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The Effect of Work Environment, Motivation and Communication on Employee Performance at PT Hemada Wira Dharma

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This study aims to determine how much influence the work environment, motivation, and communication have on employee performance at PT Hemada Wira Dharma. The population of this study amounted to 50 respondents. Data collection was carried out by distributing questionnaires and data management in this study using SPSS 23. The method used is descriptive kuantitatif method, where this method describes systematically, factually, and accurately regarding the factors studied. The data analysis used is a statistical model which includes Frequency Test, Descriptive Test, Validity Test, Reliability Test, Determination Test (R^2), T Test, and F Test. The results obtained partially stated that the work environment variable (X1) did not have a positive and significant effect with a $t_{count} < t_{table}$ -0.141 <1,677, the motivational variable (X2) had a positive and significant effect with a $t_{count} > t_{table}$ 2.433 > 1,677, the variable communication (X3) has a positive and significant effect with a tcount > ttable 3.587 > 1,677. The results obtained simultaneously $f_{count} > f_{table}$ 34.425 > 2,57 work environment, motivation, and communication have a significant effect on employee performance, so it can be concluded that the independent variables affect the dependent variable.

Keywords: Communication, Employee Performance, Motivation, Work Enviroment.

Introduction

In a company, the human resource management factor is very important to be the driving force in carrying out all the company's supporting activities and the operational role in carrying out all the tasks that must be carried out to make the company move. The importance of human resources needs to be realized by all managerial activities in a company. Human resources are the most important capital in forming a company organization to achieve the expected goals. The work environment is a working relationship that can bind between people in their environment. It should be endeavored that the work environment is in a good and conducive condition because the existence of good conditions and also a conducive work environment will make employees feel comfortable in the room. Motivation is an effort of encouragement that is given both from within oneself and from outside which then triggers a person to mobilize abilities both in the form of expertise, time and energy to achieve targets that are already their responsibility.

Communication is a social need in interacting with both superiors and co-workers. Good communication will minimize errors in work and will achieve effectiveness in work. Competition in the world of work is increasing make the company continue to look for ways so that the quality

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of work of its employees continues to improve so that it can bring profitable profits both for the company itself.

In addition, the company should help by providing a good work environment well, providing motivation to employees, and building a conducive atmosphere for communication activities carried out by fellow employees within the company. So that later in the company there are human resources that are able to compete with the outside environment.

Management is the core of administration, because management itself is an instrument that is very capable of carrying out administration and for achieving results and goals through the activities of other people (Aprissa & Yoyo, 2022, p. 13). Universal understanding of Management is the use of human resources in a company by involving processes such as planning, organizing, directing, controlling and supervising effectively and efficiently in order to achieve goals and high work productivity to achieve goals the company (Wijayaguna & Silaswara, 2022). According to Edy (2016, p. 6) human resource management is planning, acquiring, developing, managing, and employing human resources to meet company and individual goals known as human resource management (HR). According to Hasibuan (2016, p. 21) claims that those included in the operational functions of human resource management are procurement, development, compensation, integration, maintenance, discipline, termination.

According to Setia & Yusman (2021, p. 3) said that the work environment is the tools and materials that are in the employee's area and also the way of working and the work rules of a person or group/more than 2 people. There are two categories of work environment, namely the physical work environment is all the physical elements around the workplace that can have an impact directly or indirectly to workers and the non-physical work environment includes all circumstances related to professional relationships, including relationships with superiors, colleagues and subordinates (Sedarmayanti, 2017, p. 19). The workplace must demonstrate conditions that encourage collaboration between managers, employees and those in similar positions. According to Sedarmayanti (2017, p. 30) said that the indicators of the physical work environment and non-physical work environment consist of lighting, air circulation, noise, security, facilities, work equipment, the relationship between superiors and subordinates, work relations between colleagues, and smooth communication.

According to Hasibuan (2017, p. 219) says that the provision of driving force that creates a person's work enthusiasm so that it creates a desire to collaborate, work efficiently, and integrate all his efforts to achieve goals is called motivation. Motivation is important in building employee enthusiasm in carrying out their duties in the company and effectiveness (Silaswara et al., 2021). According to Aprissa & Yoyo (2022, p. 19) said that motivational indicators consist of responsibility, work performance, honesty, success, hard work, creativity, appreciation of praise, work environment and incentives.

Communication is a skill that shows the ability of personal sales to build good communication with buyers, have a polite attitude, and be able to control emotions (Sri Wahyuni and Andy 2020, 5). According to Arni (2016, p. 4) communication is the exchange of verbal and nonverbal information between senders and recipients of information to influence behavior. According to Effendy (2019:13) said that the purpose of communication is Social Change / Social Participation, Changes in attitude, Changes in opinion, Changes in behavior. According to Arni (2016, p. 4) says that communication is divided into several types, namely verbal communication is communication that involves symbols or words both orally and in writing, non-verbal communication is the creation and sharing of messages without using words such as communication that utilizes body movements, gestures, sounds that are not words, eye contact, facial expressions, closeness and touch, communication flows downward (downward communication) through the management to the lowest line employees and staff, communication from the bottom up (upward communication) to inform upper management levels about what is happening at lower levels, horizontal

communication (Horizontal Communication) communication that occurs at the same organizational level cross-departmental, diagonal communication is communication that crosses the chain Command in an organization is diagonally the result of interactions between line departments and staff. According to Arni (2016, p. 4) says that communication indicators consist of Downward communication, Upward communication and Horizontal communication.

Performance is the level of achievement of an agency's results in relation to the vision carried out by a corporation or company, as well as the positive and bad impacts of an operational policy, must be known and confirmed to certain parties (Rismawati & Mattalata, 2018, p. 2). According to (Pujiarti, 2019, p. 3) Performance is a result in which the people and resources in the organization jointly bring results based on quality levels. Factors that influence performance according to Kasmir (2016, p. 189) are the abilities or skills needed for a job, experience in the field of work will provide quality work, job design, character or personality possessed by an employee, encourage someone to complete work, The way a leader manages, organizes, and orders his followers to carry out the tasks and obligations given, The style or approach used by the leader to manage his team, the habits or norms of the company or organization, Feelings of pleasure or satisfaction after work, Environment or working conditions, Loyalty to continue working and defending the office, Commitment of employees to follow rules or practices company, and punctuality when doing work assignments. Performance indicators according to Robbins (2016, p. 260) consist of work quality, quantity, timeliness, effectiveness, and independence.

Figure 1.1 Framework

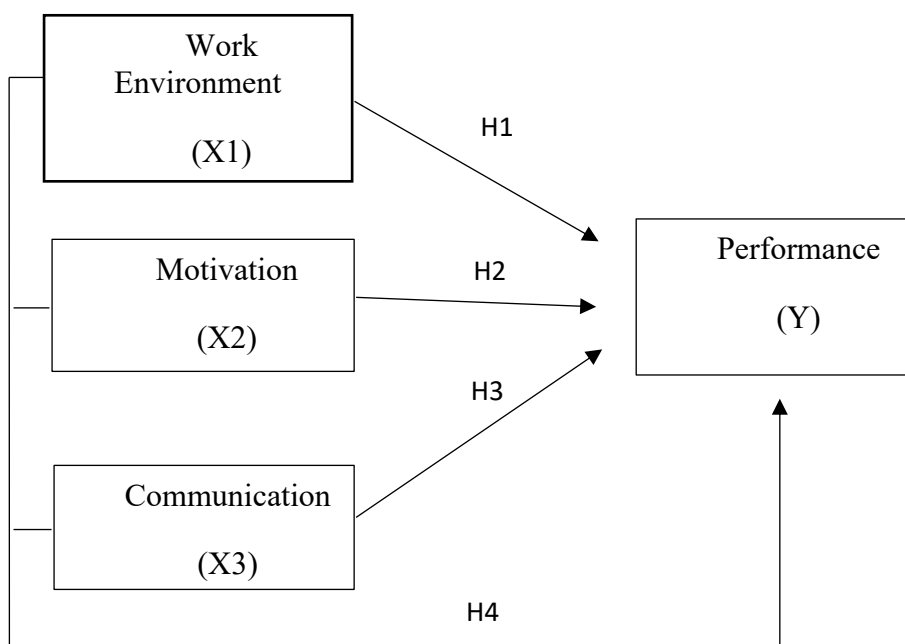H1 = Work Environment (X1) has a positive and significant effect on Employee Performance (Y).
H2 = Motivation (X2) has a positive and significant effect on Employee Performance (Y).
H3 = Communication (X3) has a positive and significant effect on employee performance (Y).
H4 = Work Environment (X1), Motivation (X2) and Communication (X3) have a positive and significant effect on Employee Performance (Y).

Methods

In conducting research, the authors use this type of descriptive research which is often known as research conducted without comparison or association with other variables, namely research conducted to ascertain the value of one or more independent variables (Sugiyono, 2015, p. 13). Quantitative research, namely research in the form of numbers that will be measured using statistics as a mathematical test tool, related to the problem being studied to draw a conclusion. Quantitative data is a research approach based on positivism (Sugiyono, 2018, p. 13), and quantitative descriptive research, namely a method known as quantitative descriptive research uses events that can be recorded, interviewed, viewed, and conveyed through documentary materials to describe, explain, or summarize various settings, situations, phenomena, or various research variables (Bungin, 2015, pp. 48–49).

The focus of this research is how the dynamics of the work environment, motivation, and communication at PT Hemada Wira Dharma have an impact on employee performance. Jl. Kebayoran Lama No. 178, South Jakarta, DKI Jakarta. In this study using primary data types, namely in the form of direct information collected by researchers to answer certain study questions (Sunyoto, 2017, p. 21). Population is a broad category consisting of things and people that researchers choose to study and from which conclusions have been reached (Sugiyono, 2018, p. 130). The population in this study were 50 employees of PT Hemada Wira Dharma. In this study, the complete population is divided into equal sample sizes, or up to 50 if a saturated sampling approach is used. The data collection technique used in this study was a questionnaire containing a list of questions distributed to respondents as part of the data collection process.

Data Analysis Techniques: After the writer has collected all the information needed, the next step is to examine the information used in this study. In measuring the influence of employee performance, work environment, motivation, and communication on employee performance, an adjusted statement questionnaire has been used. Furthermore, the information that has been collected is processed using SPSS Version 23 software, and the data is processed several techniques that are validity test, reliability test, classic assuption test, statistical model test, and data hypothesis testing.

1. Validity Test

   If the statements on a questionnaire can reveal information that can be quantified, then it is said to be valid. By using the following formula, the validity of the data used in this study was evaluated:

$$r = \frac{n\Sigma xy - (\Sigma x)(\Sigma y)}{\sqrt{\{n\Sigma X^2 - (\sum x)^2\}\{n\Sigma y - (\Sigma Y)^2\}}}$$

   By comparing the estimated r value with r table with a significance level of 5% (= 0.05) and degree of freedom (df) = n-2, a validity test was performed.

2. Reliability Test

   If someone consistently responds to statements on the questionnaire, it is considered reliable. Use the following formula to determine how reliable the data is in this study :

$$r_{11} = \left(\frac{k}{k-1}\right)\left(1 - \frac{\Sigma\sigma_b^2}{\sigma_t^2}\right)$$

Item reliability was tested by looking at Cronbach's Alpha value. Cronbach's Alpha value for reliability can be seen in all items in one variable. If the alpha value is > 0.7 then the level of reliability is met (sufficient reliability), but if the alpha value is <0.5 then the reliability is low and the item should not be used.

Table 1. Operationalisation Variable

No.	Variable	Parameter statement
1.	Work Environment (X1)	1. Information. 2. Air temperature. 3. Air circulation. 4. Noise. 5. Cleanliness. 6. Security. 7. Work equipment. 8. Facilities. 9. Relations between employees. 10. Relations between superiors. 11. Cooperation. 12. Work responsibilities. 13. Smooth communication.
2.	Motivation (X2)	1. Responsibility. 2. Work performance. 3. Success. 4. Spirit. 5. Hard work. 6. Honesty. 7. Creativity. 8. Awards. 9. There is praise. 10. Work environment. 11. Incentives.
3.	Communication (X3)	1. Giving work instructions. 2. Submission of information and work procedures. 3. Submission of work reports to superiors. 4. Submission of opinions to superiors. 5. Submission of complaints to superiors. 6. Exchange of knowledge and experience with colleagues. 7. Personal relationship with colleagues. 8. Problem solving with colleagues.
4.	Performance (Y)	1. Ability. 2. Quality. 3. Quantity. 4. Targets. 5. Thorough. 6. Initiative. 7. Level of reliability. 8. Responsibility. 9. Honesty. 10. Prioritize work. 11. Independence. 12. Attitude.

Results

1. Respondent Data Based on Gender

Table 2. Gender

	Frequency	Percent	Valid Percent	Comulative Percent
Perempuan	15	30.0	30.0	30.0
Laki-laki	35	70.0	70.0	100.0
Total	50	100.0	100.0	

Source : Data Processing SPSS Version 23

Based on the table above, it is known that this study involved 50 respondents who were all employees. Respondents consisted of 15 women with a total of 30% and 35 men with a total of 70% of all respondents. So in this study it can be concluded that the majority of respondents were male as many as 35 people with a percentage rate of 70%.

2. Respondent Data Based on Education

Table 3. Education

	Frequency	Percent	Valid Percent	Comulative Percent
SD-SMA	22	44.0	44.0	44.0
D1-D3	1	2.0	2.0	46.0
S1-S2	27	54.0	54.0	100
Total	50	100.0	100.0	

Source : Data Processing SPSS Version 23

Based on the table above, it is known that this study involved 50 respondents who were all employees. Respondents consisted of 22 people with elementary-high school education level with a total of 44%, 1 person with a D1-D3 education level with a total of 2%, and 27 people with a Bachelor-S2 education level with a total of 54% of all respondents. So that in this study it can be concluded that the majority of respondents have an undergraduate level of education as many as 27 people with a percent level of 54%.

3. Data of Respondents by Age

Table 4. Age

	Frequency	Percent	Valid Percent	Comulative Percent
<20 age	1	2.0	2.0	2.0
21-30 age	34	68.0	68.0	70.0
31-40 age	6	12.0	12.0	82.0
>41 age	9	18.0	18.0	100
Total	50	100.0	100.0	

Source : Data Processing SPSS Version 23

Based on the table above, it is known that this study involved 50 respondents who were all employees. Respondents consisted of 1 person with an age level of <20 years with a total of 2%, 34 people with an age level of 21-30 years with a total 68%, 6 people have an age rate of 31-40 years with a total of 6%, and finally as many as 9 people have an age rate > 41 years with a total of 18%. So in this study it can be concluded that the majority of respondents have an age level of 21-30 years as many as 34 people with a percentage rate of 68%.

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4. Validity Test

Table 5. Validity

Work Environment			
Question	**R Count/Pearson Correlation**	**R Table**	**Information**
P1	0.582	0.281	Valid with a sig value of 0.000
P2	0.549	0.281	Valid with a sig value of 0.000
P3	0.718	0.281	Valid with a sig value of 0.000
P4	0.761	0.281	Valid with a sig value of 0.000
P5	0.546	0.281	Valid with a sig value of 0.000
P6	0.679	0.281	Valid with a sig value of 0.000
P7	0.642	0.281	Valid with a sig value of 0.000
P8	0.569	0.281	Valid with a sig value of 0.000
P9	0.601	0.281	Valid with a sig value of 0.000
P10	0.594	0.281	Valid with a sig value of 0.000
P11	0.591	0.281	Valid with a sig value of 0.000
P12	0.486	0.281	Valid with a sig value of 0.000
P13	0.594	0.281	Valid with a sig value of 0.000
P14	0.367	0.281	Valid with a sig value of 0.000
P15	0.409	0.281	Valid with a sig value of 0.000
Motivation			
P1	0.376	0.281	Valid with a sig value of 0.000
P2	0.532	0.281	Valid with a sig value of 0.000
P3	0.694	0.281	Valid with a sig value of 0.000
P4	0.575	0.281	Valid with a sig value of 0.000
P5	0.522	0.281	Valid with a sig value of 0.000
P6	0.392	0.281	Valid with a sig value of 0.000
P7	0.281	0.281	Valid with a sig value of 0.000
P8	0.610	0.281	Valid with a sig value of 0.000
P9	0.522	0.281	Valid with a sig value of 0.000
P10	0.556	0.281	Valid with a sig value of 0.000
P11	0.705	0.281	Valid with a sig value of 0.000
P12	0.680	0.281	Valid with a sig value of 0.000
P13	0.664	0.281	Valid with a sig value of 0.000
P14	0.632	0.281	Valid with a sig value of 0.000
P15	0.543	0.281	Valid with a sig value of 0.000
Communication			

P1	0.625	0.281	Valid with a sig value of 0.000
P2	0.644	0.281	Valid with a sig value of 0.000
P3	0.585	0.281	Valid with a sig value of 0.000
P4	0.507	0.281	Valid with a sig value of 0.000
P5	0.601	0.281	Valid with a sig value of 0.000
P6	0.586	0.281	Valid with a sig value of 0.000
P7	0.545	0.281	Valid with a sig value of 0.000
P8	0.695	0.281	Valid with a sig value of 0.000
P9	0.628	0.281	Valid with a sig value of 0.000
P10	0.643	0.281	Valid with a sig value of 0.000
P11	0.626	0.281	Valid with a sig value of 0.000
P12	0.555	0.281	Valid with a sig value of 0.000
P13	0.476	0.281	Valid with a sig value of 0.000
P14	0.590	0.281	Valid with a sig value of 0.000
P15	0.580	0.281	Valid with a sig value of 0.000

Performance			
P1	0.660	0.281	Valid with a sig value of 0.000
P2	0.727	0.281	Valid with a sig value of 0.000
P3	0.642	0.281	Valid with a sig value of 0.000
P4	0.574	0.281	Valid with a sig value of 0.000
P5	0.520	0.281	Valid with a sig value of 0.000
P6	0.621	0.281	Valid with a sig value of 0.000
P7	0.645	0.281	Valid with a sig value of 0.000
P8	0.601	0.281	Valid with a sig value of 0.000
P9	0.594	0.281	Valid with a sig value of 0.000
P10	0.655	0.281	Valid with a sig value of 0.000
P11	0.518	0.281	Valid with a sig value of 0.000
P12	0.535	0.281	Valid with a sig value of 0.000
P13	0.600	0.281	Valid with a sig value of 0.000
P14	0.625	0.281	Valid with a sig value of 0.000
P15	0.533	0.281	Valid with a sig value of 0.000

Source : Data Processing SPSS Version 23

The validity test was carried out on the research instrument with the aim of measuring the accuracy of the validity level of a questionnaire. The validity of a questionnaire can be determined if the correlation of each factor is positive and the r_{count} value is greater than. The calculation is done by $df = (n - 3)$. The significance level to be used is 5% so that the df calculation in this study is $df = (50 - 3) = 47$. Then do the calculations to get r tables so that the value $r_{table} = 0.281$ is obtained.

1. Based on the table above, it can be seen that all statements for work environment variables are declared valid because the value of $r_{count} > r_{table}$ is 0.281.
2. Based on the table above, it can be seen that all statements for motivational variables are declared valid because the value of $r_{count} > r_{table}$ is 0.281.
3. Based on the table above, it can be seen that all statements for communication variables are declared valid because the value of $r_{count} > r_{table}$ is 0.281.
4. Based on the table above, all statements for performance variables are declared valid because the value of $r_{count} > r_{table}$ is 0.281.

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5. Reliability Test

Table 6. Reliability

Variable	Cronbach's alpha	Angka Standar Reliabel	N item
Work Environment	0.858	0.70	15
Motivation	0.843	0.70	15
Communication	0.865	0.70	15
Performance	0.871	0.70	15

Source: Data Processing SPSS Version 23

Based on the table above, it shows that the reliability test of each variable has a Cronbach Alpha coefficient value of > 0.70 (reliability test limit coefficient value). It can be concluded that the variables in the questionnaire have fulfilled the reliability criteria so that the variable questionnaire is able to provide consistent answers from the respondents.

6. Multiple Linear Regression Analysis

Table 7. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	sig.
	B	Std. Error	Beta		
(Constant)	9.517	5.717		1.665	0.103
Work Environment	0.016	0.115	0.017	0.141	0.889
Motivation	0.333	0.137	0.343	2.433	0.019
Communication	0.542	0.151	0.542	3.587	0.001

a. Dependent Variable: Performance
Source: Data Processing SPSS Version 23

Based on the table above, it can be seen that the multiple regression equation can be formulated as follows:

$$Y = 9.517 - 0.016\,X1 + 0.333\,X2 + 0.542\,X3 + \varepsilon.$$

1) This regression equation shows that the constant is 9.517.
2) The regression value of -0.016 X1 means that if the work environment increases or decreases by 1 point, the employee's performance will increase or decrease by -0.016.
3) The regression value of 0.333 X2 means that if motivation increases or decreases by 1 point, the employee's performance will increase or decrease by 0.333.
4) The regression value of 0.542 X3 means that if communication has increased or decreased by 1 point, the employee's performance will have increased or decreased by 0.542.

7. Coefficient of Determination

Table 8. Model Summary

Model	R	R Square	Adjusted RSquare	Std. Error of the Estimate
1	.597a	0.356	0.343	3.98066
2	.769a	0.592	0.583	3.1707
3	.807a	0.651	0.644	2.92988
4	.832a	0.692	0.672	2.81337

a. Predictors: (Constant), Communication, Work Environment, Motivation
b. Source : Data Processing SPSS Version 23

1) Based on the test results of the analysis of the coefficient of determination, it is found that the R^2 coefficient for the regression model is 0.343, which means that work environment is able to explain the influence of employee performance variables as the dependent variable worth 34.3% while the remaining 65.7% is influenced by other factors that are not examined.

2) Based on the results of testing the analysis of the coefficient of determination, it was found that the R^2 coefficient for the regression model was 0.583 which means that motivation is able to explain the influence of employee performance variables as the dependent variable worth 58.3% while the remaining 41.7% is influenced by other factors that not examined.

3) Based on the results of testing the analysis of the coefficient of determination, it was found that the coefficient value of R^2 was 0.644% which means that communication is able to explain the effect of the employee performance variable as the dependent variable worth 64.4%, namely 35.6% influenced by other factors that were not examined.

4) Based on the results of testing the analysis of the coefficient of determination, it was found that the R^2 coefficient for the regression model was 0.672%, which means that the work environment, motivation, and communication are able to explain the influence of employee performance variables as the dependent variable worth 67.2% while the remaining 32.8 % influenced by other factors that are not examined.

T test
8. The Influence of the Work Environment on Employee Performance

Table 9. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig.
	B	Std. Error	Beta		
(Constant)	27.442	7.239		3.791	0.000
Work Environment	0.574	0.111	0.597	5.154	0.000

a. Dependent Variable: Performance
Source : Data Processing SPSS Version 23

The study's hypothesis testing yielded a t-value of 5.154, with a significance level of 0.000 <0.05. When comparing the t value to the t table, we see that Ho is rejected while Ha is accepted, indicating that the workplace environment does have some effect on worker productivity.

9. The Effect of Motivation on Employee Performance

Table 10. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig.
	B	Std. Error	Beta		
(Constant)	16.485	5.793		2.846	0.006
Motivation	0.746	0.089	0.769	8.338	0.000

a. Dependent Variable: Performance
Source : Data Processing SPSS Version 23

Results from evaluating the hypotheses in the research yielded a t-value of 8.338 at a significance level of 0.000 0.05. T(8338) > t(1.677), therefore we may say that Ho is rejected and Ha is accepted, indicating that motivation does have some effect on worker productivity.

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10. The Effect of Communication on Employee Performance

Table 11. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig.
	B	Std. Error	Beta		
(Constant)	13.06	5.464		2.39	0.021
Communication	0.807	0.085	0.807	9.468	0.000

a. Dependent Variable: Performance
Source : Data Processing SPSS Version 23

Results from evaluating the hypotheses in the research yielded a t-value of 9.468 at a significance level of 0.000< 0.05. With a t-value of 9.468 > t table 1.677, we may rule out Ho and accept Ha, indicating a partial influence of communication on worker productivity.

11. The Effect of Work Environment, Motivation, and Communication on Employee Performance

Table 12. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig.
	B	Std. Error	Beta		
(Constant)	9.517	5.717		1.665	.103
Work Environment	-.016	.115	-.017	-.141	.889
Motivation	.333	.137	.343	2.433	.019
Communication	.542	.151	.542	3.587	.001

a. Dependent Variable: Performance
Source : Data Processing SPSS Version 23

Based on the table above, it can be concluded as follows:

1) A t-value of -0.141< 1.677 and a p-value of 0.889 for the work environment variable indicate statistical significance. As a result, we may infer that Ho is accepted and Ha is denied since the working environment has no partial influence on worker productivity.

2) According to Table 1, the motivation variable is statistically significant at the 0.019 <0.05 level, with a t-count of 2.433 > 1.677. To sum up, we may say that Ho is disregarded and Ha is approved, leading us to the conclusion that motivation does have some effect on worker output.

3) The t-value for the communication variable is 3.587, which is more than the critical value of 1.677 (0.001), as shown in the table. It follows that Ho is disapproved of whereas Ha is approved, suggesting that there is some relationship between communication and performance.

F test

10. The Effect of Work Environment, Motivation, and Communication on Employee Performance

Table 13. Anova[a]

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	817.429	3	272.476	34.425	0
Residual	364.091	46	7.915		
Total	1181.520	49			

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

Source : Data Processing SPSS Version 23

The significance level of the acquired data was 0.000 0.05, and the estimated F value was 34.425 > 2.57 (see table above). Since the work atmosphere, employee motivation, and open lines of communication all have an impact on productivity, we may infer that Ho is false and Ha is true.

Discussion

Effects of the Work Environment, Motivation, and Communication on Employee Performance describes the findings from many experiments. The authors provide a thorough breakdown of the experiments performed so far, as follows:

1) The hypothesis testing showed that the coefficient for the work environment variable was -0.141. Because of this, it does not contribute to a productive and satisfying work environment for any of the workers. Research (Taghulihi & Nuria, 2020) emphasizes that organizations should prioritize creating a positive work environment for their employees since doing so may have a direct effect on employee performance and productivity. This study's findings are consistent with those of that study.

2) The hypothesis testing findings indicate that the coefficient for the variable measuring intrinsic motivation is 2.433. As a result, it provides a favorable and strong link between employee motivation and output. Employee motivation has been shown to have a favorable and substantial impact on business results (Syatoto, 2019). Motivation has been shown to have a significant impact on performance outcomes (Puspita & Widodo, 2020). Companies need to be able to manage employee motivation based on their employees' unique traits in order to achieve optimal results. The hypothesized coefficient value for the communication variable is 3.587, as determined by the statistical test. Thus, there is a favorable and substantial effect on productivity thanks to improved interdepartmental communication. According to studies (Simamora, 2018), it is clear that talking to workers may have a beneficial and noticeable impact on their productivity. Effective communication between coworkers is crucial for the smooth flow of information and the development of friendly working relationships.

3) The significance level of the F test is described as 0.000< 0.05, with a computed F value of 34.425 > 2.57 indicating statistical significance. The significance of the F-test suggests that all of the independent variables have an effect on the dependent one. As a result, the hypothesis H4 is accepted in this research. At PT Hemada Wira Dharma, the work atmosphere, employee motivation, and open lines of communication all play a role in the success of the company as a whole.

Conclusion

Based on the results of the answers to the questionnaire regarding the work environment, the number of samples taken by 50 respondents stated that 86.45% of the respondents agreed that the work environment at PT Hemada Wira Dharma had met good standards. Based on the results of the answers to the questionnaire regarding motivation, the number of samples taken by 50 respondents stated that 86.08% of the respondents agreed that motivation at PT Hemada Wira Dharma had gone well. Based on the results of the answers to the questionnaire regarding communication with the number of samples taken as many as 50 respondents stated that 85.23% of the respondents agreed that communication at PT Hemada Wira Dharma had been running smoothly and well. Based on the results of the questionnaire answers regarding employee performance with a total sample taken of 50 respondents stated that 86.19% of the respondents agreed regarding the performance of employees at PT Hemada Wira Dharma in accordance with the potential targets of the company.

The work environment variable has a calculated correlation value of 0.597. This indicates that there is a positive and robust link between the factors of the work environment and the variables of employee performance. The correlation coefficient for "motivation" is 0.769. The communication variable has a correlation value of 0.807 between the impact of motivating factors and measures of employee performance. This indicates a favorable and substantial association between the factors of communication and the variables of employee performance. Employee productivity at PT Wira Dharma improves as the company invests in its workers' well-being and satisfaction at work.

Coefficient of determination (R^2) for the variable "work environment" (X1) was 0.343. This indicates that the workplace only accounts for a 34.3% effect on productivity, with the remaining 65.7% attributed to unknown variables. The motivating variable X2 has a coefficient of determination of 0.583. This indicates that motivation has a 58.3% impact on productivity, with the remaining 41.73% attributed to unknown variables. Coefficient of determination (R2) for the variable representing the degree of interaction between the two factors (X3) is 0.644. This suggests that communication has a 64.4% impact on worker output, with the remaining 35.6% attributable to unmeasured variables.

The t-table value for the work environment variable (X1) is 1.677, and the tcount is less than this value (-0.141 1.677), hence the hypothesis is rejected. This demonstrates that there is no evidence to suggest that a pleasant work atmosphere improves productivity. Since the t-table value for the motivating variable (X2) is 1.677 and the tcount is bigger than the t-table value (2.433 > 1.677), we accept the null hypothesis. This demonstrates that employee performance may be significantly boosted by increased motivation. The hypothesis is supported since the t-count (3.587) is bigger than the t-table (1.677) for the Communication Variable (X3). This demonstrates that effective communication has a favorable impact on productivity levels.

The Fcount value of 34.425, calculated by testing three independent variables at once (work environment, motivation, and communication), is more than the Ftable value of 2.57, meaning that all three factors are significantly related to one another. As a result, we reject Ho and support Ha, which suggests that factors such as the workplace's culture, employees' motivation, and open lines of communication all play a role in shaping workers' output.

Based on the results of this study, the authors have been able to put forward several implications, as follows:
1) The results of this research suggest that workplace factors do not have a major role. Worker output is only moderately impacted by communication and motivation.
2) Based on the findings of this study, the authors have conducted research to improve the work environment, motivation and communication of employees at PT Hemada Wira Dharma in order to have the greatest possible impact on improving employee performance.
3) The author has conducted research on 50 respondents using the findings of this study. The author distributed questionnaires with a total of 60 statements, including 15 questions about work environment, 15 questions about motivation, 15 questions about communication, and 15 questions about employee performance at PT Hemada Wira Dharma.

The suggestions that the author can give are as follows based on the research findings and conclusions drawn :
1. The work environment variable shows unfavorable results. Therefore, the author's suggestion to the company is to increase comfort for employees in the work environment, both physical and non-physical, especially regarding communication and work relations.
2. The motivation variable applied is very good. However, companies must also innovate again by increasing existing motivation so that employee performance also increases. Therefore the author's advice to companies is to always be able to provide opportunities or motivate employees to be able to innovate both at work and in solving work problems.

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3. The communication variable that is applied is very good so that the quality of communication between fellow employees and fellow superiors goes well so as to minimize a conflict that will arise. Therefore, the author's advice to companies is to always maintain and improve the quality of communication so that it does not cause conflict.

4. The author anticipates that the findings of this study will help advance knowledge and experience in the areas of work environment, motivation, and communication related to employee performance, particularly in applying the theories that have been developed accepted at Buddhi Dharma University. For current business practice and for future researchers who will carry out follow-up studies to enhance the work already done.

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