

THE INFLUENCE OF COMMUNICATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE MOTIVATION AS AN INTERVENING VARIABLE

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ABSTRACT

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The aim of this research is to investigate and analyze the direct influence of communication, work environment, and work motivation on employee performance, to explore and analyze the direct influence of communication and work environment on work motivation, and to examine and analyze the indirect influence of communication and work environment on employee performance through work motivation. This study employs an associative research design with a sample size of 81 respondents who are employees of the Representative Office of BKKBN in North Sumatra. Data collection techniques involve the use of statement lists such as questionnaires, and data analysis techniques employ Partial Least Square (SmartPLS). The research findings indicate a positive and significant influence of communication, work environment, and work motivation on employee performance. There is also a positive and significant influence of communication and work environment on work motivation. Additionally, there is a positive and significant influence of communication and work environment on employee performance through work motivation.

Keywords: Communication, Work Environment, Work Motivation and Employee Performance

INTRODUCTION

The most important resource in every organization is human resources. The role of human resources in an organization is very important because it is the main driver of all activities or activities in achieving goals as well as to obtain profits and to maintain the survival of the organization (Thoha, 2014). The success or failure of an organization in its business begins with its ability to manage its human resources, especially in improving employee performance. With good performance, each employee can complete all organizational burdens effectively and efficiently so that organizational goals can be achieved well

The North Sumatra Province BKKBN Representative is the Representative of the National Population and Family Planning Agency (formerly the National Family Planning Coordinating Board), abbreviated as BKKBN Representative, is a Government Institution tasked with carrying out government duties in the field of family planning and family welfare which also of course really requires good employee performance. very high to be able to achieve organizational goals. Thus, the steps that must be taken to improve employee performance are very important (Badeni, 2017).

The following are the results of a questionnaire that the author has conducted with employees of the North Sumatra BKKBN Representative Office regarding work environment problems, namely:

1. Based on the job security indicator with the statement "there is tight security, I will not feel afraid to leave things behind" with a realization value of 79%.
2. Based on the work relationship indicator with the statement "I have good relationships with other employees" with a realization value of 76%.
3. Based on the required space indicator with the statement "the completeness of the work equipment provided is quite supportive" with a realization value of 65%.

LITERATURE REVIEW

We often hear the term performance and is very important for organizations in achieving planned goals. In relation to human resource development, employee performance is really needed because the higher the quality of human resources in an organization, the higher the performance that will be achieved.

(Moehriyono, 2014) performance is a description of the level of achievement of the implementation of a program or policy in realizing an organization's goals, objectives, vision and mission as outlined through an organization's strategic planning. Employee performance can be translated into in real results or achievements that can be measured using employee standards (Hasibuan & Handayani, 2017).

According to (Muis et al., 2018) performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time. According to (Zhang et al., 2018) Performance is related to behavior towards achieving the organization's goals or mission, or the products and services resulting from this behavior. At work or at school, we can choose to carry out various forms of behavior, but performance only includes behavior that is related to the creation of goods or services or the acquisition of good grades.

Meanwhile, according to (Gultom, 2015) performance is an effort made from the results of work obtained and achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities. From the definitions explained previously, it can be concluded that performance is a process or work result that can be achieved by a person or group in the organization with their respective responsibilities. Employee performance is very important for an organization because it is closely related to the goals of the organization itself. The better the employee's performance, the easier it will be to achieve the organization's goals.

The meaning or definition of communication varies, as stated by each person. However, what is stated is only to provide limitations on what is meant by communication.

(Handoko, 2016) states that communication is the process of transferring understanding in the form of ideas or information from one person to another. This transfer of meaning involves more than just the words used in conversation, but also facial expressions, intonation, vocal break points and so on. Communication is the exchange of information between the sender and the receiver, and drawing conclusions as a perception of the meaning of something between the individuals involved (Wibowo, 2018).

Meanwhile (Purwanto, 2011) communication is a process of exchanging information between individuals through a common system, either with symbols, signals, or behavior or actions. Based on these definitions, it can be concluded that communication is a process where people intend to provide understanding through symbolic sending of news, can connect members as different organizational units and different fields, so it is often called a chain of information exchange. Factors that Influence Communication

There are two reviews of factors that influence communication according to (Mangkunegara, 2017), namely:

1) Factors from the sender (sender)

The skills, attitudes, knowledge of the sender, the media channels used.

2) Factors from the recipient (receiver)

Namely receiver skills, receiver attitude, receiver knowledge, and communication channel media.

Another opinion regarding the factors that influence communication, according to (Siswandi, 2011), explains that there are 4 (four) factors that influence the effectiveness of communication, namely:

1) Formal communication channels

Formal communication channels can influence the effectiveness of communication in covering such wide distances as the organization develops and grows.

2) Organizational structure of organizational authority

The organizational authority structure has the same influence on organizational effectiveness. Differences in status and power within the organization will help determine who will communicate with whom.

3) Specialization of tasks (jobs)

Specialization of tasks (work) usually makes it easier to carry out tasks (work) in different groups.

4) Ownership of information

Ownership of information means that individuals have unique information and knowledge regarding their tasks (work).

The work environment is something that exists around the institution that can influence the way employees and the workplace work and performance. A conducive work environment can improve employee performance and conversely, an inadequate work environment can reduce employee performance. Working environmental conditions are said to be good if people can carry out activities optimally, healthily, safely and comfortably.

The work environment is everything that is around workers and that can influence them in carrying out assigned tasks, for example cleanliness, music, lighting and so on (Sunyoto, 2012). According to (Indajang et al., 2020) the work environment is a very important factor for you to pay attention to, because almost 80% of employees resign if their work environment is not good. A good work environment has a fairly spacious work space, perfect lighting and air temperature that is appropriate to the size of the employee's work space.

Meanwhile, according to (Mangkunegara, 2017) the work environment referred to includes clear job descriptions, challenging work targets, effective work communication patterns, relatively adequate work climate and work facilities. According to (Kasmir, 2019) the work environment is the atmosphere or conditions around the work location. The work environment can include space, layout, facilities and infrastructure, as well as working relationships with fellow colleagues.

If the work environment can create a comfortable atmosphere and provide calm, it will make the work atmosphere conducive, so that it can improve a person's work results for the better, because they work without interruption. However, on the other hand, if the atmosphere or conditions of the work environment do not provide comfort or calm, it will result in a disturbed work atmosphere which will ultimately affect work. Thus, it can be said that the work environment influences a person's performance.

Based on the opinions of the experts above, it can be concluded that the definition of work environment is everything around an employee that can influence the carrying out of all the tasks that have been entrusted to him.

Motivation has long been a management task, giving rise to the most difficult and important problems to solve. Management has used many methods to improve motivation. Motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. These attitudes and values are visible and provide the power to encourage individuals to behave in achieving goals (Rivai & Sagala, 2018). Motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are something invisible that provide the power to encourage individuals to behave in achieving goals (Kadarisma, 2013).

Meanwhile (Wibowo, 2018) stated that motivation is an urge to act on a series of human behavioral processes by considering direction, intensity and persistence in achieving goals. (Daulay et al., 2017) explains that motivation is a reason or encouragement for someone to act. People who don't want to act are often said to have no motivation. The reason or encouragement can come from outside or from within. In fact, basically all motivation comes from within, external factors are only triggers for the emergence of this motivation.

From the opinion above, it is defined that motivation is the driving force or drive for someone to want to act and work diligently in accordance with their duties and obligations. Then motivated employees really understand their goals and actions and also believe that these goals will be achieved according to what has been planned.

RESEARCH METHOD

This research is included in the category of causal research using a quantitative approach. According to (Azuar et al., 2015) causal research is research that wants to see whether a variable that acts as an independent variable has an effect on another variable that is a dependent variable. According to (Sugiyono, 2013) quantitative research is research where the problem is not determined at the beginning, but the problem is discovered after the researcher goes into the field and if the researcher encounters a new problem then the problem is researched again until all the problems have been answered.

RESULTS

Data Analysis

Measurement Model Analysis (Outer Model)

The measurement model analysis (outer model) uses 4 tests, including: convergent validity, discriminant validity, composite reliability, and Cronbach alpha, here are the test results:

Convergent Validity

An individual reflexive measure is said to be high if it correlates > 0.70 with the construct being measured. However, according to (Ghozali & Latan, 2015), for research in the initial stages of developing a measurement scale, a loading value of 0.5-0.6 is considered sufficient.

The conclusion of the convergent validity test is that all loading values are above 0.5, so it can be concluded that all loading values are adequate.

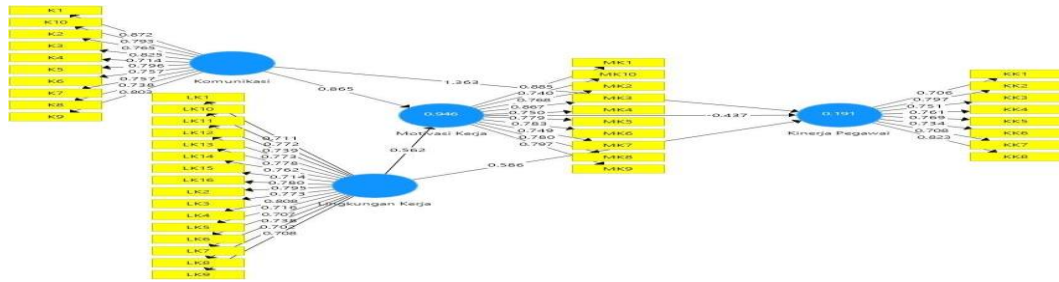


Figure 1.. Algorithm Test Results (Outer Loading)

Source: SmartPLS 3 Data Processing Results (2024)

Discriminant Validity

It is a measurement model with reflexive indicators assessed based on cross-loading of measurements with constructs. (Ghozal & Latan, 2015) states that this measurement can be used to measure the reliability of component scores of latent variables and the results are more conservative than composite reliability. It is recommended that the AVE value should be greater than the value of 0.50.

Table 1.. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Employee Performance	0,580
Communication	0,540
Work environment	0,581
Work motivation	0,583

Source: SmartPLS 3 Data Processing Results (2024)

Based on the table above, it shows that the AVE (Average Variance Extracted) value for all constructs has a value of > 0.50. Therefore, there is no discriminant validity problem in the model tested.

Cronbach Alpha

Cronbach alpha must be > 0.70 for confirmatory research, and > 0.53 is still acceptable for exploratory research (Hair Jr et al., 2017).

Table 2. Cronbach Alpha

	Cronbach's Alpha
Employee Performance	0,757
Communication	0,870
Work environment	0,817
Work motivation	0,820

Source: SmartPLS 3 Data Processing Results (2024)

By looking at the Cronbach alpha value of the indicator block that measures the construct, it can be concluded from the table above that all constructs have reliability that is in accordance with the required minimum value limit.

Composite Reliability

Composite reliability must be > 0.70 for confirmatory research, 0.53-0.70 is still acceptable for exploratory research (Hair Jr et al., 2017).

Table 3. Composite Reliability

	Composite Reliability
Employee Performance	0,713
Communication	0,748
Work environment	0,840
Work motivation	0,899

Source: SmartPLS 3 Data Processing Results (2024)

The table above shows that the composite reliability values for all constructs are above 0.70. Thus it can be concluded that all constructs have good reliability.

Structural Model Analysis (Inner Model)

Structural model analysis uses 3 tests, including: (1) R- Square; (2) F-Square; (3) Hypothesis Test: The following are the test results:

R-Square

The criteria for R-Square are: (1) if the value (adjusted) = 0.75 → the model is substantial (strong); (2) if the value (adjusted) = 0.50 → the model is moderate; (3) if the value (adjusted) = 0.25 → the model is weak (bad) (Juliandi, 2018).

Table 4. R-Square

	R Square	R Square Adjusted
Employee Performance	0,191	0,159
Work motivation	0,946	0,945

Source: SmartPLS 3 Data Processing Results (2024)

The conclusion from testing the R-quare value in Table 4.15 is as follows: R-Square Adjusted path model I = 0.159. This means that the ability of variable bad); R-Square Adjusted path II model = 0.945. This means that the ability of variable X, namely communication and work environment, to explain Z (work motivation) is 94.5%, thus the model is classified as substantial (strong).

F-Square

The F-Square measurement or effect size is a measure used to assess the relative impact of an influencing (exogenous) variable on the influenced (endogenous) variable. Changes in values when certain exogenous variables are removed from the model can be used to evaluate whether the omitted variables have a substantive impact on the endogenous construct (Juliandi, 2018).

The F-Square criteria according to (Juliandi, 2018) are as follows: (1) If the value = 0.02 → Small effect of exogenous variables on endogenous; (2) If value = 0.15 → Medium/moderate effect of exogenous variables on endogenous; and (3) If value = 0.35 → Large effect of exogenous variables on endogenous variables.

Table 5. F-Square

	Employee Performance	Communication	Work environment	Work motivation
Employee Performance				
Communication	0,371			14,723
Work environment	0,186			0,246
Work motivation	0,146			

Source: SmartPLS 3 Data Processing Results (2024)

The conclusion of the F-Square value that can be seen in the table above is as follows:

- 1) Variable X1 (communication) on Y (employee performance) has a value = 0.371, so the exogenous variable has a large effect on the endogenous variable.
- 2) Variable X2 (work environment) to Y (employee performance) has a value = 0.186, then there is a moderate effect of the exogenous variable on the endogenous.
- 3) Variable X1 (communication) on Z (work motivation) has a value = 14.723, so the exogenous variable has a large effect on the mediator.
- 4) Variable X2 (work environment) on Z (work motivation) has a value = 0.246, so the exogenous variable has a moderate effect on the mediator
- 5) The variable Z (work motivation) on Y (employee performance) has a value = 0.146, so the mediator variable has a moderate effect on endogenous.

Hypothesis Testing

1) Direct Effects (Direct Influence)

This test is to determine the path coefficients of the structural model. The goal is to test the significance of all relationships or Hypothesis test. If the P-Values < 0.05, then it is significant; and if the P-values are > 0.05, then it is not significant (Juliandi, 2018).

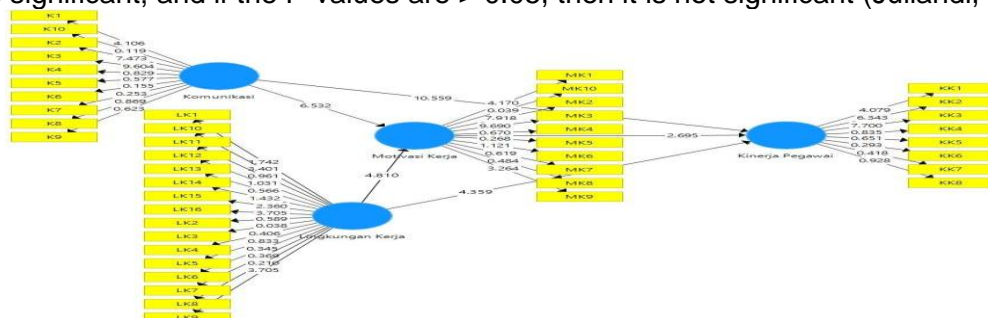


Figure 2. Bootstrapping Test Results (Direct Effect)

Source: SmartPLS 3 Data Processing Results (2024)

2) Indirect Effect (Indirect Influence)

The purpose of indirect effect analysis is useful for testing the hypothesis of the indirect influence of an influencing variable (exogenous) on the influenced variable (endogenous) which is mediated/mediated by an intervening variable (mediator variable) (Juliandi, 2018). The criteria for determining indirect influence (indirect effect) (Juliandi, 2018) are:

- 1) If the P-Values < 0.05 , then it is significant, meaning that the mediator variable (Z/work motivation) mediates the influence of the exogenous variables (X1/communication) and (X2/work environment) on the endogenous variable (Y/employee performance).
- 2) If the P-Values value is > 0.05 , then it is not significant, meaning that the mediator variable Z/work motivation) does not mediate the influence of the exogenous variables (X1/communication) and (X2/work environment) on the endogenous variable (Y/employee performance) .

Table 6. Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Communication-> Work motivation-> Employee Performance	-0,378	-0,308	0,159	2,382	0,018
Work environment-> Work motivation-> Employee Performance	-0,471	-0,420	0,175	3,953	0,000

Source: SmartPLS 3 Data Processing Results (2024)

Thus, it can be concluded that the indirect effect values seen in table 4.19 are:

- 1) The indirect effect (X1) -> (Z) -> (Y) value of TStatistics(|O/STDEV|) is 2.382, with P Values $0.018 < 0.05$ (significant), so work motivation mediates the effect of communication on employee performance.
- 2) The indirect effect (X2) -> (Z) -> (Y) value of TStatistics(|O/STDEV|) is 3.953 with P-Values $0.000 < 0.05$ (significant), so work motivation mediates the influence of the work environment on employee performance.

DISCUSSION

The Effect of Communication on Employee Performance

Based on the results of partial testing of the effect of communication on employee performance, on employee performance.

An important element in improving performance in an organization is the availability of quality human resources, productivity, having a high work ethic, and being able to provide optimal contributions to the organization. To obtain the required elements, organizations need proper coordination with every human resource in the organization through effective communication. It is unimaginable that if an organization carries out tasks without communication between everyone, this will certainly cause missed communication, so that the work cannot run well. Communication helps develop motivation by explaining to employees what to do, how well they work, and what can be done to improve substandard performance (Handoko, 2013).

This is in accordance with the results of previous research conducted by (Fransiska, Yuliana, 2020), (Kesuma et al., 2020), (Julita & Arianty, 2018) who concluded that communication will influence performance. From the explanation above, the conceptual framework for the influence of communication on performance can be described as below.

Influence of the Work Environment on Employee Performance

Based on the results of partial testing of the influence of the work environment on employee performance, work environment on employee performance.

A conducive and representative work environment will have an influence on employee performance. Employees who work in a comfortable room, have the means to complete tasks in good conditions and are supported by a group that always works together and respects each other in the group, employees will feel at home working so that their performance and achievements can be optimal. On the other hand, if employees are in a dirty work environment, without adequate facilities and have a disharmonious

relationship with the work group, then employees do not feel comfortable at work so that the resulting performance is not optimal (Arianty et al., 2017).

This is in accordance with the results of research conducted by (Iskandar & Yusnandar, 2021), (Hasibuan & Handayani, 2017), (Yusnandar, 2021), (Lesmana et al., 2021) show the results that the work environment influences employee work performance. This indicates that as the work environment improves, employee performance and achievement will increase. The following describes the conceptual framework of the relationship between the work environment and employee performance.

The Influence of Communication on Work Motivation

Based on the results of partial testing of the effect of communication on work motivation, on work motivation. Communication in the world of work is a very important factor for organizations, because in organizations communication is one of the keys to organizational success. If communication does not go well, misunderstandings will often occur between departments/units or interpersonally within the organization, or what is often called miscommunication. For example, in the decision-making process, where superiors do not involve employees in making new policies for the organization. Of course, this can trigger a lack of employee motivation if what the organization provides is not in accordance with what employees expect (Siswadi & Lestari, 2020).

This is in accordance with the results of research conducted by (Hasibuan & Handayani, 2017), and (Jufrizen et al., 2019) which shows that communication influences work motivation. The following describes the conceptual framework of the relationship between communication and employee work motivation.

Influence of the Work Environment on Work Motivation

Based on the results of partial testing of the influence of the work environment on work motivation, work on work motivation.

A comfortable or pleasant work environment provided by the organization will also have an impact on employees being motivated to do work, because a clean and comfortable work environment will make employees feel at home doing work. The work environment can influence the level of employee work motivation, a safe, comfortable and conducive work environment will create a feeling of comfort and comfort in the workplace so that motivation to complete work increases (Siagian & Khair, 2018). The work environment will influence the formation of work motivation. The work environment, both physical and non-physical, is largely responsible for whether an employee will work to his or her potential.

A conducive and good work environment can influence an employee's work motivation. Physical environmental conditions such as good building conditions, adequate lighting, cool room temperatures, and sophisticated work facility systems will be able to make employees work more comfortably and improve its performance. The non-physical work environment, such as a good relationship between employees and superiors, will also influence work motivation. This is in line with research results (Astuti & Prayogi, 2018), (Bahagia et al., 2018) and (Prayogi et al., 2019) state that the work environment has a positive and significant influence on work motivation.

The Influence of Work Motivation on Employee Performance

Based on the results of partial testing of the influence of work motivation on employee performance, Z on Y with a value of $TStatistics(|O/STDEV|) = 2.695$ and P-Values 0.007 with a significance level of $0.007 < 0.05$. From these results it can be concluded that there is a significant influence between work motivation on employee performance.

Employees who have high work motivation usually have high performance as well. (Rivai, 2019) believes that the stronger work motivation, the higher employee performance will be. This means that every increase in employee work motivation will provide a very significant increase in improving employee performance in carrying out their work. So, motivation has a positive effect on employee performance. In research conducted by (Bahri & Afandi, 2020), from the results of hypothesis testing analysis, it is known that work motivation has a significant effect on performance. This shows that work motivation is able to improve employee performance, such as providing direction and

easily mingling with employees, giving attention to employees, the employee will be more enthusiastic in doing their work and will establish good cooperation with co-workers so that the employee's work will be completed on time. . This is in accordance with and supported by the results of research conducted by (Astuti & Iverizkinawati, 2019), (Sinambela & Tanjung, 2018), (Harahap & Tirtayasa, 2020), (Jufrizen, 2017) shows that motivation has a positive effect and significant to employee performance.

The Effect of Communication on Employee Performance Through Work Motivation

Based on the results of testing the effect of communication on employee performance through work motivation, <0.05 From these results it can be concluded that there is a significant influence between communication on employee performance through work motivation. This means that the mediating variable (work motivation) becomes a mediator between communication and employee performance. Communication is a means of coordinating between various sub-systems in an organization. A well-functioning organization is characterized by synergistic and harmonious cooperation between its various components constructed and maintained with good communication. This means that when the communication process between these components can be carried out in harmony, the organization will become stronger and the organization's performance will increase and grow and be maintained. Communication can maintain motivation by providing explanations to employees about what to do, how well to do it and what can be done. This is in accordance with and supported by the results of research conducted by (Jufrizen & Sitorus, 2021) and (Nasution, 2017) which show that motivation mediates the effect of communication on employee performance.

The Influence of the Work Environment on Employee Performance Through Work Motivation

Based on the results of testing the influence of the work environment on employee performance through work motivation, < 0.05 From these results it can be concluded that there is an influence between the work environment on employee performance through work motivation. This means that the mediating variable (work motivation) becomes a mediator between the work environment and employee performance.

A healthy and conducive work environment plays an important role in shaping employee behavior and performance in an organization. A positive work environment can motivate employees to achieve the best results. Work motivation, on the other hand, is a key factor that influences an individual's level of performance. A good work environment includes aspects such as effective communication, support from colleagues and superiors, clarity of tasks, and career development opportunities. (Robbins & Coulter, 2010) emphasizes the importance of a positive organizational culture and superior support in creating a motivating work environment. This is in accordance with and supported by the results of research conducted by (Harahap, Sandhi Fialy, 2020) and (Muis et al., 2018) which show that motivation mediates the influence of the work environment on employee performance.

CONCLUSION

Based on the data obtained in this research from 81 respondents, then analyzed, the conclusions are as follows: Communication has a significant effect on employee performance at the North Sumatra BKKBN Representative Office, The work environment has a significant effect on employee performance at the North Sumatra BKKBN Representative Office, Communication has a significant effect on work motivation at the North Sumatra BKKBN Representative Office, The work environment has a significant effect on work motivation at the North Sumatra BKKBN Representative Office, Work motivation has a significant effect on employee performance at the North Sumatra BKKBN Representative Office, Communication has a significant effect on employee performance through work motivation at the North Sumatra BKKBN Representative Office, and The work environment has a significant effect on employee performance through work motivation at the North Sumatra BKKBN Representative Office.

LIMITATION (OPTIONAL)

Based on the researcher's direct experience in this research process, there were several limitations experienced and could be several factors that future researchers could pay attention to in further perfecting their research because this research itself certainly has

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DECLARATION OF CONFLICTING INTERESTS

The author has no conflict of interest in writing this article

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