

## The Influence Of Work Communication, Work Environment And Work Motivation On Employee Performance PT. Mandala Multi Finance Tbk Palopo City Branch

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### Abstract

The purpose of this study is to determine the effect of work communication, work environment, and work motivation on the performance of PT. Mandala Multi Finance Tbk Palopo City Branch. The research method used is a quantitative approach with a population of 50 employees. Data collection method through questionnaire dissemination. To determine the effect of the independent variable on the dependent variable, hypothesis testing is carried out by multiple linear regression analysis, t test (partial), and f test (simultaneous). The results of this study partially show that work communication does not have a significant effect on employee performance, the work environment has a significant effect on employee performance, and work motivation has a significant effect on employee performance. And simultaneously shows that the variables of work communication, work environment and work motivation have a significant effect on employee performance.

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

### 1. Introduction

In the current era of globalization and digitalization, where everything about information can be obtained easily, this definitely has a significant impact on business. Education, training, work experience and a consistent learning attitude are needed to produce quality human resources (Oktavianoor at al. 2016) .

The part of organizational management that focuses on human resource aspects is human resource management (HRDM) (Jufri dan Zikriati Mahyani 2020). Human resource management of an organization depends on the organization's human capabilities to move it towards achieving goals (Setyorini et al. 2018) . Management is very important for all aspects of life (Edi Maszudi et al. 2021) .

To drive it, humans must interact with each other, communication is an important tool for organizing and integrating various organizational functions. This includes statements about company policies, instructions, memoranda, reports between administration and marketing, and information about work guidelines and company announcements (Sinambela et al. 2019) . Communicating effectively is the key to getting any work done, whether in person or virtually, and is part of an organization's internal communications (Lubis 2017).

The work environment is another factor that can influence employee performance. Attention to the work environment is one component that influences the success of an organization. The work environment includes everything about employees, such as cleanliness, physicality, etc. According to Taiwo, the work environment consists of various physical and non-physical components, and both influence how a worker performs their duties. While the physical work environment consists of people or equipment, the non-physical work environment consists of the workplace (Taiwo 2010).

Apart from environmental factors, motivation also has a big influence on business. Work motivation is the drive or enthusiasm that encourages a person to do work wholeheartedly and succeed in achieving company goals (Caissar et al. 2022) .

Apart from communication, environmental and motivational factors, employee performance is also very important for a company, no organization can develop without performance. To achieve company goals, every employee must perform well. This depends on the quality and ability of employees to perform the tasks assigned to them (Rivaldo 2022).

PT. Mandala Multi Finance Tbk Palopo Branch, is a financial company that offers multipurpose financing, car financing, and electronic goods and furniture. The advantage offered by Mandala Multifinance is a credit loan system that can help its customers to buy motorbikes, electronic goods or furniture in Palopo City. Mandala Multi finance also provides services in the form of credit simulations with various options. This research will be carried out at PT. Mandala Multi Finance Tbk Palopo Branch, Jl. Andi Djemma, Surutanga, East Wara District , Palopo City, South Sulawesi with employees totaling 50 people . This research aims to analyze and knowing the impact of work communication , work environment, work motivation on performance of employees PT. Mandala Multi Finance Tbk Palopo Branch.

Previous research by, (Dwi 2018) that work communication does not have a significant effect on employee performance. Based on the results of previous research by (Makkuradde et al. 2021) , (Ilmiah and Muhammadiyah 2021) , the work environment variable has a significant effect on employee performance, meaning that if the work environment is pleasant, employee performance can be better. Meanwhile, the results of previous research conducted by (Maria et al. 2021) , (Agustriani et al. 2022) , (Sam et al. 2023) on work motivation variables have a significant influence on performance.

Based on the description above , in order to compile a research journal with the title " The Influence of Work Communication , Work Environment and Work Motivation on Employee Performance At PT. Mandala Multi Finance Tbk Palopo Branch" This research was conducted in 2023. The problems studied; How does employee communication influence the performance of PT employees. Mandala Multi Finance Tbk Palopo City Branch ? How does the work environment influence the performance of PT employees. Mandala Multi Finance Tbk Palopo City Branch ? How does work motivation influence the performance of PT employees? Mandala Multi Finance Tbk Palopo City Branch ? Do work communication , work environment and work motivation affect the performance of PT employees. Mandala Multi Finance Tbk Palopo City Branch occurred partially or simultaneously?

Communication is the process of exchanging information within and outside the organization. The best way to convey messages, instructions and feedback from employees is through effective communication (Julita and Arianty 2019) . In activities, someone can convey messages or information to other people through communication (Qurbani et al. 2021) . The delivery or exchange of information from the sender to the recipient, either orally or in writing, or by using communication tools, is called communication (Agustini 2017). One of the most important human functions in both organizational and social life is communication (Nanda and Namora 2020) . Information conveyed either directly or indirectly is called communication (Indra Kusdianto at al. 2022)

If the work environment is pleasant, employees will feel more comfortable and more productive, which is one of the places that employees spend the most time during their daily activities. Everything around an employee at work, both physical and non-physical, that can influence the way they carry out their daily tasks and work at work is known as the work environment (Rahmawati and Chabib 2020) . A pleasant work environment can also influence employee emotions (Sihaloho and Siregar 2020) . The work environment is one of the important factors that influences employee performance (Yantika et al. 2018). Color, music, mutual respect, cleanliness, security, air exchange or ventilation, noise, lighting, and friendliness are some of the factors that can occur in the workplace and greatly impact morale and morale (Farida and Hartono 2016).

The Latin word *movere*, which means to encourage or move, is a source of inspiration. In management, motivation is only aimed at human resources, especially subordinates (Hasibuan 2014). Work motivation is when an employee feels the need or wants to achieve a goal through carrying out certain tasks (Septiawan et al. 2020). How to motivate employees to utilize their strengths and potential to work together effectively to achieve and realize predetermined goals (Farida and Hartono 2016). Because motivation to work must come from a positive personality or individual trait, encouragement to work based on the wrong reasons will result in harm to the individual and the organization. (Bet 2020). Performance is the result achieved by an individual or group of individuals in an organization in an effort to achieve organizational goals (Sada 2020). The importance of employees for a company begins with recruiting the best employees in their field, then providing the necessary facilities and human resources, including extensive and reasonable training, so that representatives can continue to improve their skills and become the best workforce in their respective fields (Mauli and Mukaram 2016). Decreased and poor employee performance will be detrimental to the company, but good employee performance with a high work ethic will help the company achieve its targets and gain profits (Kristanti and Pangastuti 2019). The work results achieved by a person or group of people in accordance with the authority and responsibility of each employee during a certain period of time are called employee performance (Wartono 2017)

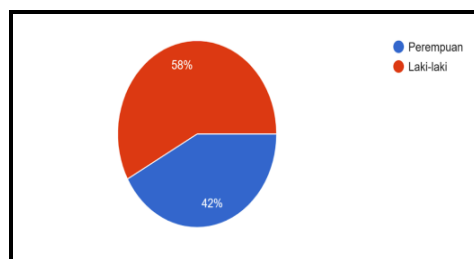
## 2. Methodology

This research was carried out on employees of PT. Mandala Multifinance Tbk Palopo City Branch. The research approach used is a quantitative approach. The population in this research was 50 employees. Data were collected using questionnaires distributed to employees where the research was carried out. The questionnaire instrument used in this research is a Likert scale. To determine the sample, this research used a saturated sampling technique. Data analysis was processed using the SPSS 25 program. In this research, the following data analysis techniques were used: 1) Instrument Test including validity and reliability tests, 2) Classic Assumption Test including normality test, multicollinearity test, heteroscedasticity test, homogeneity test 3) Multiple Linear Regression Analysis including t test and f test, and 4) Correlation Coefficient (R) includes the r test

## 3. Result and Discussion

### 3.1 Result

#### Descriptive Analysis



Characteristics of Respondents Based on Gender

Based on the results of descriptive analysis, it is known that the majority of employees are dominated by male employees with a percentage of 58%. The number of employees who are female is 42%.

#### Instrument Test

##### 1) Validity test

The validity test is used to find out how valid an instrument is; If the instrument is considered valid, then the instrument can be used for research. If the calculated r is greater

than the r table (with a significance level of 5% or 0.05), the instrument is declared valid. The condition that the instrument is valid is if r calculated is greater than r table.

Validity for Work Communication Variables			
Items	R Count	R Table	Information
WC 1	0.770	0.278	Valid
WC 2	0.758	0.278	Valid
WC 3	0.814	0.278	Valid
WC 4	0.762	0.278	Valid
WC 5	0.716	0.278	Valid
WC 6	0.832	0.278	Valid
WC 7	0.830	0.278	Valid
WC 8	0.868	0.278	Valid
WC 9	0.830	0.278	Valid
WC 10	0.861	0.278	Valid
Validity for Work Environmental Variables			
Items	R Count	R Table	Information
WE 1	0.749	0.278	Valid
WE 2	0.769	0.278	Valid
WE 3	0.781	0.278	Valid
WE 4	0.723	0.278	Valid
WE 5	0.818	0.278	Valid
WE 6	0.800	0.278	Valid
WE 7	0.811	0.278	Valid
WE 8	0.756	0.278	Valid
WE 9	0.653	0.278	Valid
WE 10	0.846	0.278	Valid
Validity For Variable Motivation Work			
Items	R Count	R Table	Information
MW 1	0.843	0.278	Valid
MW 2	0.839	0.278	Valid
MW 3	0.814	0.278	Valid
MW 4	0.823	0.278	Valid
MW 5	0.857	0.278	Valid
MW 6	0.855	0.278	Valid
MW 7	0.8 00	0.278	Valid
MW 8	0.766	0.278	Valid
MW 9	0.846	0.278	Valid
MW 10	0.814	0.278	Valid
Validity for Variables Employee Performance			
Items	R Count	R Table	Information
EP 1	0.791	0.278	Valid
EP 2	0.860	0.278	Valid
EP 3	0.854	0.278	Valid
EP 4	0.783	0.278	Valid

EP 5	0.774	0.278	Valid
EP 6	0.742	0.278	Valid
EP 7	0.725	0.278	Valid
EP 8	0.830	0.278	Valid
EP 9	0.878	0.278	Valid
EP 10	0.840	0.278	Valid

Table 1. Validity Test

According to the test results in Table 1, the validity of instruments X1, X2, X3, and Y shows that all items are declared valid. This shows that the calculated R value is greater than the R table.

## 2) Reliability Test

Reliability testing is used to evaluate the reliability of an instrument. Reliability calculations are usually carried out using SPSS. According to Imam Ghozali, (Meiryani 2021) if the Cronbach's Alpha value is more than 0.60, the research instrument is considered reliable.

Variable	Cronbach Alpha	Information
Work Communication	0.938	Reliable
Work environment	0.922	Reliable
Work motivation	0.947	Reliable
Employee performance	0.939	Reliable

Table 2. Reliability Test

The reliability test results in Table 2 show that all variables have a fairly high Cronbach alpha, namely above 0.6. This shows that all the ideas that measure each variable in the reliability questionnaire are truly worthy of use as measures.

## Classic assumption test

### 1) Normality test

The normality test is used to determine whether research data comes from a normal distribution. Data is considered normal if the significant value is greater than 0.05.

If the significant value is greater than 0.05. If the significant value is smaller, then the data is considered abnormal.

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		50
Normal Parameters <sup>a, b</sup>	Mean	0.000000
	Std. Deviation	3.81920853
Most Extreme Differences	Absolute	0.101
	Positive	0.065
	Negative	-0.101
Statistical Tests		0.101
Asymp. Sig. (2-tailed)		.200 <sup>c, d</sup>

Table 3. Kolmogorov-Smirnov Normality Test

The results from Table 3 show that a value (2-tailed Asymptotic Sign) of 0.200 was obtained. This shows that the residual significance is greater than 5% (0.05).

## 2) Multicollinearity Test

To determine the correlation between independent variables, the multicollinearity test was used. If the VIF is more than 10 then it is suspected that there is a multicollinearity problem, and if the VIF is less than 10 then there is no multicollinearity.

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Work Communication	,233	4,299
Work environment	,166	6,028
Work motivation	,307	3,258

Table 4. Multicollinearity Test

Based on the results above in Table 4, it shows that there are no symptoms of multicollinearity. The work communication variable value VIF is 4.299 less than 10 and the tolerance value is 0.233, the work environment variable VIF is 6.028 less than 10 and the tolerance value is 0.166 and the work motivation variable VIF is 3.258 less than 10 and the tolerance value is 0.307.

## 3) Heteroscedasticity Test

The purpose of the heteroscedasticity test is to find out whether in regression there is equality of residual variance, if the observed variance remains, it is called homoscedasticity, and if there is a difference it is called heteroscedasticity. In a good model, heteroscedasticity certainly does not occur. If the sig value is greater than 0.05 then heteroscedasticity does not occur.

Model		Coefficients <sup>a</sup>				t	Sig.
		Unstandardized Coefficients		Standardized Coefficients	Beta		
		B	Std. Error				
1	(Constant)	5.54E-12	,019			,000	,000
	Work Communication	,000	,142		,000	,000	,000
	Work environment	,000	,166		,000	,000	,000
	Work motivation	,000	,112		,000	,000	,000

Table 5. Heteroskedasticity Test

If the sig value is greater than 0.05 then heteroscedasticity does not occur. Based on the data above, the sig value is greater than 0.05 then heteroscedasticity does not occur.

## 4) Homogeneity Test

The post-test results of the experimental group and control group were tested for homogeneity. Prerequisite tests are used to determine whether the data used can be used to test hypotheses. Data is said to be homogeneous if the sig value is greater than 0.05.

Test of Homogeneity of Variances					
		Levene Statistics	df1	df2	Sig.
Results	Based on Mean	.175	3	196	.913
	Based on Median	.105	3	196	.957
	Based on Median and with adjusted df	.105	3	193,335	.957
	Based on trimmed mean	.141	3	196	.935

Table 6. Homogeneity Test

Based on the test results above, it can be concluded that variable Y and variables X1, 0.05.

### Analysis of Multiple Linear Regression Equations

Multiple linear regression analysis is used to examine hypotheses about how work communication variables, work environment, and work motivation partially influence employee performance variables.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,585	1,238		4,512	,000
	X1	,060	,058	,067	1,022	,312
	X2	,646	,068	,738	9,513	,000
	X3	,166	,046	,207	3,634	,001

a. Dependent Variable: Y1

Table 7. Multiple Linear Regression Test Results

Based on table 7, the multiple linear regression equation obtained in this research is:

$$Y = 5.585 - 0.060 X_1 + 0.646 X_2 + 0.166 X_3 + e$$

According to the interpretation of the regression equation, namely:

a = 5.585, employee performance (Y) is positive if work communication (X1), work environment (X2), and work motivation (X3) are equal to zero.

b1 = 0.060 indicates that the influence of the communication variable (X1) on employee performance (Y) does not have a significant effect. In other words, assuming the work environment variables (X2) and work motivation (X2), employee performance (Y) can be improved if they communicate well.

b2 = 0.646 indicates that the influence of work environment variables (X2) on employee performance (Y) is positive. This means that employee performance can be improved in a conducive work environment, assuming the communication (X1) and motivation (X3) variables remain constant.

b3 = 0.166 indicates that the influence of the motivation variable (X3) on employee performance (Y) is positive. This means that if the work communication variables (X1) and work environment (X2) are considered constant, then employee performance (Y) can be improved.

According to this analysis, the work environment variable (X2) has the greatest influence on employee performance because it has the highest regression coefficient value, namely 0.646, compared to the regression coefficient of other independent variables, namely work communication (X1), which is 0.060, and work motivation (X3) of 0.166.

#### 1) Partial Test (t)

The significant t test is used to determine whether the independent variable (X) and dependent variable (Y) have a significant influence.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,585	1,238		4,512	,000
	X1	,060	,058	,067	1,022	,312
	X2	,646	,068	,738	9,513	,000
	X3	,166	,046	,207	3,634	,001

X3	,166	,046	,207	3,634	,001
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a. Dependent Variable: Y1

Table 8. Partial Test (t)

If  $t \text{ count} > t \text{ table}$ , it means that the independent variable has an influence and significance on the dependent variable.

If  $t \text{ count} < t \text{ table}$ , it means that the independent variable has no significant effect on the dependent variable.

Based on the results above, it can be concluded:

- Results of the work communication variable (X1)  $t \text{ value count } 1.022 < t \text{ table } 2.012$  and a significant value of  $0.312 > 0.05$ . This means that there is no significant influence of work communication (X1) on employee performance (Y).
- Results of the work environment variable (X 2)  $t \text{ value count } 9.513 > t \text{ table } 2.012$  and the significant value is  $0.000 < 0.05$ . This means that The work environment (X2) has a significant effect on employee performance (Y).
- The results of the work motivation variable ( X 3 )  $t \text{ value count } 3,634 > t \text{ table } 2.012$  and the significant value is  $0.001 < 0.05$ . This means that Work motivation (X3 ) has a significant effect on employee performance (Y ).

## 2) Simultaneous Test (f)

The F test is used to test whether the independent variables in this research have a simultaneous or joint influence on the dependent variable by comparing the F value .

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1346.635	3	448,878	318,350	,000 <sup>b</sup>
	Residual	64,861	46	1,410		
	Total	1411.495	49			

a. Dependent Variable: Y1  
 b. Predictors: (Constant), X3, X1, X2

Table 9. Simultaneous Test (f)

Testing using the F test with decision making criteria is:

- If the significant value  $F < 0.05$ . This means that each independent or independent variable has a significant impact on the dependent or dependent variable.
- If the significant value of  $F > 0.05$ . This means that each independent or independent variable does not have a significant impact on the dependent or dependent variable.

From the table above, it can be concluded that the calculated F value is  $318.350 > F \text{ table } 2.80$  and the significant value is  $0.000 < 0.05$ . This means that  $H_0$  is rejected and  $H_1$  is accepted. So it can be concluded that work communication X1, work environment X2, work motivation X3 simultaneously have a positive and significant effect on employee performance.

## Determination Test ( $R^2$ )

### 1) Test $R^2$

The coefficient of determination is a measure that shows how much the dependent variable (employee performance) can be explained by the independent variables (work communication, work environment, and work motivation).

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.977 <sup>a</sup>	.954	.951	1,187

a. Predictors: (Constant), X3, X1, X2

Table 10. Determination Test ( $R^2$ )

From the table above, it is known that the R square value is 0.954 and this means that the variables work communication (X1), work environment (X2), work motivation (X3) simultaneously influence employee performance by 95.4% while the remaining 4.6% is explained by other variables not included in this research.

### 3.2 Discussion

Based on the description and discussion of the research results, it can be concluded that the research is:

#### **The Effect of Work Communication on Employee Performance**

Based on the results of the tests that have been carried out, the results obtained show that work communication does not have a significant effect on employee performance. Work communication did not have a significant effect on employee performance in this study because leaders did not interact well with employees and the leadership style used could not influence employees to improve performance. This research uses behavioral theory, In work communication, behavioral theory is usually referred to as human relations theory and human resource theory . A behavioral theory in work communication that looks at how people interact with each other, what motivates employees, and how each person impacts the company. Communication is a very important activity both in organizational and social life. Whether consciously or not, communication has become a part of human life. If a company implements good communication, its employees will be more productive. This research supports research (Dwi 2018) entitled The Effect of Communication on Employee Performance (Study at KUD Karangploso Malang Regency), which found that work communication did not have a significant effect on the performance of KUD Karangploso Malang Regency employees.

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

Based on the results of the tests that have been carried out, the results obtained show that the employee work environment has a significant influence on employee performance. In the work environment, behavioral theory can help us understand motivation and increase employee productivity. The use of positive reinforcement, such as rewards or recognition, can encourage employees to achieve their goals at work. The work environment is an important factor in determining employee performance because it directly influences how well employees perform their tasks, which in turn will improve organizational performance. A good work environment is when employees can carry out their duties in an ideal, healthy, safe and comfortable way. This research supports research (Setyorini et al. 2018) entitled The Influence of Communication, Motivation and Work Environment on Employee Performance (Study of Kentucky Fried Chicken Employees, Manahan Solo Branch), which found that the work environment has a positive and significant effect on the performance of Kentucky Fried employees Chicken Manahan Solo Branch. Thus, it can be concluded that the work environment has a positive and significant effect on the performance of PT. Mandala Multifinance Tbk Palopo City Branch, which means that if the work environment is good, performance will also increase.

### **The Influence of Work Motivation on Employee Performance**

Based on the results of the tests that have been carried out, the results obtained show that work motivation has a significant influence on employee performance. In behavioral theory there are four core characteristics of employees that will increase their satisfaction and performance: autonomy, which is an indication of the individual's level of feeling responsible for the employee, identity, which is the opportunity to use abilities and skills effectively, variety, which is the number of skills that employees have, and feedback, which is an assessment of how autonomy, identity, and variety are viewed by employees. Companies must increase employee work motivation because motivation is a component of human resources in coaching, developing and directing the workforce in a company. This is because motivation is a component of human resources. This research supports research (Maria et al. 2021) entitled The Influence of Organizational Communication, Work Motivation and Work Environment on PT Employee Performance. Pasar Swalayan Maju Bersama Medan found that work motivation had a significant effect on employee performance at PT. Supermarkets Move Forward with Medan. Thus, it can be concluded that work motivation has a significant effect on the performance of PT employees. Mandala Multifinance Tbk Palopo City Branch. Which means that the higher the employee's motivation at work, the greater the employee's performance

#### **4. Conclusion**

In this research, an analysis was carried out on how work communication, work environment and work motivation impact the performance of PT employees. Mandala Multi Finance Tbk Palopo City Branch. Based on the test results that have been carried out, the work communication variable has an insignificant influence on employee performance, because sometimes miscommunication occurs in the workplace or lack of context. Apart from that, work environment variables have a significant influence on employee performance. Employee work environment can improve their performance in a pleasant work environment. Work motivation variables have a significant impact on employee performance. In other words, an increase or decrease in work motivation has a significant impact on PT employees. Mandala Multi Finance Tbk Palopo City Branch

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