

## EFFECT OF COMMUNICATION, MOTIVATION AND WORK ENVIRONMENT ON THE PERFORMANCE OF EMPLOYEES IN PT X

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### ABSTRACT

*The purpose of this research is to see the effect of communication, motivation and work environment on the performance of employees in the project building division PT X. The form of research used is causality. The population used in this study were all employees of project building division totaling 103 employees. The technique used in this research is technique saturation sampling involving 103 employees in the project building division PT. X as a respondent. The technique used to collect data is in the form of a questionnaire with a likert scale. The method of analysis in this research is multiple linear regression analysis. The results of this study are the results of this study are that motivation and work environment do not influence employee performance and that motivation have a negative effect on employee performance at PT X.*

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

### INTRODUCTION

In this era of rapid development, companies must be very selective in choosing human resources who have high competence qualifications and competitiveness. Companies are also required to be better able to manage and develop as well as possible all potential of human resources so that the company does not experience a decline in performance and for the achievement of company goals.

According to Hasibuan in Rahayu (2019), human resource management is a combination of science and art in managing the role relations of the workforce so that effectiveness and efficiency are realized in achieving company goals.

Companies engaged in construction services are businesses that provide services to consumers in the form of planning, designing, and project monitoring services including development, maintenance, installation, repair and renovation. Mainly in the field of general construction, buildings.

PT X is a factory or refinery construction company, and residential or real estate development. PT X was established in 1974 having its address at Trinity Tower Jl. H. R. Rasuna Said Kav. C22 Block IIB Kec. Setiabudi Kel. Karet Kuningan, Jakarta-12940. Here are some data in the form of employee performance data, motivational communication and work environment at PT X:

**Table 1 PT X Employee Performance Data Year 2017-2021**

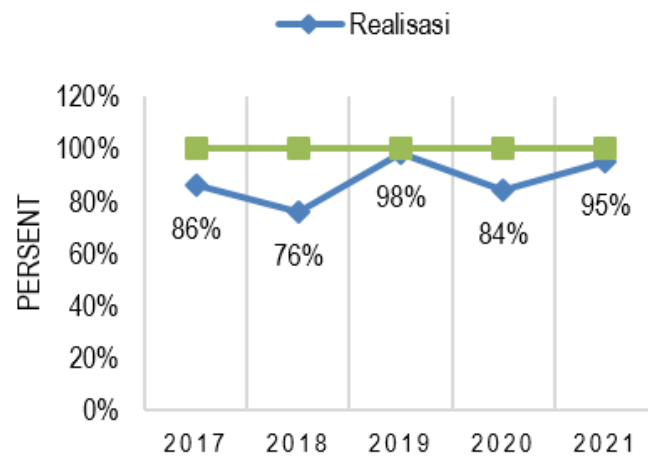
Performance assessment	Vakue	Category	2017	2018	Year 2019	2020	2021
Excellence	481-500	S	66	3	13	20	22
Very Good	451-480	A	33	42	36	89	99
	421-450	A-	65	55	74	95	75
Good	381-420	B+	60	67	62	71	55
	341-380	B	25	41	31	45	12
	301-340	B-	9	7	5	8	2
Poor	250-300	C	2	3	0	1	0
Unsatisfaction	100-249	D	0	0	0	0	0
Total			260	218	221	329	265

Sources: PT X

**Table 2 PT X Employee Performance Assessment Data Year 2017-2021**

No	Kriteria Penilaian	Indikator	Tahun									
			2017		2018		2019		2020		2021	
			T	R	T	R	T	R	T	R	T	R
1	Proses Kerja	Perencanaan Pelaksanaan Pengetahuan	40%	35%	40%	31%	40%	40%	40%	28%	40%	38%
2	Hasil Kerja	Kuantitas Kualitas Ketetapan waktu	30%	27%	30%	28%	30%	30%	30%	29%	30%	27%
3	Sikap	tingkah laku kehadiran Pelanggaran	30%	24%	30%	17%	30%	28%	30%	27%	30%	30%
<b>Total</b>			100%	86%	100%	76%	100%	98%	100%	84%	100%	95%

Sources: PT. X



**Figure 1 PT X Employee Performance Assessment Chart**

Based on tables 1 and 2 as well as figure 1, the data shows that there has been a decrease in terms of employee performance scores in 2018 and 2020, whereas in 2021 this performance has actually increased again to a value of 95% which, although this increase still cannot compete with 2019 by 98%. The conclusion from employee performance data and performance appraisal is that there is a decrease.

**Table 3 PT X Communication Data Year 2021**

Type of Activity	Division	Plan	Realitation	Explanation
Daily Briefing	all departments	(8.00-8.15)	(8.00-8.15)	Management with each division employee held a briefing
Weekly Briefing	all departments	Every Friday (16.15-16.30)	not realized	-
Monthly briefing	all departments	1 time at the end of the month	1 time at the end of the month	Management with each division employee held a briefing

Sources: PT. X

Based on the data in table 3, it shows that there is no form of weekly meeting communication that needs to be done between management and employees. It can be concluded that PT X employee performance has decreased due to poor communication.

**Table 4 PT X Training Data Year 2017-2021**

No.	Training Category	Year				
		2017	2018	2019	2020	2021
1	Administration	5	-	-	-	1
2	Cost Control	-	5	5	4	-
3	Engineering	-	13	9	24	22
4	English Course	10	15	10	-	-
5	ISO	-	15	-	-	2
6	Japanese Course	-	-	-	-	-
7	Leadership	3	5	4	5	3
8	Legal	-	-	2	1	2
9	QS	1	-	-	-	3
10	Safety	-	10	2	3	-
11	Tax	-	-	-	-	-
Total		19	63	32	37	33

Sources: PT. X

Based on the data in table 4, the data shows that there has been a decrease in training achievements for employees in 2019 and 2021. It can be concluded that the performance of PT X has decreased due to poor motivation for employees.

**Table 5 PT X Work Environment Data Year 2019-2021**

Work environment and facilities	Condition
	AC: Central
	Staff Desk : 100 Units (5 damaged)
	Staff Seats : 100 Units (8 damaged)
Work equipment	Printer: 2 Units
	Scanners: 1 Unit
	TVs: 6 Units
	Projector: 6 Unit (1 damaged)
	Architect drawing table: 2
	Face detector: 1
Facility	Toilets: 2 rooms
	Musholla: 1 room
	Elevators: 8 Units
	Emergency Stairs: 2
	Meeting Room: 6 rooms
	Locker Room: 1 room
	Pantry: 1 room
	Coffe Maker: 1 Unit
Room Cleanliness	The meeting room is clean, the pantry room is not neat, the archive room is not neat (dusty), the main employee room is tidy, the locker room is not neat.
Air Condition	Room air temperature: an average of 18-23 degrees Celsius The whole room is covered with AC because it uses central AC.
Lighting	The entire room gets good lighting through the available light units.
Noise	There is no noise from outside the work area.
Security	There is CCTV and Security on duty.
Space	The room is not wide enough for all employees so it takes a division of the company's entry day. As well as the lack of archive space, so it is necessary to rent the company's external archive space.

Sources: PT. X

Based on the data table in table 5, the data shows that there some work equipment, room cleanliness, room conditions and movement space that are not optimal. It can be concluded that the performance of PT. X has decreased due to a work environment that is not optimal.

Employee performance is the result of work given and contribution to the organization by employees (Zebua et al. 2021). Communication is the process of transferring a form of delivery to other people which is expected to be understood in the form of information, ideas or understanding (Fachrezi and Khair, 2020). The work environment is all things that are in the work environment that occur where an employee carries out work activities (Zendrato and Gurusinga, 2022).

**Employee Performance**

Employee performance is the result of work given and contribution to the organization by employees (Zebua et al. 2021). Employee performance is the achievement of individual work results related to the responsibilities assigned (Zinni et al. 2021). Employee performance is the result of work that is in accordance with predetermined criteria or standards (Sedarmayanti in Sherlie and Hikmah, 2020).

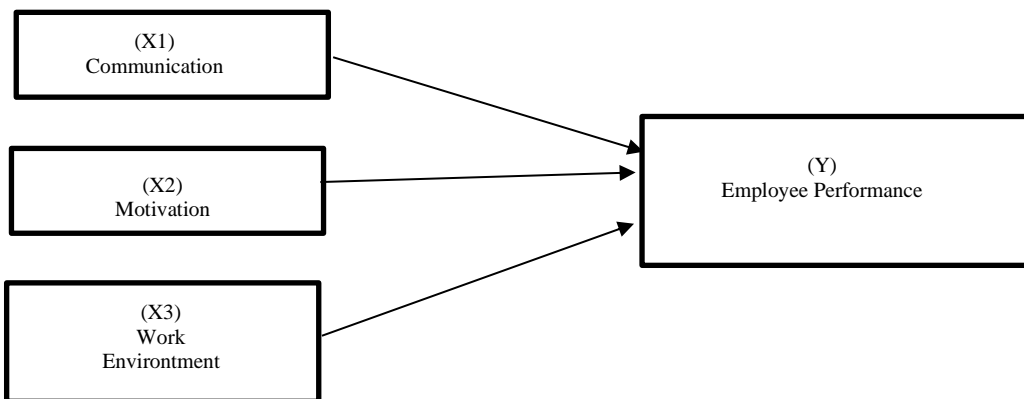
Communication is the process of transferring a form of delivery to other people who are expected to be understood in the form of information, ideas or understanding (Mangkunegara in Fachrezi and Khair 2020). Communication is the process of a relationship within a group or organization and society in responding to or creating messages (Ruben in Wardhana et al. 2019). Communication is the exchange of information through a common system in the form of gestures and actions (Himstreet and Baty in Suryani, 2019).

**Motivation**

Motivation is the driving force that creates employee enthusiasm so that they are able to work together effectively (Fachrezi and Khair, 2020). Motivation is stimulation to achieve optimal performance (Situmeang et al. 2020). Motivation is a process in terms of encouragement so that employees achieve certain goals (Liana in Sari, 2020).

**Work Environment**

The overall work environment is in the work process of an employee, including facilities, work methods and scope of work of employees (Zendrato and Gurusinga, 2022). The work environment is the work facilities and infrastructure around influencing the implementation of work (Sutrisno in Nugroho, 2021). A work environment is an environment where employees carry out their daily activities (Rodi yana et al., 2022).



**Figure 2 Research Model**

**RESEARCH HYPOTESIS**

- H1: There is an influence of communication on employee performance.
- H2: There is an influence of motivation on employee performance.
- H3: There is an influence of work environment on employee performance.

**RESEARCH METHODS**

The form of this research is descriptive and causal research. Descriptive research is research that does not make comparisons of these variables to other samples, as well as looking for relationships between these variables and other variables (Sugiyono 2019, 35). The object of this research is the employees of PT. X with a population of 314 employees in the study.

The sampling method in this study using the saturated sample method. The sample in this study were 103 employees of PT X project building division. A saturated sample is a sample which, when added in number, will not increase representation so it will not affect the value of the information that has been obtained (Sugiyono 2019, 133). The scale used in this study is the likert scale by providing alternative answers to respondents with a scale of 1-5. Likert scale used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena in research, social phenomena (Sugiyono 2019, 146).

**Table 6 Variables and Indicators**

Variable	Indicator	Scale
Employee Performance	1. Quality	Likert
	2. Quantity	
	3. Knowledge	
	4. Reliability	
	5. Cooperation	
Communication	1. Downward Communication	Likert
	2. Upward Communication	
	3. Horizontal Communication	
	4. Cross-Channel Communication	
	5. Grapevine Communications	
Motivation	1. Physiological Needs	Likert
	2. The Need for Security	
	3. The need for a sense of belonging	
	4. Self-Esteem Needs	
	5. Need for Self-Actualization	
Work Environment	1. Lighting in the workspace	Likert
	2. Air circulation in the workspace	
	3. Noise	
	4. Use of Color	
	5. Air Humidity	
	6. Facilities	

**RESEARCH RESULT**

**Table 7 Characteristics of Respondents**

Characteristics	Scale	Total
Gender	Man	64
	Women	39
Age	>50 Years	7
	41 - 50 Years	18
	25 - 40 Years	77
	<25 Years	1
Position	Senior Manager	11
	Manager	13
	Assistant Manager	8
	Senior Staff	11
	Staff	60
Last Education	SMA/SMK	3
	Diploma	20
	Strata 1	75
	Other	5
Length of Work	<1 Years	4
	1-3 Years	21
	3-5 Years	28

>5 Years

50

Source: Statistical data processing results

**Table 8 Characteristics of Variable**

Variable	Mean	Maximum
Communication	17,75	24
Motivation	16,23	25
Work Environment	19,83	25
Employee Performance	18,58	26

Source: Statistical data processing results

**Table 9 Employee Performance Validity Test Results (Y)**

Question Items	Corrected Item- Total Correlation	R Table	Results
Employee Performance _1	0,747	0,193	Valid
Employee Performance _2	0,659	0,193	Valid
Employee Performance _3	0,734	0,193	Valid
Employee Performance _4	0,620	0,193	Valid
Employee Performance _5	0,600	0,193	Valid

Source: Statistical data processing results

**Table 10 Communication Validity Test Results (X1)**

Question Items	Corrected Item- Total Correlation	R Table	Results
Communication _1	0,758	0,193	Valid
Communication _2	0,684	0,193	Valid
Communication _3	0,530	0,193	Valid
Communication _4	0,651	0,193	Valid
Communication _5	0,546	0,193	Valid

Source: Statistical data processing results

**Table 11 Motivation Validity Test Results (X2)**

Question Items	Corrected Item- Total Correlation	R Table	Results
Motivation _1	0,813	0,193	Valid
Motivation _2	0,839	0,193	Valid
Motivation _3	0,800	0,193	Valid
Motivation _4	0,570	0,193	Valid
Motivation _5	0,588	0,193	Valid

Source: Statistical data processing results

**Table 12 Work Environment Validity Test Results (X3)**

Question Items	Corrected Item- Total Correlation	R Table	Results
Work Environment _1	0,691	0,193	Valid
Work Environment _2	0,708	0,193	Valid
Work Environment _3	0,453	0,193	Valid
Work Environment _4	0,585	0,193	Valid
Work Environment _5	0,510	0,193	Valid
Work Environment _6	0,562	0,193	Valid

Source: Statistical data processing results

**Table 13 Reliability Test Results**

Variable	Cronbach's alpha limit	Cronbach's alpha	Results
Communication	0,60	0,631	Reliable
Motivation	0,60	0,777	Reliable
Work Environment	0,60	0,616	Reliable
Employee Performance	0,60	0,697	Reliable

Source: Statistical data processing results

**NORMALITY TEST RESULTS**

**Graph Method**

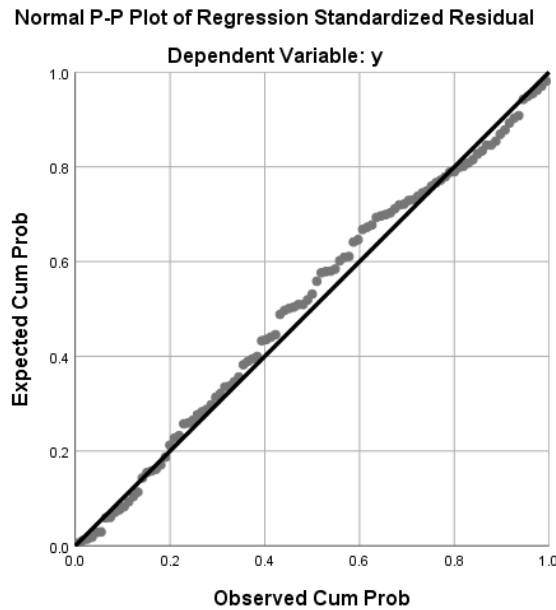


Figure 2 Normality Test Results - P Plot

**Non-Graph Method**

Table 14 Normality Test Result (Kolmogorov - Smirnov)

Asymp.Sig (2-tailed)	Alpha	Results
0,200	0,05	Normal

Source: Statistical data processing results

**Autocorrelation Test Result**

Table 15 Durbin-Watson Test Result

Model	Durbin-Watson
1	1,345

Source: Statistical data processing results

Table 15 Breusch-Godfrey Test Result

Model	Unstandardized Coefficients		
	B	T	Sig.
1 1(Constant)	-.599	-.212	.832
RES_2	.331	3.365	.001

Source: Statistical data processing results

**Multicollinearity Test Result**

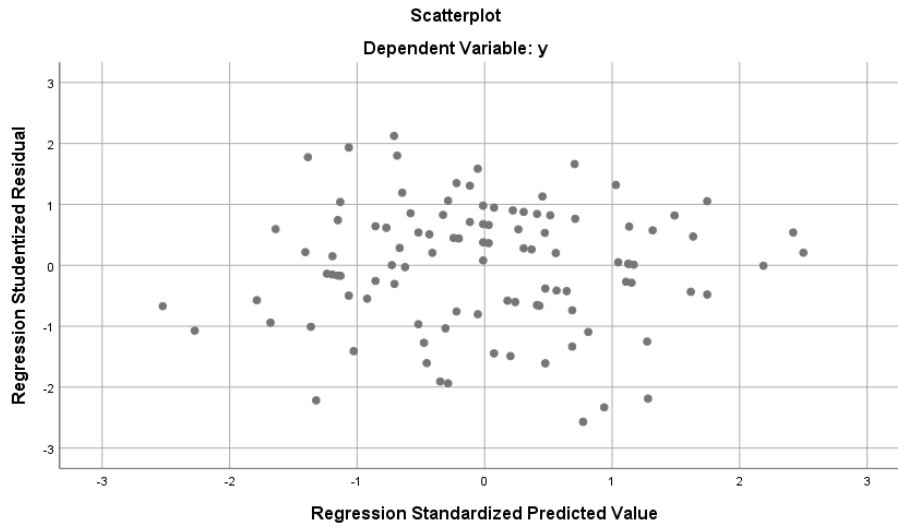
Table 16 Multicollinearity Test Result

Variable	Tolerance	VIF	Result
Communication	0,492	2,034	No multicollinearity
Motivation	0,969	1,032	No multicollinearity
Work environment	0,481	2,079	No multicollinearity

Source: Statistical data processing results

**Heteroscedasticity Test Result**

**Graph Method**



Source: Statistical data processing results

**Figure 4 Heteroscedasticity Test Result - Scatterplot**

**Non-Graph Method**

**Table 17 Glejser Test Result**

Variable	Signification	Result
Communication	0,743	There is no heteroscedasticity
Motivation	0,687	There is no heteroscedasticity
Work Environment	0,646	There is no heteroscedasticity

Source: Statistical data processing results

**Coefficient Test Result**

**Table 18 Coefficient Correlation (R) and Coefficient Determination (Adjusted R Square)**

Model	R	R Square	Adjusted R Square
1	0,299	0,090	0,062

Source: Statistical data processing results

**Goodness of Fit Model fit Model Result (Uji F)**

**Table 19 ANOVA Test Result**

Model	F	Sig.
1	3,244	0,025

Source: Statistical data processing results

**Multiple Linear Regression Analysis**

**Table 20 Multiple Linear Regression Analysis**

Model	B
(Constant)	25,656
X1	-0,242
X2	-0,242
X3	0,044

Source: Statistical data processing results

## Hypothesis Test (t-test)

Table 21 Hypothesis Test Result

	T	Sig
(Constant)	8,706	0,000
Communication	-1,811	0,073
Motivation	-2,184	0,031
Work Environment	0,361	0,719

Source: Statistical data processing results

Based on table 21, it can be seen that the hypothesis test of the independent variable 1 namely communication, obtained a t count score ( $-1.811 \geq -1.984$ ) and a sig number ( $0.073 > \alpha (0.05)$ ), so it was concluded that communication does not influence employee performance at PT X.

Test the hypothesis of the independent variable 2 namely motivation, obtained t count score ( $-2.184 \leq -1.984$ ) and sig number ( $0.031 < \alpha (0.05)$ ), so it can be concluded that motivation has a negative effect on employee performance at PT X.

Test the hypothesis of the independent variable 3 namely the work environment, obtained a t count score ( $0.361 \leq 1.984$ ) and a sig number ( $0.719 > \alpha (0.05)$ ), so it can be concluded that the work environment does not influence employee performance at PT X.

## CLOSING

Based on the research that has been done, it can be concluded that Communication (X1) and Work Environment (X3) have no effect on employee performance, while Motivation (X2) has a negative effect on Employee Performance (Y) division-project building on PT X.

In this study there are several limitations, namely: (1) this research is limited to only 3 independent variables Communication, Motivation and Work Environment. (2) There are limitations in the autocorrelation test, where the Durbin-Watson value is lower than the upper limit (dl) and the Bruesch-Godfrey value is less than alpha, so that autocorrelation is stated.

Recommendations that the author can provide are of benefit to subsequent research, namely: it is hoped that this research can become a reference for further research. Become knowledgeable and insightful in solving company problems to manage HR, and be able to add other independent variables that are considered to affect employee performance and increase the number of research samples.

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