

The Effect of Work Environment and Communication on Work Motivation and Performance at Secretariat of The DPRD Konawe Regency

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Abstract— This study aims to determine and analyze the effect of work environment and communication on employee motivation and performance at the Konawe Regency DPRD Secretariat Office. This research was carried out at the Konawe Regency DPRD Secretariat Office. This study took a total sampling, namely taking the entire population to be used as a sample (except the Secretary of the Board and Head of Section), as many as 48 people. This research uses Path Analysis or Path Analysis using SmartPLS 3.0 software.

The results showed that the work environment did not affect on work motivation and employee performance, communication had a positive and significant effect on work motivation and employee performance, work motivation had a positive and significant effect on employee performance, a work environment with the mediation of work motivation did not affect employee performance, and communication with the mediation of work motivation has a positive and significant effect on the performance of the Konawe Regency DPRD Secretariat employees.

Index Terms— Work Environment, Communication, Work Motivation, and Employee Performance

1 INTRODUCTION

Human resources are the main driving force for the activities of an organization so that the progress of the organization is largely determined by the existence of its human resources. This makes human resources or employees in an organization an important concern to achieve organizational success. Human resource management must build conducive behavior of employees. In addition, human resource management also must create the best performance for employees and the organization. Employee performance is the result or work performance that is assessed in terms of quality and quantity based on work standards determined by the organization. Good performance is optimal performance, namely performance that is by organizational standards and supports the achievement of organizational goals (Setiyawan and Waridin, 2006:126).

The success of an agency can be seen from the extent to which the agency can carry out its main duties and functions as a technical agency in its work environment. This is largely determined by the capacity of its employees, both in terms of quantity and quality. Employee performance is very decisive in achieving the goals of the service, namely maximizing the implementation of the main tasks and functions of an agency.

Therefore, reliable individual characteristics are needed in achieving organizational goals.

Improved employee performance will bring progress for the organization to be able to survive in an unstable competition. Employee performance is influenced by several factors, both related to the workforce itself and related to the organizational environment. According to Terry (2006:23), the work environment is the force that influences, either directly or indirectly, organizational performance.

Furthermore, Wexley and Yukl (2005) identified factors that influence performance, among others, motivation. To achieve maximum performance, things like the above are a concern so as not to cause job discrimination. In this role as executor, human resources have a very large contribution to the development of the organization.

The Konawe Regency DPRD Secretariat Office is one of the government agencies that seeks to achieve its vision and mission as well as its goals. According to the results of the initial survey that the author conducted, information was obtained that the performance of employees at the agency was not fully as expected when viewed from the indicators: work performance, expertise, individual behavior, and leadership. In the aspect of work performance, among others, it appears that

there are still employees who must be ordered to complete the tasks that are their obligations, works not on time, which is marked by being late for office, returning prematurely and during office hours being seen not working.

Furthermore, in the aspect of expertise, there are still employees who in completing the work, there are still work arrears, namely the work that should have been completed on that day but, it was completed the next day. In the aspect of individual behavior, there are still employees who have not carried out their responsibilities as well as possible and still lack discipline in terms of when they come to work and go home from work. Likewise, from the leadership aspect related to awareness to direct oneself in carrying out the tasks that are the responsibility is still low.

The condition of the physical work environment at the Konawe Regency DPRD Secretariat until 2020 is based on facts considered inadequate, such as the availability of tables and chairs for employees. Such working environment conditions affect employees in carrying out their assigned tasks. A comfortable physical work environment will affect employee morale. In addition, a conducive non-physical work environment can also help improve employee performance.

In addition, several empirical studies that have been carried out by previous researchers related to work environment variables, motivation, work on performance, such as research conducted by Dwi Agung Nugroho Ariabto, (2013), Jajang Amiroso Mulyanto, (2015), Veronika Appriilia, (2017) who confirmed that the work environment had a positive but not significant effect on improving employee performance. This finding can be interpreted that the better the internal and external work environment of employees, the performance of ASN will increase. However, research with the same variables examined by Moulana et al (2017) confirms that the work environment has a positive and significant effect on employee performance.

Research on the effect of work environment and communication on performance and motivation as a variable capable of being an intermediary variable effect is still rarely done. The importance of concept development in this research with the consideration that:

1. To realize good performance at the Konawe Regency DPRD Secretariat which is not only influenced by the work environment and communication, but it is important to add a motivation variable, as a mediating variable to the formation of performance, so that the organization can implement the right policies in decision making.
2. Literature review and empirical studies show that the influence between work environment and communication on performance is mediated by motivational variables. Eugene Saltson (2015) and Thushel Jayaweeral (2015) revealed that the motivation variable is a variable that has a bridging role between work envi-

ronment variables, communication on performance variables.

Based on the literature review and empirical studies, to complement the results of previous research and develop the concept of the relationship between the work environment and communication in this study, it will add a motivation variable as a mediating variable on the influence between work environment, communication on employee performance at the Secretariat of the DPRD Konawe Regency.

2. LITERATURE REVIEW

2.1. Work Environment

Nitisemito (2000: 183) argues that a work environment is everything that is around the workers that can affect him in carrying out the tasks assigned. Furthermore, it is stated that the work environment is a place where employees carry out their duties and all activities and obligations in a job. Meanwhile, according to Terry (2006:23), the work environment can be defined as the forces that influence, either directly or indirectly, the performance of the organization or company.

The work environment is an environment where employees do their daily work (Mardiana, 2005). Furthermore, it is said that a conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect the emotions of employees. If the employee likes the work environment in which he works, then the employee will feel at home in his workplace to carry out activities so that work time is used effectively and optimistically the employee's work performance is also high. In line with this opinion, Appleby, Goeffrey, and Oliver (1991:408), state that a clean and tidy work environment not only supports the general health and well-being of employees but also neatness and accuracy of work.

2.2. Communication

Communication is the activity of delivering information from one person to another. Beachy in Moekijat (2013: 80) explains that communication is the delivery of information from one person's understanding to another. According to Yoder in Moekijat (2013: 80) communication is the exchange of information, ideas, attitudes, thoughts, and opinions. According to Cherry in Cangara (2013: 42) communication comes from the Latin word "communis" which means to make togetherness between two or more people. The science that studies human behavior in communication can also be described in various models. The communication model was created to assist in providing an understanding of communication and to specify the forms of communication that exist in human relationships.

Effendy (2011:65) defines communication as a part of human relations, both individuals and groups in everyday life. Based on the understanding stated above, communication is closely related to the goals to be achieved and their consequences. Consequences according to the expected results or goals to be achieved. Thus, communication can be formulated as a the delivery of information from the communicator to the communicant either directly or indirectly to produce active communication. Communication in human life is the most important thing

to achieve goals. Human activities will not be able to run without communication as a means of delivering information, including in tourism activities in this case social marketing.

2.3. Work Motivation

Everyone who enters the work environment has these goals and objectives that encourage or motivate him to be involved in a work environment. This is in line with the view of Kamaruddin (2011: 28) which says that the purpose of working people is to fulfill their life needs, regardless of what and how the types of needs to be fulfilled.

Motivation comes from the Latin word *movere* which means encouragement or moving. Motivation in management is only aimed at human resources in general and subordinates. Berendoom and Stainer in Sedarmayanti (2011: 20) argue that motivation is a mental condition that encourages activity and provides energy that leads to achieving needs, giving satisfaction, or reducing imbalances. Meanwhile, according to Hidayat (2011:2) motivation is an effort that can cause someone to be moved to do something because they want to achieve the desired goal or get satisfaction for the act.

Pace (2013:119) suggests that motivation refers to the basic conditions that encourage a person to take an action. The basic conditions are a deficiency and need. A need is something that is necessary, unavoidable, to fulfill a condition. The term need is also used to refer to the lack of something. In line with this opinion, Handoko (2011:143) argues that a person's desire to fulfill his needs can be a strong motivation that leads to groups because social needs, appreciation, and self-actualization to a certain level can be met by being affiliated in groups.

2.4. Performance

The word performance is a translation of English, performance. In Indonesian, the term performance is defined as an expression of ability based on knowledge, attitudes, and skills in producing something. Performance can be defined as the ability to work or work results. Winardi (2012:82) suggests that performance is the workability of an employee/employee in completing the tasks assigned to him successfully and efficiently.

Performance is the quantity and or quality of the work of individuals or groups within the organization in carrying out the main tasks and functions that are guided by norms, standard operating procedures, criteria, and measures that have been determined or applicable in the organization.

According to Mangkunegara (2008: 67) "performance (performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him". Meanwhile, according to Sulistiyani (2008: 223) "A person's performance is a combination of abilities, efforts, and opportunities that can be assessed from the results of their work". Hasibuan (2011: 34) suggests "performance (work achievement) is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time". Performance according to McClelland (2008) has several characteristics, including being responsible for solving problems, setting goals, providing feedback, and being reliable.

Based on the definition according to the experts above, it can

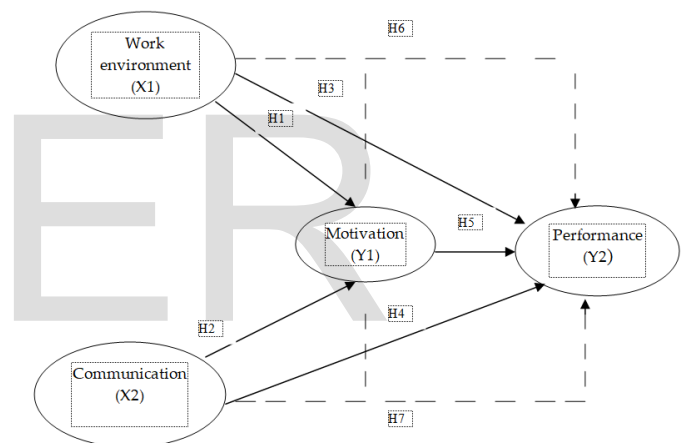
be concluded that performance is the ability of a person's work performance in carrying out activities by the duties and responsibilities as in quantity and quality is the result of work achieved by someone in carrying out a job.

3. CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1 Conceptual Framework

Based on theoretical studies and empirical studies, the conceptual framework underlying this research is that employee performance is the workability or work result of employees which is implemented through work performance, expertise, behavior, and leadership. Work performance is the leader's assessment of the work of employees both in quality and quantity. Furthermore, expertise is the leadership's assessment of the technical capabilities possessed by employees in carrying out the tasks assigned to them. While behavior is an attitude and behavior that is inherent in employees and brought in carrying out their duties. Then for leadership is the behavior of employees in directing themselves including coordinating with co-workers.

Figure 1. Conceptual Framework



3.2 Research Hypotheses

Based on theoretical studies and empirical studies as well as conceptual frameworks, the hypotheses proposed in this study are:

1. The work environment has a significant positive effect on employee motivation at the Konawe Regency DPRD Secretariat.
2. Communication has a significant positive effect on employee motivation at the Konawe Regency DPRD Secretariat.
3. The Work Environment has a significant positive effect on the performance of the Konawe Regency DPRD Secretariat.
4. Communication has a significant positive effect on employee performance at the Konawe Regency DPRD Secretariat.
5. Motivation has a significant positive effect on employee performance at the Konawe Regency DPRD Secretariat.
6. Motivation plays a role in mediating the influence of

communication on employee performance at the Konawe Regency DPRD Secretariat.

4. RESEARCH METHOD

This research is explanatory. The population in this study were all staff of the Secretariat of the DPRD Konawe Regency, totaling 48 people (not including the Secretary and Head of the Division). Researchers took a census sampling technique where all the population will be respondents as many as 48 people.

Data collection was obtained by the questionnaire method. The data analysis in this study used the Partial Least Square

(PLS) method using SmartPLS 3.0 software. Partial Least Square (PLS) is a multivariate statistical technique that can handle many response variables as well as explanatory variables at once.

5. RESEARCH RESULTS AND DISCUSSION

5.1 Research Results

Convergent Validity Test

Convergent validity tests can be assessed on loading factors. The SmartPLS output for the loading factor is shown in Table 1

Table 1. Outer Loading Value of each Variable

No.	Indicator	Work environment	Communication	Motivation	Performance
1	X1.1	0,980			
2	X1.2	0,801			
3	X2.1		0,824		
4	X2.2		0,649		
5	X2.3		0,926		
6	X2.4		0,926		
7	Y1.1			0,903	
8	Y1.2			0,956	
9	Y2.1				0,590
10	Y2.2				0,676
11	Y2.3				0,742
12	Y2.4				0,727
13	Y2.5				0,823
14	Y2.6				0,562
15	Y2.7				0,750
16	Y2.8				0,667
17	Y2.9				0,656

Source: Smart PLS 3.0 Output

An indicator is declared valid if it has a loading factor above 0.5 for the intended construct/variable. As in the table above, all indicators have values above 0.5.

Discrimination Validity Test

The discriminatory validity test was assessed on the cross-loading value. The SmartPLS output for cross-loading is shown in Table 2.

Table 2. Cross Loading Value of each Indicator

No.	Indicator	Work environment	Communication	Motivation	Performance
1	X1.1	0,980	0,380	-0,068	0,167
2	X1.2	0,801	0,334	-0,055	0,041
3	X2.1	0,425	0,824	0,251	0,554
4	X2.2	0,023	0,649	0,286	0,525
5	X2.3	0,427	0,926	0,337	0,528
6	X2.4	0,427	0,926	0,337	0,528
7	Y1.1	0,054	0,296	0,903	0,461
8	Y1.2	-0,145	0,370	0,956	0,633
9	Y2.1	0,148	0,430	0,543	0,590
10	Y2.2	0,256	0,439	0,463	0,676

11	Y2.3	0,033	0,540	0,485	0,742
12	Y2.4	0,302	0,401	0,349	0,727
13	Y2.5	0,039	0,417	0,433	0,823
14	Y2.6	0,045	0,199	0,433	0,562
15	Y2.7	-0,053	0,469	0,409	0,750
16	Y2.8	-0,021	0,507	0,381	0,667
17	Y2.9	0,194	0,503	0,183	0,656

Source: Smart PLS 3.0 Output

Based on the data presented in table 5.11 above, it can be seen that each indicator in the research variable has the largest cross-loading value on the variable it forms compared to the cross-loading value on other variables (see blue shading).

Composite Reliability Test

The outer model can be measured in addition to assessing convergent validity and discriminant validity, it can also be

done by looking at the reliability of the construct or latent variable which is measured by looking at the composite reliability value of the indicator block that measures the construct. Composite Reliability is the part that is used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.6. The following is the composite reliability value of each variable used in this study:

Table 3. Composite Reliability Values for each Variable

No.	Variable	Composite Reliability
1	Work environment	0.888
2	Communication	0.903
3	Motivation	0.927
4	Performance	0.891

Source: Smart PLS 3.0 Output

Based on the data presented in table 5.12 above, the composite reliability value of all research variables is > 0.6. These results indicate that each variable has met composite reliability so that it can be concluded that all variables have a high level of reliability.

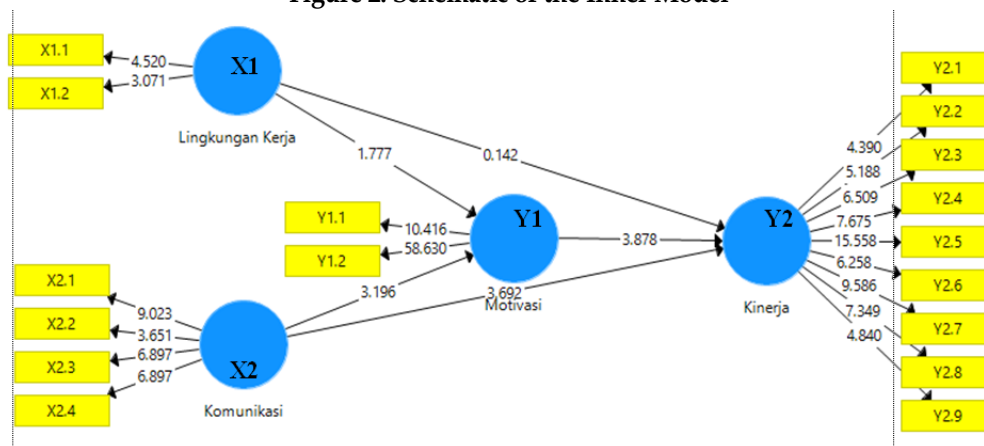
Hypothesis testing

In PLS, each relationship is tested by using a simulation using the bootstrapping method on the sample. Based on the data

processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be declared accepted if the T-Statistics value is > 1.96 and the P-Values value is < 0.05.

The following figure is the result of hypothesis testing obtained in this study through the inner model.

Figure 2. Schematic of the Inner Model



Source: Smart PLS 3.0 Output

They are briefly presented in the following table:

Table 4. Research Hypothesis Test Results

No	Hypothesis	Statement	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)	P Values	Decision
1	H1	Work environment has a positive and significant effect on motivation	-0,252	-0,252	1,777	1,96	Rejected
2	H2	Communication has a positive and significant effect on motivation	0,463	0,460	3,196	1,96	Accepted
3	H3	Work Environment has a positive and significant effect on Performance	-0,022	-0,031	0,142	1,96	Rejected
4	H4	Communication has a positive and significant impact on performance	0,496	0,493	3,692	1,96	Accepted
5	H5	Motivation has a positive and significant effect on performance	0,420	0,415	3,878	1,96	Accepted
6	H6	Motivation plays a role in mediating the influence of the work environment on performance	-0,106	-0,105	1,669	1,96	Rejected
7	H7	Motivation plays a role in mediating the effect of communication on performance	0,195	0,185	2,935	1,96	Accepted

Source: Smart PLS 3.0 Output

Based on the data presented in table 4 above, it can be seen that of the 7 hypotheses proposed in this study, there were only 4 hypotheses that were accepted as seen from the effect shown to have a T statistic value > 1.96 and a P-Values value < 0.05.

5.2 Discussion

The Influence of Work Environment on Employee Motivation

The results of this study indicate that there is no influence between the work environment on employee motivation. This means that the better or the worse the work environment, it does not affect the work motivation of employees at the Konawe Regency DPRD Secretariat.

Although in theory, that the work environment is very influential on the state of employees in a company. By paying attention to the work environment, it is expected to increase enthusiasm

for work. If employee morale increases, employee productivity will also increase. However, the research fact is that the results obtained are not as in the theory.

The work environment is closely related to the psychological factors of employee work. Nitisemito (2000: 109) in (Priyono and Marnis, 2008) says that what is meant by the work environment is everything that is around the worker and that can affect him in carrying out the tasks assigned to him. For example, is cleanliness, music, and others.

From the theory above, it is revealed that cleanliness, the presence of music in this case the non-physical work environment can have an influence. The fact that everyone is different in motivation or enthusiasm for work. Some are in a clean state, but not a few employees who do not question this. There are also those who are in a state of urgency for work, no longer questioning the things around them.

Even though some respondents described the work environment as unsupportive, the employees continued to carry out their respective duties and responsibilities, even though some were late or lacked discipline. The work environment is an issue that can be designed immediately or changed immediately. For example, the lack of chairs, desks, or computers, can be overcome by using available facilities.

The Effect of Communication on Employee Motivation

Based on hypothesis testing that communication has a positive and significant effect on employee motivation at the Konawe Regency DPRD Secretariat. This means that the better the communication that is built between employees and leaders and between employees, the higher the motivation of the employees themselves.

Motivation according to Hedjrahman Ranupandojo and Suad Husnan is the process of trying to influence someone to do something we want. Thus, the motives that exist in individuals need to be stimulated/encouraged/motivated so that individuals with their motives can take positive actions or work so that their motives are fulfilled, and the needs of the company's organization are also met (Priyono and Marnis, 2008: 265). To move someone, good communication is needed to convey the message and the intended purpose. So, with good communication, of course, the message or intent conveyed is also well received.

This study is in line with a study that found that H0 was rejected, meaning that the communication variable had a significant effect on motivation. This means that good communication will be able to increase work motivation. One of the skills that must be possessed by a leader in an organization is to communicate effectively. A leader must be able to convey information that can be clearly understood so that subordinates can do their jobs well (Fachrezi and Khair, 2020: 114).

Influence of Work Environment on Employee Performance

The results of this study indicate that there is no influence between the work environment on employee performance. This means that the better or worse the work environment, it does not affect the performance of employees at the Konawe Regency DPRD Secretariat.

As explained earlier, loyal, and responsible employees will certainly work by tackling the constraints of the work environment. Because the work environment can be shaped, changed, or modified to suit the work needs of employees or vice versa, employees must be able to adapt to the conditions of the existing work environment.

The adaptability of employees is different for each person, this is because the individual characteristics of each employee are also different. Individual characteristics are characteristics that indicate a person's differences in motivation, initiative, ability to remain strong in facing tasks to completion or solving problems, or whether to adapt to the environment that will affect individual performance.

This study is in line with the results of research (Wulan, 2019), which shows the work environment has no effect on employee performance at the regional office of PT Bima Palma Nugraha. This can be seen from the direct phenomena found in

the regional office of PT Bima Palma Nugraha where the location of this regional office is in an oil palm plantation area far from the city so that the facilities found are limited and access is not easy. This study is also in line with research conducted (Candana, Putra, and Wijaya, 2020), the work environment does not have a positive and significant effect on employee performance.

The Effect of Communication on Employee Performance

Based on hypothesis testing that communication has a positive and significant effect on employee performance at the Konawe Regency DPRD Secretariat. This means that the better the communication that is built between employees and leaders and between employees, the better the performance of the employees themselves.

Communication is the activity of delivering information from one person to another. Beachy in Moekijat (2013: 80) explains that communication is the delivery of information from one person's understanding to another. According to Yoder in Moekijat (2013: 80) communication is the exchange of information, ideas, attitudes, thoughts, and opinions.

According to Cherry in Cangara (2013: 42) communication comes from the Latin word "communis" which means to make togetherness between two or more people. The effect of communication on performance has been investigated by Warih Dwi Krisna Pratiwi (2009) who found that communication has a positive and significant effect on employee performance.

Other studies also explain the same thing. Where the partial test results for the communication variable obtained a significance value of 0.000 which is smaller than the value (α) of (0.05) so that the communication variable partially affects employee performance at PT Andalan Pacific Samudra (Rusmawati, 2016: 763).

The Effect of Motivation on Employee Performance

Based on the hypothesis testing that motivation has a positive and significant effect on the performance of the Konawe Regency DPRD Secretariat employees. This means that the higher the motivation that exists in the employee, the better the performance of the employee himself.

The influence of motivation on performance can be seen in the respondents' answers on performance indicators. Where the performance indicators are categorized as good, this can be seen from the respondents' answers to each indicator, the majority answered Agree. On the Quality indicator, most respondents answered agree that the accuracy of employees in completing the work by the standards set, the neatness of employees in completing the work by the standards set, and the accuracy of employees in their work reflects the high quality of work.

Other studies have also produced the same thing. Where the motivation variable has a significant effect on performance. If the employee's needs are not met, the employee will show disappointing behavior. Conversely, if their needs are met, the employee will show happy behavior as a manifestation of his satisfaction (Fachrezi and Khair, 2020: 115).

The Role of Motivation in Mediating the Effect of the Work Environment on Employee Performance

The work environment in this study does not have a direct or indirect influence. This means that the work environment through motivation does not affect the performance of the Konawe Regency DPRD Secretariat employees. So that it can be interpreted that the motivation variable does not play a role in mediating the work environment on employee performance.

About performance, many factors can affect it. In addition to the work environment, individual characteristics, work experience or leadership also influence. So, with no effect on the work environment either directly or indirectly, this indicates that there are variables that have a stronger influence on employee performance.

Through good leadership can form strong and responsible employees. Employees can complete work properly according to their respective duties so that the company/organization target can be achieved through the approach taken by the leadership. This is illustrated by the respondents' answers to the Performance variable, especially the Leadership indicator. On this indicator, most respondents answered agree that the leadership encourages employees to be loyal to their superiors, employees often motivate other colleagues to complete their duties, and employees have a willingness to work sincerely.

The results of this study are in line with research conducted by (Andriyani, Hamzah, and Siagian, 2020), which results show that the work environment has no significant effect on employee performance through work motivation.

The Role of Motivation in Mediating the Effect of Communication on Employee Performance

Based on the hypothesis testing that communication with the mediation of the motivation variable has a positive and significant effect on employee performance at the Secretariat of the DPRD Konawe Regency. These results indicate that the motivation variable can play a role in mediating communication in contributing to increasing employee performance.

Communication in this study affects motivation, then communication affects performance. So, communication either directly or indirectly can influence employee performance. In this case, motivation becomes the mediating variable of communication.

Communication that is built can motivate employees in carrying out their main duties and completing their work. The communication built by the leadership can encourage employees to be loyal to their superiors and employees are able to work together with superiors in solving problems.

Other studies also show the same result, that communication influences performance that is intervened by motivation, which is indicated by the large indirect effect value of the direct effect ($16.245 > 1.844$). So, the results of this study state that there is an effect of communication on performance through motivation (Fachrezi and Khair, 2020: 116).

Research Limitations

In this study, there are still limitations, namely this study only uses a cross-sectional design where data collection is carried out at one time, so it cannot explain the conditions before or after the study. This means that the data obtained are only conditions at the time of the study, while the conditions and im-

pacts of employee performance at the time after the research are not included in this study.

6. Conclusions and Suggestions

6.1 Conclusion

Based on the results of research and discussion, some conclusions can be drawn as follows:

1. The work environment does not affect the motivation of the Konawe Regency DPRD Secretariat employees.
2. Communication has a positive and significant effect on the motivation of the Konawe Regency DPRD Secretariat employees.
3. The work environment does not affect the performance of the Konawe Regency DPRD Secretariat employees.
4. Communication has a positive and significant effect on the performance of the Konawe Regency DPRD Secretariat employees.
5. Motivation has a positive and significant effect on the performance of the Konawe Regency DPRD Secretariat employees.
6. The work environment with motivational mediation does not affect the performance of the Konawe Regency DPRD Secretariat employees.
7. Communication with motivational mediation has a positive and significant effect on the performance of the Konawe Regency DPRD Secretariat employees.

6.2 Suggestions

The suggestions that can be recommended through this research are as follows:

1. The need for the DPRD Secretariat to complete and design a work environment to be more conducive and adequate to further support the performance of the employees.
2. For future research, researchers can add assessments to other variables such as leadership, commitment, compensation, and job satisfaction. Considering in this study the work environment variable does not have a direct or indirect influence on employee performance.

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