# Analysis of Work Environment, Work Motivation, and Workload on Employee Performance with Communication as a Moderating Variable at the Surakarta City Manpower Office

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## ABSTRACT

*This study explores how the work environment, work motivation, and workload influence employee performance, with communication as a moderating factor. The research was conducted with 45 employees from the Surakarta City Manpower Office (DISNAKER) using a non-probability sampling method and a saturated sampling technique. The data was analyzed using Partial Least Squares (PLS), which included both outer and inner model analyses. The findings revealed that the work environment, work motivation, and workload all have a positive and significant effect on employee performance. On the other hand, communication was found to have a negative and significant effect on employee performance. Interestingly, communication did not act as a moderator in the relationship between the work environment, work motivation, workload, and employee performance. The results suggest that creating a positive work environment is key to improving employee performance, as it ensures safety and comfort, helping employees perform their tasks more effectively. Balancing workload is also important. Too much can lead to burnout, while too little can cause disengagement. Clear and effective communication is essential to ensure smooth collaboration, but this study highlights that communication alone may not always resolve performance issues.*

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

## 1. INTRODUCTION

In the era of globalization, organizations are required to have a competitive advantage to achieve their strategic goals (Porter, 1985). One critical aspect in achieving this excellence is human resources (HR), which is the main asset of an organization in facing competition (Ulrich, 1997). Optimal HR quality can improve organizational performance through effectiveness and efficiency in achieving goals (Barney, 1991). However, many organizations still face challenges in ensuring employee performance

is consistent and meets expectations, including a lack of sustainable HR development strategies (Pfeffer, 1994).

The phenomenon observed in the field reveals that some employees have weak work motivation. This is evident when employees complain about their tasks, especially when comparing their work to that of other employees who may be assigned easier tasks despite lacking the appropriate competencies. Another issue arises from poorly maintained facilities, which contribute to an uncomfortable work environment. For example, the discomfort caused by the heat in a room due to a broken air conditioner, especially in service areas, can have a negative impact on employee performance if not promptly addressed.

Employee performance is an important indicator in achieving organizational goals. According to Mangkunegara in Adha et al. (2019), performance is defined as the work results achieved by employees in terms of quality and quantity based on their responsibilities. Ideally, employees work effectively and efficiently in a supportive work environment, but reality shows that many factors influence performance, such as work environment, work motivation, workload, and communication between employees.

The work environment, both physical and non-physical, plays a significant role in supporting employee performance. According to Wursanto in Ahmad et al. (2022), a conducive work environment can create employee comfort, safety, and productivity. However, some organizations are still unable to provide an optimal work environment, thereby hampering employee performance. Research by Mulyanti et al. (2022) found that a supportive work environment significantly affects employee performance, while Jodie Firjatullah et al. (2023) indicated that while the work environment influences performance, it was not statistically significant in their study. This contradiction presents a research gap, as it suggests that contextual factors or other moderating variables may influence the strength of the work environment's effect on performance.

Apart from that, work motivation is also an important factor. According to Sutrisno in Kartini et al. (2020), motivation is internal or external encouragement that influences individual work behavior. Studies by Yanuar et al. (2023) and Sutrischastini and Riyanto (2017) confirm that work motivation has a positive and significant effect on employee performance. However, research by (Adha et al. (2019) found no significant effect of work motivation on performance, indicating a contradiction in the literature. Low motivation is often the main cause of decreased employee productivity.

On the other hand, an unbalanced workload can cause fatigue, stress, and ultimately reduce performance. Mangkunegara in Diana (2022) stated the importance of paying attention to workload distribution to ensure maximum performance. Research by Kurniawan and Kusumawardani (2024) found that workload significantly affects employee performance, while Fristy (2022) reported a negative relationship, highlighting the need for further research on balancing workload. However, challenges are still found in ideal workload management. In addition, communication, as a supporting factor, has a vital role in coordination and teamwork. Poor communication often leads to internal conflict, while effective communication can increase understanding and synergy among employees Takari et al. (2019). Research by Ari Soeti and Rinaldo (2017) found that communication plays a moderating role in performance, but studies by Mulyanti et al. (2022) suggested that communication did not significantly moderate the effect of work environment on performance. This inconsistency suggests a need to further explore the role of communication in moderating these variables.

Based on these gaps, this research aims to analyze the influence of the work environment, work motivation, and workload on employee performance, with

communication as a moderating variable. The novelty of this research lies in examining the moderating role of communication on the relationship between work environment, work motivation, and workload. This area has shown inconsistent results in previous studies. This study provides a fresh perspective by exploring how communication may influence performance directly and potentially exacerbate performance challenges in certain contexts. It is hoped that this study can contribute to identifying strategic steps to improve employee performance, especially within the Surakarta City Manpower Office.

## 2. THEORETICAL FRAMEWORK AND HYPOTHESIS FORMULATION

Based on the problem formulation and literature review, the following research framework can be created:
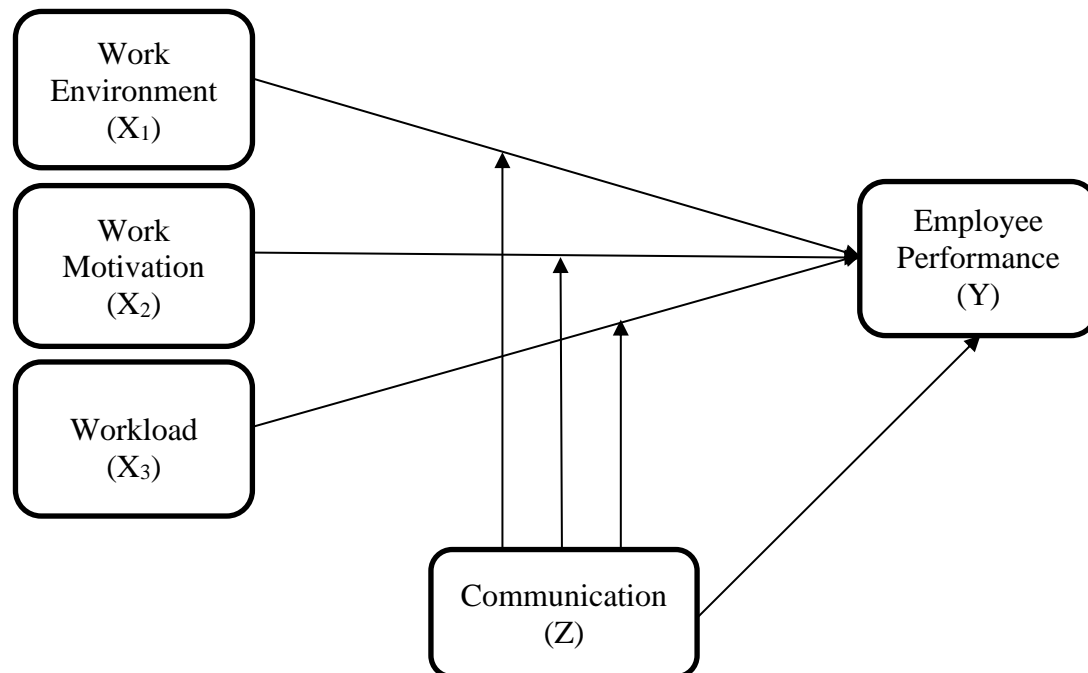


**Figure 1. Research Framework**
*Source: Author (2024)*

**Employee Performance**

Mahsun (2009) defines performance as a description of the level of achievement of an activity or program or policy in realizing an organization's goals, objectives, mission, and vision as stated in an organization's strategic plan. According to Siswanto (2015), performance comes from the word "job performance," which refers to the work performance achieved by a person in carrying out the tasks and work given to them. According to Moeheriono (2014), performance is the result of work that can be achieved by a person or group of people in an organization, both qualitatively and quantitatively, in accordance with their respective authority, duties, and responsibilities to achieve the goals of the organization concerned legally, without violating the law, and in accordance with morals and ethics.

**Work Environment**

According to Mangkunegara (2017), the work environment is the totality of tools and materials encountered, the surrounding environment where a person works, work methods, and work arrangements both as an individual and in a group. This is in line

with Wursanto (2009), who defines the work environment as everything that concerns the physical and psychological aspects, which directly or indirectly will influence employees. The work environment can be good if employees can carry out their duties optimally, comfortably, healthily, and safely. Likewise, Sutrisno in Ahmad et al. (2022) stated that the work environment is the entire facility and infrastructure around employees that can influence the implementation of their work.

Research results: Several studies have confirmed that the work environment has a positive and significant impact on employee performance. For instance, Mulyanti et al. (2022) found that a supportive work environment significantly affects employee performance. However, Jodie Firjatullah et al. (2023) found that while the work environment influences employee performance, it was not statistically significant in their study. This contradiction suggests that factors like the type of work or organizational culture may moderate the effect of the work environment.

$H_1$: The work environment has a positive influence on employee performance.

**Work Motivation**

Abraham Maslow (1943) in Dewi (2020) stated that motivation is something that is constant (fixed), never-ending, fluctuates, and complex, and it is largely a universal characteristic of every organism's activities. Sutrisno (2010) in Kartini and Sopian (2020) also stated that motivation is a factor that encourages a person to carry out a certain activity, and motivation is often interpreted as a factor that drives a person's behavior. According to Luthans (2006), motivation is a process as the first step for someone to take action due to physical and psychological deficiencies or, in other words, an encouragement shown to fulfil certain goals.

Research results in several studies have shown that work motivation has a positive and significant effect on employee performance. Yanuar et al. (2023) confirmed that work motivation positively affects employee performance. However, Adha et al. (2019) found no significant effect of work motivation on performance, suggesting that the effectiveness of work motivation may depend on contextual or individual factors.

$H_2$: Work motivation has a positive influence on employee performance

**Workload**

According to Utomo (2008), workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period. Koesomowidjojo (2017) and Argiarini (2020) in Pangabean et al. (2024) define workload as a collection of work that employees must complete within a period of time. If an employee's abilities exceed job demands, it will cause feelings of boredom. On the other hand, if the worker's abilities are lower than the demands of the given job, this will lead to greater fatigue.

Research by (Kurniawan and Kusumawardani (2024) found a positive relationship between workload and employee performance, suggesting that workload motivates employees to work harder. However, Fristy (2022) reported a negative relationship between workload and employee performance, indicating that excessive workload leads to stress and reduced performance. This highlights the need for balance in workload distribution.

$H_3$: Workload has a positive influence on employee performance

**Communication**

The term communication comes from the Latin word "communis," which means "to share something in common." The actual communication activity is looking for something in common between one person and another. A person tries to evoke what is within themselves and looks for similarities with other people involved in the communication process. According to Takari et al. (2019), ideas, beliefs, social values, and others are expressed to other people with the aim of finding similarities.

According to the Big Indonesian Dictionary (KBBI), communication is the sending and receiving of messages or news between two or more people so that the message can be understood. Communication can also mean relationships or contacts involving communicants and communicators who take turns providing information. Communication as a process shows that, there are roles that are played, some are senders of messages, and others are receivers of messages.

Research results show that while communication is often considered a key factor in improving employee performance, studies have shown mixed results regarding its role as a moderating variable. Mulyanti et al. (2022) found that communication did not significantly moderate the relationship between the work environment and employee performance. However, Ari Soeti and Rinaldo (2017) showed that communication could moderate the relationship between recruitment and compensation on employee performance, suggesting that its role as a moderator varies across different organizational contexts.

$H_4$: Workload has a positive influence on employee performance

$H_5$: Communication moderates the influence of the work environment on employee performance.

$H_6$: Communication moderates the influence of work motivation on employee performance.

$H_7$: Communication moderates the effect of workload on employee performance.

## 3. RESEARCH METHOD

This study adopts a quantitative approach, employing a structured research process that relies on direct data collection from the field and numerical data analyzed using statistical methods. The research aim to analyze the influence of the work environment, work motivation, and workload on employee performance, with communication as a moderating variable.

To collect data, the author used non-probability sampling because it does not offer equal chances for each group to be selected. Specifically, saturated sampling was employed, a sampling technique where all population members were included in the sample (Sugiyono, 2017). In this case, the sample comprised all employees at the Surakarta City Manpower Office (DISNAKER), totalled 45 individuals. This approach ensures comprehensive data collection from the entire target population, as the sample is representative of the group being studied.

For data analysis, statistical methods were applied to examine the relationships between the independent variables (work environment, work motivation, and workload) and the dependent variable (employee performance) while also evaluating the moderating role of communication. The statistical techniques used included descriptive analysis to summarize the data and inferential statistics, such as regression analysis, to test the hypotheses and determine the strength and significance of the relationships

between the variables.

## 4. RESULTS AND DISCUSSION

### Respondent Characteristics

Respondents in this study totalled 45 people. The employees of the Surakarta City Manpower Office (DISNAKER) who are male are 24 people and those who are female are 21 people. Those with employment status of the State Civil Apparatus (ASN) are 34 people and those with employment status of Non-State Civil Apparatus (ASN) are 11 people. Employees aged 41-50 years are 15 people, aged 51-60 years are 14 people, aged 31-40 years are 10 people, and the least aged 21-30 years are 6 people. Employees who have a Bachelor's degree (S1) are 21 people, the last education of SMA is 12 people, the last education of S2 is 8 people, elementary education is 3 people, D3 education is 1 person, and the last education of elementary school does not exist. Employees with information on the length of service for 11-20 years totalled 20 people, length of service for 1-10 years totalled 17 people, and the least was the length of service for >20 years, totalled 8 people.

### Measurement Model Analysis (Outer Model):

### Test Convergent Validity

The convergent validity test is a number of indicators that support and show one latent variable. This test was carried out using Average Variance Extracted (AVE). If the AVE value shows > 0.5, then it can be said to be convergently valid. Apart from that, factor loadings can also be used to assess convergent validity. If the loading factor value is more than 0.70, the reflective measure is considered high and can be said to be convergently valid (Hair et al., 2010).

#### Table 1: Loading Factor Value

| Variable | Question Items | Loading Factor | Information |
|---|---|---|---|
| Employee Performance (Y) | KIN.1 | 0,932 | Valid |
| | KIN.2 | 0,836 | Valid |
| | KIN.3 | 0,731 | Valid |
| | KIN.4 | 0,853 | Valid |
| | KIN.5 | 0,872 | Valid |
| | KIN.6 | 0,936 | Valid |
| | KIN.7 | 0,711 | Valid |
| | KIN.8 | 0,963 | Valid |
| | KIN.9 | 0,938 | Valid |
| Work Environment (X$_1$) | LK.1 | 0,893 | Valid |
| | LK.2 | 0,726 | Valid |
| | LK.3 | 0,726 | Valid |
| | LK.4 | 0,892 | Valid |
| | LK.6 | 0,822 | Valid |
| Work Motivation (X$_2$) | MK.1 | 0,864 | Valid |
| | MK.2 | 0,834 | Valid |
| | MK.4 | 0,863 | Valid |
| | MK.5 | 0,725 | Valid |
| | MK.6 | 0,736 | Valid |
| Workload (X$_3$) | BK.1 | 0,955 | Valid |
| | BK.2 | 0,955 | Valid |

| | | | |
|---|---|---|---|
| | BK.3 | 0,813 | Valid |
| | BK.4 | 0,773 | Valid |
| | BK.5 | 0,796 | Valid |
| | BK.6 | 0,723 | Valid |
| | BK.7 | 0,938 | Valid |
| Communication (Z) | KOM.1 | 0,898 | Valid |
| | KOM.2 | 0,777 | Valid |
| | KOM.3 | 0,890 | Valid |
| | KOM.4 | 0,836 | Valid |
| | KOM.5 | 0,917 | Valid |
| | KOM.6 | 0,811 | Valid |
| | KOM.7 | 0,725 | Valid |
| | KOM.8 | 0,878 | Valid |
| | KOM.9 | 0,911 | Valid |

*Source: data processed by researchers with SmartPLS (2024)*

Based on the data contained in Table 1, it can be seen that all indicators of the variables used in this research have a loading factor value of > 0.70, indicating that all variables are valid and highly correlated.

**Table 2: Average Variant Extracted (AVE) Value**

| Variable | Average Variant Extracted (AVE) | Information |
|---|---|---|
| Work Environment | 0,665 | Valid |
| Work Motivation | 0,651 | Valid |
| Workload | 0,731 | Valid |
| Employee Performance | 0,753 | Valid |
| Communication | 0,725 | Valid |

*Source: data processed by researchers with SmartPLS (2024)*

Based on the results of the validity test in able 2, it can be seen that variable Y, namely employee performance has an AVE value of 0.753, in variable $X_1$, namely work environment is 0.665, in variable $X_2$, namely work motivation of 0.651, in variable $X_3$, namely workload of 0.753, and in variable Z, namely communication of 0.725. All variables have AVE value> 0.5 so it can be concluded that all variables are valid.

**Discriminant Validity Test**

The discriminant validity test is the ability of each latent variable to differentiate itself from other latent variables. This shows that the latent variable indicators and other latent variables have a strong correlation. The cross-loading value must be considered in testing the discriminant validity of the parameter measurement model. According to Sauddin and Ramadhani (2018) a good cross loading value in one variable is > 0.70 or the cross-loading value of indicators that measure latent variables must be greater than indicators that measure other latent variables.

**Table 3: Cross Loading Values**

| Indicator | Employee Performance (Y) | Work Environment (X₁) | Work Motivation (X₂) | Workload (X₃) | Commu- nication (Z) |
|---|---|---|---|---|---|
| KIN.1 | 0,932 | 0,918 | 0,889 | 0,275 | 0,533 |
| KIN.2 | 0,836 | 0,826 | 0,764 | 0,308 | 0,552 |
| KIN.3 | 0,731 | 0,737 | 0,670 | 0,284 | 0,435 |
| KIN.4 | 0,853 | 0,783 | 0,763 | 0,427 | 0,418 |
| KIN.5 | 0,872 | 0,853 | 0,882 | 0,222 | 0,606 |
| KIN.6 | 0,936 | 0,892 | 0,893 | 0,372 | 0,472 |
| KIN.7 | 0,711 | 0,635 | 0,740 | 0,366 | 0,502 |
| KIN.8 | 0,963 | 0,891 | 0,912 | 0,377 | 0,515 |
| KIN.9 | 0,938 | 0,903 | 0,904 | 0,255 | 0,588 |
| LK.1 | 0,868 | 0,893 | 0,854 | 0,195 | 0,505 |
| LK.2 | 0,695 | 0,726 | 0,635 | 0,204 | 0,464 |
| LK.3 | 0,665 | 0,726 | 0,730 | 0,169 | 0,842 |
| LK.4 | 0,881 | 0,892 | 0,845 | 0,364 | 0,436 |
| LK.6 | 0,767 | 0,822 | 0,682 | 0,357 | 0,506 |
| MK.1 | 0,829 | 0,809 | 0,864 | 0,169 | 0,571 |
| MK.2 | 0,810 | 0,733 | 0,834 | 0,213 | 0,360 |
| MK.4 | 0,848 | 0,853 | 0,863 | 0,181 | 0,543 |
| MK.5 | 0,672 | 0,617 | 0,725 | 0,402 | 0,556 |
| MK.6 | 0,668 | 0,692 | 0,736 | 0,231 | 0,593 |
| BK.1 | 0,350 | 0,314 | 0,256 | 0,955 | 0,149 |
| BK.2 | 0,350 | 0,318 | 0,256 | 0,955 | 0,157 |
| BK.3 | 0,415 | 0,379 | 0,360 | 0,813 | 0,177 |
| BK.4 | 0,279 | 0,225 | 0,262 | 0,773 | 0,180 |
| BK.5 | 0,132 | 0,110 | 0,047 | 0,796 | -0,120 |
| BK.6 | 0,208 | 0,150 | 0,152 | 0,723 | -0,104 |
| BK.7 | 0,296 | 0,252 | 0,217 | 0,938 | 0,117 |
| KOM.1 | 0,434 | 0,517 | 0,494 | 0,092 | 0,898 |
| KOM.2 | 0,520 | 0,582 | 0,528 | 0,048 | 0,777 |
| KOM.3 | 0,502 | 0,553 | 0,581 | 0,104 | 0,890 |
| KOM.4 | 0,454 | 0,521 | 0,511 | 0,196 | 0,836 |
| KOM.5 | 0,548 | 0,628 | 0,582 | 0,143 | 0,917 |
| KOM.6 | 0,446 | 0,467 | 0,499 | 0,129 | 0,811 |
| KOM.7 | 0,424 | 0,465 | 0,473 | 0,122 | 0,725 |
| KOM.8 | 0,371 | 0,453 | 0,414 | 0,056 | 0,878 |
| KOM.9 | 0,699 | 0,733 | 0,726 | 0,105 | 0,911 |

*Source: data processed by researchers with SmartPLS (2024)*

Based on the data presented in Table 3 above, it can be seen that each indicator in the research variable has the highest cross-loading value on the variable it forms

compared to the cross-loading value on other latent variables. Based on the results obtained, it can be stated that the indicators used in this research have good discriminant validity or meet the validity standards in compiling their respective variables.

**Reliability Test**

The reliability test will show the accuracy, consistency, and determination of a measuring instrument when making measurements (Abdillah and Hartono 2015). In PLS, two methods used, namely Cronbach's alpha and composite reliability. According to Abdillah and Hartono (2015) rule of thumb, the value of Cronbach's alpha or composite reliability must be greater than 0.7. In line with Yamin and Kurniawan (2011), reliability tests can be assessed from Cronbach's alpha and composite reliability. The composite reliability interpretation is the same as Crobach's alpha, with a limit value of more than 0.7.

**Table 4: Reliability Test**

| Variable | *Composite Reliability Value* | *Cronbach's Alpha* | Information |
|---|---|---|---|
| Work Environment | 0,908 | 0,872 | Reliable |
| Work Motivation | 0,903 | 0,864 | Reliable |
| Workload | 0,950 | 0,938 | Reliable |
| Employee Performance | 0,965 | 0,957 | Reliable |
| Communication | 0,959 | 0,952 | Reliable |

*Source: data processed by researchers with SmartPLS (2024)*

Based on the results of the reliability test in Table 4, it shows that all latent variables have composite reliability and Cronbach's alpha values > 0.70. This shows that all the indicators used to assess latent variables are reliable. Based on these criteria, it can be concluded that the measurement model has met the standards, in terms of validity and reliability.

**Structural Model Analysis (Inner Model):**

**Coefficient of Determination Test**

The coefficient of determination ($R^2$) test is a technique for evaluating the quality of a structural model. In this test, the R-Square value is used. The R-Square value indicates the magnitude of the independent latent variable relative to the dependent latent variable. The $R^2$ coefficient is used on the independent variable on the dependent variable as a measuring tool, where the higher the $R^2$ value indicates, the better the prediction model of the proposed research model (Abdillah and Hartono, 2015).

According to Yamin and Kurniawan (2011), the $R^2$ value is the same as the $R^2$ value in linier regression, namely the amount of variability of the endogenous variable that can be explained by the exogenous variable. The criteria for limiting the $R^2$ value include three classifications, namely the results of the $R^2$ value identifying a good or substantial model of 0.67. It is said to be moderate at 0.33 and said to be weak at 0.19.

**Table 5: R Square Value**

| Variable | R Square Value |
|---|---|
| Employee Performance (Y) | 0,967 |

*Source: data processed by researchers with SmartPLS (2024)*

Based on the results of the coefficient of determination test in Table 5 above, it can be seen that the R-Square value for the Employee Performance (Y) variable is 0.967. Obtaining this value explains that the percentage of employee performance that can be explained by the work environment, work motivation, and workload is 96.7%, while the remaining 3.3% is explained by other variables.

**Hypothesis Testing:**

**Partial Test**

Hypothesis testing is used to determine the effect of a concept on another concept by examining the parameter coefficient and t-statistic value (Hassan, 2019). Hypothesis testing can be directly observed through the bootstrapping approach and will be seen in the path coefficients by looking at the t-statistic value, which shows results >1.96. The t-table value for alpha 0.05 is 1.96, so the hypothesis is accepted if the t-statistic value is >1.96. Testing can be done using the t-test, if the p-values <0.05 (alpha 5%), it can be concluded that the results obtained are significant. This test is one of the components of the inner model test, so the results show that the latent variable has a significant effect on other latent variables (Supriadi, 2018).

**Table 8: Partial Test**

| Hypothesis | Influence | Original Sample (O) | T-*Statistics* (O/STDEV) | P-*Values* | Results |
|---|---|---|---|---|---|
| H1 | LK>KIN | 0,583 | 3,791 | 0,000 | Accepted |
| H2 | MK>KIN | 0,491 | 3,896 | 0,000 | Accepted |
| H3 | BK>KIN | 0,079 | 2,154 | 0,031 | Accepted |
| H4 | KOM>KIN | -0,155 | 2,439 | 0,015 | Accepted |

*Source: data processed by researchers with SmartPLS (2024)*

Based on Table 8 above, it can be seen that the results of the six hypotheses proposed in this research are:

1. Hypothesis 1 has a t-statistic value of 3.791>1.96 (two-tailed) and a p-value of 0.000<0.05, so it can be stated that the work environment variable ($X_1$) has a positive and significant influence on performance (Y). Based on the results of the hypothesis testing, it states that hypothesis 1 is accepted.
2. Hypothesis 2 has a t-statistic value of 3.896>1.96 (two-tailed) and a p-value of 0.000<0.05, so it can be stated that the work motivation variable ($X_2$) has a positive and significant influence on performance (Y). Based on the results of the hypothesis testing, it states that hypothesis 1 is accepted.
3. Hypothesis 3 has a t-statistic value of 2.154>1.96 (two-tailed) and a p-value of 0.031<0.05, so it can be stated that the workload variable ($X_3$) has a positive and significant influence on performance (Y). Based on the results of the hypothesis testing, it states that hypothesis 1 is accepted.
4. Hypothesis 4 has a t-statistic value of 2.439>1.96 (two-tailed) and a p-value of 0.015<0.05, so it can be stated that communication (Z) has a negative and significant influence on performance (Y). Based on the results of the hypothesis testing, it states that hypothesis 1 is accepted.

**Moderation Test**

Moderating variables are variables that have a dependent influence (strengthening or weakening) on the relationship between independent variables and

dependent variables (Arif & Wawo, 2016). Moderation test is a statistical technique for multiple linear regression in which the regression equation includes an interaction element (multiplication of two or more independent variables), the purpose of which is to determine whether the moderating variable will strengthen or weaken the correlation between the independent variable and the dependent variable (Ghozali, 2016). In testing the moderation effect, a variable is considered a moderating variable and is considered significant if the p-value is <0.05. So, it can be concluded that the moderating variable affects the relationship between exogenous and endogenous variables if the t-statistic value is >1.96.

**Table 9: Moderation Test**

| Hypothesis | Influence | Original Sample (O) | T-*Statistics* (O/STDEV) | P-*Values* | Results |
|---|---|---|---|---|---|
| H5 | LKxKOM>KIN | 0,309 | 1,751 | 0,080 | Rejected |
| H6 | MKxKOM>KIN | -0,291 | 1,680 | 0,093 | Rejected |
| H7 | BKxKOM>KIN | -0,018 | 0,409 | 0,682 | Rejected |

*Source: data processed by researchers with SmartPLS (2024)*

1. Hypothesis 5 has a p-value of 0.080>0.05, so it can be stated that the communication variable cannot moderate the influence of work environment ($X_1$) on employee performance (Y). Based on the test results, it states that hypothesis 5 is rejected.
2. Hypothesis 6 has a p-value of 0.093>0.05, so it can be stated that the communication variable cannot moderate the influence of work motivation ($X_2$) on employee performance (Y). Based on the test results, it states that hypothesis 6 is rejected.
3. Hypothesis 7 has a p-value of 0.682>0.05, so it can be stated that the communication variable cannot moderate the influence of workload ($X_2$) on employee performance (Y). Based on the test results, it states that hypothesis 7 is rejected.
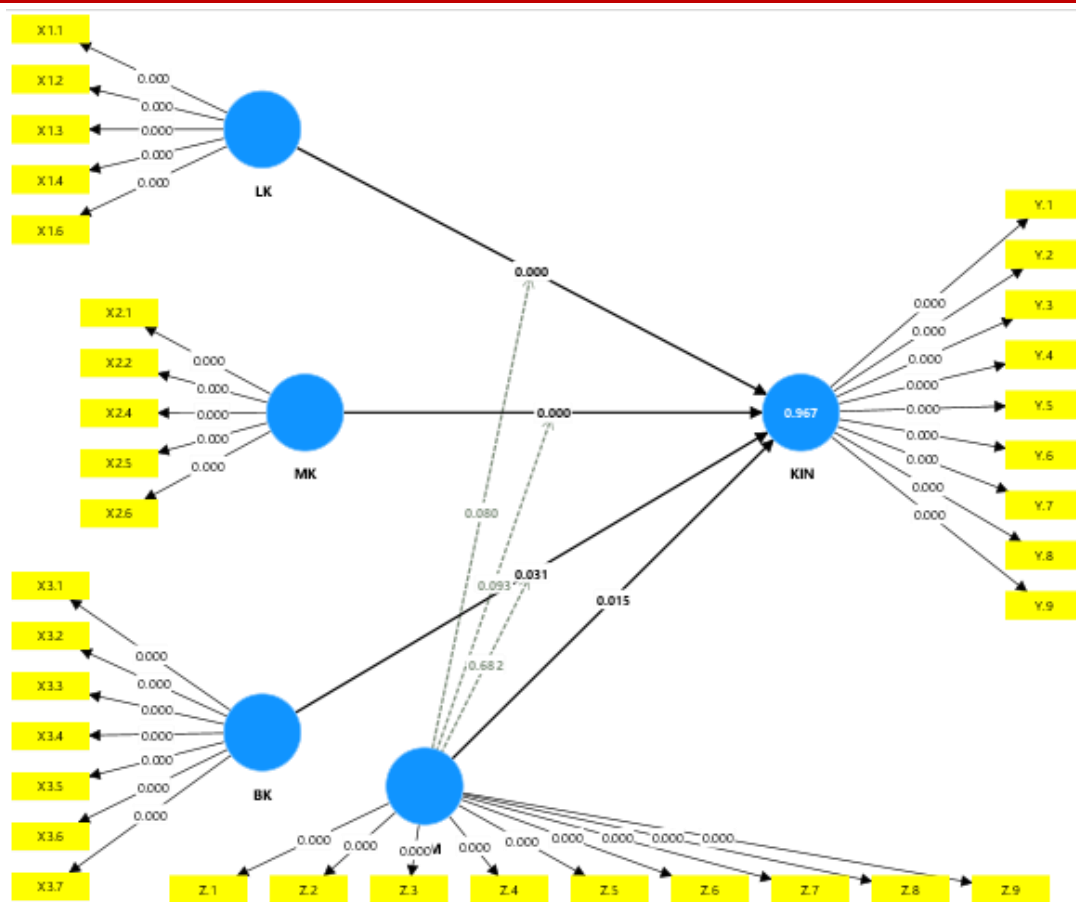
**Figure 2: Inner Partial Least Square (PLS) Model**
*Source: data processed by researchers with SmartPLS (2024)*

**Discussion Results Study**

1) The Influence of the Work Environment on Employee Performance

Based on the results of partial testing of the influence of the work environment on performance, $X_1$ against Y with a t-statistic of 3.791>1.96 (two-tailed) and a p-value of 0.000<0.05, from these results it can be concluded that the work environment has a positive and significant influence on employee performance. These results are in line with research conducted by Nanda and Wahyuni (2022), which state that the Work Environment has a positive and significant effect on Employee Performance. However, this result is not in line with research conducted by Effendy and Fitria (2019), Firmansyah *et al.*, (2022) which state that the Work Environment has a negative and significant effect on Employee Performance.

In this study, the majority of respondents (53.3%) were male, and the age range most represented was between 41-50 years (33.3%). The findings suggest that an optimal work environment is more crucial for experienced employees, who may have higher expectations for their working conditions.

The work environment is an important factor in company or agency management. Although in terms of productivity, this factor does not carry out the production process, this factor is very important and has a great influence. The work environment has a direct effect on employees, where a good work environment will have a greater potential for improving employee performance. Conversely, when the work environment is not conducive or toxic, it will likely to reduce employee

performance.

The work environment also plays a role in organizational commitment, which is related to employee discomfort if they work in an unsupportive work environment. The environment is also important for employees in carrying out their work activities. By creating a good work environment or working conditions that encourage employees to work, it will be able to increase employee morale. A good work environment can include several factors, one of which is security. Security is important in the work environment. Guaranteed security can create a sense of calm and comfort for employees when they carry out their work, which will affect productivity at work. Good relationships with coworkers are also important in the work environment. Good and positive relationships between coworkers will have a good impact on employee performance and productivity.

2) The Influence of Work Motivation on Employee Performance

Based on the results of partial testing of the influence of work motivation on performance, $X_2$ on Y with a t-statistic value of $3.896>1.96$ (two-tailed) and a p-value of $0.000<0.05$, from these results it can be concluded that work motivation has a positive and significant influence on employee performance. These results are in line with research conducted by Yanuar et al., (2023), Sutrischastini and Riyanto (2017), Antika (2021), Heryadi and Sukmalana (2020), and Mohklas (2015) which state that Work Motivation Variables have a partially significant effect on Employee Performance. However, these results are not in line with research conducted by Adha et al., (2019) which states that Work Motivation has no significant effect on Performance.

Motivation is a certain drive in a person to take certain actions or behaviors that lead to achieving a goal. Motivation is given with one of the objectives so that employees can work with responsibility and according to work references so that company goals can be achieved. There are also elements of effort, namely efforts that are directed and qualified and consistent with the company's goals. Motivation in a person shows direction to himself when taking certain steps to achieve goals. Meanwhile, being motivated can mean wanting something from your desire or any other encouragement factor to achieve success.

Respondent characteristics, such as their educational background and work experience, might also explain variations in motivation levels. For instance, respondents with a bachelor's degree (46.6%) and more than 10 years of work experience may feel more intrinsically motivated, while less experienced employees may rely more on extrinsic motivation.

3) The Effect of Workload on Employee Performance

Based on the results of partial testing of the effect of workload on performance, $X_3$ on Y with a t-statistic value of $2.154>1.96$ (two-tailed) and a p-value of $0.031<0.05$, from these results it can be concluded that workload has a positive and significant effect on employee performance. These results are in line with research conducted by Nurhandayani (2022) and Kurniawan and Kusumawardani (2024) which state that workload partially has a significant effect on employee performance variables. However, this result is not in line with research conducted by Fristy (2022), Diana (2022), and Bani (2022) which states that Workload has a negative and significant effect on Employee Performance.

Employee performance will increase when employee workload indicators are balanced, namely targets that must be achieved, work conditions, and work standards. The target given must be in accordance with the employee's ability.

Excessive targets trigger fatigue, stress, and decreased employee performance. Meanwhile, too little workload will cause a reduction in motion which results in employee boredom at the work site. Boredom at work can lead to a lack of attention to work, potentially jeopardizing work. So giving a balanced workload is important.

The data from respondents who have worked between 11-20 years (44.4%) suggest that more experienced employees might handle heavier workloads better, but might also feel more stress if the workload is perceived as excessive.

4) The Effect of communication on Employee Performance

Based on the results of partial testing of the influence of communication on performance, Z on Y with a t-statistic value of 2.439>1.96 (two-tailed) and a p-value of 0.015<0.05, from these results it can be concluded that communication has a negative and significant influence on employee performance.

Communication skills are a set of communicator abilities to use existing resources in the communication process. In a work institution, of course, it consists of various employees and superiors, where each individual has their own behavior such as being agile, responsive, diligent, and so on. Every individual in the work institution must be involved in communication to achieve the expected goals. If communication is hampered, employees will not be able to achieve work standards, resulting in goals not being achieved. For a superior, communication provides motivation and explanation to employees regarding what to do, how well employees do their jobs, and what to do to improve when below standard. For employees, communication plays a role in coordinating work with other employees and reporting work results or complaints to superiors, so that problems can be handled immediately. So, it is clear that communication skills are very fundamental to humans.

Good communication can foster mutual understanding, foster friendship, and maintain affection. However, on the contrary, with poor communication can cause division, hatred, so that it can hinder progress. Failure to convey information through communication can have fatal consequences for decision making. Every employee must be able to communicate with superiors so that each employee can understand their duties and what can be done with the existing targets and budget. Employees must immediately report any obstacles encountered in the field and superiors must be able to help. With conditions like this, employee performance will run well along with good communication flow.

The finding that communication negatively affects performance may be further explained by the respondent characteristic of a more balanced gender distribution (53.3% male and 46.6% female). This gender dynamic may contribute to differences in communication styles and the way performance feedback is delivered or received in the workplace. Effective communication can foster mutual understanding, build relationships, and create a positive work environment, while poor communication can cause misunderstandings and hinder progress.

5) The influence of the work environment on employee performance is moderated by communication

Based on the results of the moderation test of the influence of the work environment on performance, $X_1$ against Y with a p-value of 0.080 <0.05, it can be concluded that communication cannot significantly moderate the influence of the work environment on employee performance.

Thus, it means that communication between employees, communication between fields, or communication between superiors and subordinates cannot

strengthen the influence of the work environment on employee performance. The comfort of the work atmosphere, security and tranquillity felt while doing work cannot be strengthened by the presence of communication variables. In addition, cooperation and socialization with coworkers, the ability to carry out superior orders related to work, and the use of available work facilities to support work activities cannot be strengthened by the presence of this communication. The work environment felt by employees has an impact on employee performance but cannot be strengthened by the communication contained therein.

6) The influence of work motivation on employee performance is moderated by communication

Based on the results of the moderation test of the influence of work motivation on performance, $X_2$ against Y with a p-value of 0.093 <0.05, from these results it can be concluded that communication cannot significantly moderate the influence of work motivation on employee performance. This result is not in line with the research conducted by Mohklas (2015) which stated that motivation has a positive and significant effect on employee performance and is stronger if moderated by the communication variable.

This finding might be explained by the respondent characteristic that reveals a high level of education and work experience, potentially making communication less influential in motivating employees with strong intrinsic motivation.

Thus, it means that communication between employees, communication between fields, or communication between superiors and subordinates that is established cannot strengthen the influence of work motivation on employee performance. Furthermore, related to information conveyed by leaders that can be understood well and clearly by employees, it cannot strengthen the influence of work motivation on employee performance. The established communication process cannot strengthen the influence of positive attitudes of other employees in carrying out their work. In addition, if an employee experiences obstacles at work, then asking for a response or assistance from colleagues or superiors cannot help strengthen employee work motivation, which then has a positive impact on employee performance.

7) The influence of workload on employee performance is moderated by communication

Based on the results of the moderation test of the effect of workload on performance, $X_3$ against Y with a p-value of 0.682> 0.05, from these results it can be concluded that communication cannot significantly moderate the effect of workload on employee performance. Thus, it means that communication between employees, communication between fields, or communication between superiors and subordinates that is established does not strengthen the effect of workload on employee performance. Workload is related to the responsibilities carried out by each employee, which is thought to help strengthen the effect of workload on employee performance. However, variables other than communication that may moderate the effect between these variables cannot be explained in this study.

The deadlines that employees have can be met and are still within reasonable limits. Employees do not need to work very quickly to meet the targets set. This is also supported by the daily activities of employees who are not disturbed by workload, do not need to work on holidays due to work demands, and do not feel very busy with the tasks delegated to employees so that the workload can still be carried out properly. The communication process that occurs between employees,

between fields, or from leaders to subordinates cannot strengthen the influence of the workload experienced by employees, which will have an impact on employee performance.

## 5. CONCLUSIONS, IMPLICATIONS, SUGGESTIONS AND LIMITATIONS OF THE RESEARCH

This research concludes that there is a positive and significant influence of the work environment, work motivation, and workload on employee performance. Communication has a negative and significant influence on employee performance. The communication variable in this study cannot moderate the influence of the work environment, work motivation, and workload on employee performance.

The new findings from this research reveal that while work environment, work motivation, and workload have a significant impact on employee performance, communication plays a surprisingly negative role in influencing performance. This finding is contrary to common expectations, suggesting that communication issues, rather than enhancing performance, might be leading to misunderstandings or conflicts that hinder productivity.

Practical advice for organizations includes ensuring that the work environment is supportive and conducive to productivity, such as improving the quality of facilities, addressing issues such as temperature control and maintenance, and enhancing workplace safety. It is also important to ensure a balanced workload for employees, as excessive workload can lead to burnout, while insufficient workload can lead to boredom and disengagement. Organizations should focus on providing clear channels for communication to avoid misunderstandings and foster better coordination. However, it's also important to note that simply improving communication alone may not be enough to address performance challenges.

Further research can explore other variables that may influence employee performance, such as organizational culture, leadership styles, job satisfaction, and work-life balance. Researchers may also consider examining the impact of technology, remote work environments, and employee engagement on performance. Moreover, future research could explore the potential negative impacts of communication on performance in more detail, particularly regarding conflict resolution, managerial styles, and the nature of work-related communication.

Additionally, future studies can explore different methodologies, such as qualitative research or longitudinal studies, to provide deeper insights into the dynamic relationship between these variables. Moreover, other moderating variables can be considered, and alternative research objects or industries can be used to compare results and examine potential variations across different settings.

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