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THE EFFECT OF WORK MOTIVATION, WORK ENVIRONMENT AND QUALITY OF COMMUNICATION ON EMPLOYEE PERFORMANCE AT THE REGIONAL SECRETARIAT OF SOUTH KALIMANTAN PROVINCE, INDONESIA

Rahmat Maidiyanto, A. Asmui, Andi Tenri Somp

Abstract

Local government and government agencies therein have an important role in carrying out government functions and regional development. One of the agencies within the Regional Government is the Regional Secretariat of the South Kalimantan Province. Every government agency is required to be able to optimize the performance of its employees, as well as the factors that influence it, namely work motivation, work environment and quality of communication. The research objective was to determine 1) the effect of work motivation on employee performance at the Regional Secretariat of South Kalimantan Province. 2) the effect of the Work Environment on the performance of employees at the Regional Secretariat of South Kalimantan Province. 3) the effect of the Quality of Communication on the performance of employees at the Regional Secretariat of South Kalimantan Province. 4) the effect of work motivation, work environment and quality of communication on employee performance at the Regional Secretariat of South Kalimantan Province. This research method uses a quantitative approach and is carried out on employees at the Regional Secretariat of South Kalimantan Province. The population of 342 civil servants at the Provincial Regional Secretariat who were taken as samples for research was 184 people with civil servant status at the Provincial Regional Secretariat. The research instrument used a questionnaire. While the data processing techniques used are validity test, reliability test, classical assumption test and multiple regression analysis. The statistical package for the social sciences (SPSS) 20 for Windows is used to facilitate data processing. The results of this study indicate that (1) There is a partial influence of Work Motivation on the performance of employees at the Regional Secretariat of South Kalimantan Province (2) There is a partial influence of the Work Environment on the performance of employees at the Regional Secretariat of South Kalimantan Province (3) There is a partial influence of the Quality of Communication on the performance of employees at the Regional Secretariat of South Kalimantan Province. (4) Work motivation, work environment and quality of communication have a simultaneous effect on employee performance at the Regional Secretariat of South Kalimantan Province by 59.4%. The results of this study serve as suggestions and input for leaders at the Regional Secretariat of South Kalimantan Province, to take policies and strategic steps to further increase employee motivation, create a good work environment, and build better communication quality in order to realize better employee performance in the future. In addition, every employee needs to increase understanding of individual performance to support the achievement of organizational goals.

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Indonesia

Abstract:

Local government and government agencies therein have an important role in carrying out government functions and regional development. One of the agencies within the Regional Government is the Regional Secretariat of the South Kalimantan Province. Every government agency is required to be able to optimize the performance of its employees, as well as the factors that influence it, namely work motivation, work environment and quality of communication. The research objective was to determine 1) the effect of work motivation on employee performance at the Regional Secretariat of South Kalimantan Province. 2) the effect of the Work Environment on the performance of employees at the Regional Secretariat of South Kalimantan Province. 3) the effect of the Quality of Communication on the performance of employees at the Regional Secretariat of South Kalimantan Province. 4) the effect of work motivation, work environment and quality of communication on employee performance at the Regional Secretariat of South Kalimantan Province. This research method uses a quantitative approach and is carried out on employees at the Regional Secretariat of South Kalimantan Province. The population of 342 civil servants at the Provincial Regional Secretariat who were taken as samples for research was 184 people with civil servant status at the Provincial Regional Secretariat. The research instrument used a questionnaire. While the data processing techniques used are validity test, reliability test, classical assumption test and multiple regression analysis. The statistical package for the social sciences (SPSS) 20 for Windows is used to facilitate data processing. The results of this study indicate that (1) There is a partial influence of Work Motivation on the performance of employees at the Regional Secretariat of South Kalimantan Province (2) There is a partial influence of the Work Environment on the performance of employees at the Regional Secretariat of

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South Kalimantan Province (3) There is a partial influence of the Quality of Communication on the performance of employees at the Regional Secretariat of South Kalimantan Province. (4) Work motivation, work environment and quality of communication have a simultaneous effect on employee performance at the Regional Secretariat of South Kalimantan Province by 59.4%. The results of this study serve as suggestions and input for leaders at the Regional Secretariat of South Kalimantan Province, to take policies and strategic steps to further increase employee motivation, create a good work environment, and build better communication quality in order to realize better employee performance in the future. In addition, every employee needs to increase understanding of individual performance to support the achievement of organizational goals.

Keywords: training, motivation, performance, level of education

1. Introduction

The enactment of Law No. 5 of 2014 on State Civil Apparatus is one of the Government's efforts in realizing government apparatus that performs in the face of various national developments and global challenges. The civil apparatus of the state is expected to be able to provide public services for the community and be able to perform the role as an adhesive element of unity and unity of the nation, and of course it requires integrity, professional, neutral and free from political intervention, clean from the practice of corruption, collusion, and nepotism.

In Government Regulation No. 11 of 2017 concerning Civil Servant Management, one of the scopes of civil servant management is Performance Assessment where the implementation is carried out objectively, measurably, accountable, participatory, and transparent and by the direct supervisor of civil servants or determined officials.

Human resource management can not be separated from the factors of employees who are expected to perform as well as possible in order to achieve better performance goals. Employees are a key asset within an organization and have a strategic role within the organization. With high motivation, employees will work more vigorously in carrying out their work. On the contrary, with low motivation, employees do not have the spirit to work, easily give up, and difficulty in completing the work that has been done. In relation to the problem of the theory of need McClelland (Wibowo, 2012:332) shows the existence of three needs, namely the need for achievement, need for affiliation and need for power

According to McClelland and Miler Gordon, in Mangkunegara (2017:76), the reciprocal relationship between performance and work motivation because the better a person's performance will make employees do a good job and they will be encouraged to make the work done in a timely manner. The process of the onset of one's motivation is

a combination of the concept of need, encouragement, purpose and reward. Another factor is the work environment that affects an employee's performance.

According to Nitisemito (2010), the work environment will effectively make an employee can carry out the job well especially will do the daily work especially charged to him by the organization. The work environment is everything that is around the worker and that can affect him in carrying out the tasks charged. To create high performance, there needs to be an optimal job improvement and able to utilize the potential of human resources owned by employees to create organizational goals, so that it will contribute positively to the development of the organization. Aside from the work environment that can be supportive in the work, there needs to be communication between employees and employees with the leadership.

In addition, what affects an employee's performance is communication between employees with leaders and employees with employees. This is in line with what Rivai (2011: 376) who stated that the quality of communication can be seen from horizontal/lateral communication and vertical communication.

Devito, 1997:259-264 states that the effectiveness of interpersonal communication is needed because it can foster member participation so that it can perform its functions well and can provide benefits for group members in particular and the wider community in general. Factors that affect the effectiveness of interpersonal communication include openness, empathy, supportive attitudes, positive attitudes, and equality in carrying out work.

The success of an organization is influenced by the individual performance of its employees, an organization will strive to improve the performance of its employees in the hope that the company's goals can be achieved. According to Mathis and Jackson (2011:78) Performance there is essentially what employees do or don't do. An organization's success is influenced by the performance it produces, especially in relation to how they understand their work environment better, the way they motivate themselves in doing their work and also the way they communicate work with peers or with their leaders.

The Regional Secretariat of Kalsel Province is an auxiliary element of the regional government leadership, led by the regional secretary. The Regional Secretary is tasked with assisting regional heads in drafting policies and coordinating regional agencies and regional technical institutions. In the implementation of duties and obligations, the regional secretary is responsible to the regional head, and assisted by several assistants to handle the affairs, namely The Assistant of Government, Assistant of Economy and Development and Assistant of General Administration who then oversees the Bureaus. In the implementation of the duties and functions of the Regional Secretariat, the performance of the implementation of tasks and functions in each Assistant and Bureau relates to all SKPD in the Kalsel Provincial Government Environment.

Performance problems in the Regional Secretariat of South Kalimantan Province can be seen from the performance of South Kalimantan Province in 2017 where the value

reached 80.15, the average performance assessment of the Bureaus only reached 68.51. In the previous year also, in 2016 where the performance value of the Provincial Government was 77.29, the average performance value of the Secretariat was only 65.54 and in 2015 the performance value of the Provincial Government was 76.69, the average performance value of the bureau in the Regional Secretariat was only 62.65. This means that the performance of employees in the Regional Secretariat of South Kalimantan Province is still lacking and also shows that their motivation is still lacking in completing the tasks that are burdened to them.

The relationship of work motivation level issues carried out in the Regional Secretariat of South Kalimantan Province is still not giving a good effect on employees, especially on the work carried out daily because the communication conducted by the leadership is still lacking to the employees so that the problem occurs their lack of motivation in carrying out the work. This is related to the way employees motivate themselves in carrying out their work so that it indirectly results in their performance problems that decrease as well.

Based on some of the explanations above can be ascertained how important motivation, communication quality and work environment in improving employee performance. The researchers raised the title about "The Influence of Work Motivation, Work Environment and Communication Quality on Employee Performance in the Regional Secretariat of South Kalimantan Province".

The formulation of this research problem is 1) Is there any influence of work motivation on the performance of employees in the Regional Secretariat of South Kalimantan Province; 2) Is there any influence on the performance of employees in the Regional Secretariat of South Kalimantan Province; 3) Is there any influence on the quality of communication on the performance of employees in the Regional Secretariat of South Kalimantan Province; 4) Is there any influence of work motivation, work environment and communication quality on the performance of employees in the Regional Secretariat of South Kalimantan Province.

2. Literature Review

2.1 Previous Research Results

The results of previous studies that discuss similar variables can be seen from the table as follows:

Table 1: Previous Research

No	Researcher Name	Heading	Result
1	2	3	4
1	The Influence of Motivation and Communication on Employee Performance in the Regional Secretariat of Riau Province, Susi Hendriani (2014)	The variables used are motivation and communication, not researching work environment variables. Another difference is the difference in time and location of research.	Variables used are employee performance and analysis using regression analysis and t and F test analysis.

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2	Effect of Work Motivation, Work Discipline, And Office Facilities on Employee Performance in The Office of Binjai Regional Staffing Agency. Malia Humaira (2018)	The variables used are work motivation, work discipline and office facilities, but not examine communication quality variables. Another difference is the difference in time and location of research.	Variables used are employee performance and analysis using regression analysis and t and F test analysis.
3	Effect of Placement, Physical Work Environment and Work Motivation on Performance of Civil Servants in Bappeda Neighborhood, East Flores Regency Helena Lence Dacosta Fernandez Resiona (2014)	The variables used are Physical Work Environment and Work Motivation, but do not examine the influence of work environment variables. Another difference is the difference in time and location of research.	Variables used are employee performance and analysis using regression analysis and t and F test analysis.
4	The Influence of Work Motivation Factors Reviewed from Financial Aspects, Environment Work and Appreciation for The Performance of Employees of the Bureau of Personnel of the Regional Secretariat of South Kalimantan Province, Anwar (2017)	The variables used are Work Motivation and Environment Work, but do not examine the variables of communication quality. Another difference is the difference in time and location of research.	The variables used are employee performance and analysis using regression analysis and t and F test analysis.

3. Motivation

3.1 Definition

Robbins in Wibowo (2014 : 322) defines "*motivation as a process that determines the intensity, direction and perseverance of the individual in an effort to achieve the goal*". Motivation according to Hasibuan (2014: 219) is "*the provision of mobility that creates the excitement of one's work so that they will work together, work effectively and integrated with all their efforts to achieve satisfaction*". Hersey and Blanchard formulated that motivation is the force that drives a person to do something, so it can be known that motivation is the desire to do something that arises from within a person.

According to Herzberg in Mangkunegara (2017:67), factors that affect motivation are maintenance factors and motivasi factors (motivational factors). Maintenance factors include administration and company policies, quality of supervision, relationships with supervisors, relationships with subordinates, wages, job security, working conditions and status. While motivational factors include the encouragement of achievement, introduction, progress (advancement), work itself, opportunities to develop and responsibility.

While according to Maslow in Mangkunegara (2017:107) namely motivation is the driving force from the inside that causes man to do something or try to meet his needs. Meanwhile, according to Callahan and Clark (1988:172) suggests that motivation is the driving force or puller that causes behavior in a certain direction.

3.2 Types of Work Motivation

The definition of motivation according to the Indonesian dictionary is the motivation that arises in a person consciously or unconsciously to perform actions, a specific purpose. According to Fachrudin (2000:44), motivation is distinguished over two groups, namely:

- 1) Original Motivation. The original motivation is the motivation to do something or the urge to do something that appears naturally in the human being.
- 2) Artificial Motivation. Artificial motivation is the motivation that enters a person either intentionally or by chance.

Motivation is a meeting between internal motivation and external influence. According to Terry in Sulistyanti (2017: 196), motivation is the desire contained in an individual who stimulates him to perform actions. According to Terry, motivation is more internal because the driving factor emerges from within someone who stimulates him to take action.

Herzberg in Sulistyanti (2017: 198), motivation arises because of external aspects and driving factors that exist outside a person, for example related to incentives, external working conditions, job guarantees, organizational regulations, supervision, personal relationships between employees and relationships between leaders and subordinates. In line with Irianto's opinion (2007:247), external motivation is any influence with the intention of causing, channeling or maintaining human behavior. Outside motivation is a generator, booster, and mobilizer of a person directed to achieve the goal.

Work motivation is something that generates encouragement or encouragement and work. therefore, work motivation in psychology as a driver of the spirit of work (Anoraga, 2005:35). According to (As'ad, 2001:45) work motivation is something that encourages or encourages work. Motivation is a gift or drive that creates the excitement of one's work in order to work together effectively and integratedly and all efforts to achieve satisfaction. Human beings are social beings who have needs, feelings, thoughts and motivations. Every human being who does something is basically driven by a motivation. The existence of various needs will give rise to the motivation of a person to try to meet these needs by working. According to Manullang (2006:120) motivation is the provision of excitatory power to employees working with all their power and effort.

Motivation theory is human behavior always arises by the need that encourages action towards a certain purpose. The need that drives the action towards a particular goal is motivation. The behavior that exists in each person is different, but a common principle applies to all needs after being satisfied within a certain period of time will arise again and demand gratification again. Human beings are social beings who have needs, feelings, thoughts and motivations. Every human being in carrying out an activity is basically driven by motivation. The existence of various needs will give rise to the motivation of a person to strive to meet his needs. People want to work hard in the hope of meeting the needs and desires of their work

3.3 Work Motivation Indicators

According to the theory of achievement needs David C. McClelland (2017:67) which mentions there are 3 motivations that determine the most human behavior in the organization, especially related to the situation of employees and lifestyle, namely:

- 1) The need *for achievement*, the ability to achieve relationships to predetermined company standards as well as employees' struggles to succeed.
- 2) Need for power, the need to make people behave in reasonable and prudent circumstances in their respective duties, or to be able to influence others.
- 3) Need for affiliation, a desire to befriend and get to know colleagues or employees within the organization, or always join a group with others.

Abraham H. Maslow in *Need Hierarchy Theory*, as explained by Mangkunagera (2017:63), states that the need is the fundament that underlie employee behavior. Human satisfaction is plural, namely psychological and biological needs in the form of material.

The level of human needs that encourage people to work according to Maslow are:

- 1) Physiological needs,
- 2) The need for security,
- 3) Social needs,
- 4) Needs reflect self-esteem,
- 5) The need for self-actualization.

According to Sardiman (2014:83), interaction and motivation to learn to teach that the motivation that is in everyone has the following characteristics:

- 1) Persevere with the task (it can be continuous for a long time, never stopping before it is finished).
- 2) Tenacious to face difficulties (not quickly despair),
- 3) Show interest in a variety of problems,
- 4) Prefer to work alone,
- 5) Get bored of routine tasks (mechanical things, just over and over again, making them less creative),
- 6) Able to defend his opinion (if you are sure of something),
- 7) It's never easy to let go of what you believe in,
- 8) It's nice to find and solve problems,

Indicators used to measure employee motivation are:

- 1) Diligently facing the task,
- 2) Tenacious to face difficulties,
- 3) Show interest in a variety of problems,
- 4) Prefer to work independently,
- 5) Get bored quickly on routine tasks,
- 6) Can defend his opinion,
- 7) It's never easy to let go of what you believe in,
- 8) Happy to find and solve problems.

3.4 Work Environment

The work environment is a place where employees do activities every day. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employees' emotions. If the employee enjoys the work

environment in which he/she works, then the employee will feel comfortable at work, doing activities so that the work time is used effectively. The work environment includes the working relationships formed between fellow employees and the working relationship between subordinates and superiors as well as the physical environment in which employees work. According to Siagian (2014:56), the work environment is an environment where employees do their daily work. Meanwhile, according to Budi W. Soetjipto (2008:87) suggests that the work environment is all things or elements that can directly or indirectly affect the organization or company that will have a good or bad impact on the performance and satisfaction of employees' work. Another case, according to Sedarmayanti (2017:23), suggests that a place that has a group in which there are several supporting facilities to achieve the company's goals in accordance with the vision and mission of the company.

Rahadi (2010:1) states that performance is a translation of performance which means work performance, work performance, work achievement, performance or performance. Whereas according to Armstrong and Baron (2011:2), performance has a broader meaning, not only stating as a result of work, but also how the work process takes place, performance is about what is done and how to do it, performance is the result of work that is strongly related to consumers and contributes economically. According to Mangkunegara (2013:9), performance is a comparison of results achieved with labor participation in a certain time. In addition, the performance associated with employees is the result of good quality and quantity in performing their duties in accordance with the responsibilities given.

3.5 Indicators and Dimensions of the Work Environment

Some figures describe several factors of the work environment that can affect employee productivity, Robbins stated that "*the factors that affect the physical work environment are: temperature, noise, lighting, and air quality*" (Stephan Robbins. 2013: 56). According to Nitisemito, several factors that can be included in the work environment and the great influence on the spirit of work and work excitement include: coloring, cleanliness, air exchange, lighting, music, safety, noise (Nitisemito, S. 2010:110). While according to Sedarmayanti which is a factor of the work environment, among others: lighting, air temperature, noise, use of color, necessary wiggle room, work safety, employee relations.

According to Siagian (2014:58), there are 2 indicators of work environment in the company, namely: physical work environment and non-physical work environment.

- 1) A physical work environment is all physical circumstances that exist around the workplace and can affect employees. Siagian (2014:59) suggests that the dimension of the physical work environment consists of several indicators, namely: a. Building a workplace b. Adequate work equipment c. Facilities d. Availability of transportation facilities
- 2) Non-Physical Work Environment. Non-physical work environment is the creation of a harmonious working relationship between employees and superiors. Siagian

(2014:61) suggests that the dimension of non-physical work environment consists of several indicators, namely: a. Peer relationships are level b. Superior relationships with employees, and c. Cooperation between employees.

3.6 Communication Quality

3.6.1 Understanding Communication

Communication comes from Latin *communis* or in English common means the same. When we communicate it means we are trying to create an equation in terms of attitude with someone. So, the sense of communication is literally the process of contacting or establishing a relationship. The communications expert said that "*communication is the process of sending and receiving symbols with attach meaning*". It means that communication is partly the activity of conveying information and understanding by using the same signs. Communication is the evoking of a shared or common meaning in another person. Communication is to awaken mutual understanding to others (Nelson & Quick, 2006: 250).

Likewise, Jennifer M. George (2006 : 437) defines that communication is dividing information between two or more people or groups to achieve mutual understanding, (Communication the sharing of information between two or more individuals or group to reach a common understanding). Whereas according to Thoha (2009:167) communication is a process of conveying and receiving news or information from one person to another. communication is the sending and receiving of messages or news between two or more people so that the message in question can be understood.

3.6.2 Communication Quality Indicators

3.6.2.1 Horizontal/lateral Communication

According to Rivai (2011:377) horizontal/lateral communication is the receipt or delivery of news or information between officials of the same position. Similar opinions are also expressed by Thoha (2009:188) horizontal communication, namely the delivery and receipt of news or information conducted between various officials who have the same position. The purpose of this communication is to coordinate.

3.6.2.2 Vertical Communication

According to Rivai (2011:377), vertical communication is a dimension of communication that flows downwards and vice versa. Similar opinions are also expressed by Thoha (2009:188) vertical communication process, is the dimension of communication that flows from top to bottom and vice versa from the ground up, as illustrated in the organizational arrangement that describes the working relationship between superiors and subordinates. According to Gondokusumo (Suriansyah, 1993), vertical communication from superiors to subordinates in the framework of assignment, then subordinates will know what to do, how and even they understand clearly the norms and standards that apply to the success of their duties. Thoha (2009: 169) stated that in the organization is

known for the formal and informal organizational arrangements, then communication is also known as formal and informal communication.

3.7 Employee Performance

3.7.1 Definition

The performance according to Bernardin in Sudarmanto (2014:8) refers to understanding as a result. Performance is a record of results produced (generated) for a particular job function or activity over a certain period of time. Furthermore, according to Murphy in Sudarmanto (2014:8), performance refers to understanding as a set of behaviors relevant to the purpose of the organization in which people work. Armstrong and Baron in Wibowo (2014:2), "*Performance has a broader meaning, not only stating as a result of work, but also how the work process takes place, performance is about what is done and how to do it, performance is the result of work that has a strong relationship with consumers and contributes economically*". According to Mangkunegara (2017:9), performance is a comparison of the results achieved with the participation of the labor union of time. In addition, the performance associated with employees is the result of work in quality and quantity achieved by an employee in performing his/her duties in accordance with the responsibilities given.

According to Siagian (2010: 12) that "*employee performance is influenced by salary, work environment, organizational culture, leadership and work motivation, work discipline, job satisfaction, motivation*". Henry Simamora (2014: 187) suggests that performance is the level of employee work in achieving the requirements of the job provided.

3.7.2 Factors Affecting Performance

According to Simanjuntak (2003:11-13), the performance of each person by many factors can be classified into 3 groups, namely:

- 1) Individual Competencies, i.e. skills and skills to do work.
- 2) Organizational Support, everyone's performance depends on the organization's support in the form of organizing, provision of work facilities and infrastructure, technology selection, comfort of the work environment, as well as working conditions and conditions.
- 3) Everyone's performance depends largely on the managerial abilities of the management or leadership.

Henry Simamora (2012:243) said in the performance assessment there are factors that affect it, namely:

- 1) Individual factors are the results of employee work that is seen in terms of quality and quality based on predetermined performance standards, the factors that determine it are ability, expertise and educational background, number of jobs, structure and job.
- 2) Organizational environmental factors that support individuals to achieve work achievements.

3.7.3 Employee Performance Measurement

According to Gomez in Rahadi (2010:36), in conducting research on performance there are eight dimensions in measuring employee performance, namely:

- 1) Quality of work is the quality of work achieved based on the conditions of conformity and readiness.
- 2) Quantity of work is the amount of work performed in a given period.
- 3) Job knowledge is the breadth of knowledge about the job and its skills.
- 4) Creativeness is the authenticity of the ideas raised and actions to solve the problems that arise.
- 5) Cooperative (cooperation) is the willingness to cooperate with others or fellow members of the organization
- 6) Initiative is the spirit to carry out new tasks and in expanding its responsibilities.
- 7) Dependability is awareness to be trustworthy in terms of attendance and completion of work.
- 8) Personal qualities that concern personality, leadership, hospitality and personal integrity.

Mathis and Jackson (2011:15) explain that performance is basically what employees do with the performance indicators used are:

- 1) Quantity of results, Quantity of work concerning achievement of targets, results of work in accordance with the plan of the organization.
- 2) The quality of the results concerns the quality produced,
- 3) Timeliness of results,
- 4) Presence ability to work together

4. Material and Methods

This research was conducted using quantitative approach based on the numbers or formulas taken into account in this study (Sugiyono, 2010: 11). According to Idrus (2009: 29), some characteristics of quantitative research, namely research is oriented to see the relationship between variables, test theory and look for predictive generalizations. Other characteristics are: data in the form of numbers; using data collection tools; hypothesis and generalization based on samples. The next research design uses explanatory research. According to Arikunto (2010: 313), "*the study aims to find there is cause and effect of the influence of two causal variables of independent and dependent variables*". The study aims to find the relationship of the variables studied. The study was based on measurements based on figures in measuring the influence of each questionnaire.

Meanwhile, to measure the cause and effect will be seen from the variable work motivation (X1), work environment (X2) and communication quality (X3) to influence the Performance of Employees in the Regional Secretariat of South Kalimantan Province. The variables studied in this study consisted of 3 free variables namely Work motivation (X1), work environment (X2) and communication quality (X3) and 1 bound variable namely

Employee Performance (Y) conducted from employee response in Setda South Kalimantan Province.

This research was conducted on employees at the Regional Secretariat of South Kalimantan Province which is located at Jl. Dharma Praja No.1 Office Area of the Government of South Kalimantan Banjarbaru Province. Some considerations of research conducted in the Regional Secretariat are the ease in obtaining data and have been observed for a long time.

4.1 Population Research

The research population is all employees in the Regional Secretariat Office of South Kalimantan Province who are civil servants. The population of this study was 342 people. The research uses Slovin formula because in sample withdrawal, the amount must be representative so that the results of the research can be generalized and done through simple formulas and calculations. Based on the results of the calculation using Slovin formula, it can be seen that:

$$N = \frac{n}{1 + n (e)^2}$$

where:

N = sample

e = significant level taken (5%=0.05)

then the sample obtained

$$N = \frac{341}{1 + 342 (0,5)^2}$$

$$N = \frac{341}{1 + 342(0,0025)} = \frac{342}{1,855} = 184,3$$

Therefore, this research sample uses proportional sampling, which is based on the portion of research studied based on the number of bureaus studied. Therefore, from the population of 342 civil servants in the Provincial Secretariat taken as samples to be studied are 184 people who are civil servants in the Regional Secretariat of South Kalimantan Province. Based on the sampling technique, the number of samples based on each bureau can be seen in the following table:

Table 2: Any research samples

No	Bureau Name	Total	Total	Total Sample
1.	Government Bureau	29	29 x 184 /342 =	16
2.	Law Firm	25	25 x 184 /342 =	13
3.	Bureau of Organization	30	30 x 184 /342 =	16
4.	Biro Sarana Prasarana economics	29	29 x 184 /342 =	16

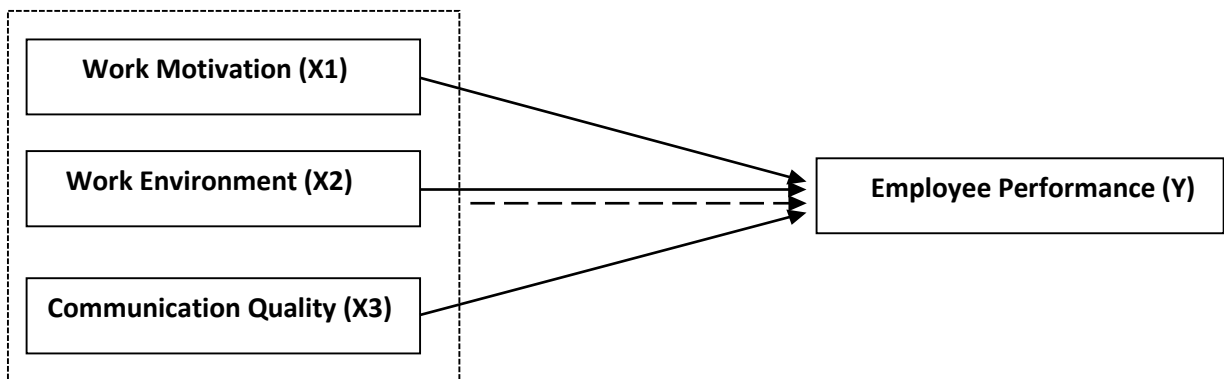
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5.	People's Welfare Bureau	31	$31 \times 184 / 342 =$	17
6.	Bureau of Public Relations Protocol	41	$41 \times 184 / 342 =$	22
7.	General Bureau	89	$89 \times 184 / 342 =$	48
8.	Equipment Bureau	43	$43 \times 184 / 342 =$	23
9.	Biro Pengembangan Regional Production	25	$25 \times 184 / 342 =$	13
	Total	342 people	184 people	184

The score determination technique used in this study will use the Fifth Level Likert Scale. Now (2006:31) and Sugiono (2008:90) state that the data obtained from the use of the Likert Scale is interval data, therefore parametric statistical hypothesis testing tools can be used. For each question are provided five alternative answers with different preference weights. The weight of the alternative question is:

- Totally agreed with the score: 5,
- Agreed to score: 4,
- Doubts with score: 3,
- Less agreeable with score: 2,
- Disagreeing with the score: 1.

The model of this study is illustrated as follows:



where:

- Partially \longrightarrow
- Regressively \dashrightarrow

With the operational definition of research variables as follows:

Table 3: Variable operational definitions

Variable 1	Dimension 2	Indicator 3
Employee motivation David C. McClellan (2010)	1. Need for achievement,	1. Employees are given the widest possible opportunity to work in institutions 2. Leaders give signs to employees to work and innovate in institutions 3. Encouragement of completing tasks in the institution properly and properly by the head in the institution

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		<ol style="list-style-type: none"> 4. Tasks performed are only evaluated by the Chairman 5. His success in carrying out the task was stated through open forums and social media in the institution 6. In successfully carrying out the task, the Chairman gives informal congratulations 7. Praised by the Chairman when completing his work on time 8. The leader behaved normally and considered something reasonable if I achieved an achievement 9. The chairman gave the award charter for achieving achievements and successfully scenting the name in the institution 10. Recorded in the achievement book because it has scented the name in the institution
	2. Need for power,	<ol style="list-style-type: none"> 1. The chairman immediately gives a reward 2. The institution does not provide special gifts 3. Promoted and proposed promotion 4. Proposed promotion in accordance with the procedure and has never been promoted even though it has been recorded in the achievement book in the institution 5. Leaders provide tasks and jobs that hone creativity in the work 6. Carrying out the duties of the Leadership that is routine daily 7. Leaders offer jobs or tasks that challenge their competencies and abilities 8. Assigned tasks according to my ability 9. Leaders in supervising performance prioritize partnerships rather than the interweaving of superiors and subordinates and discuss the results of their supervision 10. Leadership supervision is carried out by paying full attention to the work carried out in the office
	3. Need for affiliation,	<ol style="list-style-type: none"> 1. Happy to be involved in various work activities carried out in the office 2. Given full responsibility for completing work and other tasks in the 3. Participated in the management of various activities in the 4. Only certain employees participated in human resources development activities 5. The promotion process is carried out and proposed by the concerned 6. Given a wide opportunity to attend training / seminar / symposium etc., as well as socialize it to other employees. 7. Only certain employees attend seminars/ trainings and socialize them on a limited basis in institutions
Siagian Working Environment (2014)	1. Physical work	<ol style="list-style-type: none"> 1. Building /adequate workspace 2. Sufficient work equipment in carrying out the work

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	environment	<ol style="list-style-type: none"> 3. The existence of rest areas and places of worship 4. There are transportation facilities that support the work 5. Sufficient information in carrying out the work 6. Good air circulation 7. Noise at work 8. Wiggle room in mobilization at work 9. Security in carrying out the work 10. Cleanliness at work
	2. Non-Physical Work Environment	<ol style="list-style-type: none"> 1. Working relationships with fellow co-workers 2. The working relationship of superiors with subordinates 3. Cooperation between colleagues 4. Smooth communication in carrying out the work 5. Clear structure and working relationship 6. The division of work responsibilities
Communication Quality Rivai (2011)	1. Horizontal/Lateral Communication	<ol style="list-style-type: none"> 1. Informal relationships between employees 2. Working relationships in the completion of work 3. Message/information exchange 4. Coordination between employees
	2. Vertical Communication	<ol style="list-style-type: none"> 1. Instruction from superiors to subordinates 2. General information/briefing from superiors to subordinates 3. Explanation of work procedures and practices 4. Report assignment 5. Giving suggestions / ideas / ideas 6. Problem delivery 7. Delivery of needs 8. Submission of responses to the results of the work
Employee performance (Y) (Mathis dan Jackson (2011))	1. Quality of Results	<ol style="list-style-type: none"> 1. Thoroughness and neatness of work plan preparation 2. Speed of work plan preparation 3. Punctuality in getting the job done 4. Accuracy of the work achieved
	2. Quantity of Results	<ol style="list-style-type: none"> 1. Neatness in getting the job done 2. Skills in getting the job done 3. Number of work plans that can be completed 4. Ability to complete the number of jobs
	3. Timeliness of results	<ol style="list-style-type: none"> 1. Ability to execute work orders 2. Discipline in drawing up plans 3. Discipline in carrying out orders / instructions Accuracy in regular attendance
	4. Attendance	<ol style="list-style-type: none"> 1. Punctuality in the presence of special events 2. Ability to socialize in the community 3. Ability to coordinate and cooperate with fellow employees 4. The ability of pegawai to work with leaders
	5. Ability to work together	<ol style="list-style-type: none"> 1. Ability of staff to communicate with coworkers 2. His ability to interact with the community 3. Officer's ability to translate orders 4. Ability of employees in communicating with the community

With the following research hypothesis:

Ha: There is an influence of work motivation on the performance of employees in the Regional Secretariat of South Kalimantan Province, if the level of significance < 0.05 and $t \text{ count} > t \text{ table}$.

Ho: There is no influence of work motivation on the performance of employees in the Regional Secretariat of South Kalimantan Province, if the level of significance > 0.05 and $t \text{ count} < t \text{ table}$.

Ha: There is an influence of the work environment on the performance of employees in the Regional Secretariat of South Kalimantan Province, if the level of significance < 0.05 and $t \text{ count} > t \text{ table}$.

Ho: There is no influence of the work environment on the performance of employees in the Regional Secretariat of South Kalimantan Province, if the level of significance > 0.05 and $t \text{ count} < t \text{ table}$.

Ha: There is an influence of communication quality on the performance of employees in the Regional Secretariat of South Kalimantan Province, if the level of significance < 0.05 and $t \text{ count} > t \text{ table}$.

Ho: There is no influence of communication quality on the performance of employees in the Regional Secretariat of South Kalimantan Province, if the level of significance > 0.05 and $t \text{ count} < t \text{ table}$.

Ha: There is an influence of work motivation, work environment and communication quality on the performance of employees in the Regional Secretariat of South Kalimantan Province, if the level of significance < 0.05 and $f \text{ count} > f \text{ table}$.

Ho: There is no influence of work motivation, work environment and communication quality on the performance of employees in the Regional Secretariat of South Kalimantan Province, if the level of significance > 0.05 and $f \text{ count} < f \text{ table}$.

5. Results and Discussion

5.1 Validity and Reliability

Validity values are basically correlation values. Therefore, to test the validity is done with the total item correlation technique which is the basis of Pearson correlation by using SPSS automatic calculation program version 20. In determining the validity of the statement item according to Sugiyono, if the correlation of each factor (r_{xy}) is positive and the magnitude of the > 0.3 then the factor is a strong construct (valid), and vice versa, if $r_{xy} < 0.3$ then it is said to be invalid.

Reliability is the level of trust in the results of a measurement. Measurements that have high reliability is a measurement that is able to provide reliable measurement results. For reliability test using Cronbach alpha that is If $r_{xy} > 7$, then the instrument is said to be reliable. So, if otherwise, if $r_{xy} < 0.60$ then it is said not reliable. And if $r_{xy} > 0.60$ then it is said reliable, as for the way of calculation using the computer program SPSS version 20 to avoid data errors from the test results items given to respondents.

5.2 Result of Validity and Reliability

X1, X2, X3, Reliability

Table 5: Reliability Statistics

Variable	Cronbach's Alpha	N of Items
X1	.950	26
X2	.973	53
X3	.965	48

Table 6: Item Deleted X Variable (not valid) List-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.5	101.8000	101.8000	-.205	.954
X1.13	169.432	169.432	.253	.951
X1.22	102.4500	102.4500	.240	.952
X2.5	211.0500	211.0500	-.142	.974
X2.9	629.945	629.945	-.142	.974
X2.13	211.0500	211.0500	.287	.973
X2.27	629.945	629.945	-.142	.974
X2.32	211.7000	211.7000	-.142	.974
X2.49	621.800	621.800	.247	.974
X3.2	208.55000	208.55000	.236	.966
X3.10	222.366	222.366	-.142	.969
X3.19	207.65000	207.65000	-.299	.968
X3.23	228.345	228.345	.096	.967
X3.30	208.55000	208.55000	-.126	.967
X3.34	229.524	229.524	-.206	.969
X3.42	208.95000	208.95000	-.211	.969

R table = 0.3598

5.3 Y Reliability Statistics

Table 7: Reliability Statistics

Cronbach's Alpha	N of Items
.976	19

Table 8: Item Deleted Y Variable (not valid)-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y1.13	66.8500	105.082	.110	.980

Note: Invalid items number 13 Valid 19 items; R table = 0.3598; X1 of 27 valid 24; X2 of 58 Valid 48; X3 of 48 Valid 41; Y of 20 Valid 19

5.3 Classic Assumption Test Results

5.3.1 Multicollinearity Test

The multicollinearity test aims to test whether the regression model built there is a correlation between independent variables. Detection of multicollinearity is to look at the tolerance value and *variance inflation factor* (VIF), a regression model that is free from multicollinearity problems when it has a tolerance value close to 1 and a VIF value of no more than 10. So, it can be known that the results of the test are:

Table 9: Multicollinearity Test Results

No.	Variable	Tolerance	Bright
1.	Work Motivation with Performance Official	0.619	1.615
2.	Work Environment with Employee Performance	0.738	1.355
3.	Quality of Communication with Employee Performance	0.557	1.795

Source: Processed from primary data, 2020.

Based on the results of the study, it can be described as follows:

- 1) Work Motivation (X1) to employee performance tolerance value $0.522 < 1$ with $VIF\ 1916 < 10$.
- 2) Work Environment (X2) to employee performance tolerance value $0.522 < 1$ with $VIF\ 1916 < 10$.
- 3) Communication Quality (X3) to employee performance tolerance value $0.522 < 1$ with $VIF\ 1916 < 10$.

Multicollinearity test results can be concluded that the data does not occur multicollinearity because the tolerance value does not exceed 1 and the VIP value does not exceed 10. If multicollinearity occurs, one variable will correlate with another variable so that the predictive strength is unfaithful and unstable.

5.3.2 Autocorrelation Test

The autocorrelation test is to see if there is a correlation between a t period and the previous period (t-1). This autocorrelation test aims to test to find out in a regression model there is a correlation between a bully error (due to residual) in the t period and a t-1 period. A good regression model is a regression that is free from autocorrelation. To detect the presence or absence of autocorrelation in this study using Durbin Watson test (DW test) DW test results can be seen as follows.

Table 10: Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.771 ^a	.594	.588	2.49756	1.812
Predictors: (Constant), Communication Quality, Work Environment, Work Motivation Dependent Variable: Employee Performance					

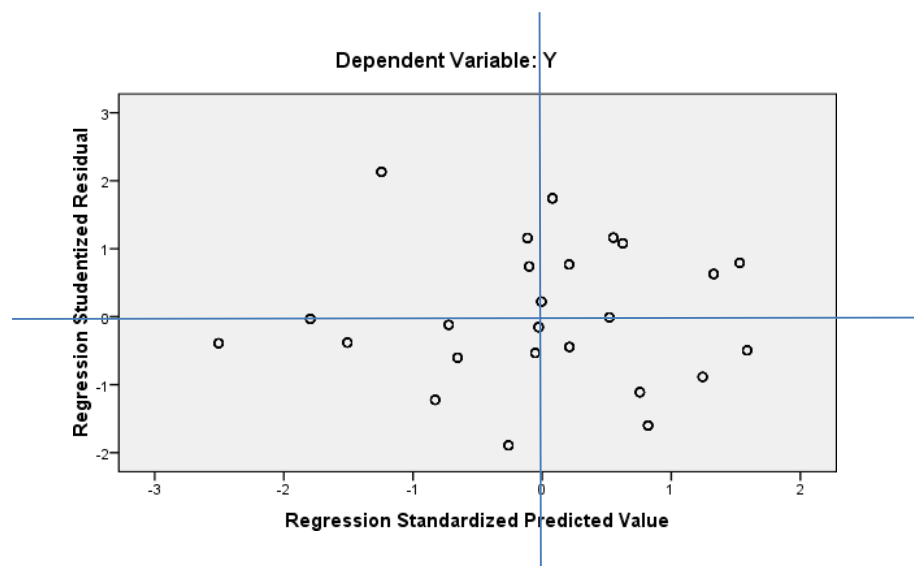
Source: Processed from primary data, 2021

Based on output above obtained DW value is 1.812 and upper *bound* value (*du*) is 1.7001. The DW value (1,812) > *du* (1.7001) and the DW value (1,631) < 4-*du* (2.2999). The results of the autocorrelation test can be concluded that there is no autocorrelation.

5.3.3 Heteroskedasticity Test

Heteroskedasticity test tests the regression model occurs variance inequality from residual one observation to another. A good regression model is that Heteroskedasticity occurs or does not occur Heteroskedasticity . The study used plot graphing methods to detect the presence or absence of Heteroskedasticity. The method of plot graphing is done by diagnosing residual diagrams of plots. Residual plot was compared to predicted results.

Figure 1: Heteroskedasticity Test Results
Scatterplot



Source: Processed from primary data, 2020.

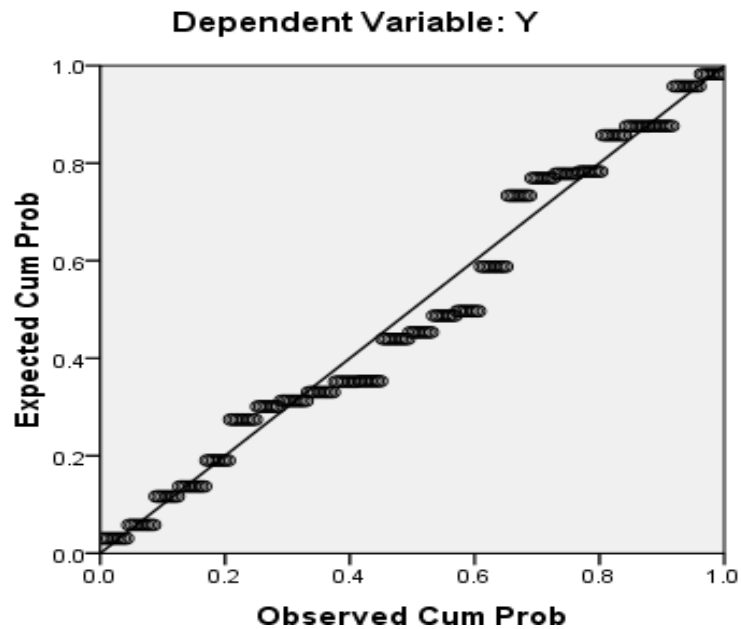
Therefore, from the results of the heteroskedasticity test can be seen that there is no clear pattern, as well as points spreading above and below zero on the Y axis. Heteroskedasticity is a condition where residual variance (*error*) data is not the same in all observation data to be tested using linear regression. In the event of heteroskedasticity, the variant of the estimated result becomes large so that the statistical tests conducted become inaccurate

5.3.4 Normality Test

Tests that aim to test whether in the regression model, dependent variables and independent variables both have normal distributions or not. A good regression model is a model that has normal or near-normal data distribution. To test normality in this study the authors used graph analysis (histogram and normal probability plot).

Figure 2: Source Normality Test Result

Normal P-P Plot of Regression Standardized Residual



Source: Processed from primary data, 2020

The results of the picture above show that the results of normality test can be known that the value of the plot test is normal because from the diagonal result there is a spread that does not move away from the data that has been tested so that it can be concluded that the data is normal.

5.4 Hypothesis Test Results

The results of multiple linear regression tests can be seen in the table below:

Table 11: Multiple Linear Regression Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	itself
	B	Std. Error	Beta		
1 (Constant)	38.950	4.846		8.037	.000
X1	.362	.051	.431	7.146	.000
X2	.283	.016	.295	5.331	.000
X3	.126	.019	.428	6.724	.000

a. Dependent Variable: Y

Based on the table above, it can be seen the results of the equation of multiple linear regression that is:

$$Y = 38.950 + 0.362X_1 + 0.283X_2 + 0.126X_3$$

Based on the equation above, it can be explained that:

- 1) Constant positivity of 38,950 means that even if there is no free variable (X), the performance of employees will be better because it is supported by responsibility in carrying out their duties as regional employees working in the Regional Secretariat of South Kalimantan Province.
- 2) Variable work motivation (X1) positive effect of 0.242 means that if the value of work motivation is high then the employee's performance will be higher. In addition, it can be interpreted when the performance of employees is good then they will carry out the job well and they no longer feel bored and feel the burden in working.
- 3) The working environment variable (X2) positively affects 0.326, if the work environment supports then the performance of employees will rise so that they can carry out their work properly. Employees will feel comfortable and safe when they do the work given.
- 4) Variable communication quality (X2) positively affects 0.326, if the quality of communication occurs in the working atmosphere, then the performance of employees will rise so that they can carry out their work well. Because employees feel mutual in carrying out tasks and they feel not alone but trying in the team in carrying out their duties well.

Therefore, it can be known that $\beta_1 = \beta_2 = \beta_3 \neq 0$ means that H_0 hypothesis is accepted and H_1 rejected, which means that there is a positive influence between Work Motivation, work environment and communication quality on employee performance in the Regional Secretariat of South Kalimantan Province.

5.5 F Test Statistics (Simultaneous)

Simultaneous f test results of work motivation variables, work environment and communication quality to employee performance in the Regional Secretariat of South Kalimantan Province. So, from the table below:

Table 12: Simultaneous F Test Results

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	itself.
1	Regression	1644.931	3	548.310	87.901	.000a
	Residual	1122.803	180	6.238		
	Total	2767.734	183			
a. Predictors: (Constant), X3, X2, X1						
b. Dependent Variable: Y						

The test results of F table above show that significantly influential with a value of $0.000 < 0.05$, with a value of F calculate $87,901 > F$ table 2.65, this means that work motivation, work environment and communication quality to the performance of employees in the

Regional Secretariat of South Kalimantan Province. These three independent variables have an influence on dependent variables.

5.6 T Test Statistics (Partial)

The results of the partial test or test of each variable independent of variable dependents can be seen in the table below:

Table 13: Test Results t

No.	Variable	T count	Itself
1.	Work Motivation (X1) on Employee Performance (Y)	7.146	.000
2.	Work Environment (X2) on Employee Performance (Y)	5.331	.000
3.	Communication Quality (X3) to Employee Performance (Y)	6.724	.000

The results of the t test can be described as follows:

- a. Based on the results of the test t showed that The Motivation of Work, to the performance of employees in the Regional Secretariat of South Kalimantan Province, indicated by t count of 7,146 > t table 1,653 with a significant level of $0.000 < 0.05$, showed that H_a received that there is an influence of Work Motivation, on the performance of employees in the Regional Secretariat of South Kalimantan Province.
- b. Based on the results of the test t shows that the work environment to the performance of employees in the Regional Secretariat of South Kalimantan Province, indicated by t count 5,331 > t table 1,653 with a significant level of $0.000 < 0.05$, shows that H_a received that there is an influence of communication quality on the performance of employees in the Regional Secretariat of South Kalimantan Province.
- c. Based on the results of the test t showed that the quality of communication to the performance of employees in the Regional Secretariat of South Kalimantan Province, shown by t count 6,724 > t table 1,653 with a significant level of $0.000 < 0.05$, showed that H_a received that there is an influence of communication quality on the performance of employees in the Regional Secretariat of South Kalimantan Province.

It can then be concluded that all independent variables (X) affect independent variables (Y).

5.7 Coefficient of Determination Test (R^2)

Based on the results of the determination test of the variable Work Motivation, work environment and the quality of communication to the performance of employees in the Regional Secretariat of South Kalimantan Province, it can be seen the following results:

Table 14: Results of The Determination Coefficient (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771a	.594	.588	2.49756
Predictors: (Constant), X3, X2, X1				

The result of the value of R² (Regresi Square) shows the magnitude is 0.594 or 59.4% contributed or contributed to the influence of Work Motivation, work environment and communication quality on employee performance in the Regional Secretariat of South Kalimantan Province. This shows that from 100%, there are still 41.6%, which is another variable that affects the performance of employees in the Regional Secretariat of South Kalimantan Province, this is because not only work motivation, work environment and communication quality can have an influence, but there are variables that have not been studied there also affect the performance of employees in the Regional Secretariat of South Kalimantan Province.

5.8 The Effect of Work Motivation on Employee Performance in the Regional Secretariat of South Kalimantan Province

The respondents' answers from 184 samples that have been given questionnaires for work motivation variables can be described as follows:

Based on the results of the respondent's answer, it can be known that the number of respondents' questionnaire scores against motivation variables is 17,302 or very high.

The results showed that from the test results t showed that The Motivation of Work, to the performance of employees in the Regional Secretariat of South Kalimantan Province, was shown by t count of 7,146 > t table 1,653 with a significant level of 0.000 < 0.05, indicating that H_a was accepted and H_o rejected that there was an influence of Work Motivation, on the performance of employees in the Regional Secretariat of South Kalimantan Province. Based on the results of this study shows that work motivation affects the performance of employees in the Regional Secretariat of South Kalimantan Province. This shows that with the motivation of work with the Need in Power Or Work Authority (*Need for power*) can have an influence on the performance of employees.

5.9 The Influence of The Work Environment on Employee Performance in the Regional Secretariat of South Kalimantan Province.

The respondents' responses from 184 samples that have been given questionnaires for work environment variables can be described as follows:

Based on the results of the respondent's answer can be known the number of respondents' questionnaire scores against motivation variables is 30,980 which means very high.

The results of the study that from the test results t showed that the work environment to the performance of employees in the Regional Secretariat of South Kalimantan Province, shown by t count of 5,331 > t table 1,653 with a significant level of

0.000 < 0.05, showed that H_a was accepted and H_o was rejected that there is an influence of communication quality on the performance of employees in the Regional Secretariat of South Kalimantan Province. This means that the work environment affects an employee's work, especially in carrying out his/her daily work. A good work environment will be able to make them feel comfortable and safe in doing their job well

5.10 Effect of Communication Quality on Employee Performance in the Regional Secretariat of South Kalimantan Province

The respondents' answers from 184 samples that have been given questionnaires for communication quality variables can be described as follows:

Based on the results of the respondent's answer can be known the number of scores of respondents' questionnaire results against communication quality variables is 29,490 which means very good.

The results showed that from the test results t showed that the quality of communication to the performance of employees in the Regional Secretariat of South Kalimantan Province, shown by t count of 6,724 > t table 1,653 with a significant level of 0.000 < 0.05, showed that H_a received and H_o rejected that there is an influence of communication quality on the performance of employees in the Regional Secretariat of South Kalimantan Province. The results of the study are in line with research that has been researched that the quality of communication affects the performance of an employee. Because good communication quality will uphold the work capability of an employee in carrying out his duties.

5.11 The influence of Work Motivation, Work Environment and Communication Quality on employee performance in the Regional Secretariat of South Kalimantan Province

Respondents' responses from 184 samples that have been given questionnaires for employee performance variables can be described as follows

Based on the results of the respondent's answer can be known the number of scores of respondents' questionnaire results against employee performance variables is 14,437 which means very good.

The results of the study that there based on the results of the F test showed that it had a significant effect with a value of 0.000 < 0.05, with a calculated value of F of 87,901 > F table of 2.65. The result of the R^2 (Regression Square) value shows the magnitude is 0.594 or 59.4% contributed or contributed to the influence of Work Motivation, work environment and communication quality on employee performance in the Regional Secretariat of South Kalimantan Province. This indicates that from 100%, there is still 41.6%.

6. Conclusion

Based on the results of the study can be concluded as follows:

1. There is an influence of Work Motivation on the performance of employees in the Regional Secretariat of South Kalimantan Province. This is because the more motivation of an employee's work, the more their performance will be improved. The better motivation people will be able to work well and appear good performance in carrying out their daily tasks.
2. There is an influence of the Work Environment on the performance of employees in the Regional Secretariat of South Kalimantan Province. This is because the more supportive the work environment of an employee, the better their performance and the better the task will be completed. A supportive work environment and able to encourage an employee to work will be able to make them more comfortable and safe in work so that when working will be carried out all the work they carry out
3. There is an influence of Communication Quality on the performance of employees in the Regional Secretariat of South Kalimantan Province. This is because the more supportive the communication of an employee with the leader and employees with employees, the better their performance and the better the task will be completed.
4. There is an influence of Work Motivation, work environment and communication quality on the performance of employees in the Regional Secretariat of South Kalimantan Province. This is because the more Motivation work, work environment and quality of communication then their performance will be better and complete the task will be better.

7. Recommendations

Based on the results of the study, researchers provide some suggestions that can be used as considerations for the needy.

- 1) For the leadership: the results of this study are expected to be more communicating and provide good motivation to the employees so that it can better provide understanding to employees by way of the leadership down to the bottom by observing all the work that has been done by its subordinates.
- 2) For employees: the results of this study for employees as a consideration in carrying out their duties to be more motivated in carrying out the work carried out daily and can provide better results in carrying out their performance by paying more attention to aspects of performance in the work that must be done by employees in the Regional Secretariat of South Kalimantan Province. The way is by being able to communicate with each other and support each other in every job,

especially from each section in the Regional Secretariat Office of South Kalimantan Province.

- 3) For researchers: the results of the study are expected to provide input materials in understanding the condition of the organization, especially in terms of learning more deeply about the quality of communication conducted between leaders and employees and between employers and employees.
- 4) For further researchers: as a continuation of this study, it is expected to be able to dig deeper into the factors that affect employee performance because this study only examines on three variables only. So, it is expected that further research can uncover other variables that have not been revealed in this study. Can be more in-depth about the work environment that can give better results on the performance of an employee in work.

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Conflict of Interest Statement

The authors declare no conflicts of interests.

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