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

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ABSTRACT

Employee performance is a critical factor in sustaining competitiveness within the bakery industry, which is characterized by intense competition and high service demands. This study aims to examine the influence of organizational communication, work motivation, and work environment on employee performance at Clarion Bread and Cake. The research employs a quantitative associative approach, using primary data collected through structured questionnaires distributed to 75 employees. The data were analyzed using multiple linear regression analysis, supported by partial tests (t-test), simultaneous tests (F-test), and the coefficient of determination (R^2). The results indicate that work motivation and work environment have a positive and significant partial effect on employee performance, while organizational communication does not show a significant partial influence. However, when tested simultaneously, organizational communication, work motivation, and work environment jointly have a significant effect on employee performance. The coefficient of determination reveals that these three variables explain 35.3% of the variation in employee performance, while the remaining 64.7% is influenced by other factors not included in this study. In conclusion, although organizational communication does not independently affect performance, the combined role of communication, motivation, and work environment serves as a significant predictor of employee performance. Work motivation and work environment emerge as the most dominant factors. This study contributes practical insights for management in prioritizing motivational strategies and improving the work environment to enhance employee productivity. The limitation of this study lies in the relatively modest explanatory power, suggesting the need to explore additional variables in future research.

INTRODUCTION

Human Resources (HR) play a central role in an organization because without them, achieving organizational goals and objectives would be

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impossible (Rahmawati et al., 2024) . Therefore, HR is considered the most important asset and the main driver of all organizational activities, from operators and producers to system designers (Pahira & Rinaldy, 2023) . Management of this vital asset is carried out through Human Resource Management (HRM), which encompasses a series of activities such as utilization, development, assessment, compensation, and overall management of individuals and groups of workers. Organizational performance is defined as the achievement of goals effectively (according to targets) and efficiently (using minimal resources), which reflects operational management behavior (Tambunan & Pandiangan, 2024) . Amidst fierce business competition, a company's success depends heavily on the quality of its human resources, not just on the sophistication of technology or products (Irma Suriyani Sinaga, 2022) . Employees, as key assets, play a vital role in achieving goals, so improving the quality of human resources is necessary for organizations to become more competitive and able to survive in the face of external challenges (Permata et al., 2025). In a legal organization, there are various divisions that are interconnected and continuous in work. This interconnectedness requires organizational communication, namely the process of conveying directions or messages that become information for work activities. Organizational communication is defined as the exchange of reciprocal messages integrated in a system of relationships (Syukrinur A. Gani, 2019) with the main goal of enabling organizations to adapt and manage uncertainty due to environmental changes. Besides communication, work motivation is also an important aspect that plays a role in increasing employee enthusiasm and work ethic. Motivation is an internal or external force that drives individuals to achieve specific, predetermined goals (Meliyanti & Khaidarmansyah, 2024) and is closely related to a person's efforts and inner drive to achieve goals (Dyah Pratiwi et al., 2024) . For employees, work motivation serves as a tool to increase enthusiasm, productivity, love for work, and participation in the organization (Fajrin Mubarokh, 2023) . Furthermore, the work environment—both physical and non-physical plays a crucial role in supporting productivity. The work environment is a condition or circumstance that influences a person's performance (Veritia et al., 2025) . Therefore, companies are obliged to provide an optimal work environment, including:

1. Adequate physical environment: Such as office layout, cleanliness, ventilation, and comfortable lighting.
2. A conducive non-physical environment: Includes a positive work atmosphere, harmonious relationships between employees, and good communication between management and employees.

Clarion Bread and Cake, a food industry in Bandar Lampung that operates in the bread and cake sector, has various divisions that work together to achieve company goals. However, in its operations, the company faces several problems that impact employee performance. Based on initial observations, organizational communication issues were found—such as unclear and uneven information from superiors to subordinates—which led to misunderstandings. In addition, the work motivation of some employees appeared inconsistent because basic needs, comfort, recognition, and opportunities for self-development were not optimally met. Other challenges stemmed from an uncomfortable work environment, such as suboptimal workspaces, lighting, and air circulation, as well as less than fully harmonious social relationships among employees. These three factors (organizational communication, work motivation, and work environment) were suspected of influencing employee performance (e.g., low quality/quantity of work and lack of responsibility), so improvements in these aspects were deemed necessary.

The role of communication in an organization is fundamental: it creates connections and ensures smooth coordination among members. Its effects are twofold: facilitating the achievement of organizational goals while simultaneously boosting staff motivation. Referring to Goldhaber (in (Rahmawati et al., 2024) , organizational communication is defined as the flow of message exchange among interconnected members. Its main function is to enable the organization to adapt to unexpected environmental changes. Practically, this process involves the dissemination of information, ideas, and feelings throughout the organization in order to achieve predetermined goals. Considering that an organization is a collective container formed by individuals with common goals, its existence and success are highly dependent on the integration system that binds it. Functionally, this communication involves the sending and interpretation of messages between various units within the organization (Nurhabyana, 2024) . This indicates that communication within an organization functions as a means of conveying messages so that they can be understood, which then expects a response or feedback. According to (Alamsyahdana et al., 2023) organizational communication is defined as the process of exchanging information/messages and transferring meaning within formal and informal groups of the organization. This form of communication includes top-down, bottom-up, and integrative flows, with the aim of minimizing misunderstandings and resolving problems within the organization.

Work motivation is an internal drive that arises within an individual, based on inspiration and enthusiasm, which drives a person to carry out work

with sincerity, joy, and sincerity. The goal is to ensure that the results achieved are of high quality and optimal (Resti Maya Sari & Ade Candra, 2024) . In general, the goal of motivation is to encourage or stimulate individuals to generate desire and willingness to act, so that desired results or specific goals can be achieved (Agrifina et al., 2024).

The work environment is the atmosphere in which employees carry out their daily activities (Ni Made Ari Kusuma Dewi et al., 2024) . The work environment encompasses all conditions surrounding the workplace that affect employee comfort and productivity. According to (Setyaji & Rijanti, 2022) , the work environment is everything around employees while they are working that can affect them and their work during working hours. According to (Ni Made Ari Kusuma Dewi et al., 2024), a good work environment can also improve employees' mental and emotional well-being, which in turn can strengthen their motivation and commitment to their work and the company. According to (Alisah et al., 2021) , the work environment includes all the devices, tools, and materials used, the area around where someone works, the work methods applied, and the layout and arrangement of work, both for individuals and teams.

According to (Husna & Prasetya, 2024) that the definition of employee performance is a result produced from a particular job function or an activity in a particular job during a certain period, which shows the quality and quantity of the work. Meanwhile, according to (Karlina & Alamsyah, 2024) said that employee performance is a behavior produced in a task that can be observed and can also be evaluated, where employee performance is a form of contribution made by an individual in achieving the goals of the organization. According to (Aisya Faradilla Putri, 2024) performance is an employee who carries out his function according to the responsibilities given and is successful in quality and quantity. According to (Hutajulu et al., 2024) Performance is the real behavior displayed by employees in carrying out work and the results achieved from that work. Employee performance is one of the main factors that influence the progress of the company.

RESEARCH METHOD

According to (Sugiyono, 2023), a research framework is an explanation of the symptoms that are the object of the problem. In accordance with the research title, namely work communication, work motivation, and work environment on employee performance, the research framework is as follows: Independent Variable *and* Dependent Variable.
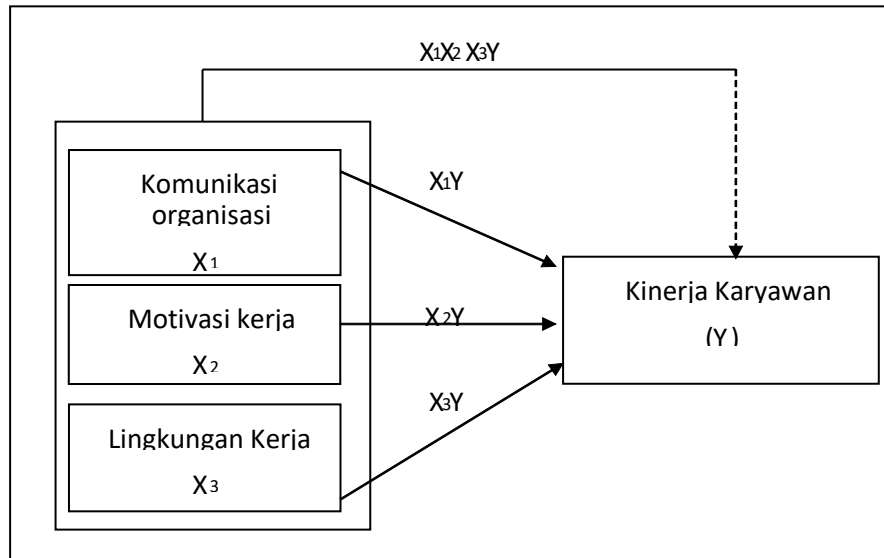
Figure 1.
Framework of Thinking

The type of data used in this study is quantitative. This quantitative data was obtained by distributing closed-ended questionnaires to respondents, where each question has a specific rating scale (e.g., a Likert scale). The collected data was then processed using statistical analysis to test the research hypotheses.

The population in this study was all 75 permanent employees *of Clarion Bread and Cake* . The sample in this study was 75 employees at *Clarion Bread and Cake* , who also served as respondents in this study. The primary data used were Respondents in this study were all permanent employees *of Clarion Bread and Cake.* Primary data was used to measure the variables studied, namely organizational communication, work motivation, work environment, and employee performance. Secondary data was used to support the research background, theoretical studies, and understanding of the company's condition.

Data collection was conducted using the questionnaire method. Observation was used to obtain data on human behavior and activities, social phenomena, and work processes. Documentation is a method for obtaining data through notes, transcripts, books, newspapers, magazines, meeting minutes, and so on.

RESULTS AND DISCUSSION

The results of the validity test based on the variables of organizational communication, work motivation and work environment are as follows:

Table 1.
Validity Test Results

Variables	Item	r count	r table	Information
Organizational Communication (X1)	Item 1	0.870	0.3550	Valid
	Item 2	0.826	0.3550	Valid
	Item 3	0, 817	0.3550	Valid
	Item 4	0.884	0.3550	Valid
	Item 5	0.769	0.3550	Valid
	Item 6	0.692	0.3550	Valid
Work motivation (X2)	Item 1	0.779	0.3550	Valid
	Item 2	0.743	0.3550	Valid
	Item 3	0.673	0.3550	Valid
	Item 4	0.724	0.3550	Valid
	Item 5	0.795	0.3550	Valid
	Item 6	0.821	0.3550	Valid
	Item 7	0.884	0.3550	Valid
	Item 8	0.859	0.3550	Valid
	Item 9	0.802	0.3550	Valid
	Item 10	0.865	0.3550	Valid
Work environment (X3)	Item 1	0.897	0.3550	Valid
	Item 2	0.823	0.3550	Valid
	Item 3	0.931	0.3550	Valid
	Item 4	0.865	0.3550	Valid
	Item 5	0.864	0.3550	Valid
	Item 6	0.880	0.3550	Valid
Employee performance (Y)	Item 1	0.702	0.3550	Valid
	Item 2	0.812	0.3550	Valid
	Item 3	0.905	0.3550	Valid
	Item 4	0.787	0.3550	Valid
	Item 5	0.878	0.3550	Valid
	Item 6	0.878	0.3550	Valid

Source: SPSS 27 data processed in 2025

Based on the results of the table above, it can be seen that all questions have a significant *Pearson* correlation value below 0.05. Therefore, it can be concluded that all questions for the organizational communication variable are valid.

The following are the results of the reliability test below:

Table 2.
Reliability Test Results

Variables	Cronbach Alpha Value	Information
Organizational Communication (X_1)	0.891	Reliable
Work Motivation (X_2)	0.932	Reliable
Work Environment (X_3)	0.940	Reliable
Employee Performance (Y)	0.918	Reliable

Source: SPSS 27 data processed in 2025

Based on the table above, the Cronbach alpha value for all independent and dependent variables has a Cronbach alpha value > 0.60. These results indicate that Organizational Communication (X1), Work Motivation (X2), Work Environment (X3), and Employee Performance (Y) are declared reliable.

The normality test in this study used SPSS 27 with *the One Sample Kolmogorov–Smirnov test* . The test results can be seen in the table below:

Table 3.
Normality Test Results

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			75
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		2.58778132
Most Extreme Differences	Absolute		.110
	Positive		.063
	Negative		-.110
Test Statistic			.110
Asymp. Sig. (2-tailed)			.024[c]
Monte Carlo Sig. (2-tailed)	Sig.		.305[d]
	95% Confidence Interval	Lower Bound	.296
		Upper Bound	.314

a. Test distribution is Normal.
b. Calculated from data.
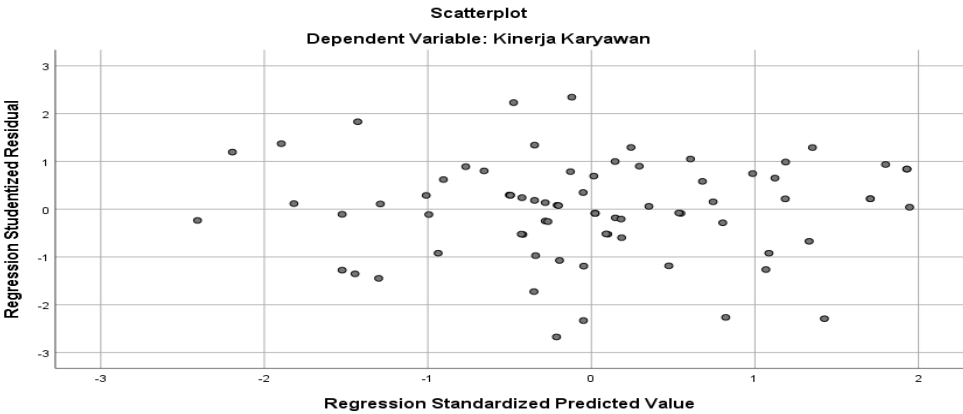c. Lilliefors Significance Correction.
d. Based on 10000 sampled tables with starting seed 2000000.

Source: processed SPSS output data, 2025

The table above indicates that the data is not normally distributed if only referring to the Asymp. Sig. value. However, the additional result is a Monte Carlo Sig. (2-tailed) of 0.305, and this is greater than 0.05, which indicates that the data is normally distributed based on the Monte Carlo simulation method. Therefore, because the Monte Carlo Sig. is more accurate in small to medium samples and its value is greater than 0.05, the data can be considered normally distributed.

The heteroscedasticity test aims to determine whether there is inequality in the variance of residuals from one observation to another in a regression

model. In a linear regression model equation, one of the requirements that must be met is the absence of heteroscedasticity. The results of the heteroscedasticity test using the *scatterplot method* can be seen in the image below:

Source: processed SPSS output data, 2025

Figure 2.

Heteroscedasticity Test

The heteroscedasticity test in this study was conducted using the scatterplot method. The scatterplot image above shows that the residual points are randomly distributed and do not form a specific pattern. This indicates that there are no symptoms of heteroscedasticity in the regression model used. Thus, the regression model meets the classical assumptions of heteroscedasticity.

Multicollinearity Test

The multicollinearity test aims to determine whether there is intercorrelation or collinearity between independent variables in a regression model. A good regression model has no correlation between independent variables. In this study, the multicollinearity test was conducted by examining the VIF value.

Table 4.

Multicollinearity Test Results

Coefficientsª

Model		Collinearity Statistics	
		Tolerance	VIF
1	Komunikasi Organisasi	.427	2.339
	Motivasi Kerja	.377	2.655
	Lingkungan Kerja	.481	2.077

a. Dependent Variable: Kinerja Karyawan

Source: processed SPSS output data, 2025

Since all Tolerance values are > 0.10 and VIF < 10, it can be concluded that this regression model does not experience multicollinearity between the

independent variables. This means that the variables Organizational Communication, Work Motivation, and Work Environment do not significantly influence each other linearly, making it suitable for use in multiple regression analysis.

The autocorrelation test aims to determine whether there is a correlation between variables in the prediction model and changes in time. In this study, the autocorrelation test used the Durbin-Watson test, commonly known as the DW test, with a 5% significance level. Good research data, which lacks autocorrelation, is demonstrated by a value of du < d < 4-du.

Table 5.
Autocorrelation Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.594ª	.353	.325	2.642	1.834

a. Predictors: (Constant), Lingkungan Kerja, Komunikasi Organisasi, Motivasi Kerja

b. Dependent Variable: Kinerja Karyawan

Source: processed SPSS output data, 2025

Based on the results of the Durbin-Watson autocorrelation test, a value of 1.834 was obtained. Because this value is between 1.5 and 2.5, it can be concluded that there is no autocorrelation in this regression model. Thus, the regression model meets the classical assumptions of autocorrelation.

This study used more than one variable, namely Organizational Communication (X1), Work Motivation (X2), work environment (X3), and employee performance (Y). The purpose of multiple linear regression analysis is to determine the effect of independent variables on the dependent variable. Data processing in this study used the SPSS version 27 assistance program. The following are the results of the multiple regression analysis obtained:

Table 6.
Multiple Linear Regression Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.665	2.571		3.759	.000
	Komunikasi Organisasi	-.147	.145	-.148	-1.014	.314
	Motivasi Kerja	.287	.099	.453	2.914	.005
	Lingkungan Kerja	.276	.126	.302	2.193	.032

a. Dependent Variable: Kinerja Karyawan

Source: processed SPSS output data, 2025

Based on the table above, the multiple linear regression values obtained are as follows:

$Y = 9.665 - 0.147X_1 + 0.287X_2 + 0.276X_3$

1. Organizational Communication (X1):

   Coefficient B: –0.147 → means that if organizational communication increases by 1 unit, employee performance will decrease by 0.147 units (not significant). Sig: 0.314 (more than 0.05) → not significant

   Conclusion: Organizational communication does not have a significant effect on employee performance.

2. Work Motivation (X2)

   Coefficient B: 0.287 → means that every 1 unit increase in work motivation will increase employee performance by 0.287 units.

   Sig: 0.005 (< 0.05) → significant

   Conclusion: Work motivation has a significant positive effect on employee performance.

3. Work Environment (X3)

   Coefficient B: 0.276 → means that every 1 unit increase in the work environment will increase employee performance by 0.276 units.

   Sig: 0.032 (< 0.05) → significant

   Conclusion: The work environment has a significant positive influence on employee performance.

Of the three independent variables, only work motivation and work environment significantly influenced employee performance. Meanwhile, organizational communication did not.

Hypothesis Test Results

Test of the Coefficient of Determination (R ^{2})

The determination value is between zero and one. The results of the determination coefficient test calculation are as follows:

Table 7.
Results of the Determination Coefficient Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.594[a]	.353	.325	2.642

a. Predictors: (Constant), Lingkungan Kerja, Komunikasi Organisasi, Motivasi Kerja

b. Dependent Variable: Kinerja Karyawan

Source: processed SPSS output data, 2025

The table above shows that organizational communication, work motivation, and work environment variables simultaneously contribute 35.3% to changes in employee performance. The remaining 64.7% is influenced by other factors not included in this research model.

F Test

The F-test is used to determine whether all independent variables have a significant simultaneous effect on the dependent variable. The following are the simultaneous regression results:

Table 8.
F Test Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	269.837	3	89.946	12.887	.000^b
	Residual	495.549	71	6.980		
	Total	765.387	74			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Lingkungan Kerja, Komunikasi Organisasi, Motivasi Kerja

Source: processed SPSS output data, 2025

Based on the results of the F test, the calculated F value was 12.887 with a significance of 0.000, which means it is smaller than 0.05. Therefore, it can be concluded that simultaneously, the variables of Organizational Communication, Work Motivation, and Work Environment have a significant influence on Employee Performance at *Clarion Bread and Cake.*

T-test

The t-test aims to determine whether each independent variable (organizational communication, work motivation, and work environment) contributes significantly to explaining variations in employee performance. By examining the significance value at the 0.05 alpha level, we can assess the significance of each variable's influence. The following are the results of the partial regression coefficient test:

Table 9.
t-Test Results

Coefficients^a

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	9.665	2.571		3.759	.000
	Komunikasi Organisasi	-.147	.145	-.148	-1.014	.314
	Motivasi Kerja	.287	.099	.453	2.914	.005
	Lingkungan Kerja	.276	.126	.302	2.193	.032

a. Dependent Variable: Kinerja Karyawan

Source: processed SPSS output data, 2025

Based on the table above, the results of the partial significance test (t-test) for each independent variable on the dependent variable can be seen.

1. Organizational Communication
   Sig. Value = 0.314 > 0.05
   The calculated t value = -1.014, not significant.
   Conclusion: Organizational Communication does not have a significant effect on Employee Performance partially.

2. Work motivation
   Sig. Value = 0.005 < 0.05
   The calculated t value = 2.914
   Conclusion: Work Motivation has a positive and significant effect on Employee Performance partially.

3. Work environment
   Sig. Value = 0.032 < 0.05
   The calculated t value = 2.193
   Conclusion: Work Environment has a positive and significant effect on Employee Performance partially.

Based on the t-test results, it is known that: Work Motivation and Work Environment have a positive and significant partial effect on Employee Performance. Meanwhile, Organizational Communication does not have a significant partial effect on Employee Performance at *Clarion Bread and Cake.*

Discussion

Based on the results of the data analysis that has been carried out, the following is a discussion of the influence of each independent variable (organizational communication, work motivation, and work environment) on the dependent variable (employee performance) at *Clarion Bread and Cake:*

The Influence of Organizational Communication on Employee Performance

The t-test results indicate that organizational communication has no significant effect on employee performance, with a significance value of 0.314 (>0.05). This means that, partially, organizational communication does not have a significant impact on improving employee performance. This is likely due to communication that is not yet effective or not evenly distributed throughout the organization. It could be that, even though communication occurs, the message is not received. The information conveyed is not well understood or is not followed up with actions that support performance achievement. The results of this study align with research (Lutfiana, 2023) , which found that organizational communication has no significant effect on employee performance at PT. Imora Motor. This condition indicates that even if communication occurs, if the

quality of communication is low or ineffective, it will not have a direct impact on performance improvement.

However, the results of this study differ from those of Ningrum et al., 2024, which found that organizational communication has a positive and significant impact on employee performance. This study explained that effective communication can facilitate the flow of information, minimize misunderstandings, and improve coordination between departments, thereby enhancing employee performance.

The Influence of Work Motivation on Employee Performance

The t-test results indicate that work motivation has a positive and significant effect on employee performance, with a significance value of 0.005 (<0.05). This indicates that the higher an employee's work motivation, the higher their performance. Work motivation is a crucial factor that drives employees to work harder, complete tasks on time, and demonstrate initiative in their work.

Motivation can stem from various sources, such as recognition, career development opportunities, supportive working conditions, and personal satisfaction. These findings align with human resource management theories, which state that motivation is a key factor in achieving optimal performance.

The results of this study are supported by research by Zahra & Lusia Putri (2025), which found that work motivation has a positive and significant effect on employee performance, particularly when combined with increased employee engagement as a mediating variable. Similar research by Moor & Sujianto (2022) , which showed that work motivation, particularly motivation based on Islamic values, positively influences employee performance, with work discipline as a mediator.

The Influence of the Work Environment on Employee Performance

The t-test results show that the work environment also has a positive and significant effect on employee performance with a significance value of 0.032 (<0.05). This means that a comfortable, clean, safe, and supportive work environment can influence employee morale and productivity. A good work environment can also minimize work stress and create a harmonious work atmosphere.

At Clarion Bread and Cake, a conducive work environment may play a role in increasing employee focus and efficiency in completing tasks. Therefore, management needs to maintain and improve the quality of the work environment, both physically and socially.

The results of this study align with several previous studies. Rahmadani & Sampeliling (2023) found that the work environment has a positive and

significant effect on employee performance, both directly and through the mediation of job satisfaction at PT Pos Indonesia Samarinda Branch. A similar study by Wilandari (2021) also showed that the work environment has a positive effect of 43.6% on employee performance at PT Uniform Indonesia, Jakarta. Furthermore, Rendra (2022) reported that the work environment has a significant influence on employee performance at PT Perkebunan Nusantara XIV.

Simultaneous Effect (F and R^2 Test)

Based on the results of the F-test, it was found that the variables of organizational communication, work motivation, and work environment simultaneously had a significant influence on employee performance. The F-value of 0.000 (<0.05) confirmed that these three variables jointly influenced employee performance.

Meanwhile, based on the coefficient of determination (R^2) of 0.353, it can be concluded that 35.3% of changes in employee performance can be explained by organizational communication, work motivation, and the work environment. The remaining 64.7% is influenced by other factors not examined in this study, such as leadership, compensation, work culture, and others.

These results align with research (Mustikasari et al., 2023) , which found that organizational communication, work motivation, and the work environment simultaneously significantly influence employee performance. These findings reinforce the view that employee performance is influenced by various managerial factors that support each other, not just stand alone.

CONCLUSION

Based on the research results, it can be concluded that partially, Organizational Communication does not have a significant influence on employee performance. However, both Work Motivation and Work Environment each show a significant and positive influence on employee performance. In addition, when the three variables—Organizational Communication, Work Motivation, and Work Environment—are tested together or simultaneously, all three have a significant influence on employee performance. The combined influence of Organizational Communication, Work Motivation, and Work Environment on employee performance contributes 35.3%.

Future researchers are advised to add other variables that may influence employee performance, such as leadership style, job satisfaction, or organizational culture. Furthermore, research with a broader sample size is needed to provide more generalizable results.

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