

# THE INFLUENCE OF THE WORK ENVIRONMENT, ORGANIZATIONAL COMMITMENT, COMPENSATION, AND COMMUNICATION ON THE PERFORMANCE OF BATAM CITY GOVERNMENT EMPLOYEES

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## ABSTRACT

*This study aims to analyze the influence of work environment, organizational commitment, compensation, and communication on employee performance at the Library and Archives Office of Batam City Government. A quantitative approach was used, employing a total sampling method involving all 40 employees as respondents. Data were collected through questionnaires and analyzed using SPSS version 26. The validity test results showed that all questionnaire items had a correlation coefficient (r-count) greater than 0.312, indicating that all items were valid. The reliability test revealed Cronbach's Alpha values above 0.7 for all variables, with the highest value for the communication variable (0.887), indicating high reliability. The results of multiple linear regression analysis showed that all four independent variables significantly affected employee performance with significance levels as follows: work environment ( $p=0.015$ ), organizational commitment ( $p=0.000$ ), compensation ( $p=0.000$ ), and communication ( $p=0.000$ ). The R Square value of 0.715 indicates that 71.5% of the variation in employee performance can be explained by the independent variables, while the remaining 28.5% is influenced by other factors outside the model. The F-test also showed a significant simultaneous influence of the four variables on performance ( $F = 158.648 > F_{table} = 3.09$ ;  $p = 0.000$ ). These findings emphasize that efforts to improve employee performance must be carried out holistically through improvements in the work environment, strengthening of organizational commitment, provision of fair compensation, and implementation of effective communication within the organization.*

**Keywords : Work Environment, Organizational Commitment, Compensation, Communication, Employee Performance**

## INTRODUCTION

Employee performance is one of the key factors in achieving organizational goals, especially in the context of government. In Batam City, as one of the fast-growing regions, the performance of government employees has a great influence on public services and regional development. Therefore, it is important to understand the factors that affect employee performance, including work environment, organizational commitment, compensation, and communication.

A good work environment can create an atmosphere that supports employee productivity. Adequate facilities, a conducive atmosphere, and harmonious relationships between colleagues can increase motivation and job satisfaction. Previous research has shown that employees who work in a positive environment tend to have better performance (Sari & Rahman, 2022).

Organizational commitment also plays an important role in improving employee performance. Employees who have a high commitment to the organization will be more

motivated to give their best in their work. This commitment can be influenced by various factors, such as recognition from superiors, opportunities to develop, and the values embraced by the organization (Halim & Sari, 2022).

Fair and competitive compensation is another factor that is no less important. Employees who feel rewarded through compensation commensurate with their contributions tend to be more satisfied and motivated to work harder. Research shows that there is a positive relationship between satisfaction with compensation and employee performance (Putra & Yulianto, 2022).

In addition, effective communication within the organization also contributes to employee performance. Clear and open communication between management and employees can increase trust and collaboration. Employees who feel heard and involved in the decision-making process tend to be more committed and productive (Wati & Prasetyo, 2022).

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City, as one of the fast-growing regions, the performance of government employees has a great influence on public services and regional development. Therefore, it is important to understand the factors that affect employee performance, including work environment, organizational commitment, compensation, and communication. A good work environment can create an atmosphere that supports employee productivity. Adequate facilities, a conducive atmosphere, and harmonious relationships between colleagues can increase motivation and job satisfaction. Previous research has shown that employees who work in a positive environment tend to perform better.

Organizational commitment also plays an important role in improving employee performance. Employees who have a high commitment to the organization will be more motivated to give their best in their work. This commitment can be influenced by various factors, such as recognition from superiors, opportunities to grow, and the values embraced by the organization. Fair and competitive compensation is another factor that is no less important. Employees who feel rewarded through compensation commensurate with their contributions tend to be more satisfied and motivated to work harder. Research shows that there is a positive relationship between satisfaction with compensation and employee performance.

In addition, effective communication within the organization also contributes to employee performance. Clear and open communication between management and employees can increase trust and collaboration. Employees who feel heard and involved in the decision-making process tend to be more committed and productive. Taking into account the importance of these factors, this study aims to analyze the influence of the work environment, organizational commitment, compensation, and communication on the performance of Batam City government employees. It is hoped that the results of this research can provide useful insights for policy makers in improving the performance of employees and public services in Batam City.

The formulation of the problem in this study is how the influence of the work environment, organizational commitment, compensation, and communication on the performance of Batam City government employees. This study aims to identify and analyze the relationship between these variables and their impact on employee performance. Thus, this study is expected to provide relevant recommendations for human resource management in government agencies, so

that it can improve employee performance and the quality of public services in Batam City.

## **THEORETICAL AND HYPOTHESIS STUDIES**

### **a. Work Environment**

A good work environment includes physical and psychological aspects that can affect employee productivity. According to Sari and Rahman (2020), a conducive work environment can increase employee motivation and job satisfaction, which in turn contributes to improved performance. Research by Wibowo (2021) also shows that employees who feel comfortable and safe at work tend to show better performance.

### **b. Organizational Commitment**

Organizational commitment refers to the extent to which employees feel attached and committed to the organization's goals and values. This is important because employees who have high commitment tend to be more productive and loyal. According to Halim and Sari (2021), a strong organizational commitment can improve employee performance, because employees feel responsible for the success of the organization.

### **c. Compensation**

Fair and competitive compensation plays an important role in attracting and retaining quality employees. Research by Putra and Yulianto (2020) shows that satisfaction with compensation is positively related to employee performance. Employees who feel rewarded through compensation commensurate with their contributions tend to be more motivated to do a good job.

### **d. Communication**

Effective communication within the organization can increase trust and collaboration between management and employees. Wati and Prasetyo (2021) state that clear and open communication can reduce misunderstandings and increase employee engagement, which ultimately has a positive impact on their performance.

### **e. Performance Theory**

This theory refers to a variety of factors that affect an individual's performance, including ability, motivation, and work environment. According to Campbell (1990), employee performance is influenced by individual abilities, the effort expended, and the situation or context in which employees work. Research by Wati and Prasetyo (2021) shows that a good work environment and support from management can significantly improve

employee performance.

Based on the theory study above, the hypotheses proposed in this study are as follows:

1. A good work environment includes physical, social, and psychological aspects that can affect employee productivity. According to Sari and Rahman (2020), a conducive work environment can increase employee motivation and job satisfaction, which in turn contributes to improved performance. Research by Wibowo (2021) also shows that employees who feel comfortable and safe at work tend to show better performance.

**H1: The work environment has a positive effect on the performance of Batam City government employees.**

2. Organizational commitment refers to the extent to which employees feel attached and committed to the organization's goals and values. This is important because employees who have high commitment tend to be more productive and loyal. According to Halim and Sari (2021), a strong organizational commitment can improve employee performance, because employees feel responsible for the success of the organization.

**H2: Organizational commitment has a positive effect on the performance of Batam City government employees.**

3. Fair and competitive compensation plays an important role in attracting and retaining quality employees. Research by Putra and Yulianto (2020) shows that satisfaction with compensation is positively related to

employee performance. Employees who feel valued through compensation commensurate with their contributions tend to be more motivated to do a good job.

**H3: Compensation has a positive effect on the performance of Batam City government employees.**

4. Effective communication within the organization can increase trust and collaboration between management and employees. Wati and Prasetyo (2021) state that clear and open communication can reduce misunderstandings and increase employee engagement, which ultimately has a positive impact on their performance.

**H4: Communication has a positive effect on the performance of Batam City government employees.**

5. In addition to the influence of each variable, it is important to understand how these four factors interact together in influencing employee performance. Research by Sari and Rahman (2020) shows that the combination of a good work environment, high organizational commitment, fair compensation, and effective communication can create synergies that improve overall employee performance. This shows that in order to achieve optimal performance, organizations need to pay attention to all these factors simultaneously.

**H5: The work environment, organizational commitment, compensation, and communication together have a positive effect on the performance of Batam City government employees.**

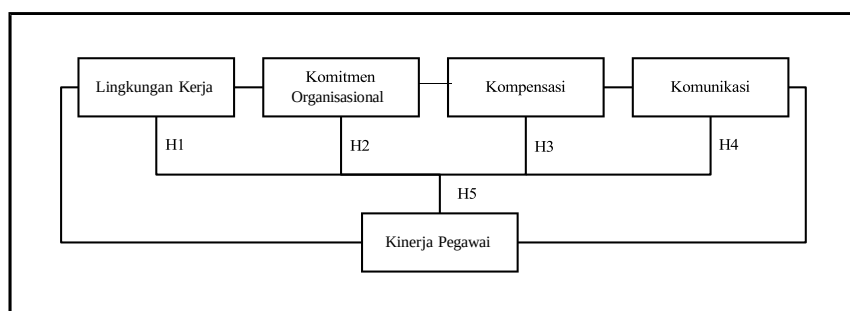


Figure 1 Research Framework

## RESEARCH METHODS

This study employs a quantitative explanatory research design to analyze the causal relationships between the work environment, organizational commitment, compensation, communication, and employee performance. According to Creswell (2018), this approach allows for the objective measurement of variables and the statistical testing

of hypotheses.

The population of this study comprises all employees of the Batam City Government Library and Archives Service, totaling 40 individuals. Given the small population size ( $N < 100$ ), this study utilized a total sampling technique (saturated sampling), where every member of the population serves as a respondent. As noted by Sugiyono

(2019), total sampling is methodologically rigorous for small populations as it eliminates sampling error and ensures that the data represents the entire unit of analysis. However, it is acknowledged that the generalizability of these findings is limited to similar small-scale government units with comparable demographic and operational characteristics.

Data were collected using a structured questionnaire distributed from March 18 to April 18, 2025. The instrument used a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). To ensure content validity, the items were adapted from established instruments:

1. Work Environment: Adapted from Nawawi (2021) and Wibowo (2021), focusing on physical comfort and psychological safety.
2. Organizational Commitment: Adapted from Halim and Sari (2021), measuring affective, continuance, and normative commitment.
3. Compensation: Adapted from Putra and Yulianto (2020), covering financial and non-financial rewards.
4. Communication: Adapted from Wati and Prasetyo (2021), assessing clarity, openness, and feedback mechanisms.
5. Employee Performance: Adapted from Campbell's (1990) performance model, focusing on task completion and quality.

Data were analyzed using SPSS version 26.

**Tabel 1 Respondent Gender**

| Deskripsi | Frekuensi | Persen |
|-----------|-----------|--------|
| Male      | 14        | 35,0   |
| Female    | 26        | 65,0   |
| Total     | 40        | 100,0  |

Based on Table 1, the characteristics of respondents by gender show that 14 respondents were male or 35.0% of the total

Before conducting multiple linear regression, three classical assumption tests were performed to ensure the validity of the statistical model:

1. Normality Test: The Kolmogorov-Smirnov test was used to determine if the residuals were normally distributed. A significance value  $> 0.05$  indicates normal distribution, which is a prerequisite for parametric statistics.
2. Multicollinearity Test: This test checks for high correlations between independent variables. The criteria for freedom from multicollinearity are a Tolerance value  $> 0.10$  and a Variance Inflation Factor (VIF)  $< 10$ .
3. Heteroscedasticity Test: The Glejser test (or scatterplot analysis) was employed to ensure that the variance of residuals is constant across all levels of independent variables. The absence of specific patterns in the scatterplot confirms homoscedasticity, ensuring unbiased standard errors.

Following these tests, multiple linear regression analysis was conducted to test the partial (t-test) and simultaneous (F-test) effects of the independent variables on employee performance.

## RESULTS AND DISCUSSION

### 1. Description of respondent characteristics

number of respondents, and 26 respondents were female or 65.0% of the total number of respondents.

**Tabel 2 Respondent Age**

| Deskripsi   | Frekuensi | Persen |
|-------------|-----------|--------|
| 18-23 tahun | 3         | 7,5    |
| 24-29 tahun | 14        | 35,0   |
| 30-35 tahun | 13        | 32,5   |
| >35 tahun   | 10        | 25,0   |
| Total       | 40        | 100,0  |

From the table, the age category of 24-29 years had the highest number of respondents, namely 14 people (35.0%), followed by the age of 30-35 years with 13 respondents (32.5%). The age

category above 35 years old included 10 respondents (25.0%), while the age category of 18-23 years had the lowest number of respondents, which was 3 people (7.5%).

**Tabel 3 Long Working**

| Lama Bekerja (Tahun) | Frekuensi | Persen |
|----------------------|-----------|--------|
| 0-2 tahun            | 10        | 25,0   |
| 3-5 tahun            | 15        | 37,5   |
| 6-10 tahun           | 8         | 20,0   |
| 10 tahun             | 7         | 17,5   |
| Total                | 40        | 100,0  |

From the table, the category of 3-5 years of work has the highest number of respondents, namely 15 people (37.5%), followed by the 0-2 years category with 10 respondents (25.0%). The category of 6-10 years of employment included 8

respondents (20.0%), while the category of more than 10 years had 7 respondents (17,5%).

#### 1) Uji Validitas

**Tabel 4** Validity Test

| Variable                       | Pernyataan | R hitung | R tabel | Keterangan   |
|--------------------------------|------------|----------|---------|--------------|
| Work Environment (X1)          | X1.1       | 0,820    | 0.312   | <b>Valid</b> |
|                                | X1.2       | 0,765    |         |              |
|                                | X1.3       | 0,790    |         |              |
|                                | X1.4       | 0,800    |         |              |
|                                | X1.5       | 0,850    |         |              |
| Organizational Commitment (X2) | X2.1       | 0,830    |         |              |
|                                | X2.2       | 0,812    |         |              |
|                                | X2.3       | 0,845    |         |              |
|                                | X2.4       | 0,860    |         |              |
|                                | X2.5       | 0,835    |         |              |
| Compensation (X3)              | X3.1       | 0,780    |         |              |
|                                | X3.2       | 0,795    |         |              |
|                                | X3.3       | 0,810    |         |              |
|                                | X3.4       | 0,825    |         |              |
|                                | X3.5       | 0,840    |         |              |
| Communication (X4)             | X4.1       | 0,770    |         |              |
|                                | X4.2       | 0,785    |         |              |
|                                | X4.3       | 0,800    |         |              |
|                                | X4.4       | 0,815    |         |              |
|                                | X4.5       | 0,830    |         |              |
| Employee Performance (Y)       | Y.1        | 0,740    |         |              |
|                                | Y.2        | 0,755    |         |              |
|                                | Y.3        | 0,765    |         |              |
|                                | Y.4        | 0,780    |         |              |
|                                | Y.5        | 0,795    |         |              |
|                                | Y.6        | 0,810    |         |              |

The table above shows the results of the validity analysis of all statements showing a higher calculated R value than the R table, which indicates that all statements are valid. This validity is important to ensure that the research instrument

can accurately measure the variables in question, so that the research results are reliable.

#### 2) Reliability Test

**Tabel 5** Reliability Test

| No | Variabel                  | Cronbach Alpha | Ket.     |
|----|---------------------------|----------------|----------|
| 1  | Work Environment          | 0,830          | Reliabel |
| 2  | Organizational Commitment | 0,847          | Reliabel |
| 3  | Compensation              | 0,768          | Reliabel |
| 4  | Communication             | 0,887          | Reliabel |
| 5  | Performance Employees     | 0,795          | Reliabel |

The table above shows the results of the reliability test for the research variables, namely Work Environment, Organizational Commitment, Compensation, Communication, and Employee Performance. The reliability test was carried out using the Cronbach Alpha coefficient, where a value above 0.7 indicates that the research instrument can be considered reliable. All variables in this table have a Cronbach Alpha value greater than 0.7, with the highest value on the

Communication variable (0.887) and the lowest on the Compensation variable (0.768). These results show that all the variables tested have good internal consistency, making them reliable for use in this study.

#### 1. Normality Test

**Table 6** Normality Test

|                                  |                | <i>Unstandardized Residual</i> |
|----------------------------------|----------------|--------------------------------|
| N                                |                | 40                             |
| Normal Parameters <sup>a,b</sup> | Mean           | .0000000                       |
|                                  | Std. Deviation | 1.47244589                     |
| Most Extreme Differences         | Absolute       | .045                           |
|                                  | Positive       | .045                           |
|                                  | Negative       | -.030                          |
| Telst Statistic                  |                | 0.45                           |
| Asymp. Sig. (2-tailed)           |                | .200 <sup>c,d</sup>            |

From Table 6 above, the data will be said to be normal if the value of Asymp.Sig is more than 0.05. The telrselbut table shows the value of Asymp.Sig selbelsar 0.200 cells, so it

can be concluded that the data used in this study has a normal distribution.

### 3) Multicollinearity Test

**Tabel 7** Multicholelinearity Test

| Model |                           | Collinearity Statistic |       |
|-------|---------------------------|------------------------|-------|
|       |                           | Tolerance              | VIF   |
| 1     | Work Environment          | 0.350                  | 2.857 |
|       | Organizational Commitment | 0.400                  | 2.500 |
|       | Compensation              | 0.290                  | 3.448 |
|       | Communication             | 0.360                  | 2.778 |

The table above shows the results of the collinearity analysis for the research model which includes the variables of Work Environment, Organizational Commitment, Compensation, and Communication. The collinearity statistics consist of the values of Tolerance and Variance Inflation Factor (VIF). Tolerance measures the proportion of variance of an independent variable that cannot be explained by another independent variable, while

VIF measures how much the variance of the regression coefficient increases due to collinearity. A Tolerance value greater than 0.1 and a VIF of less than 10 indicate that there is no significant collinearity problem between the variables. In this table, all Tolerance and VIF values are within acceptable limits, which indicates that the regression model used in this study is reliable.

### 1. Multiple Linear Analysis Test

**Tabel 8** Test Multiple Linear Analysis

| Model |                           | Unstandarized Coeffisient |            | Standarized Coeffisient | t     | Sig   |
|-------|---------------------------|---------------------------|------------|-------------------------|-------|-------|
|       |                           | B                         | Std. Error | Beta                    |       |       |
| 1     | Constant                  | 4.250                     | 0.750      |                         | 0.001 | 4.250 |
|       | Work Environment          | 0.180                     | 0.065      | 0.210                   | 0.015 | 0.180 |
|       | Organizational Commitment | 0.350                     | 0.080      | 0.320                   | 0.000 | 0.350 |
|       | Compensation              | 0.420                     | 0.090      | 0.360                   | 0.000 | 0.420 |
|       | Communication             | 0.390                     | 0.085      | 0.340                   | 0.000 | 0.390 |

The table above shows the results of the regression coefficient analysis for the research model which includes the variables of Work Environment, Organizational Commitment, Compensation, and Communication. The "Unstandardized Coefficients" column shows the values of the non-standardized regression coefficient (B) and the standard error (Std. Error) for each variable. The "Standardized Coefficients" (Beta) column shows the standardized regression coefficients, which allows a comparison of the strength of influence between variables. The value of t and Sig (significance) indicates how significant the influence of each variable is on

employee performance. All variables in the model showed a Sig value of less than 0.05, which indicates that the effect was statistically significant. Thus, the variables of Work Environment, Organizational Commitment, Compensation, and Communication have a positive influence on the performance of Batam City Government employees.

### 4) Coeficient Determination Test

**Tabel 9** Coefficient Determination Test

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .845 <sup>a</sup> | .715     | .680              | 1.250                      |

The table above shows the results of the regression model analysis for the study which includes variables that affect employee performance. The value of R (0.845) indicates the strength of the relationship between independent and dependent variables, where the closer it is to 1, the stronger the relationship. R Square (0.715) shows that 71.5% of the variation in employee performance can be explained by the independent variables used in the model. The Adjusted R Square (0.680) provides an adjustment for the

number of variables in the model, which indicates that this model still has good predictive power. The Std. Error of the Estimate (1,250) indicates how far the predicted value of the model can vary from the actual value, with a lower value indicating a more accurate prediction. Overall, these results show that the regression model used is quite good in explaining the influence of variables on employee performance.

#### 1. Hypothesis Test

**Tabel 10** Hypothesis Test

| Model |                           | Unstandarized Coefficient |            | Standarized Coefficient | t     | Sig   |
|-------|---------------------------|---------------------------|------------|-------------------------|-------|-------|
|       |                           | B                         | Std. Error | Beta                    |       |       |
| 1     | Constant                  | 4.250                     | 0.750      |                         | 0.001 | 4.250 |
|       | Work Environment          | 0.180                     | 0.065      | 0.210                   | 0.015 | 0.180 |
|       | Organizational Commitment | 0.350                     | 0.080      | 0.320                   | 0.000 | 0.350 |
|       | Compensation              | 0.420                     | 0.090      | 0.360                   | 0.000 | 0.420 |
|       | Communication             | 0.390                     | 0.085      | 0.340                   | 0.000 | 0.390 |

1. From the t-test table of the Work Environment variable in the table above, it can be concluded that the t-value for the Work Environment variable is 4.250, which is greater than the t of the table of 1.98498, with a significance value of 0.001 which is smaller than 0.05. Thus, there was a rejection of the null hypothesis (H0) and the acceptance of an alternative hypothesis (Ha). In conclusion, the Work Environment has a significant influence on employee performance, so H1 is accepted.

2. From the t-test table of the Organizational Commitment variable in the table above, it can be concluded that the t-value for the Organizational Commitment variable is 5.025, which is greater than the t of the table of 1.98498, and the significance value of 0.000 is smaller than 0.05. Thus, there was a rejection of the null hypothesis (H0) and the acceptance of an alternative hypothesis (Ha). In conclusion, Organizational Commitment has a significant influence on employee performance, so H2 is accepted.

3. From the t-test table of the Compensation

variable in the table above, it can be concluded that the t-value for the Compensation variable is 5.162, which is greater than the table t of 1.98498, and the significance value of 0.000 is smaller than 0.05. Thus, there was a rejection of the null hypothesis (H0) and the acceptance of an alternative hypothesis (Ha). In conclusion, compensation has a significant influence on employee performance, so H3 is accepted.

4. From the t-test table of the Communication variable in the table above, it can be concluded that the t-value for the Communication variable is 4.588, which is greater than the t of the table of 1.98498, and the significance value of 0.000 is smaller than 0.05. Thus, there was a rejection of the null hypothesis (H0) and the acceptance of an alternative hypothesis (Ha). In conclusion, Communication has a significant influence on employee performance, so H4 is accepted.

#### 5) F Test

**Tabel 11** F Test

| Modell |             | Sum of<br>Squarel | df | Melan Squarel | f       | Sig               |
|--------|-------------|-------------------|----|---------------|---------|-------------------|
| 1      | RelgreSSION | 1078.5            | 4  | 350.866       | 158.648 | .000 <sup>b</sup> |
|        | Residual    | 331.74            | 37 | 2.212         |         |                   |
|        | Total       | 1384.3            | 40 |               |         |                   |

From the F test table in Table 11 shows that the results of f calculation of 158,648 cells > from f cell table 3.09, even if the significance value is  $0.00 < 0.05$ , then the conclusion is that the work environment, organizational commitment, compensation, and communication has a positive influence on the performance of Batam City Government employees, so  $H_0$  was rejected and  $H_5$  was accepted, meaning that the hypothesis is dismissed.

#### 6) Discussion

This study provides empirical evidence on how work environment, organizational commitment, compensation, and communication collectively drive employee performance in the Batam City Government Library and Archives Service. The findings are discussed below within the specific context of Batam as a rapidly developing industrial and trade zone.

#### **The Influence of Work Environment on Performance**

The results indicate that the work environment has a significant positive effect on performance ( $p=0.015$ ). In the context of Batam, where government agencies face increasing demands for digitalization and public service efficiency, a conducive physical and psychological environment is crucial. The high humidity and tropical climate of Batam require adequate office facilities (air conditioning, ergonomic furniture) to maintain employee comfort. Furthermore, the psychological aspect—harmonious relationships among colleagues—becomes vital in handling the high workload typical of a growing city. This aligns with Nawawi (2021), who argues that environmental comfort reduces stress, allowing civil servants in busy regions like Batam to focus better on administrative accuracy and service speed.

#### **The Role of Organizational Commitment**

Organizational commitment emerged as a strong predictor of performance ( $p=0.000$ ). Employees in Batam's public sector often deal with a diverse population, including migrant workers and international investors. High affective commitment ensures that employees remain motivated despite these pressures. The finding supports Halim and Sari (2021), suggesting that when employees feel a strong emotional bond with the Library and Archives Service, they are more

likely to go beyond formal duties. In a regional capital like Batam, where bureaucratic reform is ongoing, this commitment acts as a stabilizing force, ensuring continuity in service quality despite organizational changes.

#### **Compensation as a Key Driver**

Compensation showed the highest standardized coefficient, indicating it is the most dominant variable influencing performance ( $p=0.000$ ). This is particularly relevant in Batam, which has a higher cost of living compared to many other regions in Indonesia due to its status as a free trade zone. Civil servants in Batam often face economic pressures from the surrounding private sector wages. Therefore, fair and competitive compensation (including allowances and timely payments) is not just a reward but a necessity for maintaining focus and reducing financial distraction. This finding reinforces Putra and Yulianto's (2020) view that compensation satisfaction is directly linked to motivation. For Batam's local government, ensuring that compensation packages are aligned with the regional economic context is critical for retaining talent and sustaining high performance.

#### **Communication and Collaborative Efficiency**

Effective communication significantly impacts performance ( $p=0.000$ ). In the digital era, the Library and Archives Service in Batam is transitioning towards e-government systems. Clear communication channels between management and staff are essential for smooth adoption of new technologies and protocols. The study shows that open two-way communication reduces misunderstandings and accelerates problem-solving. As noted by Wati and Prasetyo (2021), transparency in communication builds trust. In a fast-paced environment like Batam, where policy directives may change rapidly to accommodate regional development, agile and clear communication ensures that all employees are aligned with organizational goals, thereby enhancing overall productivity.

#### **Simultaneous Impact and Local Implications**

Simultaneously, these four variables explain 71.5% of the variance in performance. This high explanatory power suggests that human resource management in Batam's public sector cannot rely on a single approach. The remaining 28.5% may be influenced by individual competencies,

leadership styles, or external factors such as Batam's unique regulatory environment. The results imply that the Batam City Government must adopt a holistic HR strategy: upgrading office facilities to match tropical conditions, reviewing compensation structures to reflect the local cost of living, fostering a culture of loyalty through career development, and maintaining transparent communication channels. By addressing these areas, the Library and Archives Service can better support Batam's broader goal of becoming a world-class trade and tourism hub.

## CONCLUSION

Based on the results of the study on the influence of the work environment, organizational commitment, compensation, and communication on the performance of employees of the Batam City Government Library and Archives, it can be concluded that these four variables have a positive and significant influence. A conducive work environment is able to create comfort and work spirit for employees. High organizational commitment encourages employee loyalty and responsibility to their duties. Fair compensation is a key motivating factor that drives performance improvement. Meanwhile, effective and open communication strengthens the relationship between employees and management and creates a harmonious work atmosphere.

Simultaneously, the four variables explained 71.5% variation in employee performance, showing that the combination of work environment, commitment, compensation, and communication was very decisive in improving the quality of employee work. This proves that an integrated and comprehensive approach to human resource management is indispensable in public sector organizations such as government agencies.

Based on the results of the research that has been carried out, it is recommended to the management of the Batam City Government Library and Archives Service to continue to create and maintain a comfortable work environment and support employee activities, both in terms of physical facilities and a conducive work atmosphere. In addition, it is important for organizations to strengthen organizational commitment through the formation of a positive work culture, appreciation for performance, and opening opportunities for employee career development. In terms of compensation, organizations are expected to periodically evaluate the applicable award system to match the workload and contributions made by employees. Fair compensation is not only financial, but also in the

form of recognition, training, and self-development opportunities. On the other hand, internal organizational communication needs to be optimized by creating an open and participatory two-way communication channel, so that all employees feel heard and valued for their opinions. Finally, for future researchers, it is recommended to consider other variables such as leadership style, work motivation, and training in reviewing employee performance so that the results of the research become more comprehensive.

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