

The Effect of Communication, Motivation, and Work Environment on Employee Performance

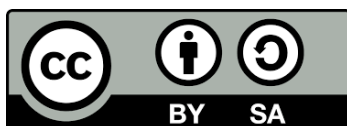
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Abstract

PT. Persada Arta Pratama Sangatta is one of the suppliers for PT. Kaltim Prima Coal (KPC) which is involved in the construction sector which is the provision and maintenance of plants (nursery) for greening in the PT. KPC Sangatta area. This study aims to determine the effect of communication, motivation, and work environment on employee performance at PT. Persada Arta Pratama in Sangatta. This study uses a descriptive approach with quantitative data, where research data is obtained from respondents' answers regarding research variables through questionnaires. The sample used is based on the population in this study, namely 36 employees at PT. Persada Arta Pratama. The analysis method used in this study is multiple linear regression and hypothesis testing. The results of the study indicate that (1) communication has a positive and significant effect on employee performance at PT. Persada Arta Pratama in Sangatta. This indicates that the better the communication, the better the employee performance. (2) Motivation has a positive and significant effect on employee performance at PT. Persada Arta Pratama in Sangatta. This indicates that the higher the motivation given, the higher the employee performance. (3) The work environment does not have a significant effect on employee performance. This means that good or bad work environment will not have a significant impact on employee performance at PT. Persada Arta Pratama in Sangatta. (4) Communication, motivation, and work environment simultaneously affect employee performance at PT. Persada Arta Pratama in Sangatta. The dominant factor in this study is communication.

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



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INTRODUCTION

Human resource management is a crucial asset for any institution to function effectively. To achieve institutional goals, people play a dynamic role in institutional activities. Human resource management must support the goals of the institution within its environment, both within the company and within the government. The goal of human resource management is to develop qualified human resources to provide excellent service to the public. The primary objective of human resource management is to communicate, plan, and achieve the institution's goals by providing the best and highest-quality service.

If an institution's resources are not supported by top-performing human resources, they will not produce optimal results. Employee performance can be used to determine how well human resources are currently performing. Employee performance is the work capacity achieved and attempted through employee behavior in carrying out and completing work activities that are the responsibility of individuals and organizations. The level of employee performance is influenced by several factors, including career development, compensation, discipline, and other factors. However, this study focuses on communication, motivation, and the work environment in measuring employee performance at PT. Persada Arta Pratama in Sangatta.

PT. Persada Arta Pratama Sangatta is a supplier for PT. Kaltim Prima Coal (KPC), which operates in the construction sector, providing and maintaining plants (nursery) for reforestation in the PT. KPC Sangatta area. PT. Persada Arta Pratama Sangatta has 36 employees. PT. Persada Arta Pratama in Sangatta has experienced a decline over the past three years.

Communication plays a crucial role in employee performance. A phenomenon observed at PT. Persada Arta Pratama in Sangatta regarding communication is that employees still lack understanding when given directions by superiors or field supervisors. Furthermore, a lack of communication between employees often results in work being neglected due to mutual expectations. The level of communication significantly impacts employee performance. This is in line with research by Dwihasrianti (2020:5) and Rusmawati (2016:749), which states that communication has a positive and significant impact on employee performance.

Furthermore, work motivation also significantly impacts employee performance. Motivation is a person's capability to take action or something that forms the basis for their thinking or the foundation for how they act or behave. Increasing employee work motivation will have a positive impact on their performance. Conversely, decreasing work motivation will also lead to decreased employee performance.

The problem that occurs among employees of PT. Persada Arta Pratama in Sangatta is the lack of employee motivation to complete tasks quickly, which hinders the completion of work or is postponed to the next day. This means that the lower the level of employee motivation, the worse the employee performance produced, and vice versa. This is in line with the results of research by Zendrato & Gurusinga (2022:975) and Fachrezi & Khair (2020:107) which state that work motivation plays a crucial role in employee performance, where high motivation will impact employee performance. This indicates that motivation has a positive and significant effect on employee performance.

The final factor influencing employee performance in this study is the work environment. The work environment is the area of the business where employees are physically and virtually surrounded by one another. The environment has an impact on performance and employee productivity. This means that a better work environment improves employee performance. PT. Persada Arta Pratama in Sangatta requires materials to be submitted to office management. Nearly every year, requests are made for a 600-liter water tank and a 60-liter power sprayer trolley. Inadequate facilities hinder employee

performance. This is supported by research by Hura & Yanti (2023:326), which states that the work environment has a positive and significant impact on employee performance.

Therefore, the purpose of this study is to determine and analyze the influence of communication, motivation, and work environment on employee performance at PT. Persada Arta Pratama in Sangatta.

RESEARCH METHODS

The data collection technique in this study used a questionnaire, distributed via Google Forms to employees of PT. Persada Arta Pratama. The sampling technique used was non-probability sampling with saturated sampling, resulting in a sample of 36 respondents. The analysis techniques used were multiple linear regression and hypothesis testing.

RESULTS AND DISCUSSION

Research result

1. Research Instrument Testing

a. Validity Test

Table 1. Validity Test

Variables	Item	rcount	rtable	Information
Communication	X1.1	0.666	0.3291	Valid
	X1.2	0.692	0.3291	
	X1.3	0.671	0.3291	
	X1.4	0.748	0.3291	
	X1.5	0.664	0.3291	
	X1.6	0.658	0.3291	
	X1.7	0.672	0.3291	
	X1.8	0.717	0.3291	
Motivation	X2.1	0.732	0.3291	Valid
	X2.2	0.724	0.3291	
	X2.3	0.836	0.3291	
	X2.4	0.744	0.3291	
	X2.5	0.735	0.3291	
	X2.6	0.765	0.3291	
	X2.7	0.804	0.3291	
	X2.8	0.745	0.3291	
	X2.9	0.628	0.3291	
	X2.10	0.633	0.3291	
Work environment	X3.1	0.758	0.3291	Valid
	X3.2	0.676	0.3291	
	X3.3	0.637	0.3291	
	X3.4	0.636	0.3291	
	X3.5	0.712	0.3291	
	X3.6	0.775	0.3291	
	X3.7	0.616	0.3291	
	X3.8	0.601	0.3291	
	Y1.1	0.579	0.3291	
	Y1.2	0.671	0.3291	
	Y1.3	0.769	0.3291	
	Y1.4	0.732	0.3291	

Employee performance	Y1.5	0.833	0.3291	Valid
	Y1.6	0.856	0.3291	
	Y1.7	0.633	0.3291	
	Y1.8	0.780	0.3291	
	Y1.9	0.844	0.3291	
	Y1.10	0.841	0.3291	

Source: Data processed by researchers (2024)

Judging from the validity test results in Table 1, it is known that the items of each variable are valid, because $r_{\text{count}} > r_{\text{table}} = 0.3291$.

b. Reliability Test

Table 2. Reliability Test

Variables	Cronbach's Alpha	Information
Communication	0.830	Reliable
Motivation	0.909	
Work environment	0.827	
Employee performance	0.918	

Source: Data processed by researchers (2024)

Referring to table 2, it can be seen that the Cronbach alpha value for the communication variables (X1), motivation (X2) and work environment (X3) as well as employee performance (Y) is greater than 0.60, so the data can be said to be reliable.

2. Classical Assumption Test

a. Normality Test

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test		
Test		
Normal Parameters ^{a, b}	N	Unstandardized Residual
	Mean	36
	Standard Deviation	.0000000
		2.93615560
Most Extreme Differences	Absolute	.114
	Positive	.114
	Negative	-.082
Test Statistics		.114
Asymp. Sig. (2-tailed)		.200 ^{c, d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Data processed by researchers (2024)

Table 3 normality test shows that the data is normally distributed, because the significance level of Asymp Sig. (2-tailed) is above 5%, namely $0.200 > 0.05$.

b. Multicollinearity Test

Table 4 Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Communication	.942	1,061
	Motivation	.956	1,046
	Work environment	.946	1,057

Table 4.11 of the multicollinearity test above can show that the variance inflation factor (VIF) value for all variables, namely communication (X1), motivation (X2) and work environment (X3) has a value smaller than 10 and a tolerance value greater than 0.10, so there are no symptoms of multicollinearity between the independent variables.

c. Heteroscedasticity Test

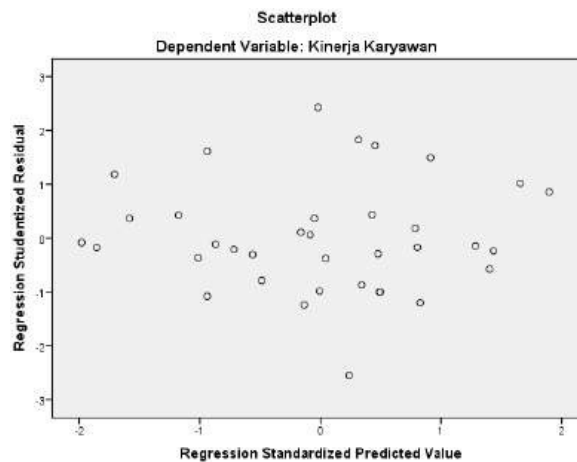


Figure 1. Heteroscedasticity Test (Source: Data processed by researchers (2024))

Figure 1 shows that heteroscedasticity does not occur because the data points are spread above, below or around the number 0, the data points do not gather only above and below.

3. Multiple Linear Regression Analysis

Multiple linear regression aims to determine the effect of the independent variable (X) on the dependent variable (Y), whether it is positive or negative. The following are the results of the multiple linear regression test:

Table 5. Multiple Linear Regression Analysis

Model		Coefficients ^a		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients	Std. Error			
1	(Constant)	13,786	6,707	Beta	2,055	.048
	Communication	.275	.120	.349	2,282	.029
	Motivation	.258	.116	.337	2,215	.034
	Work environment	.065	.163	.061	.401	.691

a. Dependent Variable: Employee Performance

Source: Data processed by researchers (2024)

Based on table 5, the results of the multiple linear regression analysis can be made into a multiple linear regression equation based on the regression model used in this study so that the equation model becomes:

$$Y = 13.786 + 0.275 X_1 + 0.258 X_2 + 0.065 X_3 + e$$

As for the interpretation of the equation multiple linear regression, namely:

$\alpha = 13.786$ is a constant value.

$b_1 = 0.275$ indicates that communication (X_1) is positive. This means that the relationship between communication (X_1) and employee performance (Y) is unidirectional, meaning that for every increase in communication (X_1) value, employee

performance (Y) value will increase by 0.275. The following is the regression equation:

$$Y = 13.786 + 0.275 X1 + e$$

b2 = 0.258 indicates that motivation (X2) is positive. This means that the relationship between motivation (X2) and employee performance (Y) is unidirectional, meaning that for every increase in motivation (X2), employee performance (Y) will increase by 0.258. The following is the regression equation.

$$Y = 13.786 + 0.258 X2 + e$$

b3 = 0.065 indicates that the work environment (X3) is positive. This means that there is a relationship between the work environment (X3) and employee performance.

(Y) in the same direction means that every increase in the value of the work environment (X3) then the employee performance value (Y) will increase by 0.065. The following is the regression equation:

$$Y = 13.786 + 0.065 X3 + e$$

4. Hypothesis Testing

a. *t-test*

The t-test is used to determine whether independent variables can individually influence the dependent variable. Where the significance level used is 0.05, if the significance value is smaller than the significance level then the hypothesis is accepted which states that the independent variables partially influence the dependent variable. Based on table 4.12 the results of the t-test calculation show the results of the t-statistic test that has been carried out between the communication variables (X1), motivation (X2) and work environment (X3) on employee performance (Y). The company's explanation of the t-statistic test and decision making is as follows:

a) Communication (X1) on Employee Performance (Y)

Based on table 5, the results of the significance test for the motivation variable (X1) are 0.029, where the significance value of communication (X1) is smaller than the probability value, which is 0.05. Thus, the hypothesis stating that there is a significant influence between communication (X1) and employee performance (Y) is accepted.

b) Motivation (X2) on Employee Performance (Y)

Based on table 5, the results of the significance test for the Motivation variable (X2) are 0.034, where the significance value of Motivation (X2) is smaller than the probability value, which is 0.05. Thus, the hypothesis stating that there is a significant influence between Motivation (X2) and employee performance (Y) is accepted.

c) Work Environment (X3) on Employee Performance (Y)

Based on Table 5, the results of the significance test for the Work Environment variable (X3) are 0.691, where the significance value of the Work Environment (X3) is greater than the probability value, which is 0.05. Thus, the hypothesis stating that there is a significant influence between the Work Environment (X3) and employee performance is (Y) rejected.

b. *F test*

Simultaneous tests are used to determine the joint influence – the same dependent variable as the independent variable. The following are the results of the simultaneous test:

Table 6. Simultaneous Test Results

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	125,237	3	41,746	4,427	.010
	Residual	301,735	32	9,429		b
	Total	426,972	35			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Motivation, Communication

Source: Data processed by researchers (2024)

Table 6 shows the results of the F statistical test with an F count value of 4.427 with a significance level of 0.010. This significance level is less than 0.05, which means that the communication variables (X1), motivation (X2), and work environment (X3) have a simultaneous effect on employee performance (Y), so the fourth hypothesis is accepted.

c. Coefficient of Determination Test

The coefficient of determination (R²) shows the contribution of the independent variable to the dependent variable. The following are the results of the coefficient of determination test:

Table 7. Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.542a	.293	.227	3,071

a. Predictors: (Constant), Work Environment, Motivation, Communication

b. Dependent Variable: Employee Performance

Source: Data processed by researchers (2024)

Based on table 7, it is known that the coefficient of determination is as shown by the R² value of 0.293, this means that the communication variables (X1), motivation (X2) and work environment (X3) contribute 29.3% to employee performance, while the remaining 70.7% is influenced by other variables not included in the research model.

Discussion

1. The Influence of Communication on Employee Performance

Referring to the research results, it is known that communication has a positive and significant effect on the performance of employees at PT. Persada Arta Pratama Sangatta. This means that better communication between employees and superiors will improve employee performance. This is because understanding, influence on attitudes, better relationships, and actions perceived by employees are very good, thus influencing employee performance levels. However, among employees at PT. Persada Arta Pratama in Sangatta, a frequent occurrence regarding communication is that employees still lack understanding when given directions by superiors or field

supervisors. Furthermore, the lack of communication between employees often results in work being neglected because of mutual expectations of each other. This indicates that poor communication will affect employee performance. Therefore, the worse the communication, the lower the employee performance.

This research aligns with Gibson's theory, which states that employee performance is influenced by three variables: individual, organizational, and psychological. Communication is a key element of individual employee performance, reflecting the employee's ability to interact. This aligns with research by Dwihastianti (2020:5) and Rusmawati (2016:749), which found that communication has a positive and significant impact on employee performance.

2. The Influence of Motivation on Employee Performance

Based on the research results, it can be concluded that motivation has a significant positive influence on employee performance at PT. Persada Arta Pratama Sangatta. Positive means that if motivation increases, employee performance will also increase. Significant means that the level of motivation will affect employee performance, and vice versa. This indicates that motivation, as seen in terms of perseverance, selected colleagues, hard work, high levels of aspirations, and task or goal orientation, can both improve and decrease employee performance.

Each employee has different needs, so the motivation required by each employee also varies. However, once motivation exists within a company, the company must be able to meet its employees' needs. Employee motivation must remain high to achieve predetermined work goals. At PT. Persada Arta Pratama Sangatta, the lack of employee motivation to complete tasks quickly hinders completion or causes work to be postponed until the next day. This means that the lower the level of employee motivation, the lower the employee's performance. The results of this study align with Zendrato & Gurusinga (2022:975) and Fachrezi & Khair (2020:107), who state that work motivation plays a crucial role in employee performance, where high motivation will impact employee performance. This indicates that motivation has a positive and significant influence on employee performance.

3. The Influence of Work Environment on Employee Performance

Based on the results of the research that has been conducted, it can be concluded that the work environment has a positive but not significant influence on employee performance at PT. Persada Arta Pratama Sangatta. Positive means that if the perceived work environment improves, employee performance will also improve. Meanwhile, insignificant means that the size of the work environment perceived by employees has not been able to influence employee performance. This indicates that the work environment seen in terms of work atmosphere, relationships between colleagues, relationships between subordinates and leaders and the availability of work facilities at PT. Persada Arta Pratama Sangatta has not been able to significantly improve employee performance. The results of this study are supported by Wulan (2020) who stated that the work environment does not have a significant effect on employee performance.

4. The Influence of Communication, Motivation and Work Environment on Employee Performance

Based on the results of simultaneous research on communication (X1), motivation (X2) and work environment (X3) have a significant effect on employee performance. This is consistent with the results of simultaneous test data processing,

namely $0.010 < 0.05$. Therefore, the fourth hypothesis in this study is accepted. The results of this study are supported by Hura & Yanti (2023) who stated that communication (X1), motivation (X2), and work environment (X3) simultaneously influence employee performance.

CONCLUSION

Communication has a positive and significant impact on employee performance at PT. Persada Arta Pratama in Sangatta. This indicates that better communication improves employee performance.

Motivation has a positive and significant impact on employee performance at PT. Persada Arta Pratama in Sangatta. This indicates that the higher the motivation, the higher the employee performance.

The work environment does not significantly influence employee performance. This means that a good or bad work environment will not significantly impact employee performance at PT. Persada Arta Pratama in Sangatta. Communication, motivation, and the work environment simultaneously influence employee performance at PT. Persada Arta Pratama in Sangatta.

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