

Affecting Factors In Employee Performance Koto Baru Sub-District, Dharmasraya District

Selamat

Master of Management, STIE “KBP”, JL Khatib Sulaiman No. 61 Lolong Belanti,
Padang Utara 25136, West Sumatra, Indonesia

Heryanto

Lecturer in Management Master Program, STIE “KBP”, JL Khatib Sulaiman No. 61 Lolong
Belanti, Padang Utara 25136, West Sumatra, Indonesia

ABSTRACT

The purpose of this study was to 1) examine the influence of communication on employee work motivation in Koto Baru Subdistrict, Dharmasraya District, 2) examine the influence of the work environment on employee work motivation in Koto Baru Subdistrict, Dharmasraya Regency, 3) Test the influence of communication on employee performance in Koto Baru Subdistrict Dharmasraya District, 4) Test the influence of work environment on employee performance in Koto Baru Subdistrict, Dharmasraya Regency, 5) Test the effect of work motivation on employee performance in Koto Baru Subdistrict, Dharmasraya Regency, 6) Test the effect of work motivation as an intervening variable between communication and employee performance in Koto Baru Subdistrict Dharmasraya District, 7) Examining the effect of work motivation as an intervening variable between work environment and employee performance in Koto Baru District, Dharmasraya Regency. The type of this research is Expost-Facto, the population of the study is all of the employees of Koto Baru Subdistrict, Dharmasraya Regency, as many as 81 people, the sampling technique is total sampling, where the number of samples is 81 employees of Koto Baru Sub-District, Dharmasraya Regency. The analysis technique used is path analysis. The results of this study indicate that 1)) Communication has a positive and significant effect on employee work motivation in Koto Baru Subdistrict, Dharmasraya Regency, 2) The work environment has a positive and significant effect on the work motivation of employees in Koto Baru Subdistrict, Dharmasraya Regency, 3) Communication has a positive and significant effect on performance employee of Koto Baru Subdistrict, Dharmasraya Regency, 4) The work environment has a positive and significant effect on the performance of employees of Koto Baru Subdistrict, Dharmasraya District, 5) Work motivation has a positive and significant effect on the performance of employees of Koto Baru Subdistrict, Dharmasraya Regency, 6) Work motivation as an intervening variable has a significant effect between communication and performance performance of the employees of Koto Baru Subdistrict, Dharmasraya Regency, direct and indirect effects were obtained at 9.54%, 7) Work motivation as an intervening variable had a significant effect between work environment and employee performance performance Koto Baru sub-district, Dharmasraya Regency. the calculation of direct and indirect influence is obtained at 8.33%.

Keywords: Employee Performance, Communication, Work Environment, Work Motivation

INTRODUCTION

Performance according to Hasibuan (2001: 94) is a result of work achieved by someone in carrying out the tasks assigned to him based on skills, experience, and sincerity and time. With the starting point of the above opinion it can be said that performance is the success of the employee in carrying out a job that is in accordance with the duties and responsibilities assigned to him. Performance contains the meaning of achievement which means the results of the work achieved, and carrying out an activity that aims to get results. Performance is the final

benchmark of the effort carried out by employees in carrying out their duties, high performance portrays the success and success of the escort in carrying out the duties and responsibilities assigned to him and on the contrary low performance depicts unsuccessful and unsuccessful employees in carrying out duties and responsibilities assigned to him.

With regard to employee performance, based on the initial observations that the authors made in Koto Baru Subdistrict, Dharmasraya Regency, it was shown that the performance of some employees in the Koto Baru Subdistrict in Dharmasraya District was still low, an indication of the low performance of some employees in the Koto Baru Subdistrict, Dharmasraya District.

Table 1. Problems with employee performance

No	Problems	People's
1	Completion of original work to	15
2	Submission of non-timely work results	15
3	Technical capability in completion of work is low	20
4	Extra duty mastery and low pressure	20
5	Low collaboration in working	25
6	Low self-change in job change	15
7	Initiatives in working low	20
8	Obedience to obeying low regulations	15

Source: Office of the New Koto Sub-District Head, 2019.

The emergence of the problem of the still low performance of employees of the Koto Baru District in Dharmasraya Regency as described above, there are many factors that influence it. One of them is employee motivation. Work motivation describes the willingness and enthusiasm of a person or employee to serve and carry out their duties as well as possible and high morale is characterized by pleasure, enthusiasm for work. According to Goleman (2001: 150) motivation makes people tend to demand that they try more, so that the work they are responsible for can be done well. Furthermore, he also said that people who have high achievement motivation, would be very happy if they managed to win a competition.

Based on the background above, several research problems can be formulated as follows:

- 1) What is the influence of communication on employee work motivation in Koto Baru District, Dharmasraya Regency?
- 2) What is the influence of the work environment on employee work motivation in the Koto Baru District, Dharmasraya Regency?
- 3) What is the effect of communication on the performance of employees of the Koto Baru Subdistrict, Dharmasraya Regency?
- 4) What is the influence of the work environment on the performance of employees of the Koto Baru Subdistrict, Dharmasraya Regency?
- 5) What is the effect of work motivation on employee performance in Koto Baru District, Dharmasraya Regency?
- 6) What is the influence of work motivation as an intervening variable between communication and employee performance performance in Koto Baru District, Dharmasraya Regency?
- 7) What is the influence of work motivation as an intervening variable between work environment and employee performance performance in Koto Baru District, Dharmasraya Regency?

According to Bateman in Timpe, (2000: 32) the factors that can affect performance are; (1). Behavior, (2). Attitude, (3). Work Measures, (4). Subordinates, (5). Chairperson, (6). Constraints, (7). Economic situation.

According to Timpe (2000: 3), employee success can be caused by 2 (two) factors, namely; 1) Internal (personal) factors. good performance can be caused by high personal abilities and hard work. 2) External factors (environment), good performance can be caused by easy work, good luck, help from colleagues, and good leaders.

From the description of the theories and frameworks stated above, the hypothesis of this study are as follows:

- 1) Communication has a significant effect on employee work motivation in Koto Baru District, Dharmasraya Regency.
- 2) The work environment has a significant effect on employee work motivation in Koto Baru District, Dharmasraya Regency.
- 3) Communication has a significant effect on the performance of employees of the Koto Baru District, Dharmasraya Regency.
- 4) The work environment has a significant effect on the performance of employees of the Koto Baru Subdistrict, Dharmasraya Regency.
- 5) Work motivation has a significant effect on the performance of employees in Koto Baru Sub-District, Dharmasraya Regency.
- 6) Work motivation as an intervening variable has a significant effect between communication and employee performance performance in Koto Baru District, Dharmasraya Regency.
- 7) Work motivation as an intervening variable has a significant effect between work environment and employee performance performance in Koto Baru District, Dharmasraya Regency.

THEORETICAL BASIS

Performance (Y)

Handoko (2001: 75) states that performance is a picture of one's success in doing something. This picture is the extent to which someone's success in doing his job is called the level of performance.

Performance according to Handoko (1987: 56) is a value that results from the ability to carry out tasks that are charged to the executor due to the consequences of employee task agreements.

From these limits it is clear that what is meant by job performance / performance is the result achieved by someone according to the size that applies to the work in question. Employee performance is a work process both in quality and quantity where the work results are in accordance with the standards and criteria that are determined and timely. Then it can be concluded that performance is a measure that includes coefficients or efficiency in achieving goals and efficiency which is the ratio of effective output to the inputs needed to achieve the stated goals.

Communication (X1)

Communication according to some experts including according to Rogers in Cangara (1998: 20) Communication is defined as "the process by which an idea is transferred from the source to one or more recipients, with the intention of changing their behavior". Whereas according to Muhammad (2005: 5) Communication is defined as "Exchange of verbal and non verbal messages between the sender and the recipient of the message to change behavior". It can be concluded that communication as a process of sending and delivering messages both in the form of verbal and non verbal by someone to others to change attitudes, opinions, or behavior,

both directly verbally, or indirectly through the media. Good communication must be accompanied by an understanding between the two parties (sender and recipient), so that what is communicated can be understood and implemented.

It can be concluded that interpersonal communication is the process of delivering information, thoughts and certain attitudes between two or more people that occur in the turn of messages both as communicants and communicators with the aim of achieving mutual understanding, about the problems that will be discussed which eventually changes behavior is expected.

Work Environment (X2)

According to Reksodiprodjo (2000: 151) the work environment is everything that exists around workers that can affect work including lighting arrangements, noise control, workplace hygiene arrangements and workplace security arrangements.

According to Nitisemito (2000: 183) the work environment is anything that exists in the environment around the workers and which can affect him in carrying out the tasks assigned to him. Whereas according to Sedarmayati (2001: 1) the work environment is the entire tooling equipment and materials faced, the surrounding environment in which a person works, the method of work, and work arrangements both as individuals and as a group.

Based on a number of opinions above, it can be concluded that the work environment is everything that exists around the workers both in the form of physical and non-physical, direct and indirect that affect the tasks charged, but in general the notion of the work environment is the environment in which employees or the worker carries out his duties and work.

Work Motivation (X3)

According to Usman (2006: 223) motivation is a form of desire contained in an individual who stimulates him to take various actions or something that becomes the basis or reason for someone to behave. While work motivation can be interpreted as a desire or need that is behind someone so that he is motivated to work.

Work motivation is a process where the need to encourage a person to carry out a series of activities that lead to the achievement of certain goals. A goal that, if successfully achieved, will satisfy or meet these needs (Sunyoto, 2001-323).

Whereas according to Nawawi (2006: 328) work motivation is the encouragement or will of someone to carry out actions or activities within the scope of tasks which are work or position in the environment of an organization. Encouragement can develop into achievement motivation when working in an employee or member of the organization trying to achieve maximum results as his best achievement.

From the information above, conclusions that can be taken about work motivation are things that encourage employees to work to complete the tasks assigned. Motivation is also a driving force that stimulates or encourages employees to work harder.

RESEARCH METHODOLOGY

This research was conducted in Koto Baru Subdistrict, Dharmasraya Regency, with Expost-Facto research. The population of the study was all employees of the Koto Baru Subdistrict, Dharmasraya Regency, as many as 81 people, the sampling technique in this study was total sampling or using the census method. Where all the population of 81 employees in Koto Baru

Subdistrict, Dharmasraya Regency were sampled in the study. The data analysis technique used is path analysis with the help of SPSS Version 18.00.

RESEARCH RESULT

Descriptive Analysis Results

The average score per indicator on variable employee performance is 3.70 and the level of achievement of respondents is 74.09% with sufficient categories. This shows that the performance of employees in Koto Baru Subdistrict, Dharmasraya Regency as measured by 4 (four) indicators is still not maximal and needs to be improved again, the average score per indicator on employee communication variables is 3.77 and the respondent's achievement level is 75, 43% in the good category. This shows that employee communication in Koto Baru Subdistrict, Dharmasraya Regency as measured by 4 (four) indicators is good and needs to be maintained in the future.

The average score per indicator in the work environment variable is 3.81 and the level of achievement of the respondents is 76.16% with sufficient categories. This shows that the performance of employees in Koto Baru Subdistrict, Dharmasraya Regency as measured by 2 (two) indicators is maximal and needs to be maintained in the future.

The average score per indicator on employee work motivation variables is 3.75 and the achievement rate of respondents is 74.99% with sufficient categories. This shows that the performance of employees in Koto Baru Subdistrict, Dharmasraya Regency is measured by 3 (three) indicators that are maximal and need to be maintained for the future.

Hypothesis Testing

- a. Communication has a significant effect on employee work motivation in Koto Baru Subdistrict, Dharmasraya Regency, this can be seen from the value of t_{count} of 4.489 > t_{table} 1.98 of the sig value. $0.001 < 0.05$.
- b. The work environment has a significant effect on employee work motivation in Koto Baru District, Dharmasraya Regency, with a t_{count} of 3.869 > t_{table} 1.98 for sig. $0.005 < 0.05$.
- c. Communication has a significant effect on the performance of employees of Koto Baru Subdistrict, Dharmasraya Regency, with a t_{count} of 4.048 > t_{table} 1.98 sig. $0.002 < 0.05$.
- d. The work environment has a significant effect on the performance of the employees of Koto Baru Subdistrict, Dharmasraya Regency, obtained t_{count} of 3.475 > t_{table} 1.98 of the sig value. $0.005 < 0.05$.
- e. Work motivation has a significant effect on the performance of employees of Koto Baru Subdistrict, Dharmasraya Regency, obtained t_{count} of 6.062 > t_{table} 1.98 sig. $0,000 < 0,05$.
- f. Work motivation as an intervening variable has a significant effect between communication and performance performance of employees of Koto Baru Subdistrict, Dharmasraya Regency, direct and indirect influence is obtained at 9.54%.
- g. Work motivation as an intervening variable has a significant effect between the work environment and the performance performance of the employees of Koto Baru Subdistrict, Dharmasraya Regency, the results of the calculation of direct and indirect effects are obtained at 8.33%.

PATH ANALYSIS

Effect of Communication and Work Environment on Motivation of Employee Work in Koto Baru Subdistrict, Dharmasraya Regency

In this section, we discuss the influence of the causes of communication variables (X1) and work environment (X2), on variables due to work motivation (X3). Where the work environment in this study is an intervening variable. Both together and partially. Data processed are presented in Table 4.18 and Table 4.19. Taken together through ANOVA presented in the following Table:

Table 4.18 ANOVA

Model Number		Squares	Df	Average Sgquares	F Count	Sig.
1	Regression	247,525	2	123,763	10,655	0,000
	Residual	906,030	78	11,616	,--	,--
Total		1153,556	80	,--	,--	,--

Source: Processed primary data 2019

Based on the framework of the sub-structure path diagram 2 as seen in Figure 4.18, the F test is performed with F count 10.655 where the significant value is $0.000 < 0.05$. This shows that together Communication and Work Environment have a significant influence on Work Motivation variables. Then proceed with a partial test, this test is based on data analysis presented in Table 4.19.

Table 4.19. Sub Coefficient Structure 2: Estimated Value of Path Coefficient

No	Variables that Influence	the Path Coefficient	t count	Sig.
1	Communication (X1)	0,429	4,489	0,001
2	Work environment (X2)	0,394	3,869	0,005
Moderator Variable: Work Motivation				

Source: Processed from Primary Data 2019

From Table 4.19 a partial test can be done for each of the causal variables for the variables as follows:

- a. The path coefficient $P_{x3x1} = 0.429$, with the value of Sig. $0.001 < 0.05$. This can be interpreted as having a positive and significant influence between employee Communication on Work Motivation of employees in Koto Baru District, Dharmasraya Regency. This positive influence shows that by increasing Communication, the Motivation of Work of employees in Koto Baru Subdistrict, Dharmasraya Regency will also increase.
- b. P_{x3x2} path coefficient = 0.394, with the value of Sig. $0.005 < 0.05$. This can be interpreted as having a positive and significant influence between the work environment of employees on the Work Motivation of employees in Koto Baru District, Dharmasraya Regency. This positive influence shows that by increasing the work environment, the work motivation of employees in Koto Baru Subdistrict, Dharmasraya Regency will increase as well.

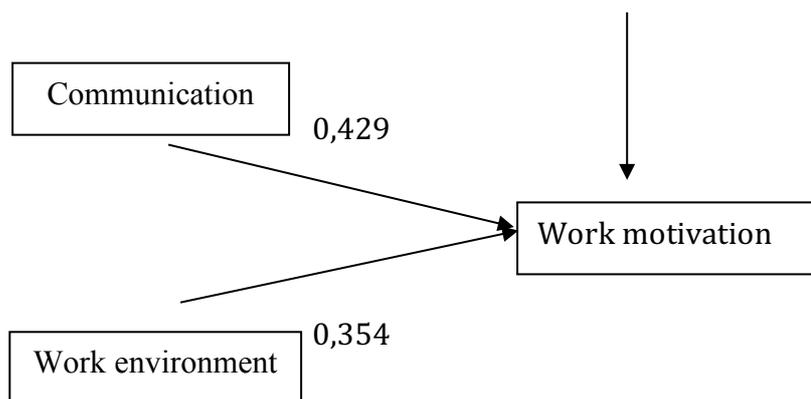


Figure 4.5: Sub Structure 2

Effect of other variables on work motivation variables

$$P_{X_3} = \sqrt{1 - r^2_{X_3, X_1 \dots X_k}}$$

$$P_{X_3} = \sqrt{1 - 0.417^2}$$

$$P_{X_3} = \sqrt{0.583} = 0,7635$$

The coefficient gives the meaning that the influence of other variables on Work Motivation is 58.30%. This means that in addition to the Work Motivation variable there are still many other factors that can influence it, these variables include: employee education, training, employee discipline, and so on.

Effect of Communication, Work Environment, and Work Motivation on Employee Performance in Koto Baru District, Dharmasraya Regency

Analyze the influence of the variables causing Communication (X1), Work Environment (X2), and Work Motivation variables (X3) on Employee Performance in Koto Baru Sub-District, Dharmasraya Regency (Y), both jointly and partially. The results of data analysis are presented in Table 4.20 and Table 4.21 Taken together through ANOVA presented in the following Table:

Table 4.20. Analysis of Variance

Model Number		Squares	Df	Average Squares	F Count	Sig.
1	Regression	226,651	3	75,550	16,894	0,000
	Residual	344,344	77	4,472	,--	,--
Total		570,995	80	,--	,--	,--

Source: Processed primary data 2019

Based on the framework of the sub-structure 3 path diagram as shown in Figure 5: F test is performed, where the value is sig. amounting to 0,000 <0,05. This shows that together Communication, Work Environment, Work Motivation has a significant effect on the variable Employee Performance in Koto Baru Sub-District, Dharmasraya Regency. Then proceed with a partial test, this test is based on data analysis presented in Table 4.21.

Table 4.21. Sub Coefficient Structure 3: Estimated Value of Path Coefficient

No	Variables that Influence	the Path Coefficient	t count	Sig.
1	Communication (X1)	0,436	4,048	0,002
2	Work environment (X2)	0,415	3,475	0,005
3	Work Motivation (X3)	0,510	6,062	0,000
Employee Performance of Koto Baru District, Dharmasraya Regency (Y)				

Source: Processed primary data 2019

From Table 4.21, a partial test can be carried out for each of the causal variables on the consequent variables (Employee Performance of the Koto Baru District, Dharmasraya Regency) as follows:

- The P_{yx1} path coefficient = 0.436, the Sig value is obtained. $0.002 < 0.05$. This can be interpreted as having a significant influence between Communication on Employee Performance in Koto Baru Sub-District, Dharmasraya Regency. This shows that Communication is improved, so it will also improve the Employee Performance of the Koto Baru District, Dharmasraya Regency.
- The P_{yx2} path coefficient = 0.415, the Sig value is obtained. $0.005 < 0.05$. This can be interpreted that there is a significant influence between the work environment on the Employee Performance of the Koto Baru District, Dharmasraya Regency. This shows that the work environment is improved, it will also improve the Employee Performance of the Koto Baru Sub-District, Dharmasraya Regency.
- The P_{yx3} path coefficient = 0.510, the Sig value is obtained. $0,000 < 0.05$. This can be interpreted that there is a significant influence between the work environment on the Employee Performance of the Koto Baru District, Dharmasraya Regency. This shows that the work environment is improved, it will also improve the Employee Performance of the Koto Baru Sub-District, Dharmasraya Regency.

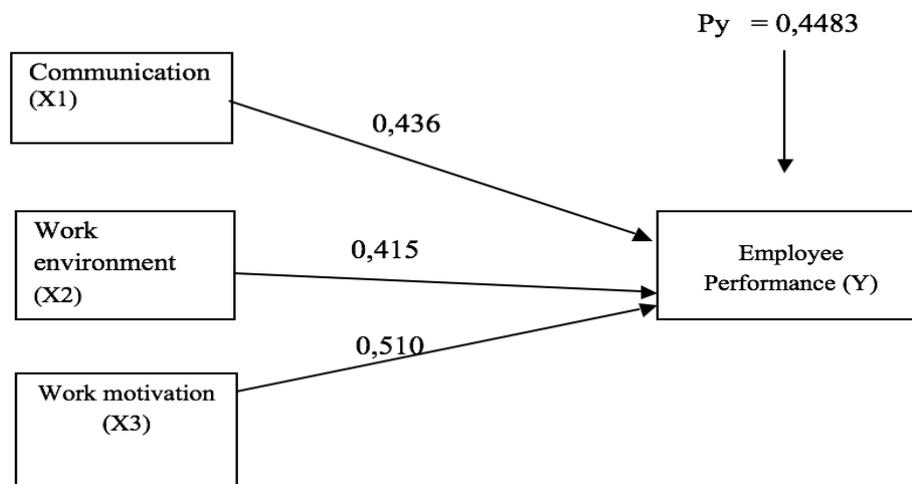


Figure 4.6: Sub Structure 3

The influence of other variables on the dependent variable At this stage the author calculates other variables not included in the model using the formula proposed by Sitepu (1994: 23) as follows:

$$P_{ye} = \sqrt{1 - r^2_{yx_1 \dots X_k}}$$

$$P_{ye} = \sqrt{1 - 0.799}$$

$$P_{ye} = \sqrt{0.201} = 0,4483$$

The coefficient gives the meaning that the influence of other variables on the Employee Performance of the Koto Baru District in Dharmasraya Regency is 20.10%. This means that there are several other variables that influence employee performance, including: education, training, quality of work, compensation, and so on.

DISCUSSION

Communication Influences Significant Effect on Employee Motivation in Koto Baru District, Dharmasraya Regency

Based on the results of the analysis that has been calculated obtained tcount of 4.489 > ttable 1.98 sig. 0.001 <0.05. By considering these two results, it can be interpreted that communication has a significant effect on employee work motivation in Koto Baru Subdistrict, Dharmasraya Regency. In other words the hypothesis that has been proposed can be accepted at $\alpha = 0.05$. Improvements to work motivation can be done by making changes or improving employee communication in Koto Baru District, Dharmasraya Regency.

The magnitude of the Px3x1 path coefficient is 0.429, meaning that the magnitude of the indirect influence of communication on work motivation is 9.54%. When compared with the magnitude of the direct effect of communication on employee performance, which is equal to 19.09%, this figure indicates that the direct influence is greater than the indirect effect.

The work environment has a significant effect on employee work motivation in Koto Baru District, Dharmasraya Regency

Based on the results of the analysis that has been calculated, it is obtained that tcount is 3.869 > t table 1.98 sig. 0.005 <0.05. By paying attention to these two results, it can be interpreted that the work environment has a significant effect on employee work motivation in Koto Baru District, Dharmasraya Regency. In other words the proposed hypothesis can be accepted at $\alpha = 0.05$. Improvements to work motivation can be done by making changes or improving the work environment of the Koto Baru District staff in Dharmasraya Regency.

The magnitude of the Px3x2 path coefficient is 0.394, meaning that the indirect effect of the work environment on work motivation is 8.33%. When compared with the magnitude of the direct influence of the work environment on employee performance, which is equal to 17.22%, this figure indicates that the direct influence is greater than the indirect influence.

This indicates that the work environment can directly affect the performance of an employee, without having to go through an intervening variable (work motivation). To improve the performance of an employee, it must pay attention to the work environment that is felt by an employee and also must consider work motivation.

Communication has a significant effect on the performance of employees of the Koto Baru Subdistrict, Dharmasraya Regency

Based on the results of the analysis that has been calculated, it is obtained that tcount is 4.048 > t table 1.98 sig. 0.002 <0.05. By considering these two results, it can be interpreted that communication has a significant effect on the performance of employees of Koto Baru Sub-District, Dharmasraya Regency. In other words the proposed hypothesis can be accepted at $\alpha = 0.05$. Improvements to employee performance can be done by making changes or improving employee communication in Koto Baru District, Dharmasraya Regency.

The magnitude of the Pyx1 path coefficient is 0.436, with a direct effect value of 19.09%, while the indirect effect of communication on employee performance is 9.54%. This shows that the

direct influence of communication on employee performance is far greater than the indirect influence.

The results of this study are in line with previous research conducted by Rusmawati (2016), that communication partially has a significant effect on the performance of PT Andalan Pacific Samudra employees. This is evidenced from a significant value of 0,000.

The work environment has a significant effect on the performance of employees of the Koto Baru District, Dharmasraya Regency

Based on the results of the analysis that has been calculated, it is obtained that t_{count} is 3.475 > t_{table} 1.98 sig. 0.005 < 0.05. By paying attention to these two results, it can be interpreted that the work environment has a significant effect on the performance of employees of Koto Baru Sub-District, Dharmasraya Regency. In other words the proposed hypothesis can be accepted at $\alpha = 0.05$. Improvements to employee performance can be done by making changes or improving the work environment of the Koto Baru District staff in Dharmasraya Regency.

The magnitude of the β_2 path coefficient is 0.415, with a direct effect value of 17.22%, while the indirect effect of the work environment on employee performance is 8.33%. This shows that the direct influence of the work environment on employee performance is far greater than the indirect influence.

The results of this study are in line with previous research conducted by Rusmawati (2016), that the work environment partially has a significant effect on the performance of PT Andalan Pacific Samudra employees. This is evidenced from a significant value of 0,000.

Work motivation has a significant effect on the performance of employees of Koto Baru Sub-District, Dharmasraya Regency

Based on the results of the analysis that has been calculated, it is obtained that t_{count} is 6.062 > t_{table} 1.98 sig. 0,000 < 0,05. By observing these two results, it can be interpreted that work motivation has a significant effect on the performance of employees of the Koto Baru Subdistrict, Dharmasraya Regency. In other words the proposed hypothesis can be accepted at $\alpha = 0.05$. Improvements to employee performance can be done by making changes or improving employee work motivation in Koto Baru District, Dharmasraya Regency.

The magnitude of the β_3 path coefficient is 0.510, with a direct effect value of 26.01%, the direct effect of work motivation on employees contributes the most to employee performance compared to communication and work environment. This means that employee motivation has a very large role in improving the performance of employees, employees who have high work motivation, must have high performance too.

The results of this study are in line with previous research conducted by Rusmawati (2016), that work motivation partially has a significant effect on the performance of PT Andalan Pacific Samudra employees. This is evidenced from a significant value of 0,000.

Work motivation as an intervening variable has a significant effect between communication and employee performance performance in Koto Baru Sub-District, Dharmasraya Regency

Based on the calculation of direct and indirect effects obtained at 9.54%. Thus it can be interpreted that work motivation as an intervening variable has a significant effect between communication and employee performance performance of Koto Baru District, Dharmasraya Regency.

This indicates that direct communication can affect the performance of an employee, without having to go through an intervening variable (work motivation). To improve the performance of an employee, it must pay attention to the communication skills possessed by an employee and must also consider work motivation.

Providing motivation to employees by their leaders is a process of providing work motivation, so that the employee is able to carry out the work responsibly. The responsibility in question is the obligation of subordinates to carry out their duties as best they can given by their superiors, and the core of those responsibilities is the obligation as stated by Siagian (2008: 286).

Work motivation as an intervening variable has a significant effect between work environment and employee performance performance in Koto Baru District, Dharmasraya Regency

Based on the results of the calculation of direct and indirect influence obtained at 8.33%. Thus it can be interpreted that work motivation as an intervening variable has a significant effect between work environment and employee performance performance of Koto Baru District, Dharmasraya Regency.

This indicates that the work environment can directly affect the performance of an employee, without having to go through an intervening variable (work motivation). To improve the performance of an employee, it must pay attention to the work environment that is felt by an employee and also must consider work motivation.

CONCLUSIONS AND SUGGESTIONS

1. Communication has a positive and significant effect on employee work motivation in Koto Baru Subdistrict, Dharmasraya Regency, meaning that the more employee communication, the more work motivation of employees will increase. Improvement of employee work motivation can be done by making improvements to employee communication.
2. The work environment has a positive and significant effect on employee work motivation in Koto Baru Subdistrict, Dharmasraya Regency, meaning that the improved work environment of employees will increase the work motivation of employees. Improvement of employee work motivation can be done by making improvements to the work environment of employees.
3. Communication has a positive and significant effect on the performance of employees of the Koto Baru Subdistrict, Dharmasraya Regency, meaning that the more improved employee communication is, the more the employee's performance will increase. Improvements in employee performance can be done by making improvements to employee communication.
4. The work environment has a positive and significant effect on the performance of employees of the Koto Baru Subdistrict, Dharmasraya Regency, meaning that the improved work environment of employees will increase the performance of employees. Improvement of employee performance can be done by making improvements to the work environment of employees.
5. Work motivation has a positive and significant effect on the performance of employees of the Koto Baru Subdistrict, Dharmasraya Regency, meaning that the more work motivation of employees is increased, the higher the performance of employees. Improvements in employee performance can be done by making improvements to employee work motivation.

6. Work motivation as an intervening variable has a significant effect between communication and employee performance performance in Koto Baru Sub-District, Dharmasraya Regency. direct and indirect effects obtained at 9.54%. Thus it can be interpreted that work motivation as an intervening variable has a significant effect between communication and employee performance performance of Koto Baru District, Dharmasraya Regency.
7. Work motivation as an intervening variable has a significant effect between work environment and employee performance performance in Koto Baru District, Dharmasraya Regency. the calculation of direct and indirect influence is obtained at 8.33%. Thus it can be interpreted that work motivation as an intervening variable has a significant effect between work environment and employee performance performance of Koto Baru District, Dharmasraya Regency.

Based on the conclusions above, then to improve employee performance in Koto Baru Subdistrict, Dharmasraya Regency, the following are suggested:

1. To the employees of Koto Baru Subdistrict, Dharmasraya Regency to be able to improve their performance both related to quantity, namely to do the work given by the leader quickly and accurately without any mistakes, and also have to increase the resilience of work that is completing work to completion.
2. To the employees of Koto Baru Subdistrict, Dharmasraya Regency to be able to improve communication, which is related to the ability to communicate to the leadership as well as diagonal communication namely cross communication across functions and levels within the organization.
3. To the employees of Koto Baru Subdistrict, Dharmasraya Regency to be able to increase work motivation, namely on indicators of need to achieve affiliation, by increasing creating and maintaining friendships with close emotional relationships with other people, wanting to be liked by others, both superiors and other partners, happy gathering and social activities, more effective working in the environment than many people alone.
4. To the Head of Koto Baru Sub-District, it should be able to improve communication skills, create a conducive employee work environment, and work motivation of employees.

References

- Alam, Syamsu (2014). The Effect of Communication, Motivation, and Work Discipline on Employee Performance of the Education Quality Assurance Agency. Postgraduate of Tadulako University. e-Journal Catalogis, Volume 2 Number 1, January 2014 pp. 135-145. ISSN: 2302-2019.
- Arikunto, Suharsimi. 2001. Research Procedure A Practice. Jakarta: Rajawali Press.
- Handoko. 2000. Motivation of Behavior Power. Yogyakarta: BPFE.
- Panjaitan, Biller (2016). "The Effect of Communication and Work Environment on Employee Performance at Cibabat Cimahi Regional General Hospital". Postgraduate Faculty of Management Program at Sangga Buana University. Dementia Journal Volume 13 Number 2 September 2016: 13 - 49.
- Riduwan. 2007. How to Use and Use Path Analysis. Bandung: Alfabeta.
- Santoso, Purbayu Budi and Ashari. (2002). Statistical Analysis with Microsoft Excel and SPSS. Semarang: Andi.
- Siagian, Sondang P. (2003). Tips for Increasing Work Productivity. Jakarta: Rineka Cipta.
- Sondang, Siagian. 2000. Human Resource Management. Jakarta: Bumi Aksara
- Sudjana. 2006. Statistics Method. Second edition. Bandung: Tarsito
- Sugiono, 2003. Administrative Research Methods. Bandung: Alfabeta.
- Sedarmayanti. (2001). Human Resources and Work Productivity. Mandar Maju, Bandung.

Sugiyono. (2009). *Business Research Methods*. CV. Alfabeta, Bandung.

Timpe, A. Dale.2002. *Human Resource Management*. Jakarta: Media Komputindo.

_____. 2003. *Performance*. Jakarta: Gramedia

Winardi. 2002. *Motivation and motivation*. Jakarta: Raja Grafindo Persada

Yahya 2011. *Supervision of Education*. UNP Pres