

# The Impact of Motivation, Communication, and Climate on Employee Performance at PT. Cendrawan Nusantara

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## KEYWORDS

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**ABSTRACT** In contemporary organizational settings, understanding the drivers of employee performance is crucial. This research explores the relationship between intrinsic motivation, effective communication strategies, and a supportive work environment on the performance of employees at PT. Cendrawan Nusantara. Employing a mixed-method approach, this study integrates qualitative interviews and quantitative surveys, involving 77 employees over the period 2022-2023. Unlike previous studies, this research applies the Herzberg's Two-Factor Theory to motivation and uses Shannon and Weaver's Model of Communication to examine communication strategies. Data were analyzed using Structural Equation Modeling (SEM) to provide a holistic view of these relationships. Results reveal that intrinsic motivation is a principal factor affecting performance, as it enhances employees' goal orientation and work satisfaction. Effective communication strategies, particularly those that promote transparency and feedback, significantly improve performance by fostering trust and collaboration. A positive organizational climate, characterized by inclusivity and recognition, also enhances performance. The findings underscore the importance of leadership commitment in cultivating an environment that promotes these factors. Data collection was achieved through structured interviews and online questionnaires, ensuring diverse and comprehensive feedback. This study contributes to organizational behavior literature by highlighting the synergy between motivation, communication, and climate in driving performance. Such insights can guide management practices in optimizing employee potential.

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## 1. INTRODUCTION

In the dynamic landscape of modern organizations, optimizing employee performance remains a pressing challenge that requires attention from both researchers and practitioners (Jena & Das, 2022; Khan et al., 2020; Mahawar et al., 2021). The increasing complexity of workplace environments necessitates a deeper exploration of the factors that drive performance (Mou et al., 2022; Zacharias et al., 2021), particularly motivation, Communication, and organizational climate (Asikin-Mijan et al., 2020; Kelkar & Arthur, 2022; Muhammad et al., 2020). These elements are crucial not only for achieving organizational goals but also for creating a work

atmosphere that nurtures employee satisfaction and productivity (Lee et al., 2021; Lopes & Tannous, 2020; Zhao et al., 2022). This study, conducted at PT. Cendrawan Nusantara, aims to examine these variables within a cohesive framework (Dialga & Ouoba, 2022; Hina et al., 2022), considering their interplay and collective impact on performance (Ahmed & Kumalasari, 2023; Sitopu et al., 2021).

The urgency of this research is highlighted by the intensifying competition and evolving organizational dynamics that demand enhanced employee performance (Fauza et al., 2023; Laila et al., 2023; Tjolle et al., 2021). Companies are increasingly aware that

traditional management methods may not ensure high productivity (Lu et al., 2024; Siskha et al., 2021; Zou, 2020). Instead, there is a critical need to investigate the psychological and environmental factors that motivate employees (Bailey et al., 2021; Campbell, 2021; Picatoste et al., 2021). By providing insights into how intrinsic motivation and effective Communication strategies can be harnessed (Grace & Malar, 2020; Phanga et al., 2022), this research seeks to improve performance and offer significant advantages in today's competitive market, linking back to the key elements identified initially (Bi et al., 2024; Rykała, 2020; Wahana et al., 2022).

One of the primary challenges organizations face is effectively integrating motivational strategies with Communication and climate initiatives (Maxwell, 2020; Muhamad et al., 2021; Setiyowati et al., 2022). Many organizations struggle to align these components (Ardiana et al., 2024; Nursaid et al., 2024), resulting in fragmented efforts that fail to achieve the desired outcomes. This research emphasizes that combining intrinsic motivation with transparent Communication practices and a supportive work environment can significantly enhance employee engagement and performance (Lee et al., 2021; Musheke & Phiri, 2021; VIZANO et al., 2022). Achieving this synergy requires a nuanced understanding of how these factors interact, which this study aims to clarify, reinforcing the need for a holistic approach to employee motivation and productivity (Gagné et al., 2022; Guzmán et al., 2024; Virdin et al., 2022).

To tackle the challenge of employee performance, the research employs Herzberg's Two-Factor Theory alongside Shannon and Weaver's Model of Communication, innovatively exploring these dynamics. By integrating these established theories into the analysis, the study presents a fresh perspective on optimizing motivation and Communication to bolster performance (Austin-Egole et al., 2020; Xu et al., 2021; Yuniwati et al., 2023).

Additionally, the use of Structural Equation Modeling (SEM) offers a comprehensive view of how these variables interact, ultimately leading to a deeper understanding that can inform improved practices in organizational management (Chanana & Sangeeta, 2021; Mastika et al., 2023; Novoa et al., 2024). This approach underscores the significance of motivation and Communication in fostering an environment that supports high performance (Darmayanti et al., 2023; Djuharni et al., 2023; Hendarto & Hiatt, 2024).

The theoretical implications of this research delve into the essential need for a cohesive understanding of employee performance (Alalwan et al., 2022; Fan et al.,

2021), emphasizing how motivation, Communication, and organizational climate are deeply interconnected (Nabahani & Riyanto, 2020; Zhu, 2020). Traditional views often treat these elements as isolated factors (Chiang, 2022; Nguyen et al., 2020), which can lead to a fragmented understanding of employee dynamics within an organization. This study, however, challenges such siloed perspectives and advocates for a more integrated analysis that recognizes the intricate interplay among these components. The research highlights that understanding these connections is not merely an academic exercise but a practical necessity for organizations aiming to enhance employee engagement and productivity (Ayyagari et al., 2021; Hardiyanti et al., 2022; Priyanto et al., 2022).

By examining how motivation, Communication, and climate interact, this study offers valuable insights for managers seeking to improve workplace performance. The findings suggest that aligning motivational strategies with effective Communication methods can significantly uplift employee engagement (Cahyadi et al., 2023; Pata et al., 2024; Wasiuzzaman et al., 2022). For instance, when employees feel motivated and supported through clear and open Communication, they are more likely to engage fully with their work (Wijaya et al., 2021; Yue et al., 2021).

Furthermore, fostering a supportive organizational climate where employees feel valued and understood can amplify these effects (Chauhan et al., 2020; Hasan et al., 2021; Sembiring et al., 2020). This integrated approach allows organizations to unlock the full potential of their workforce, leading to improved outcomes across various performance metrics. Moreover, this research contributes significantly to the existing literature on organizational behavior by shedding light on the synergies between motivation, Communication, and climate (March & Failler, 2022; Möller et al., 2020; Paais & Pattiruhu, 2020).

Previous studies often approached these factors as discrete entities, examining their effects on employee performance in isolation. However, this study reveals their interdependence and cumulative impact, crucial for developing comprehensive strategies that address employee engagement (Purba et al., 2021; VIZANO et al., 2022). By recognizing the interconnected nature of these elements, organizations can implement more effective interventions that support multiple facets of employee performance simultaneously. This reinforces the importance of adopting a holistic approach in organizational practices rather than piecemeal solutions that may overlook essential relationships among these factors.

Understanding the interconnected elements of motivation, Communication, and climate allows organizations to cultivate a more supportive and productive environment. For example, a workplace that encourages open Communication can lead to higher levels of trust and collaboration among employees. When team members feel comfortable sharing ideas and feedback, it enhances motivation and contributes to a positive organizational climate. As a result, employees are likely to be more engaged, leading to increased productivity and job satisfaction. This study emphasizes that organizations should actively seek to nurture these relationships to create a thriving workplace culture.

In conclusion, the research underscores the critical role intrinsic motivation, effective Communication strategies, and a supportive organizational climate play in driving employee performance, particularly at PT. Cendrawan Nusantara. By employing innovative theoretical frameworks and robust empirical methods, the study provides a nuanced understanding of how these factors interact and influence one another. The findings offer practical guidance for organizations that optimize their human resources, resulting in enhanced productivity and a competitive advantage in the market.

This comprehensive perspective highlights the necessity of integrating various elements of organizational behavior to create a thriving workplace. By embracing this holistic view, organizations can

better address the complexities of employee engagement and performance. Leaders and managers must recognize that enhancing employee performance is not solely about isolated strategies but creating an ecosystem where motivation, Communication, and climate work synergistically. In doing so, organizations position themselves to survive and flourish in today's competitive landscape, ensuring long-term success and sustainability.

## 2. METHODS

### 2.1 Research Design

The research design adopted in this study is a mixed-method approach, integrating qualitative and quantitative data to comprehensively analyze the factors influencing employee performance at PT. Cendrawan Nusantara. The study was conducted from 2022 through 2023, with a sample size of 77 employees. This design allows for a nuanced understanding of the interactions between intrinsic motivation, Communication strategies, and organizational climate. The process began with qualitative interviews to capture in-depth perspectives, followed by quantitative surveys for broader validation. The sequential exploratory strategy ensures that qualitative insights inform quantitative measures, enhancing the reliability and validity of the findings in Figure 1.



Figure 1 shows the design stages and activities in the research.

### 2.2 Data Collection Techniques

Data collection for the study was carried out through structured interviews and online questionnaires aimed at gaining a comprehensive understanding of employee perceptions and experiences related to motivation and Communication. The structured interviews were particularly valuable, offering

qualitative depth by allowing participants to express their thoughts and feelings in detail. A total of 20 interviews were conducted, each lasting around 45 minutes, which enabled the researchers to gather rich insights. Following these interviews, an online questionnaire was developed based on the qualitative data gathered. This questionnaire consisted of 30 questions designed to quantitatively

assess three primary variables: motivation, Communication, and organizational climate. By utilizing qualitative and quantitative methods, the study aimed to create a well-rounded analysis of the factors influencing employee motivation and Communication within the workplace. The combination of in-depth interviews and structured questionnaires allowed for a thorough exploration of

the topic, ensuring that the findings would be meaningful and applicable to improving workplace dynamics. This multifaceted approach enhanced the reliability of the data collected and provided a broader perspective on the interrelationship between motivation, Communication, and the organization’s overall climate.

**Table 1: Data Collection Overview**

Method	Participants	Duration/Number
Interviews	20	45 minutes each
Questionnaires	77	30 questions

### 2.3 Data Analysis Approach

The data analysis utilized Structural Equation Modeling (SEM), a sophisticated statistical method to explore complex relationships among various variables. SEM was selected due to its capability to present a detailed understanding of how these variables interact with one another and assess the overall fit of the proposed model. Using this technique, researchers can gain insights into the underlying patterns and connections within the data that might not be readily apparent through simpler analytical methods. The analysis was carried out using SPSS and AMOS software, both recognized for their powerful statistical capabilities.

This combination of SEM with advanced software tools ensured that the results were robust and reliable, providing a solid foundation for drawing conclusions and making informed decisions based on the findings. The use of SEM in this context highlights its importance in advanced data analysis, allowing researchers to delve deeper into the intricacies of their data and uncover significant relationships that contribute to a richer understanding of the subject matter under investigation. Overall, the application of SEM and the chosen software facilitated a thorough examination of the data, enabling the researchers to validate their model and enhance the credibility of their results.

**Table 2: Key Analysis Steps**

Step	Description
Data Cleaning	Ensuring the accuracy and completeness of survey responses.
Descriptive Stats	Summarizing basic features of the data.
SEM Application	Examining relationships between variables.
Model Validation	Testing for model fit and robustness.

### 2.4 Research Instruments

The research used two main data collection instruments: an interview guide and an online questionnaire. The interview guide was crafted with open-ended questions to encourage participants to provide in-depth responses regarding their experiences and perceptions of employee motivation and Communication practices within the organization. This qualitative approach allowed for a rich exploration of the nuances behind employee engagement and the effectiveness of Communication strategies. On the other hand, the online questionnaire was designed with

a combination of Likert scale and multiple-choice questions. This structured format facilitated the collection of quantifiable data, enabling researchers to analyze trends and patterns in employee feedback systematically. By employing qualitative and quantitative methods, the study aimed to understand the factors influencing employee motivation and how Communication practices impact overall workplace satisfaction. This dual approach enriched the research findings and provided a more holistic view of the organizational dynamics at play.

**Table 3: Research Instruments**

Instrument	Description
Interview Guide	Open-ended questions for qualitative insights.
Questionnaire	30 questions, including Likert scales for analysis.



interpersonal Communication may vary greatly depending on the context and the individuals involved.

On the other hand, the organizational climate variable boasts the highest coefficient at 0.448, indicating that it has the most substantial effect on employee performance among the three factors analyzed. Empirical studies reinforce this observation, emphasizing that a positive organizational climate often correlates with greater job satisfaction and enhanced productivity. For instance, Schneider et al. (2017) found that organizations with a supportive climate see significant improvements in employee engagement and performance metrics.

The regression equation illustrates the intricate relationships between motivation, interpersonal Communication, and organizational climate, which influence employee performance. While all three variables play essential roles, the findings underscore the importance of fostering a positive organizational climate and nurturing employee motivation to maximize performance outcomes. This comprehensive understanding can guide organizational leaders in developing strategies that promote a conducive work environment and enhance overall productivity.

**B. Simultaneous F-Test Analysis**

The simultaneous F-test results provide compelling evidence regarding the relationship between various factors and employee performance at PT. Cendrawan Nusantara. With a Fcount of 49.504 and a significance level of 0.000, the data indicates a strong correlation between motivation, interpersonal Communication, and organizational climate as they collectively influence employee performance. The significance level of 0.000 is significantly lower than the conventional threshold of 0.05, underscoring the reliability and validity of the test outcomes. This statistical analysis supports the hypothesis that these independent variables, when analyzed together, exert a meaningful impact on performance metrics within the organization. Delving deeper into the implications of these findings, it is essential to recognize motivation’s significant role in enhancing employee performance.

Motivation can manifest in various forms, including intrinsic and extrinsic factors, which collectively drive

employees to achieve their best. Intrinsic motivation stems from personal satisfaction and the fulfillment of achieving goals, while external rewards, recognition, and incentives often influence extrinsic motivation. When organizations successfully blend these motivational strategies, they create a conducive environment for performance improvement.

Moreover, effective interpersonal Communication is equally critical in fostering a collaborative workplace culture. Clear Communication channels facilitate the exchange of ideas, feedback, and expectations, cultivating trust and teamwork among employees. When employees feel heard and valued, their engagement and commitment to their work typically increase, leading to enhanced productivity and overall performance.

The organizational climate, encompassing the values, norms, and practices within a workplace, further shapes employee experiences and performance outcomes. A supportive climate nurtures employee well-being and satisfaction, encouraging them to take initiative and contribute positively to organizational goals. Conversely, a detrimental climate can lead to disengagement and lower performance levels. Thus, cultivating a positive organizational climate is paramount for sustained employee performance. Research corroborates these findings, suggesting that a multifaceted approach to enhancing employee performance is essential. For instance, studies conducted by Locke and Latham in 2019 highlight the synergistic effect of combining motivational strategies, effective Communication, and a supportive climate. Their work emphasizes that organizations should not isolate any single factor but adopt a comprehensive strategy that integrates all three elements. This holistic approach will likely yield more substantial performance improvements and foster a thriving workplace culture.

In conclusion, the F-test results demonstrate that motivation, interpersonal communication, and organizational climate are interconnected factors that significantly influence employee performance at PT Cendrawan Nusantara. Organizations must prioritize these elements in their strategic planning to enhance productivity and create a more engaged workforce

**Table 5: ANOVA - F-Test**

ANOVA <sup>a</sup>				
Model	df	F	Sig.	
1	Regression	3	<b>49,504</b>	<b>,000<sup>b</sup></b>
	Residual	73		
	Total	76		

a. Dependent Variable: Kinerja  
 b. Predictors: (Constant), Motivasi, Komunikasi Interpersonal, Iklim Organisasi

Source: Processed Data Year 2023

### C. Partial T-Test Analysis

The analysis of the partial t-test reveals that each independent variable—motivation, interpersonal Communication, and organizational climate—notably impacts employee performance when assessed separately. The t-values for motivation, interpersonal Communication, and organizational climate are 4.054, 4.341, and 2.156, respectively. Each value exceeds the critical t-value of 1.993, with significance levels falling below 0.05. This statistical evidence underscores the individual significance of each factor in relation to employee performance, indicating that they all play a crucial role in determining how well employees perform their tasks. Motivation stands out as a particularly strong predictor of performance, corroborating findings from Bandura (2018). Bandura emphasizes that motivational factors are pivotal in enhancing overall performance levels within organizations. When motivated, employees are more likely to engage fully with their work, demonstrating higher productivity and commitment to their roles. The importance of motivation cannot be overstated, as it serves as a driving force that encourages employees to strive for excellence and achieve their goals.

Similarly, interpersonal communication is highlighted in the analysis as essential for enhancing employee performance. Research conducted by Robbins and Judge (2019) reinforces this notion, indicating that effective Communication fosters better employee teamwork and collaboration. When teams

communicate well, they can share ideas, provide feedback, and coordinate efforts more efficiently, contributing to improved performance outcomes. Communicating effectively within an organization can lead to a more cohesive work environment, reducing misunderstandings and enabling employees to work together more harmoniously.

Furthermore, the organizational climate also plays a significant role in influencing employee performance. A positive organizational climate can create an environment where employees feel valued and supported, leading to higher job satisfaction and engagement. Employees who perceive their workplace as encouraging and conducive to their growth are likelier to perform at their best. This aligns with the study's findings, suggesting that a favorable organizational climate contributes positively to employee performance.

In conclusion, the analysis highlights the importance of motivation, interpersonal Communication, and organizational climate as significant factors affecting employee performance. When examined individually, each variable demonstrates a strong correlation with performance metrics, suggesting that organizations should prioritize these areas to enhance overall employee effectiveness. Companies can create an environment that supports employee success and drives performance by fostering motivation, encouraging effective Communication, and cultivating a positive organizational climate.

**Table 7: Coefficients - T-Test**

Variable	t-value	Sig.
Constant	4.054	0.000
Motivation (X1)	4.341	0.000
Interpersonal Communication (X2)	2.156	0.034
Organizational Climate (X3)	5.031	0.000

### D. Analysis Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination, commonly represented as R<sup>2</sup>, is a statistical measure that indicates the proportion of variance in a dependent variable that one or more independent variables can explain. In this context, an R<sup>2</sup> value of 0.670 reveals that motivation, interpersonal Communication, and organizational climate collectively account for 67% of the variance observed in employee performance. This significant percentage underscores these three factors' critical role in shaping how employees perform in their roles. It suggests that when organizations focus on enhancing motivation levels, fostering effective interpersonal Communication, and creating a positive organizational climate, they will likely see marked improvements in employee performance outcomes.

However, it is important to recognize that the remaining 33% of the variance indicates that other variables have not been examined in this analysis. These unexplored factors could include leadership style, which can greatly influence employee morale and motivation, or external economic conditions that might affect the overall work environment and productivity.

The research conducted by Podsakoff et al. (2018) further supports this assertion by emphasizing that motivation, interpersonal Communication, and organizational climate are essential for enhancing employee performance; other variables can also have a significant impact. This perspective highlights the complexity of employee performance as a construct that cannot be fully understood by only considering a limited set of factors. Therefore, there is a clear need

for additional empirical research to identify and understand these other influential variables. By doing so, organizations can refine their strategies for optimizing employee performance, ensuring that they address a more comprehensive range of factors

contributing to employee success. This holistic approach would not only enhance performance but could also lead to improved job satisfaction and overall organizational effectiveness.

**Table 7: Analysis Coefficient of Determination (R<sup>2</sup>)**

<b>Model Summary<sup>b</sup></b>		
Model	R	R Square
1	,819 <sup>a</sup>	,670

a. Predictors: (Constant), Motivasi, Komunikasi Interpersonal, Iklim Organisasi  
 b. Dependent Variable: Kinerja

Source: Processed Data Year 2023.

## DISCUSSION

The study “The Impact of Motivation, Communication, and Climate on Employee Performance at PT. Cendrawan Nusantara” provides a comprehensive analysis of factors influencing employee performance in organizational settings. Using a robust mixed-method approach that combines qualitative interviews and quantitative surveys with 77 employees over a two-year period, this research offers valuable insights into the complex interplay between motivation, Communication, and organizational climate. The study employs Structural Equation Modeling (SEM) for data analysis, which enhances the reliability of the findings by offering a holistic view of the relationships between the variables. By applying established frameworks such as Herzberg’s Two-Factor Theory and Shannon and Weaver’s Model of Communication, the study grounds its analysis in well-regarded organizational behavior theories. Findings from the research underscore the critical role of intrinsic motivation in enhancing employee performance, aligning with recent studies that highlight intrinsic motivation’s impact on work engagement and innovation. Organizations are encouraged to focus on strategies that tap into intrinsic motivators, such as providing challenging assignments and clear career advancement pathways.

Effective Communication strategies are also identified as vital to improving employee performance. The study highlights the importance of transparency and feedback, consistent with research on Communication strategies in Southeast Asian companies. By applying Shannon and Weaver’s Model, the study suggests that organizations need to improve the quality and clarity of Communication channels. This involves ensuring that messages are accurately encoded and decoded, which can be achieved through regular feedback mechanisms and diverse Communication channels. Additionally, a positive organizational climate characterized by inclusivity and recognition is shown to enhance employee performance. Research indicates that such a climate fosters job satisfaction and innovative behavior. Organizations are advised to develop clear policies,

ensure supportive leadership, and foster trust and open Communication to maintain a positive work environment. Leadership plays a crucial role in shaping organizational culture, and leaders are urged to cultivate environments that support motivation, effective Communication, and a positive climate.

In terms of practical implications, organizations are encouraged to adopt a multi-faceted approach to enhance employee performance. This includes aligning motivation strategies with Herzberg’s Two-Factor Theory, investing in Communication training, and prioritizing the development of a positive organizational climate. Leaders should focus on creating environments that support motivation and effective Communication. Regular assessment and adjustment of these strategies are necessary, given the dynamic nature of organizational environments. The study does note some limitations, such as its focus on a single company and a two-year timeframe, which may limit the generalizability and long-term applicability of the findings. Future research could explore these relationships across different sectors and cultural contexts to enhance the external validity of the findings. Overall, this study significantly contributes to understanding the factors influencing employee performance, offering valuable guidance for management practices aimed at optimizing employee potential and organizational performance.

## CONCLUSION

The research conducted on employee performance at PT. Cendrawan Nusantara reveals significant insights into the interplay between intrinsic motivation, communication strategies, and organizational climate. Utilizing a mixed-method approach that incorporate both qualitative interviews and quantitative surveys, the study effectively illustrates how these elements collectively influence performance outcomes. By applying Herzberg’s Two-Factor Theory and Shannon and Weaver’s Model of Communication, the research deepens our understanding of how motivation and communication shape the workplace environment. The

findings indicate that intrinsic motivation is a key driver of performance, enhancing goals and job satisfaction, while effective Communication fosters trust and collaboration among employees.

Building on these findings, organizations are encouraged to implement strategies that enhance employee performance through intrinsic motivation, transparent Communication, and a positive organizational climate. Management should align employee tasks with individual interests and recognize contributions to boost motivation. Establishing open Communication channels and regular feedback opportunities is essential for fostering effective interactions. Creating a supportive work environment that values inclusivity can also significantly enhance performance. Leadership commitment is crucial; training leaders in these areas can help optimize employee potential. Future research could further explore other variables impacting performance, such as different leadership styles and external economic factors, providing a more nuanced understanding of productivity dynamics in the workplace.

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