication, and high compliance. They will not easily give up when facing obstacles. To foster this positive perception, the institution must be transparent in setting policies, design a work system that considers employee welfare, and provide fair leadership.

Overall, communication, organizational culture, and perception simultaneously affect work behaviour. The joint test shows an F value of 66.232, which is way above the table value of 2.67, with a significance of 0.000. These three explanatory variables have a determination coefficient of 0.590, meaning that 59 percent of the variance in employee work behaviour can be explained by these factors, while the remaining 41 percent is influenced by other outside variables. These three dimensions create a mutually reinforcing system. Transparent communication channels spread cultural values, a strong culture becomes the reference that shapes positive perceptions, and positive perceptions ultimately trigger maximum performance (Khattak, 2022). This synergy implies that the management cannot fix employee issues partially, for example by only holding communication training. In complex situations, leaders can even apply international business negotiation strategies to manage multiple stakeholders and align internal goals successfully (Ghauri, 1986; Salacuse, 1991, 2003). The agency must take an integrated approach across all aspects to maximize the quality of health services.

CONCLUSION

Based on the analysis, this study concludes that communication, organizational culture, and perception each have a positive and significant impact on employee work behaviour. The partial test for communication shows a t value of 4.856 which is greater than the table value of 1.977, with a significance level of 0.000, and indicates a constant base score of 3.625 for work behaviour when all variables are zero. Organizational culture also significantly influences work behaviour, proven by a t value of 2.668 which exceeds

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1.977 and a significance level of 0.009. Similarly, employee perception shows a strong positive effect with a t value of 7.533, which is far above 1.977, and a significance level of 0.000. When tested simultaneously, these three factors collectively provide a significant contribution to work behaviour. This is demonstrated by an F value of 66.232 which is much higher than the table value of 2.67, along with a significance level of 0.000, meaning the overall hypothesis is fully accepted. Additionally, there is a strong and positive relationship between these three variables and work behaviour, indicated by a correlation coefficient of 0.774. Finally, the adjusted R square value of 0.590 confirms that exactly 59 percent of the variance in work behaviour is explained together by communication, culture, and perception, while the remaining 41 percent is determined by other factors outside the scope of this research.

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