

The Effect of Work Motivation as an Intervening Variable on Employee Performance

The Effect of Work
Motivation

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ABSTRACT

In order to realize national goals, the State Civil Apparatus (Aparatur Sipil Negara/ASN) is needed which is given the task of carrying out public service tasks, government tasks and certain development tasks. The purpose of the research is to find efforts to improve performance through identification of variables that are thought to affect performance. Based on the initial survey in terms of work quantity, namely there are still employees who have not completed the work according to the targeted amount, there are still employees who have not been able to do additional tasks given by superiors and employees. The results of the study that organizational climate is proven to have a positive direct effect on employee performance, organizational climate is proven to have a positive direct effect on work motivation. In this study, organizational climate variables affect work motivation, Interpersonal communication has a positive direct effect on and employee performance. Interpersonal communication has a positive direct effect on and work motivation. Work motivation has a positive direct effect on employee performance. Organizational climate has an indirect effect on employee performance through work motivation. Interpersonal communication has no indirect effect on employee performance through work motivation.

Keywords: Organizational Climate, Interpersonal Communication, Employee Performance

ABSTRAK

Dalam rangka mewujudkan tujuan nasional, diperlukan Aparatur Sipil Negara (ASN) yang diberikan tugas untuk melaksanakan tugas pelayanan publik, tugas pemerintahan dan tugas pembangunan tertentu. Tujuan dari penelitian ingin mengetahui dicapai yaitu untuk menemukan upaya-upaya dalam meningkatkan kinerja melalui identifikasi terhadap variabel - variabel yang diduga berpengaruh terhadap kinerja. Berdasarkan survey awal dari segi kuantitas kerja yaitu pegawai masih ada yang belum menyelesaikan pekerjaan sesuai dengan jumlah yang ditargetkan, masih ada pegawai yang belum dapat mengerjakan tugas tambahan yang diberikan oleh atasan dan pegawai. Hasil dari penelitian bahwa Iklim organisasi terbukti memiliki pengaruh langsung positif terhadap kinerja pegawai, Iklim organisasi terbukti memiliki pengaruh langsung positif terhadap motivasi kerja. Dalam penelitian ini, variabel iklim organisasi mempengaruhi motivasi kerja, Komunikasi interpersonal memiliki pengaruh langsung positif terhadap dan kinerja pegawai. Komunikasi interpersonal memiliki pengaruh langsung positif terhadap dan motivasi kerja. Motivasi kerja memiliki pengaruh langsung positif terhadap kinerja pegawai. Iklim organisasi memiliki pengaruh tidak langsung terhadap kinerja pegawai melalui motivasi kerja. Komunikasi

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Kata kunci: *Iklim Organisasi, Komunikasi Interpersonal, Kinerja Pegawai, Motivasi Kerja*

INTRODUCTION

The performance of Civil Servants is likened to dead wood. The government has currently issued a Government Regulation regarding administrative sanctions up to dismissal for Civil Servants who cannot meet performance targets, one of which is calculating payments and deductions from performance allowances through monthly performance achievements based on the applicable performance calculation system, absenteeism and disciplinary penalties (Afesorbor, 2019). The Minister for Empowerment of the State Apparatus in his direction when providing briefings to the ranks of the State Civil Apparatus in the Blora Regency Regional Secretary's Office Hall on September 23 2022 stated that when compared with other countries, the quality index of the Indonesian State Civil Apparatus (ASN) is very low so that performance-based transformation needs to be carried out in the administration of bureaucracy in Indonesia (Wati et al., 2023). Employee performance itself is the result of an employee's work in accordance with a predetermined role (Riyanto et al., 2021). Performance is an accumulation of behavior that occurs in different contexts and with different people over a long period of time (Kotlar et al., 2018).

Based on the initial survey in terms of work quantity, there are still employees who have not completed the work according to the target amount, there are still employees who have not been able to carry out additional tasks given by their superiors and employees in carrying out their tasks still need assistance from other employees in completing them (Haryono & Sulisty, 2020). In terms of work quality, there are still employees who are less skilled in their work, there are still employees who do not complete their work immediately, there are still employees who have problems carrying out their leadership duties and employees who do not work in teamwork; in terms of accuracy in completing work, namely that there are still employees who do not complete their tasks completely and on time; in terms of efficiency, that is, there are still employees who do not use raw materials efficiently, employees take part in safeguarding and maintaining state assets/goods and employees use the budget to work in accordance with the provisions.

Based on the description above, it appears that there is still a lack of encouragement or enthusiasm in working to achieve good output or work results. Low work motivation can be seen from the behavior of employees who still procrastinate completing their work and there are still employees who carry out tasks completely and on time, in the case that there are still employees who are less skilled in completing their work, it is thought that there is no encouragement to develop knowledge and skills in framework for self-development through education and training (Sabilalo et al., 2020; Shin & Grant, 2021; and Hutmanová et al., Hutmanová). There are still employees who, in carrying out their tasks, still need to be assisted by other employees in completing them and there are employees who cannot work in teamwork, so intense intrapersonal communication is needed between fellow employees and with superiors so that the desired output or results to achieve organizational goals can be achieved (Stouten et al. al., 2018 and Al Khajeh, 2018).

Referring to the research results of Diamantidis & Chatzoglou (2019) and Ichsan et al. (2021) that the factors that influence employee performance are organizational climate, interpersonal communication and work motivation. Organizational climate is an organizational condition where each member interacts with each other, sets boundaries and recognizes each other, influencing the level of cooperation and growth of organizational members (Al-Kurdi et al., 2020 and Suhayat et al., 2023). Organizational climate as a set of attitudes, perceptions, feelings and behavior of organizational members

that express significant norms, values and attitudes can at least help someone in solving problems, because the organization expects mutually beneficial relationships on all fronts including financially, socially, intellectually, spiritually. and emotional. A positive organizational climate can encourage people to interact with each other (Wahyono, 2019 and Afsar & Umrani, 2020). Trust, support, openness in decision making, effective and creative work, involvement in organizational activities can embrace organizational opportunities enthusiastically and present innovations or ideas. On the other hand, creating an organizational climate is closely related to interaction and communication between employees. Organizational mechanisms are an integrative model which states that organizational culture and organizational structure influence individual mechanisms, namely job satisfaction, stress, motivation, trust and learning (Paais, 2018 and Munthe et al., 2021). According to Andersson et al. (2019), organizational structure creates an organizational climate, which is then felt by organizational members. Therefore, organizational climate is formed as a result of the general perception that members have regarding the organizational structure.

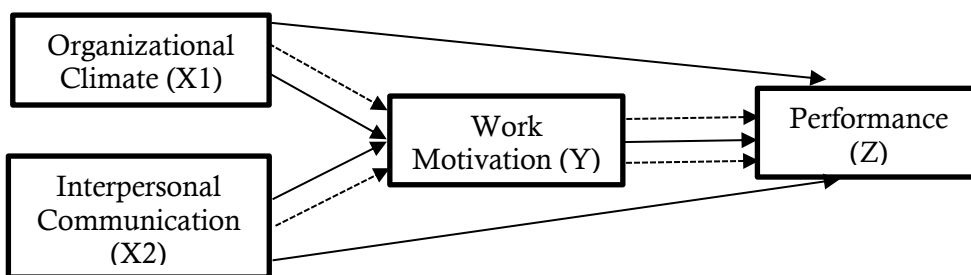


Figure 1. Research Framework

METHOD

This research aims to examine the influence of organizational climate and interpersonal communication on performance through work motivation as an intervening variable. Next, calculations and discussions will be carried out based on data obtained in the field during the research period. The analysis carried out consisted of descriptive analysis and quantitative analysis. This research is descriptive research using purposive sampling technique. The research was carried out at the work unit within the scope of the Center for Implementation of Standard Agricultural Instruments for the West Java Region. In this study, researchers took a sample of 103 respondents. Of the total population, there are 137 civil servants with functional positions, consisting of BSIP Implementation and West Java BSIP units. The data collection technique in this research is a questionnaire in the form of statements to all respondents which are distributed online using a Likert scale. Secondary data is information that previously existed and was collected by researchers to complete research data needs (Alam, 2021). In this research secondary data was obtained through literature, articles and related journals.

RESULT

The number of male respondents was 54 people with a percentage of 52.94% and the number of female respondents was 49 people with a percentage of 47.06% of the total number of respondents 103 people. Second, it is known that the number of respondents aged < 25 years was 0 people with a percentage of 0%, aged 25 > 34 years was 14 people with a percentage of 13.58%, aged 35 > 44 years was 39 people with a percentage of 37.86%, aged 45 > 54 years was 37 people with a percentage of 35.92%, and respondents aged > 55 years were 13 people with a percentage of 12.62% of the total number of respondents 103 people. Third, it is known that the number of respondents with elementary school (SD)/equivalent education was 0 people with a percentage of 0%, respondents with junior high school (SMP)/equivalent education were 0 people with a percentage of 0%, respondents with senior high school (SMA)/equivalent education were

0%. 22 people with a percentage of 21.57%, 7 respondents with Diploma (D1-D3) education with a percentage of 6.86%, 40 respondents with a Bachelor's degree (S1) with a percentage of 38.24%, 30 respondents with a Master's (S2) education with a percentage of 29.41% and 4 respondents with Doctoral (S3) education with a percentage of 3.92% of the total number of respondents 103 people. Fourth, it is known that the number of respondents with the West Java BSIP work unit was 56 people with a percentage of 54.90% and respondents with the BSIP Implementation work unit were 47 people with a percentage of 45.10% of the total number of respondents 103 people. Fifth, it is known that the number of respondents with a working period of <1 year is 0 people with a percentage of 0%, respondents with a working period of 1 > 2 years are 8 people with a percentage of 7.84%, respondents with a working period of 3 > 4 years are 6 people with a percentage of 5.88%. and respondents with a working period of > 5 years were 89 people with a percentage of 86.27% of the total number of respondents 103 people.

Table 1. Respondent Characteristics

Characteristics		frequency	percentage
Gender	Man	54	52.94%
	Woman	49	47.06%
	Total	103	100%
Age	< 25 years	0	0%
	25 > 34 year	14	13.58%
	35 > 44 year	39	37.86%
	45 > 54 year	37	35.92%
	> 55 years	13	12.62%
	Total	103	100%
Education	Elementary School (SD) / Equivalent	0	0%
	Junior High School (SMP) / Equivalent	0	0%
	High School (SMA) / Equivalent	22	21.57%
	Diploma (D1-D3)	7	6.86%
	Bachelo (S1)	40	38.24%
	Magister (S2)	30	29.41%
	Doktoral (S3)	4	3.92%
Total	103	100%	
Work unit	BSIP Jawa Barat	56	54.90%
	BSIP Implementation	47	45.10%
	Total	103	100%
Years of service	< 1 year	0	0%
	1 > 2 year	8	7.84%
	3 > 4 year	6	5.88%
	5 > year	89	86.27%
	Total	103	100%

Performance is the final result of an activity, with the criteria being whether the result can be said to be efficient and effective (Gurama & Mansor, 2018). Organizational climate is an employee's perception of their work environment which directly or indirectly influences employee behavior within an organization (Mutonyi et al., 2020). Interpersonal communication is the activity of sending messages by someone and receiving messages by other people to get feedback where the same perception emerges between the sender and recipient of the message (Murphy & Sashi, 2018). Work motivation is the encouragement of needs within a person that need to be fulfilled in order to be able to do the best possible work to achieve the expected goals (Sudiardhita et al., 2018).

Table 2. Scope of BBPSIP West Java Region

Variable	Class	Class Intervals	Absolute Frequency	Frequency of Reality	Real Limits	Cumulative Frequency
Employee performance	1	50 – 64	1	1%	49.5	1
	2	65 – 79	0	0%	64.5	1
	3	80 – 94	0	0%	79.5	1
	4	95 – 109	6	6%	94.5	7
	5	110 – 124	9	9%	109.5	16
	6	125 – 139	27	26%	124.5	43
	7	140 – 154	47	46%	139.5	90
	8	155 – 169	13	13%	154.5	103
	Amount		103	100%	169.5	
Organizational Climate	1	78 – 90	6	6%	77.5	6
	2	91 – 103	6	6%	90.5	12
	3	104 – 116	4	4%	103.5	16
	4	117 – 129	17	17%	116.5	33
	5	130 – 142	42	41%	129.5	75
	6	143 – 155	17	17%	142.5	92
	7	156 – 168	6	6%	155.5	98
	8	169 – 175	5	5%	168.5	103
	Amount		103	100%	175.5	
Interpersonal Communication	1	81 – 92	2	2%	80.5	2
	2	93 – 104	0	0%	92.5	2
	3	105 – 116	1	1%	104.5	3
	4	117 – 128	6	6%	116.5	9
	5	129 – 140	36	35%	128.5	45
	6	141 – 152	16	16%	140.5	61
	7	153 – 164	18	17%	152.5	79
	8	165 – 176	24	23%	164.5	103
	Amount		103	100%	176.5	
Work Motivation	1	83 – 95	2	2%	82.5	2
	2	96 – 108	0	0%	95.5	2
	3	109 – 121	1	1%	108.5	3
	4	122 – 134	7	7%	121.5	10
	5	135 – 147	38	37%	134.5	48
	6	148 – 160	20	19%	147.5	68
	7	161 – 173	21	20%	160.5	89
	8	174 – 185	14	14%	173.5	103
	Amount		103	100%	185.5	

Measuring several variables related to employee performance, organizational climate, interpersonal communication and work motivation uses indicators with certain loading factors. For the employee performance variable (Z), indicator Z1 has a loading factor of 0.324 which is invalid because it is below the cut-off of 0.7, while Z2 (0.809), Z3 (0.805), and Z4 (0.732) are valid. The Average Variance Extracted (AVE) value for this variable was 0.486, indicating inadequate validity overall. For the organizational climate variable (X1), indicators X1.1 (0.432) and X1.4 (0.697) are invalid, while X1.2 (0.708), X1.3 (0.751), and AVE 0.462, also shows inadequate validity. The interpersonal communication variable (X2) shows that the indicator X2.1 (0.655) is invalid, while X2.2 (0.840), X2.3 (0.724), and validity. Meanwhile, the work motivation variable (Y) has most of the valid indicators, including Y1 (0.883), Y2 (0.794), Y3 (0.852), Y4 (0.807), Y6 (0.809), and Y7 (0.808), except Y5 (0.143) which is invalid. The AVE value for the work motivation variable is 0.591, indicating good validity. Overall, this research reveals that several indicators need to be improved to achieve better validity in measuring variables.

Table 3. Convergent Validity Test

Variable	Indicator	Loading factor	Cut Value	AVE	Validity
Employee Performance (Z)	Z1	0.324	0.7	0.486	Invalid
	Z2	0.809	0.7		Valid
	Z3	0.805	0.7		Valid
	Z4	0.732	0.7		Valid
Organizational Climate (X1)	X1.1	0.432	0.7	0.462	Invalid
	X1.2	0.708	0.7		Valid
	X1.3	0.751	0.7		Valid
	X1.4	0.697	0.7		Invalid
	X1.5	0.754	0.7		Valid
Interpersonal Communication (X2)	X2.1	0.655	0.7	0.568	Invalid
	X2.2	0.840	0.7		Valid
	X2.3	0.724	0.7		Valid
	X2.4	0.784	0.7		Valid
Work motivation (Y)	Y1	0.883	0.7	0.591	Valid
	Y2	0.794	0.7		Valid
	Y3	0.852	0.7		Valid
	Y4	0.807	0.7		Valid
	Y5	0.143	0.7		Invalid
	Y6	0.809	0.7		Valid
	Y7	0.808	0.7		Valid

Employee performance, interpersonal communication, and work motivation. Organizational climate has a correlation of 0.742 with itself, indicating high internal consistency. The correlation between organizational climate and employee performance is 0.419, which indicates a moderate relationship. Interpersonal communication has a low correlation with organizational climate (0.145) and employee performance (0.313), but shows strong internal consistency with a value of 0.812. Work motivation has a moderate correlation with the other three variables, namely 0.494 with organizational climate, 0.424 with employee performance, and 0.315 with interpersonal communication. The high correlation between work motivation and itself (0.828) shows strong validity. Overall, these results indicate that although some variables have moderate relationships with each other, there is high internal consistency in the measurement of each variable.

Table 4. Discriminant Validity Test

Variable	Organizational Climate	Performance	Interpersonal Communication	Work motivation
Organizational Climate	0.742			
Employee Performance	0.419	0.795		
Interpersonal Communication	0.145	0.313	0.812	
Work motivation	0.494	0.424	0.315	0.828

For the organizational climate variable, the Cronbach's Alpha value is 0.732, rho_A 0.744, Composite Reliability 0.830, and Average Variance Extracted (AVE) 0.550, indicating adequate reliability and validity. The employee performance variable shows a Cronbach's Alpha value of 0.706, rho_A 0.712, Composite Reliability 0.837, and AVE 0.631, indicating good reliability and validity. Interpersonal communication has a Cronbach's Alpha value of 0.741, rho_A 0.750, Composite Reliability 0.853, and AVE 0.659, indicating strong reliability and adequate validity. The work motivation variable shows very good results with a Cronbach's Alpha value of 0.912, rho_A 0.986, Composite Reliability 0.929, and AVE 0.686, which indicates very high reliability and validity. Overall, these results show that the instruments used in this research have a good level of reliability and validity, especially the work motivation variable which shows very high consistency and validity.

Table 5. Composite Reliability Test

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Climate	0.732	0.744	0.830	0.550
Employee Performance	0.706	0.712	0.837	0.631
Interpersonal Communication	0.741	0.750	0.853	0.659
Work motivation	0.912	0.986	0.929	0.686

Model goodness of fit testing is a test carried out to ensure that the PLS model prepared is suitable for the data being analyzed so that it can explain the actual condition of the population (Schuberth et al., 2023).

Table 6. Goodness of Fit Assessment

Variable	R Square	R Square Adjusted
Employee Performance	0.275	0.253
Work motivation	0.305	0.291

In PLS analysis, after the model is proven to be fit, testing the influence between variables can be carried out. Based on the results of the PLS model estimation using the bootstrapping technique for 103 samples, the results of testing the direct influence between variables were obtained.

Table 7. Direct influence between variables

Variable	Original Sample	Mean	Std. Dev.	T Statistics	P Values
Organizational Climate -> Employee Performance	0.280	0.280	0.099	2.816	0.004
Organizational Climate -> Work Motivation	0.458	0.475	0.065	6.998	0.000
Interpersonal Communication -> Performance	0.202	0.213	0.100	2.013	0.045
Interpersonal Communication -> Work Motivation	0.249	0.255	0.077	3.225	0.001
Work Motivation -> Employee Performance	0.222	0.225	0.093	2.394	0.017

Evaluate the influence of organizational climate and interpersonal communication on employee performance and work motivation using several statistical metrics. The results show that organizational climate has a significant effect on employee performance with an Original Sample (O) value of 0.280, Sample Mean (M) 0.280, Standard Deviation (STDEV) 0.099, T Statistics (O/STDEV) 2.816, and P Value 0.004. Apart from that, organizational climate also has a stronger and more significant influence on work motivation with an O value of 0.458, M 0.475, STDEV 0.065, T Statistics 6.998, and P Value 0.000. Interpersonal communication also shows a significant influence on employee performance with an O value of 0.202, M 0.213, STDEV 0.100, T Statistics 2.013, and P Value 0.045. The influence of interpersonal communication on work motivation is also significant with an O value of 0.249, M 0.255, STDEV 0.077, T Statistics 3.225, and P Value 0.001. Apart from that, work motivation has a significant effect on employee performance with an O value of 0.222, M 0.225, STDEV 0.093, T Statistics 2.394, and P Value 0.017. These results indicate that both organizational climate and interpersonal communication play an important role in improving employee performance.

Table 8. Indirect influence between variables

Variable	Original Sample	Mean	Std. Dev.	T Statistics	P Values
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Organizational Climate -> Work Motivation -> Employee Performance	0.102	0.107	0.049	2.092	0.037
Interpersonal Communication -> Work Motivation -> Employee Performance	0.055	0.058	0.032	1.731	0.084

The influence of organizational climate and interpersonal communication on employee performance and work motivation using several statistical metrics. The results show that organizational climate has a significant effect on employee performance with an Original Sample (O) value of 0.280, Sample Mean (M) 0.280, Standard Deviation (STDEV) 0.099, T Statistics (O/STDEV) 2.816, and P Value 0.004. Apart from that, organizational climate also has a stronger and more significant influence on work motivation with an O value of 0.458, M 0.475, STDEV 0.065, T Statistics 6.998, and P Value 0.000. Interpersonal communication also shows a significant influence on employee performance with an O value of 0.202, M 0.213, STDEV 0.100, T Statistics 2.013, and P Value 0.045. The influence of interpersonal communication on work motivation is also significant with an O value of 0.249, M 0.255, STDEV 0.077, T Statistics 3.225, and P Value 0.001. Apart from that, work motivation has a significant effect on employee performance with an O value of 0.222, M 0.225, STDEV 0.093, T Statistics 2.394, and P Value 0.017. These results indicate that both organizational climate and interpersonal communication play an important role in improving employee performance and work motivation.

Table 9. Hypothesis test

Hypothesis	Coef. Track	T	Sig.	Conclusion
There is a direct positive influence between organizational climate on employee performance	0.280	2.816	0.005	Accepted
There is a direct positive influence between organizational climate on work motivation	0.458	6.998	0.000	Accepted
There is a direct positive influence between interpersonal communication on employee performance	0.202	2.013	0.045	Accepted
There is a direct positive influence between interpersonal communication on work motivation	0.249	3.225	0.001	Accepted
There is a direct positive influence between motivation and employee performance	0.222	2.394	0.017	Accepted
There is a positive indirect influence of organizational climate on performance through work motivation	0.102	2.092	0.037	Accepted
There is a positive indirect effect of interpersonal communication on performance through work motivation	0.055	1.731	0.084	Rejected

Hypothesis testing results related to the influence of organizational climate and interpersonal communication on employee performance and work motivation. The results show that there is a significant direct positive influence between organizational climate on employee performance with a coefficient of 0.280, a T value of 2.816, and a significance value of 0.005. Apart from that, organizational climate also has a positive and significant effect on work motivation with a coefficient of 0.458, a T value of 6.998, and a significance value of 0.000. Interpersonal communication also shows a significant direct positive influence on employee performance with a coefficient of 0.202, a T value of 2.013, and a significance value of 0.045, as well as on work motivation with a coefficient of 0.249, a T value of 3.225, and a significance value of 0.001. Work motivation itself has a significant direct positive effect on employee performance with a coefficient of 0.222, a T value of 2.394, and a significance value of 0.017.

The mediating influence of work motivation in the relationship between organizational climate and interpersonal communication on employee performance. The

results show that there is a significant positive indirect effect of organizational climate on employee performance through work motivation with a coefficient of 0.102, a T value of 2.092, and a significance value of 0.037. However, the mediating effect of work motivation in the relationship between interpersonal communication and employee performance is not significant with a coefficient of 0.055, a T value of 1.731, and a significance value of 0.084, so this hypothesis is rejected. Thus, this research highlights the importance of organizational climate in improving employee performance through increasing work motivation, while the mediating role of work motivation in the relationship between interpersonal communication and employee performance still requires further research.

CONCLUSION

The results of research regarding the influence of organizational climate and interpersonal communication on employee performance with work motivation as an intervening variable which was analyzed using Structural Equation Modeling (SEM) and the Smart PLS V.3.0 Software Program, produced several findings as follows: first, the organizational climate is proven has a positive direct influence on employee performance with a P value of 0.005, T statistic of 2.816, and a positive path coefficient of 0.280. Commitment indicators provide the largest contribution in forming organizational climate variables. Second, organizational climate also has a positive direct influence on work motivation with a P value of 0.000, T statistic of 6.998, and a positive path coefficient of 0.458. The higher the organizational climate, the higher the employee work motivation. Third, interpersonal communication has a direct positive influence on employee performance with a P value of 0.045, T statistic of 2.013, and a positive path coefficient of 0.202. The empathy indicator makes the largest contribution in forming interpersonal communication variables. Fourth, interpersonal communication also has a positive direct influence on work motivation with a P value of 0.001, T statistic of 3.225, and a positive path coefficient of 0.249. The higher the interpersonal communication, the higher the employee's work motivation. Fifth, work motivation has a positive direct influence on employee performance with a P value of 0.017, T statistic of 2.394, and a positive path coefficient of 0.222. Interpersonal relationship indicators provide the largest contribution in forming work motivation variables. Sixth, organizational climate has an indirect influence on employee performance through work motivation with a P value of 0.037, T statistic of 2.092, and a positive path coefficient of 0.102. The higher the organizational climate through work motivation, the higher the employee performance. Seven, interpersonal communication does not have an indirect influence on employee performance through work motivation with a P value of 0.084, T statistic of 1.731, and a positive path coefficient of 0.055. The level of interpersonal communication through work motivation does not have a significant effect on employee performance.

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