

The Effect Of Communication And Work Environment On Employee Performance With Motivation As Intervening Variable At Royal Prima Medan Hospital

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Abstract.

This study aims to determine whether communication and work environment affect employee performance through job satisfaction as an intervening variable at Royal Prima Hospital Medan. The study was conducted on 105 non-medical employees of Royal Prima Hospital Medan using saturated sampling technique. The data collection technique used is primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique uses quantitative data which is processed with SPSS version 25 program, namely t test, coefficient of determination (R²) and path analysis. The results obtained in this study indicate 1) there is a significant influence between communication on motivation, 2) there is a significant influence between work environment variables on motivation, 3) there is a significant but not significant effect between motivational variables on performance, 4) there is a significant but not significant effect between communication variables on performance, 5) there is a significant influence between work environment variables on performance, 6) motivation variables can affect communication variables on performance, 7) motivational variables can affect work environment variables on performance. The ability of communication variables, work environment and motivation in explaining employee performance at Royal Prima Hospital Medan is 72.9%, while the remaining 27.1% is explained by other variables not included in this research model.

Keywords: Communication, Work Environment, Motivation, Performance

I. INTRODUCTION

The hospital is an institution that is engaged in health services with the responsibility of providing treatment, providing care, seeking healing and patient health, as well as seeking health education for the community. Hospitals have human resources (HR) whose quality is very instrumental in supporting these health services. According to the Minister of Health of the Republic of Indonesia Number 340/MENKES/PER/III/2010, a hospital is a health service institution that provides complete individual health services that provide inpatient, outpatient, and emergency services. In the organization of the hospital will not be separated from the human resources (HR) that exist in the organization of the hospital. Human resource management is essentially an integral part of overall hospital management and human resources are the most important capital and wealth of all activities carried out in hospitals. The success of an organization is strongly influenced by the individual performance of its employees. Performance in the organization is the answer to the success or failure of the organizational goals that have been set. Currently, the success of a hospital is largely determined by the knowledge, skills, creativity, and motivation of its staff and employees. Based on the initial results of research at the Royal Prima Hospital on employee performance, it turns out that there are still quite a lot of gaps that are not in accordance with idealism, there are still some weaknesses that are still shown by employees where they are less motivated with their work. Some are not on time when they enter the office, delay office assignments, lack time discipline and cannot use office facilities properly. In addition, communication within the organization is an important matter related to employee performance. The success of an organization in achieving its goals cannot be separated from the establishment of good communication. The concept of this relationship is based on the theoretical reference developed by Hamali (2016, p. 228) that effective communication in the organization will make it easier for everyone to carry out the tasks that are their responsibility [1].

For this reason, a leader is required to be able to communicate effectively, because they will give instructions, directives, motivate subordinates, supervise and others. This communication does not only occur between superiors and subordinates but also between colleagues, so that every employee can work well. This is certainly not expected because it can affect their performance. Thus, communication is one of the important aspects that must be owned by an employee. Whether or not the employee's performance is seen from how he communicates within the company. Based on the initial results of research at the Royal Prima Hospital on communication, that communication between employees and superiors is not well established. There is discrimination in decision making so that it creates employee fear which causes employees to be reluctant to communicate with superiors. In addition, superiors also pay less attention to their employees so that employees are not motivated in carrying out their duties and work. This resulted in not establishing a harmonious relationship between employees and superiors due to poor communication. Another factor that can reduce employee performance is the condition of the work environment, namely everything that is around the worker, which can affect him in carrying out his duties. The work environment is one of the important factors in creating employee performance, because the work environment has a direct influence on employees in completing work which will ultimately affect the achievement of their performance. A good and conducive work environment will guarantee a sense of security and comfort that will enable employees to work optimally. The work environment can also affect employees' emotions, if the work environment is comfortable and pleasant then employees will be motivated to work well and effectively.

Based on the initial results of research at the Royal Prima Hospital on the workplace, there are problems such as discomfort at work. Some employees ignore warnings from superiors when they make mistakes because they have their own power. If you follow the applicable Standard Operating Procedures (POS), the warning given will be in accordance with the mistakes made by the employee. However, some decisions from superiors are not in accordance with the applicable POS, where employees who make mistakes should be given a First Warning Letter (SP1). However, if the employee is reported directly to the supervisor, a Third Warning Letter (SP3) will be issued, so that it affects the work environment in each division. Where in work is not a rule but a decision from a superior who is obeyed or respected. So that makes employees strive to get the attention of superiors for comfort at work. In general, high performance is associated with high motivation. Conversely, low motivation is associated with low performance. High performance is a function and interaction between motivation, competence and opportunities for supporting resources. In the context of work, motivation is one of the important factors in encouraging someone to produce performance. Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are invisible that give strength to encourage individuals to behave in achieving goals. Motivation is an important element in managing human resources, every employee must have high enthusiasm at work, high enthusiasm will be able to produce good performance. High enthusiasm in doing daily work can also be interpreted as motivation.

Motivation is an important element and determines performance improvement. Creating great motivation for all employees is the responsibility of the organization, it is very important to care for and maintain the work motivation of all employees, motivation to work can go up and down, have little dependence on the situation and conditions of the work environment. But in fact, based on the initial results of research at the Royal Prima Hospital on employee work motivation which is considered to be still not optimal, this can be seen from some employees who seem less motivated at work due to lack of attention from superiors to their subordinates so that they do not want to improve their performance. From the description above, researchers are interested in researching and discussing this as an object of research, while the title proposed is: "The Effect of Communication, Work Environment on Employee Performance With Motivation as an Intervening Variable at Royal Prima Hospital Medan".

II. METHODS

Validity test

$$r = \frac{n(\sum x_i y_i) - (\sum x_i)(\sum y_i)}{\sqrt{\{n \cdot \sum x_i^2 - (\sum x_i)^2\} \{n \cdot \sum y_i^2 - (\sum y_i)^2\}}}$$

Where :

n	= number of pairs of observations
$(\sum x_i)$	= number of observations variable x
$(\sum y_i)$	= number of observations variable Y
$(\sum x_i^2)$	= the number of squares of observations of the variable x
$(\sum y_i^2)$	= the number of squares of observations of the variable y
$(\sum x_i)^2$	= the square of the number of observations of the variable x
$(\sum y_i)^2$	= the square of the number of observations of the variable y
$\sum x_i y_i$	= the sum of the products of the variables x and y

III. DISCUSSION

Hypothesis Test Results

The hypothesis states that communication (X1), work environment (X2), has a positive and significant effect on motivation (Z). The following is Table 1.1 the results of the t-test calculation for each variable:

Table 1.1 Sub t-Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,614	2,569		1,796	,075
X1	,431	,082	,315	5,239	,000
X2	,452	,041	,655	10,901	,000

a. Dependent Variable: Z

Source: Results of research data processing, 2022

In the table, the t statistical test is obtained, as follows:

1. Communication variable (X1) with a probability level of 0.000. Thus, it can be concluded that $P = 0.000 < = 0.05$, accept the hypothesis that the communication variable has a significant effect on the motivation variable.
2. Work environment variable (X2) with a probability level of 0.000. Thus, it can be concluded that $P = 0.000 < = 0.05$, so accept the hypothesis which states that the work environment variable has a significant effect on the motivation variable.

Thus, the path analysis equation can be arranged as follows:

$$Z = 0,315 X1 + 0,655 X2$$

The analysis equation model means:

1. Communication variable (X1) = 0.315. The communication variable with a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the communication variable will increase the value of the motivation variable by 0.315 per one unit score.
2. Work environment variable (X2) = 0.655. The work environment variable with a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work environment variable will increase the value of the motivation variable by 0.655 per one unit score. Furthermore, to determine the magnitude of the influence of the independent variable on the dependent variable is to use the coefficient of determination test R in Table 1.2 below:

Table 1.2. Coefficient of Determination Test Results (R²)

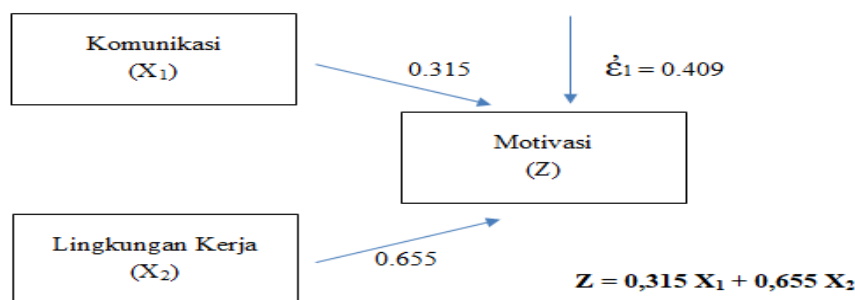
Model Summary ^a				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,912 ^a	,832	,828	2,26869
a. Predictors: (Constant), X ₂ , X ₁				
b. Dependent Variable: Z				

Source: Primary Data Processed, 2022

The result of calculating the value of R Square is 0.832. This result means that 83.2% of motivation can be explained by the two independent variables above, while the remaining 16.8% is explained by other variables not included in this study.

Path Analysis Results

Referring to the regression output of Sub Model I, it can be seen that the significance value of the two variables, namely communication (X₁) = 0.000 and work environment (X₂) = 0.000. These results conclude that the regression of Sub Model I, namely the communication variable (X₁) has a significant effect on motivation (Z), and the work environment variable (X₂) has a significant effect on motivation (Z). The value of R² or R Square contained in the Model Summary table is 0.832. This shows that the contribution of the communication variable (X₁) and the work environment (X₂) to the motivation variable (Z) is 83.2%, while the remaining 16.8% is the contribution of other variables not included in the study. Meanwhile, the value of 1 can be found using the formula $1 = (1 - 0.832) = 0.409$. Thus, the path diagram of the structural model I is obtained as follows:

**Fig 1.1** Path Diagram

The Effect of Communication on Motivation

The communication variable has a positive and significant effect on motivation at the Royal Prima Hospital in Medan. The communication variable has a regression coefficient value of 0.315 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the communication variable will increase the motivation value of the employees of the Royal Prima Hospital Medan by 0.315 per one unit score. Based on the results of testing the first hypothesis, it is known that communication has a significant influence on the motivation of employees of the Royal Prima Hospital Medan. This means that the relationship between leaders and subordinates or to colleagues is one of the important factors that can affect employee motivation at work. A close and mutually supportive relationship with colleagues and with leaders is very important and has a strong relationship in achieving company goals, the better the leader in supervising his employees, the more comfortable employees will be in doing their work, and vice versa.

The Influence of Work Environment on Motivation

The work environment variable has a positive and significant effect on motivation at the Royal Prima Hospital in Medan. The work environment variable has a regression coefficient value of 0.655 which

has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work environment variable will increase the motivation value of the employees of the Royal Prima Hospital Medan by 0.655 per one unit score. Based on the results of testing the second hypothesis, it is known that the work environment has a significant influence on the motivation of employees of the Royal Prima Hospital Medan. This means that a good work environment will determine the comfort of employees in carrying out their work. If working conditions are good, it can increase work motivation in employees which in turn can have a positive influence on employee performance. Vice versa, if working conditions are bad, employees will not have high work motivation so that it will have a negative influence on their performance.

The Effect of Motivation on Performance

The motivation variable has no significant positive effect on employee performance at the Royal Prima Hospital in Medan. The motivation variable has a regression coefficient value of 0.239 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the motivation variable will increase the performance value of the employees of Royal Prima Hospital Medan by 0.239 per one unit score. Based on the results of testing the fifth hypothesis, it is known that motivation has a significant influence on the performance of the employees of the Royal Prima Hospital in Medan. Motivation can create the maximum implementation of work tasks. The ability of employees will be optimal with the support of adequate motivation so that they can achieve high employee performance. Some of the motivators that cause an increase in employee motivation include the fulfillment of employee needs, so this becomes motivation for employees.

The Effect of Communication on Performance

The communication variable has a positive and insignificant effect on performance at the Royal Prima Hospital in Medan. The communication variable has a regression coefficient value of 0.147 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the communication variable will increase the performance value of the employees of the Royal Prima Hospital Medan by 0.147 per one unit score. Based on the results of testing the third hypothesis, it is known that communication has a significant effect on the performance of employees of the Royal Prima Hospital Medan. The success of employee performance is largely determined by communication, because it involves a state of interdependence and dependence that requires coordination. Communication is a primary need that is not only in the form of verbal but also uses non-verbal forms, the relationship that exists both structurally and emotionally between humans in a company is one of the factors supporting the effectiveness of achieving organizational goals.

Influence of Work Environment on Performance

The work environment variable has a positive and significant effect on performance at the Royal Prima Hospital in Medan. The work environment variable has a regression coefficient value of 0.514 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the work environment variable will increase the performance value of the employees of Royal Prima Hospital Medan by 0.514 per one unit score. Based on the results of testing the fourth hypothesis, it is known that the work environment has a significant influence on the performance of the employees of the Royal Prima Hospital in Medan. The work environment in a company is very important for management to pay attention to, even though the work environment does not carry out the production process in the company. A work environment that provides a sense of comfort for employees can improve employee performance, otherwise an inadequate work environment can reduce employee performance.

The Effect of Communication on Performance through Motivation

Based on the results of the Sobel test calculation, it is known that the t value is 4,076, so that the t value is $4,587 > t$ table 1,983, it can be concluded that the motivation variable is able to mediate the relationship between the influence of communication on performance. And based on path analysis, it is known that the influence of communication (X1) on the performance (Y) of employees of Royal Prima Hospital Medan is 37%, which consists of a direct effect of 14.7% and an indirect effect of communication (X1) on performance (Y) through motivation. (Z) by 22.3%. The results of this calculation show that the direct effect of communication (X1) on performance (Y) is smaller than the indirect effect. Thus it can be

said that communication (X1) is less effective in improving performance (Y), in other words it can be emphasized that communication (X1) has no effect if there is an increase in employee performance (Y) in carrying out their duties. Based on the results of testing the sixth hypothesis, it is known that communication through motivation has an influence on the performance of employees of the Royal Prima Hospital in Medan. The results showed that motivation has a role in mediating the effect of communication on performance.

The Effect of Work Environment on Performance through Motivation

Based on the results of the Sobel test calculation, it is known that the t value is 2,939, so that the t value is $2,939 > t \text{ table } 1,983$, it can be concluded that the motivation variable is able to mediate the relationship between the influence of the work environment on performance. And based on path analysis, it is known that the influence of the work environment (X2) on the performance (Y) of employees of the Royal Prima Hospital Medan is 118.5%, which consists of a direct effect of 51.4% and an indirect effect of the work environment (X2) on performance (Y) through job satisfaction (Z) of 67.1%. The results of this calculation show that the direct effect of the work environment (X2) on performance (Y) is smaller than the indirect effect. Thus it can be said that the effect of the work environment (X2) will be greater in improving performance (Y) if it is done through motivation (Z). Based on the results of testing the seventh hypothesis, it is known that the work environment through motivation has an influence on the performance of the employees of the Royal Prima Hospital in Medan. The results showed that motivation has a role in mediating the influence of the work environment on performance.

IV. CONCLUSION

Based on the results of the analysis and discussion, the authors draw the following conclusions: Communication has a positive and significant effect on motivation at the Royal Prima Hospital in Medan. This means that this condition proves that the better communication can increase motivation. The work environment has a positive and significant effect on motivation at the Royal Prima Hospital in Medan. This means that this condition proves that the better the work environment can increase motivation. Motivation has a positive but not significant effect on employee performance at the Royal Prima Hospital in Medan. This means that this condition proves that the higher the motivation can improve performance but not significantly. Communication has a positive but not significant effect on performance at the Royal Prima Hospital in Medan.

This means that this condition proves that better communication can improve performance but not significantly. The work environment has a positive and significant effect on performance at the Royal Prima Hospital in Medan. This means that this condition proves that a better work environment can improve performance. The effect of communication on the performance of the employees of the Royal Prima Hospital in Medan will be greater if it is done through motivation. The direct effect of communication on performance is smaller than the indirect effect of communication on performance. It can be concluded that motivation is able to mediate the effect of communication on performance. The influence of the work environment on the performance of the employees of the Royal Prima Hospital in Medan will be greater if it is done through motivation. The direct effect of the work environment on performance is smaller than the indirect effect of the work environment on performance. It can be concluded that motivation is able to mediate the effect of the work environment on performance.

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