



The Influence Of Communication, Work Environment, Motivation On Employee Performance At PTPN IV Regional 1 Medan

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ABSTRACT

This research aims to analyze the influence of communication, work environment and motivation variables on employee performance. The population and sample in this study were 106 employees at PTPN IV Regional I Medan. This research uses quantitative methods with a descriptive approach. Meanwhile, the data analysis technique used is multiple linear regression analysis. Hypothesis testing simultaneously uses the F-test and partially uses the t-test. The research results show that simultaneously the variables of communication, work environment and motivation have no effect and are not significant on employee performance. and partially the variables of communication, work environment, motivation have no effect and are not significant on employee performance.

Keywords: Communication, Work Environment, Motivation, Employee Performance

INTRODUCTION

Human resources (HR) are very important for a company or institution to manage, organize, and run organizational activities. Every organization usually has a department called human resource management to enable its employees to develop fully and perform professionally. Recruiting, training, compensating, motivating, and retaining employees are all responsibilities undertaken by human resource management. Since individuals within government agencies, organizations, or companies hold strategic positions, organizations or institutions must have high-quality human resources. In the agro-industrial sector, PTPN IV focuses on oil palm plantations and management, as well as plant maintenance and nursery management. As one of the state-owned enterprises driving economic progress in Indonesia, particularly in the agribusiness sector, work discipline and motivation must be sustained and balanced. To establish effective communication



between superiors and subordinates, they can give instructions to subordinates, provide suggestions to superiors, and also exchange information with external parties related to the organization. Insufficient communication from leadership can lead to a decline in employee work effectiveness. Unclear communication with subordinates can also cause misunderstandings in information transmission, which in turn may result in the desired objectives not being achieved effectively. The work environment of employees also helps achieve company goals. Business operations are influenced by the work environment of employees. One issue currently occurring in the work environment is the lack of proper layout or arrangement of employee desks in the workspace, resulting in an untidy environment and employees not having sufficient space to perform their tasks.

The problem with employee work motivation is caused by employees not being appreciated for their work results and the lack of communication between subordinates and superiors at work. Employees are the main and most important asset for a company. As a result, employees must be able to complete their work optimally to achieve high performance, which will ultimately impact the company's development. Employees are expected to be able to direct all their best performance toward the company so that the company can continue to maintain its existence and quality.

Based on the above explanation, the researcher chose the title **“The Influence Of Communication, Work Environment, Motivation On Employee Performance At PTPN IV Regional 1 Medan.”**

LITERATUR REVIEW

Communication

According to Sutrisno (2017), Communication is a concept that has many meanings. The meaning of communication can be divided into: The process of social communication This meaning in the context of social science. Where social scientists use this method for research, they usually focus on human activities and that communication is related to messages and behaviors.

Work Environment

According to Darmadi (2020), the work environment includes something that is around employees so that it affects an individual in carrying out the obligations that have been assigned to him, such as the existence of air conditioning, good lighting and others.



Motivation

According to Widodo (2015) Motivation is the power that exists in a person that encourages his behavior to take action. Motivation can have two sources of motivation, namely internal motivation and external motivation.

Employee Performance

According to Adhari (2020), employee performance is the result produced by certain job functions or activities in certain jobs over a certain period of time, which shows the quality and quantity of the work.

METHODS

The approach used in this study is the quantitative research method. According to Sugiyono (2019: 16), the quantitative research method can be defined as a research method based on positivist philosophy, used to study a specific population or sample, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing pre-established hypotheses. In this study, the researcher uses a quantitative descriptive research method. According to Sugiyono (2019), quantitative descriptive research is consistent with the research variables, focuses on actual problems and current phenomena, and presents research results in the form of meaningful numbers. The nature of the research used is descriptive explanatory. According to Sugiyono (2017: 6), explanatory research is a research method that aims to explain the position of the variables being studied and the influence between one variable and another. According to Handayani (2020), the population is the totality of all elements to be studied that share the same characteristics, which can be individuals from a group, events, or something to be studied. The population in this study consists of 145 employees. According to Arikunto (2017:173), a sample is a measure of the value and characteristics possessed by the population.

RESULTS

Table 1. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Communication	106	6	30	17.15	4.452
Work Environment	106	11	40	22.63	6.463
Motivation	106	6	30	16.25	5.487



Employee Performance	106	6	30	18.33	4.280
Valid N (listwise)	106				

Source: Data processing results, 2025

The table shows that the minimum value of the communication variable is 6 with respondent number 97 and the maximum value is 30 with respondent number 1, the mean value is 17.15 and the standard deviation is 4.452. The minimum value for the work environment variable is 11 with respondent number 82.97, the maximum value is 40 with respondent number 2.3, the mean is 22.63, and the standard deviation is 6.463. The minimum value for the motivation variable is 6 with respondent number 6,19,59, the maximum value is 30 with respondent number 95, the mean value is 16.25, and the standard deviation is 5.487. The minimum value for the employee performance variable is 6 with respondent number 4, the maximum value is 30 with respondent number 1, the mean is 18.33, and the standard deviation is 4.280.

Normality Test

There are two methods for detecting residual data is normally distributed or not, namely:

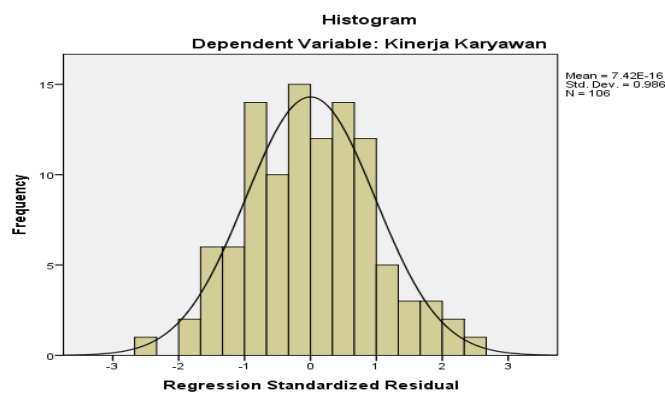


Figure 1. Normality Test Histogram

Source: Processed data, 2025

The histogram graph forms a bell curve pattern that closely resembles a normal distribution. This indicates that the residuals from the regression model are normally distributed, which means that the assumption of normality of residuals in the regression model can be fulfilled.

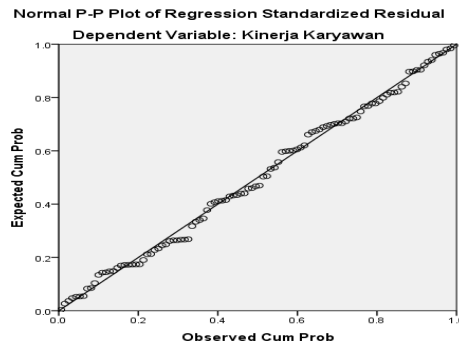


Figure 2. P-P Plot Normality Test

Source: Data processing results, 2025

In Figure 2. P-P Plot Normality Graph, it can be seen that the data points follow the diagonal line well, indicating that the residual distribution is almost normal. There are no significant deviations far from the diagonal line, so it can be concluded that the assumption of residual normality has been met in the regression model used.

Table 2. Kolmogorov Smirnov Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		106
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.19314002
Most Extreme Differences	Absolute	.064
	Positive	.064
	Negative	-.041
Test Statistic		.064
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Data processing results, 2025

Table 2. shows a significance value of $0.200 > 0.05$, so the Kolmogorov Smirnov test results indicate that the data is normally distributed.



Multicollinearity Test

The following are the results of the multicollinearity test:

Tabel 3. Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
(Constant)	16.255	2.404		6.762	.000		
Communication	.096	.093	.100	1.032	.304	.999	1.001
Work Environment	.090	.065	.137	1.392	.167	.977	1.023
Motivation	-.099	.077	-.127	-1.298	.197	.978	1.023

Source: Data processing results, 2025

Tolerance value > 0.1 and VIF value for independent variables < 10 . Based on Table IV.7 Multicollinearity Test, it can be concluded that there are no symptoms of multicollinearity between independent variables and communication, work environment, and motivation variables.

Heteroscedasticity Test

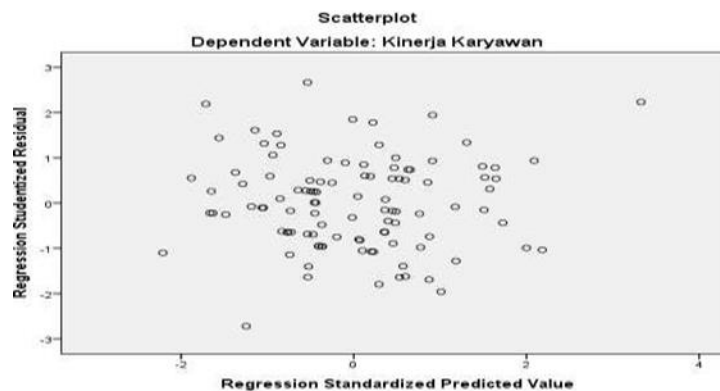


Figure 3.3 Heteroscedasticity Test

Source: Data processing results, 2025



From the scatterplot graph, the points appear to be scattered randomly around the horizontal line. There is no systematic pattern in the residuals, so from the scatterplot graph it can be concluded that there is no heteroscedasticity in the regression model.

Table 4. Heteroscedasticity Test with Glejser

Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.749	1.393		1.973	.051
	Communication	.007	.054	.013	.127	.899
	Work Environment	.038	.038	.100	1.000	.320
	Motivation	-.020	.044	-.045	-.454	.651

a. Dependent Variable: ABS_RES

Source: Data processing results, 2025

Significant values of communication $0.899 > 0.05$, work environment $0.320 > 0.05$, and motivation $0.651 > 0.05$. There is no heteroscedasticity, because all significance values are greater than 0.05.

Analysis and Research Results

Research Model

The regression model used is as follows:

Table 5. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.255	2.404		6.762	.000
	Communication	.096	.093	.100	1.032	.304



Work Environment	.090	.065	.137	1.392	.167
Motivation	-.099	.077	-.127	1.298	.197

a. Dependent Variable: Employee Performance

Source: Data processing results

The constant of 16.255 indicates that if the variables of communication, work environment, and motivation do not contribute, then employee performance remains at 16.255.

The Communication variable (X1) is 0.096 with a significance value of 0.304 ($p > 0.05$). This shows that, partially, communication does not have a significant effect on employee performance. The work environment variable (X2) has a value of 0.090 with a significance level of 0.167 ($p > 0.05$). This means that the work environment also does not significantly influence employee performance.

The motivation variable (X3) has a value of -0.0099 with a significance level of 0.197 ($p > 0.05$). This indicates that motivation does not significantly affect employee performance.

Hypothesis Determination Coefficient

Table 6. Determination coefficient Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.201 a	.040	.012	4.25436

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

b. Dependent Variable: Employee Performance

Source: Data processing results, 2025

The coefficient of determination test yielded an Adjusted R Square value of 0.012. This means that 1.2% of the variation in employee performance can be explained by the variables of communication, work environment, and motivation. For R Square, the value obtained was 0.040, meaning that only 4% of the change in employee performance can be explained by the variables of communication, work environment, and motivation together. The remaining 96% is explained by other variables not studied in this research.



Partial Hypothesis Testing (T-test)

**Table 7. Partial Testing (T-test)
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16.255	2.404		6.762	.000
Communication	.096	.093	.100	1.032	.304
Work Environment	.090	.065	.137	1.392	.167
Motivation	-.099	.077	-.127	-1.298	.197

a. Dependent Variable: Work Environment

The results of the partial hypothesis testing prove that the t-value < t-table or $1.032 < 1.9835$ and is not significant $0.000 < 0.05$, so it can be concluded that H0 is accepted and Ha is rejected. This indicates that communication does not have a significant effect on employee performance at PTPN IV Regional 1 Medan.

The results of the partial hypothesis test prove that the t-value < t-table or $1.392 < 1.983$ and is not significant $0.000 < 0.05$, so it can be concluded that H0 is accepted and Ha is rejected. This indicates that the work environment does not have a significant effect on employee performance at PTPN IV Regional 1 Medan.

The results of the partial hypothesis testing prove that the t-calculated value < t-table or $-1.298 < 1.983$ and is not significant ($0.000 < 0.05$), so it can be concluded that H0 is accepted and Ha is rejected. This indicates that Motivation does not significantly affect employee performance at PTPN IV Regional Medan.

Simultaneous Hypothesis Testing (F)

**Table 8. Simultaneous Testing
ANOVA^a**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	77.619	3	25.873	1.42	.239



Residual	1846.154	102	18.100	9	^b
Total	1923.774	105			

- a. *Dependent Variable: Employee Performance*
- b. *Predictors: (Constant), Motivation, Communication, Work Environment*

Source: Data processing results, 2025

The test results yielded an F-calculated value (1.429) < F-table value (2.46) and a significance probability of 0.239 > 0.05, meaning that H0 is accepted and Ha is rejected. Thus, Communication, Work Environment, and Motivation do not significantly influence employee performance at PTPN IV Regional 1 Medan.

DISCUSSION

Effect of communication on employee performance

The results of hypothesis testing partially prove that the value of the count < ttable or 1.032 < 1.9835 and insignificant 0.000 < 0.05 so it can be concluded that H0 is accepted and Ha is rejected. This indicates that communication does not significantly affect the performance of employees at PTPN IV Regional 1 Medan.

This study is in line with research conducted by Hedwigis Esti (2019) which obtained communication results that did not have a significant effect on employee performance. (Esti, 2019)

It can be concluded that communication is not good and ineffective and negatively affect employee performance. Therefore, companies must focus on improving employee communication skills in order to improve work efficiency and achieve company goals. In the line of duty, employees always interact with their colleagues. Through this interaction, employees can help each other in carrying out their work. Communication is the process of delivering messages between individuals. What is conveyed is the idea or emotion of a person to others by using language as a medium of transmission.

Effect of work environment on employee performance

The results of hypothesis testing partially prove that the value of the count < ttable or 1, 392 < 1.983 and insignificant 0.000 < 0.05 so it can be concluded that H0 is accepted and Ha is rejected. This indicates that the work environment does not significantly affect the performance of employees at PTPN IV Regional 1 Medan.



This research is in line with research conducted by Anggi Dinanti Akhiriani & Taufik Risal (2023) which obtained work environment results that did not have a significant effect on employee performance.

It can be concluded that if a company can build or generate an atmosphere and relationship between colleagues and superiors, and maintain a good work environment, then employees will have a positive impact on their performance.

Effect of motivation on employee performance

The results of hypothesis testing partially prove that the value of the count $< t_{table}$ or $-1.298 < 1.983$ and insignificant $0.000 < 0.05$ so it can be concluded that H_0 is accepted and H_a is rejected. this indicates that motivation has no significant effect on employee performance at PTPN IV regional Medan.

This study is in line with research conducted by Mochammad Hilmy Kasyifillah and Prijati (2023) (Kasyifillah & Prijati, 2023)

It can be concluded that the increase in work motivation is not always correlated with improved employee performance. employees need motivation, so motivation plays an important role in increasing morale at work. With motivation, these employees will have a greater spirit of work.

CONCLUSION

The conclusion of this study as follows :

1. The results of hypothesis testing partially prove that the value $t_{hitung} < t_{table}$ or $1.032 < 1.9835$ and insignificant $0.000 < 0.05$ so it can be concluded that H_0 is accepted and H_a is rejected. This indicates that communication does not significantly affect the performance of employees at PTPN IV Regional 1 Medan.
2. The results of hypothesis testing partially prove that the value of the count $< t_{table}$ or $1,392 < 1.983$ and insignificant $0.000 < 0.05$ so it can be concluded that H_0 is accepted and H_a is rejected. This indicates that the work environment does not significantly affect the performance of employees at PTPN IV Regional 1 Medan.
3. The results of hypothesis testing partially prove that the value $t_{hitung} < t_{table}$ or $-1.298 < 1.983$ and insignificant $0.000 < 0.05$ so it can be concluded that H_0 is accepted and H_a is rejected. this indicates that motivation has no significant effect on employee performance at PTPN IV regional Medan.
4. The test results obtained F_{hitung} value $(1.429) < F_{table} (2.46)$ and a significant probability of $0.239 > 0.05$, meaning H_0 is accepted and rejected so that simultaneous communication,



work environment and motivation does not significantly affect the performance of employees in PTPN IV Regional 1 Medan.

LIMITATION

From the above results, the advice of researchers :

1. For further researchers, from the results that can add other variables that are thought to have a greater influence on performance
2. For PTPN IV Regional 1 Medan, it is recommended to pay attention to other factors outside of communication, work environment, and motivation that may have more influence on improving employee performance.
3. For Universitas Prima Indonesia, the results of this study can be used as an additional reference that the influence of HR variables on performance is not always significant, depending on the organizational context and characteristics of respondents.
4. For researchers, with the expected Research researchers can gain more knowledge about the influence of communication, work environment, and motivation on employee performance in the company.

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