

**THE EFFECT OF COMMUNICATION AND EXPERIENCE ON EMPLOYEE PERFORMANCE THROUGH MOTIVATION AS AN INTERVENING VARIABLE AT THE HEALTH DEPARTMENT OF LABUHANBATU DISTRICT**

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**Abstract :** This study aims to determine whether communication and experience affect performance through motivation as an intervening variable in Health Service employees. The research was conducted on permanent employees (PNS) at the Health Office. The population in this study was 88 people. Due to the small population, the sampling technique in this study was a saturated sample with a sample size of 88 people. The data collection techniques used are primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique uses quantitative data processed with the SPSS version 25 programme, namely the t test, sobel test and path analysis. The results obtained in this study indicate 1) there is a positive and significant influence between Communication on Motivation, 2) there is a positive and significant influence between Experience on Motivation, 3) there is a positive and significant influence between Communication variables on Performance, 4) there is a positive and significant influence between Experience on Performance, 5) there is a positive and significant influence between Motivation on Performance, 6) there is an influence between Communication on Performance through Motivation as an intervening variable, 7) there is an influence between Experience on Performance through Motivation as an intervening variable, and 7) there is an influence between Experience on Performance through Motivation. There is an influence between Experience on Performance through Motivation as an intervening variable.

**Keywords:** Performance, Communication, Motivation, and Experience.

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**Background.**

Human resource management is one of the most important aspects in achieving the success of a company so that the quality of human resources must be continuously developed so that the company can achieve the expected goals. Utilisation in the process of managing human resources is very important in managing the company because human resources are one of the most important functions in an organisation or company. Of course, there are several stages that must be carried out in managing good human resources for optimal employee performance (Abdul, 2018).

Employee performance is the main thing that organisations look at to conduct work appraisals and evaluations. Therefore, employee performance is considered the most important part by the organisation because it is directly related to the results of the abilities and skills of all the organisation's human



resources who are the main brain of the organisation to help achieve the main objectives of the organisation.

The success of an organisation to achieve its vision, mission and goals is inseparable from the role of the implementation of the organisation itself, where in carrying out its work the organisation wants all employees to be able to perform tasks or work properly (Musyaddad, 2017). Factors affecting organisational performance identified as influencing employee performance at the present time are work communication, work discipline and performance. Organisational communication is essentially human communication that occurs in an organisational environment (Furqon, 2003). An organisation, communication is an activity that must be fostered so that members of the organisation feel a harmonious relationship, mutual support and mutual need. Organisational communication is a communication process that occurs in an organisation and aims to maintain harmony of cooperation between various interested parties (Muhammad, 2016). Work discipline is the most important factor so that employee performance in running the organisation can run well. Work discipline can be interpreted as the implementation of management to reinforce organisational guidelines (Mangkunegara, 2020). Not only that, performance is influenced by routine and adaptation factors, performance is the value of a set of employee behaviours that contribute, either positively or negatively to the fulfilment of organisational tasks (Kasmir, 2019).

Communication according to Rogers in Lanani, (2013: 15) defines communication as "a process in which there is an idea sent from the sender to the recipient with the aim of changing his behaviour". Meanwhile, according to Flippo in Mangkunegara (2013: 145) communication is an activity that causes other people to interpret an idea. Hovland, et al. In Muhammad (2011: 4) says that communication is the process by which an individual transmits stimuli (usually verbal) to modify the behaviour of other individuals, in other words communication is the process of individuals sending stimuli which are usually in verbal form to change the behaviour of others.

According to Gibson and Ivan (2012) communication is the process of sending messages or information either through verbal or nonverbal. Communication is a stage to transfer understanding in the form of information or ideas between individuals. Robbins (2013) argues that communication can support the delivery of motivation and information by explaining to employees about things that must be carried out, how well the work they carry out, and everything that can be done so that work achievements are optimised (Saputra & Mahaputra, 2022c). Clarity, truth, context, flow, and culture, according to Umam (2012), are indicators of communication. Communication is an integral component of human existence, whether people know it or not. Humans have been communicating with their environment since birth (Widjaja, 2012). It is the essence of the human person, generated primarily through social interaction with others in organisations and society (Saputra, 2021).

The Labuhanbatu Regency Health Office is one of the agencies in governance, while its function is to provide services in the health sector. To carry out the duties of the Labuhanbatu Regency Health Office, a guide is needed that is able to show the direction of priority activities and policies in accordance with the existing vision, mission and objectives. In carrying out its main duties and functions, the Labuhanbatu Regency Health Office still has problems, especially those related to the performance of its employees.

The findings of the initial observations found phenomena related to the decline in employee performance phenomena that occur make the performance of employees to decline such as work communication, work discipline and employee performance. Communication is also the most important part of the organisation, because poor communication will cause problems that will harm the organisation. Problems in work communication that have occurred so far that have decreased employee performance are the relationship between employees that is less harmonious due to poor relationships due to their respective busyness, the lack of employees in providing suggestions during discussions, this can be seen from the lack of mastery of ways of delivering, ideas, and ideas for the problem being solved, and the lack of communication with superiors due to the lack of approach between employees and superiors. Furthermore, problems that occur related to work discipline that cause a decrease in employee performance, namely that there are still employees who are less responsible for completing the work given by the superior, there are still employees who arrive late and leave work early so that it does not match the predetermined hours, and employees in carrying out tasks are not ready to take responsibility for the mistakes that have been made. The performance of employees has decreased because it is affected by problems that occur in their environment such as, lack of accuracy of employees in completing tasks because employees often do not work carefully, while playing cellphones, working in a hurry, making employee discipline low. Employee performance in completing tasks is still low, due to lack of

cohesiveness and communication among employees, and lack of teamwork in completing tasks due to lack of trust among employees making work take a long time to complete. In addition, work experience is needed for every agency employee to support performance. Work experience is a measure of the length of time or tenure that a person has taken in understanding the tasks of a job and has performed them well (Foster, 2001).

**Discussion**

Labuhanbatu Regency Health Office is one of the regional agencies of Labuhanbatu Regency which is located at Jl. Ki Hajar Dewantara No 118, Rantauprapat, Sioldengan, Labuhanbatu Regency, North Sumatra 21415.

The following is the Organisation structure of the Labuhanbatu Regency Health Office:

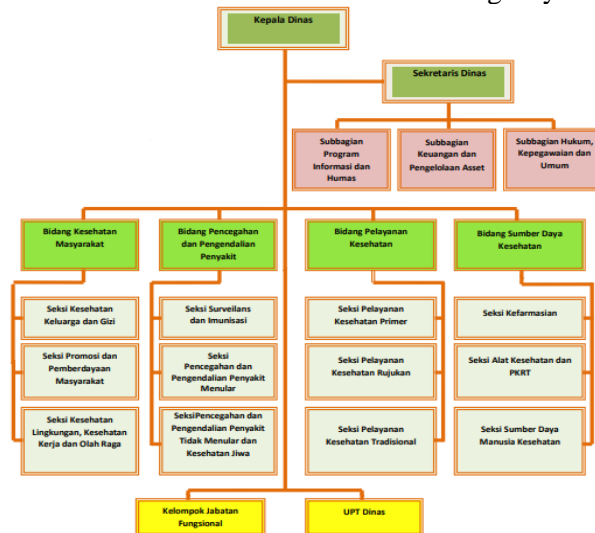


Figure 1. Organisational structure of the Labuhanbatu Regency Health Office

Based on Labuhanbatu Regency Regional Regulation Number 2 of 2016 dated 17 October 2016 concerning the Labuhanbatu Regency Regional Apparatus Organization, the Labuhanbatu Regency Health Service SKPD is Type A and has a work unit consisting of: 1 (one) secretariat with 3 (three) sub-sections, and 4 (four) fields with 3 (three) sections each. Furthermore, based on Labuhanbatu Regent Regulation Number: 21 of 2016 concerning Position, Organisational Structure, Duties, and Functions of Regional Offices of Labuhanbatu Regency, the Health Office also has Main Duties and Functions as the Position of its Authority.

**Respondent Characteristics**

**Characteristics of Respondents Based on Age**

The characteristics of respondents at the Labuhanbatu Regency Health Office in 2023 based on age type are as follows:

Table 1. Characteristics of Respondents Based on Age

No.	Age	Total	Percentage
1.	20-30 Years	1	1.1%
2.	31-40 Years	24	27.3%
3	41-50 Years	47	53.4%
4	> 50 Years	16	18.2%
<b>Total</b>		<b>88</b>	<b>100%</b>

Source: Primary Data Processed, 2023

From the table above, it can be seen that the majority of respondents are 41 - 50 years old with 47 employees (53.4%). While the number of respondents aged 20-30 years was 1 employee (1.1%), the number of respondents aged 31-40 years was 24 employees (27.3%) and the number of respondents aged > 50 years was 16 employees (18.2%).

### Characteristics of Respondents Based on Gender

The characteristics of respondents at the Labuhanbatu Regency Health Office in 2023 based on gender are as follows:

Table 2. Characteristics of Respondents Based on Gender

No.	Gender	Total	Percentage
1.	Male	28	31.8%
2.	Women	60	68.2%
<b>Total</b>		<b>88</b>	<b>100%</b>

Source: Primary Data Processed, 2023

From the table above, it can be seen that the majority of respondents are female with 60 employees (68.2%). While the number of male respondents was 28 employees (31.8%).

### Characteristics of Respondents Based on Education Level

The characteristics of respondents at the Labuhanbatu Regency Health Office in 2023 based on education level are as follows:

Table 3. Characteristics of Respondents Based on Education Level

No.	Education Level	Total	Percentage
1.	SMA/SMK Equivalent	9	10.2%
2.	Diploma (1/2/3)	16	18.2%
3.	S1	57	64.8%
4.	S2	6	6.8%
<b>Total</b>		<b>88</b>	<b>100%</b>

Source: Primary Data Processed, 2023

From the table above, it can be seen that the majority of respondents have a bachelor's degree, totalling 57 employees (64.8%). While the number of respondents with high school / vocational high school education was 9 employees (10.2%), the number of respondents with Diploma (1/2/3) education was 16 employees (18.2%) and the number of respondents with S2 education was only 6 employees (6.8%).

### Characteristics of Respondents Based on Length of Service

The characteristics of respondents at the Labuhanbatu Regency Health Office in 2023 based on length of service are as follows:

Table 4. Characteristics of Respondents Based on Length of Service

No.	Period of Service	Total	Percentage
1	< 5 Years	1	1.1%
2	5 - 10 Years	11	12.5%
3	> 10 Years	76	86.4%
<b>Total</b>		<b>88</b>	<b>100%</b>

Source: Primary Data Processed, 2023

From table 7, it can be seen that the majority of respondents have a tenure of > 10 years, totalling 76 employees (86.4%). While the number of respondents who have a tenure of < 5 years is 1 employee (1.1%) and the number of respondents who have a tenure of 5 - 10 years is 11 employees (12.5%).

### Research Instrument Test

#### Validity Test

Ghozali's validity test, (2016: 59) is used to measure whether a questionnaire is valid or not. The results of the research validity test are seen in the following table ....

Table 15 Validity Test Results

Variables	Indicators	Questionnaire	r-count	Sig	Results
Performance (Y)	1	Y1	0.514	0.018	Valid
	2	Y2	0.561	0.018	Valid
	3	Y3	0.542	0.018	Valid

	4	Y4	0.594	0.016	Valid
	5	Y5	0.548	0.017	Valid
Communication (X1)	1	X1.1	0.512	0.018	Valid
	2	X1.2	0.567	0.017	Valid
	3	X1.3	0.512	0.018	Valid
	4	X1.4	0.554	0.017	Valid
	5	X1.5	0.539	0.018	Valid
Experience (X2)	1	X2.1	0.687	0.018	Valid
	2	X2.2	0.619	0.018	Valid
	3	X2.3	0.500	0.018	Valid
Motivation (Z)	1	Z1	0.596	0.017	Valid
	2	Z2	0.571	0.018	Valid
	3	Z3	0.559	0.018	Valid
	4	Z4	0.572	0.019	Valid
	5	Z5	0.541	0.017	Valid
	6	Z6	0.532	0.016	Valid

Source: Primary Data Processed, 2023

Based on the validity test of the research instrument in the table above, it can be seen that all statement items are declared valid with the provisions of a significant value comparison  $<0.05$ . Thus the research instrument in this study can be used as a whole in the next test.

### Reliability Test

According to Ghazali, (2016: 60) Reliability test is a test conducted to measure a questionnaire which is an indicator of a variable or construct. The reliability test results of this study can be seen in the following table.

Table 6. Reliability Test Results

Research Variables	Conbrach's Alpha	Results
Performance (Y)	0,774	Reliable
Communication (X ) <sub>1</sub>	0,810	Reliable
Experience (X ) <sub>2</sub>	0,733	Reliable
Motivation (Z)	0,856	Reliable

Source: Primary Data Processed, 2023

The instrument reliability value above shows that the level of reliability of the research instrument is adequate because it is close to 1 ( $>0.6$ ). It can be concluded that the question items from each variable have explained or provided an overview of the variables studied.

### Classical Assumption Test Sub Model I

#### Normality Test

The data *normality* test used in this study was carried out with the *normality plot* test by looking at the P-Plot graph. The basis for decision making is if the data spreads around the diagonal and follows the direction of the diagonal line, then the path model fulfils the assumption of normality. The results of the normality test carried out are shown in the following figure:

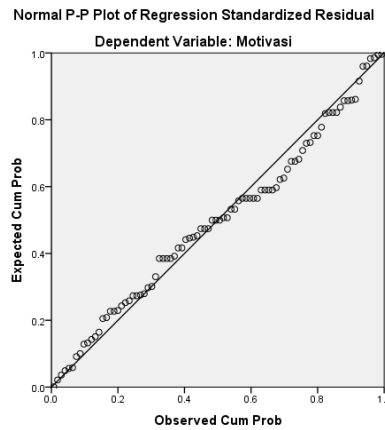


Image 1. Normality Test Results of Sub Model I

By looking at the normal plot graph above, it can be concluded that the data spreads around the diagonal line and follows the direction of the diagonal line. This shows that the residual data is normally distributed.

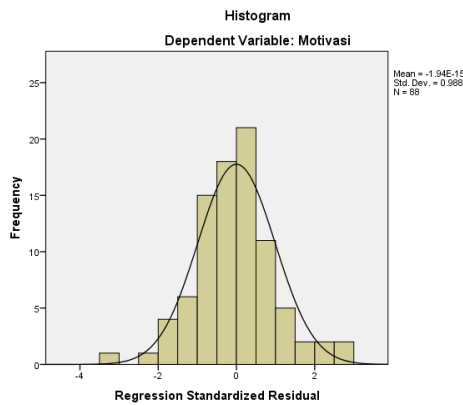


Image 2. Histogram of Sub Model I

Similarly, the results of the histogram graph in the figure above show that the residual data is normally distributed as seen from the almost perfect bell-shaped image (symmetrical).

In addition, the basis for decision making in the normality test can be done through the *Kolmogrov-Smirnov (K-S) non-parametric statistical test*, namely by looking at the value in the *Asimp* column. *Sig (2-tailed) > level of significance ( $\alpha = 5\%$ )*. The results of the *Kolmogrov-Smirnov (K-S) non-parametric statistical test* can be seen in table 15.

Table 2. *Kolmogrov-Smirnov (K-S) Non-Parametric Statistical Test Results Sub Model I*

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardise d Residual
N		88
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.62228391
Most Differences	ExtremeAbsolute	.084
	Positive	.084
	Negative	-.065
Test Statistic		.084
Asymp. Sig. (2-tailed)		.175

a. Test distribution is Normal.

b. Calculated from data.

Based on the data in Table 15, the *Asymp. Sig. (2-tailed)* value of 0.175 Because the *Asymp. Sig. (2-tailed)* is greater than 0.05, it can be concluded that the regression model fulfils the assumption of normality.

**Multicollinearity Test**

Multicollinearity is a condition in which there is a significant correlation between the independent variables. If there is relatively perfect multicollinearity, then the interpretation through least squares becomes indeterminate and the variance and standard deviation become undefined. This leads to increased deviations regarding the accuracy of the independent variables in explaining the dependent variable.

Table 7 Multicollinearity Test Table Sub Model I  
Coefficients<sup>a</sup>

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	28.013	.694		40.379	.000		
Communication	.144	.033	.420	4.371	.000	.917	1.091
Experience	.092	.040	.220	2.290	.024	.917	1.091

a. Dependent Variable: Motivation

Source: Primary Data Processed, 2023

The results of multicollinearity testing can be seen that the VIF and tolerance values are as follows: The Communication variable ( $X_1$ ) has a VIF value of 1.091 and a tolerance of 0.917 The Experience variable ( $X_2$ ) has a VIF value of 1.091 and a tolerance of 0.917 From these provisions that if the VIF value is  $< 10$  and tolerance  $> 0.10$ , there are no symptoms of multicollinearity and the values obtained from the calculation are in accordance with the provisions of the VIF and tolerance values, it can be concluded that there is no multicollinearity so that the model has met the requirements of classical assumptions in regression analysis.

**Heteroscedasticity Test**

The heteroscedasticity test aims to test whether in the path model there is an inequality of variance from the residuals of one observation to another. If the variance of the residuals of one observation to another observation is constant, it is called homoscedasticity, otherwise if it is different it is called heteroscedasticity. With SPSS processing, the following results were obtained:

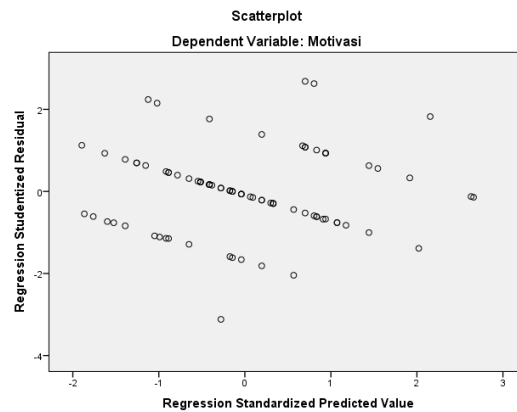


Image 3. Heteroscedasticity Test Results Sub Model I

The scatterplots graph in the figure above shows that the points spread randomly and are spread both above and below the number 0 on the Y axis and do not form a certain regular pattern, it can be concluded that there is no heteroscedasticity in the regression model. So it can be concluded overall that the regression model fulfils the requirements of the classical assumption test.

In addition, the basis for decision making in the heteroscedasticity test can be done using the Glejser test, namely by comparing the resulting significance value. If the significance value  $> 0.05$ , then there is no heteroscedasticity, but if the significance value  $< 0.05$ , then heteroscedasticity occurs. The results of the Heteroscedasticity Test with the Glejser Method can be seen in table 17.



Table 8. Glejser Test Results Sub Model I

**Coefficients<sup>a</sup>**

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.587	.465		1.262	.210
	Communication	.001	.022	.007	.059	.953
	Experience	.013	.027	.054	.477	.635

a. Dependent Variable: Abs\_Res1

Based on the data in Table 17, obtained sig. > 0.05, it can be concluded that there is no heteroscedasticity.

**Hypothesis Test of Sub Model I**

The hypothesis states that Communication ( $X_1$ ) and Experience ( $X_2$ ), have a positive and significant effect on Motivation (Z). The following is Table 18 the results of the t-test calculation of each variable:

Table 9. Sub Model I t-test results

**Coefficients<sup>a</sup>**

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.013	.694		40.379	.000
	Communication	.144	.033	.420	4.371	.000
	Experience	.092	.040	.220	2.290	.024

a. Dependent Variable: Motivation

Source: Primary Data Processed, 2023

In the table, the t statistical test is obtained, as follows:

1. Communication variable ( $X_1$ ) with a t-count value (4.371) > t-table (1.99) with a *significance probability* level (Sig) of 0.00 (<0.05). This shows that Communication has a significant effect on the Motivation variable.
2. Experience variable ( $X_2$ ) with a t-count value (2.290) > t-table (1.99) with a *significance probability* level (Sig) of 0.024 (<0.05). This shows that Experience has a significant effect on the Motivation variable.

Thus, the path analysis equation can be arranged as follows:

$$Z = 28.013 + 0.144X_1 + 0.092X_2$$

The analysis equation model is meaningful:

1. The constant value is 28.013 which means that if the independent variables, namely Communication ( $X_1$ ), and Experience ( $X_2$ ) are equal to zero, then Motivation (Z) is 28.013.
2. The regression coefficient value  $X_1 = 0.144$  indicates that if Communication increases by 100%, it will increase Motivation by 14.4%.
3. The regression coefficient value  $X_2 = 0.092$  indicates that if Experience increases by 100%, it will increase Motivation by 9.2%.

**Path Analysis Sub Model I**

Referring to the regression output of Sub Model I, it can be seen that the *significance probability* value (Sig) of the two variables, namely Communication ( $X_1$ ) = 0.144 and Experience ( $X_2$ ) = 0.092 This result provides a conclusion that the regression of Sub Model I, namely the Communication variable ( $X_1$ ) has a significant effect on Motivation (Z), and the Experience variable ( $X_2$ ) has a significant effect on Motivation (Z).

The magnitude of the R Value<sup>2</sup> or R-square found in table 19.

Table 10. Model Summary Test Results Sub Model I

**Model Summary**



Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.528	.279	.262	.630

The data above shows that the contribution or contribution of the influence of the Communication ( $X_1$ ) and Experience ( $X_2$ ) variables on the Motivation ( $Z$ ) variable is 26.2%, while the remaining 73.8% is the contribution of other variables not included in the study. Meanwhile, the value of  $\hat{\epsilon}_1$  can be found by the formula  $\hat{\epsilon}_1 = \sqrt{1-0.262} = 0.8591$  Thus the structure model path diagram I is obtained as follows:

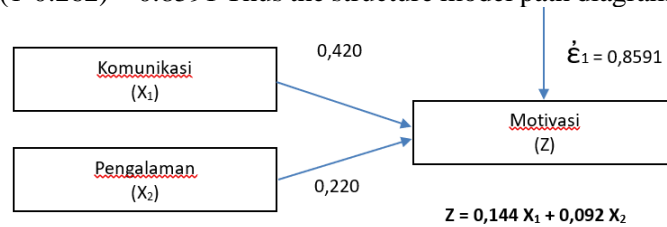


Image 4. Path Diagram of Sub Model I

**Classical Assumption Test of Sub Model II**  
**Normality Test**

The data *normality* test used in this study was carried out with the *normality plot* test by looking at the *P-Plot* graph. The basis for decision making is if the data spreads around the diagonal and follows the direction of the diagonal line, then the path model fulfils the assumption of normality. The results of the normality test carried out are shown in the following figure:

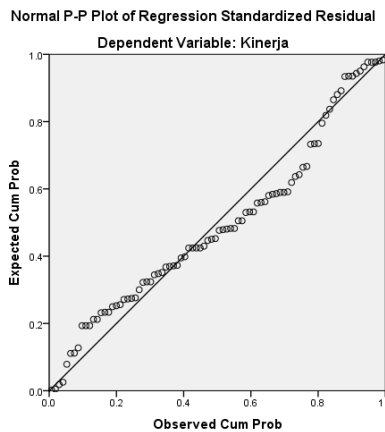


Image 5. Normality Test Results of Sub Model II

By looking at the normal plot graph above, it can be concluded that the data spreads around the diagonal line and follows the direction of the diagonal line. This shows that the residual data is normally distributed.

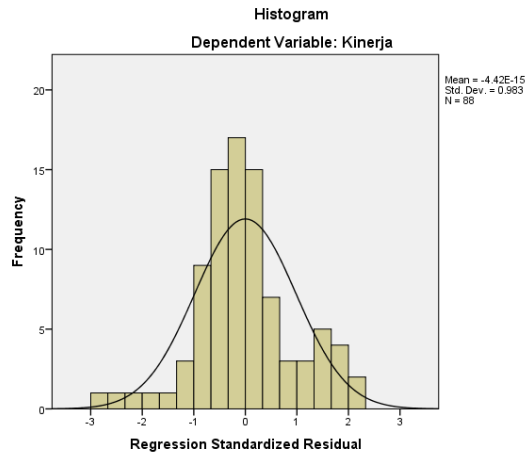


Image 6. Histogram of Sub Model II

Similarly, the results of the histogram graph in the figure above show that the residual data is normally distributed as seen from the almost perfect bell-shaped image (symmetrical).

In addition, the basis for decision making in the normality test can be done through the Kolmogorov-Smirnov (K-S) non-parametric statistical test, namely by looking at the value in the Asymp column. Sig (2-tailed) > level of significance ( $\alpha = 5\%$ ). The results of the Kolmogorov-Smirnov (K-S) non-parametric statistical test can be seen in table 20.

Table 11. Kolmogorov-Smirnov (K-S) Non-Parametric Statistical Test Results Sub Model II

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardised Residual
N		88
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.42449517
Most Extreme Differences	Absolute	.123
	Positive	.123
	Negative	-.098
Test Statistic		.123
Asymp. Sig. (2-tailed)		.102

a. Test distribution is Normal.

b. Calculated from data.

Based on the data in Table 20, the *Asymp. Sig. (2-tailed)* value of 0.102. Because the *Asymp. Sig. (2-tailed)* is greater than 0.05, it can be concluded that the regression model fulfils the assumption of normality.

**Multicollinearity Test**

Multicollinearity is a condition in which there is a significant correlation between the independent variables. If there is relatively perfect multicollinearity, then the interpretation through least squares becomes indeterminate and the variance and standard deviation become undefined. This leads to increased deviations regarding the accuracy of the independent variables in explaining the dependent variable.

Table 12. Multicollinearity Test Results Sub Model II

**Coefficients<sup>a</sup>**

Model	Unstandardised Coefficients		Standardised Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
(Constant)	22.876	2.139			10.697	.000		

Communication	.029	.025	.126	2.152	.003	.748	1.336
Experience	.117	.028	.420	4.456	.000	.863	1.158
Motivation	.150	.074	.224	2.012	.047	.721	1.387

a. Dependent Variable: Performance

Source: Primary Data Processed, 2023

The results of multicollinearity testing can be seen that the VIF and tolerance values are as follows: The Communication Variable ( $X_1$ ) has a VIF value of 1.336 and a tolerance of 0.748 The Experience Variable ( $X_2$ ) has a VIF value of 1.158 and a tolerance of 0.863 The Motivation Variable has a VIF value of 1.387 and a tolerance of 0.721 From these provisions that if the VIF value  $< 10$  and tolerance  $> 0.10$  then there are no symptoms of multicollinearity and the values obtained from the calculations are in accordance with the provisions of the VIF and tolerance values.  $0.10$ , then there are no symptoms of multicollinearity and the values obtained from the calculation are in accordance with the provisions of the VIF and tolerance values, it can be concluded that the independent variables do not occur multicollinearity so that the model has met the requirements of classical assumptions in regression analysis.

### Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the path model there is an inequality of variance from the residuals of one observation to another. If the variance of the residuals of one observation to another observation is constant, it is called homoscedasticity, otherwise if it is different it is called heteroscedasticity. With SPSS processing, the following results were obtained:

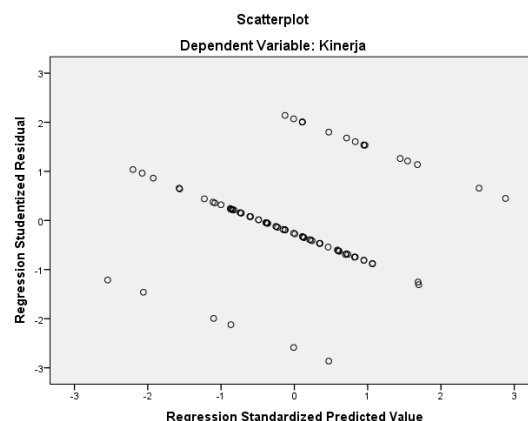


Image 7. Heteroscedasticity Test Results Sub Model II

The scatterplots graph in the figure above shows that the points spread randomly and are spread both above and below the number 0 on the Y axis and do not form a certain regular pattern, it can be concluded that there is no heteroscedasticity in the regression model. So it can be concluded overall that the regression model fulfils the requirements of the classical assumption test.

In addition, the basis for decision making in the heteroscedasticity test can be done using the Glejser test, namely by comparing the resulting significance value. If the significance value  $> 0.05$ , then there is no heteroscedasticity, but if the significance value  $< 0.05$ , then heteroscedasticity occurs. The results of the Heteroscedasticity Test with the Glejser Method can be seen in table 22.

Table 13. Glejser Test Results Sub Model II

#### Coefficients<sup>a</sup>

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.468	1.409		.332	.741
	Communication	.016	.016	.121	.985	.327
	Experience	.035	.019	.214	1.865	.066
	Motivation	.011	.049	.027	.216	.829

a. Dependent Variable: Abs\_Res2

Based on the data in Table 22, obtained sig. > 0.05, it can be concluded that there is no heteroscedasticity.

**Hypothesis Test of Sub Model II**

Hypothesis test results state that Communication (X<sub>1</sub>) has a significant effect on Performance. Experience (X<sub>2</sub>) has no significant effect on Performance (Y), and Motivation (Z) has a significant effect on Performance (Y). The results of the t-test calculation of each variable can be seen in the following table:

Table 14. Sub Model II t-test results

**Coefficients<sup>a</sup>**

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.876	2.139		10.697	.000
	Communication	.029	.025	.126	2.152	.003
	Experience	.117	.028	.420	4.456	.000
	Motivation	.150	.074	.224	2.012	.047

a. Dependent Variable: Performance

Source: Primary Data Processed, 2023

In the table, the t statistical test is obtained as follows:

1. Communication variable (X<sub>1</sub>) with a t-count value (2.152) > t-table (1.99) with a *significance probability* level (Sig) of 0.003 (<0.05). This shows that communication has a significant effect on the performance variable.
2. Experience variable (X<sub>2</sub>) with a t-count value (4.456) > t-table (1.99) with a *significance probability* level (Sig) of 0.000 (<0.05). This shows that experience has a significant effect on the performance variable.
3. Motivation variable (Z) with a t-count value (2.012) > t-table (1.99) with a *significance probability* level (Sig) of 0.047 (<0.05). This shows that Motivation has a significant effect on the Performance variable.

Thus, the path analysis equation can be arranged as follows:

$$Y = 22.876 + 0.029X_1 + 0.117X_2 + 0.150Z$$

The analysis equation model means :

1. The constant value is 22.876 which means that if the independent variables, namely Communication (X<sub>1</sub>), Experience (X<sub>2</sub>) and Motivation (Z) are equal to zero, then Performance (Y) is 22.876.
2. The regression coefficient value X<sub>1</sub> = 0.029 indicates that if Communication increases by 100%, it will increase Performance by 2.9%.
3. The regression coefficient value X<sub>2</sub> = 0.117 indicates that if Experience increases by 100%, it will increase Performance by 11.7%.
4. The regression coefficient value Z = 0.150 indicates that if Motivation increases by 100%, it will increase Performance by 15%.

**Path Analysis of Sub Model II**

Referring to the regression output of Sub Model II, it can be seen that the *significance probability* value (Sig) of the Communication variable (X<sub>1</sub>) is 0.253, Experience (X<sub>2</sub>) is 0.000 and Motivation (Z) is 0.047. These results provide the conclusion that the regression of Sub Model II, namely the Communication variable (X<sub>1</sub>) has a significant effect on Performance (Y), the Experience variable (X<sub>2</sub>) has a significant effect on Performance (Y) and the Motivation variable (Z) has a significant effect on Performance (Y).

The magnitude of the R Value<sup>2</sup> or R-square found in table 19.

Table 15. Model Summary Test Results of Sub-Model II

Model Summary				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.499	.249	.222	.432

The data above shows that the contribution or contribution of the influence of the Communication variable ( $X_1$ ), Experience ( $X_2$ ) and Motivation ( $Z$ ) to the Performance variable ( $Y$ ) is 22.2%, while the remaining 77.8% is the contribution of other variables not included in the study. Meanwhile, the value of  $\epsilon_1$  can be found by the formula  $\epsilon_1 = \sqrt{1-0.222} = 0.8820$  Thus the structure model II path diagram is obtained as follows:

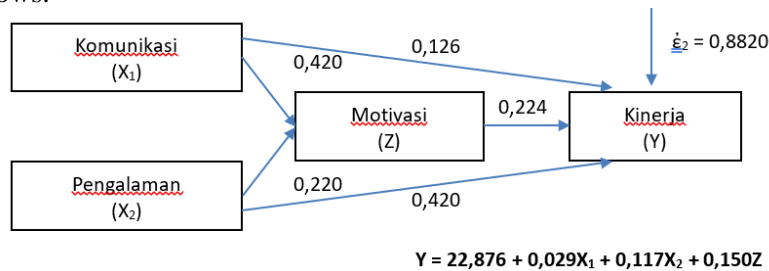


Image 8. Path Diagram of Sub Model II

The results of the analysis show that the direct effect given by Communication ( $X_1$ ) on Performance ( $Y$ ) is 0.126 While the indirect effect of Communication ( $X_1$ ) on Performance ( $Y$ ) through Motivation ( $Z$ ), namely  $0.420 \times 0.224 = 0.094$  Then the total effect given by the Communication variable ( $X_1$ ) on Performance ( $Y$ ) is the direct effect plus the indirect effect, Based on the results of the above calculations, it can be seen that the direct effect value is 0.126 and the indirect effect is 0.094, which means that the direct effect value is greater than the indirect effect value. These results indicate that indirectly the Communication variable ( $X_1$ ) through Motivation ( $Z$ ) has a significant effect on Performance ( $Y$ ).

The results of the analysis show that the direct effect given by Experience ( $X_2$ ) on Performance ( $Y$ ) is 0.420 While the indirect effect of Experience ( $X_2$ ) on Performance ( $Y$ ) through Motivation ( $Z$ ), namely  $0.220 \times 0.224 = 0.049$  Then the total effect given by the Experience variable ( $X_2$ ) on Performance ( $Y$ ) is the direct effect plus the indirect effect, Based on the results of the above calculations, it can be seen that the direct effect value is 0.420 and the indirect effect is 0.049, which means that the direct effect value is greater than the indirect effect value. These results indicate that indirectly the Experience variable ( $X_2$ ) through Motivation ( $Z$ ) has a significant effect on Performance ( $Y$ ).

Table 16: Total effect value

No.	Influence	Direct Effect	Indirect Effect	Total Effect
1	Communication → Performance	0,126	$0,420 \times 0,224 = 0,094$	0,22
2	Experience → Performance	0,420	$0,220 \times 0,224 = 0,049$	0,469

**Sobel Test**

The Sobel test was used to determine Hypothesis 6 and Hypothesis 7. The Sobel test was conducted to test the strength of the indirect effect of the Communication and Experience variables on the Performance variable through the Motivation variable.

To see the *indirect effect*, it can be done with a test tool, namely using the available *Calculation for the Sobel Test* by entering the *original sample* and *standard error of each independent variable* on the dependent variable if there is a mediator and without a mediator. With the criteria if the *Sobel test statistic*  $\geq 1.96$  with significance  $<0.05$ , then the variable can be said to be able to mediate between the independent variable and the dependent variable.

Table 17. Sobel Test Results

Variables	<i>Unstandardised</i>	<i>Std. Error</i>	<i>Test Statistic</i>	<i>Std. Error</i>	<i>P-Value</i>
Communication on Motivation	0.165 (a)	0.032 (S) <sub>a</sub>	2.484	0.014	0.012
Motivation Performance	0.224 (b)	0.079 (S) <sub>b</sub>			
Experience on Motivation	0.142 (a)	0.042 (S) <sub>a</sub>	1.509	0.010	0.131
Motivation Performance	0.113 (b)	0.067 (S) <sub>b</sub>			

Source: Data Processed with *Calculation for the Sobel Test, 2023*

From Table 26 above, the *test statistic value* of the effect of Communication on Performance through Motivation as an intervening variable has a *test statistic value* of  $2.484 > 1.96$  with a significance of  $0.012 < 0.05$ , which means Hypothesis 6 is accepted where Motivation is able to mediate the effect of Communication on Performance.

The *test statistic value* of the effect of Experience on Performance through Motivation as an intervening variable has a *test statistic value* of  $1.509 < 1.96$  with a significance of  $0.131 < 0.05$ , which means that Hypothesis 7 is not accepted where Motivation is unable to mediate the effect of Experience on Performance.

## Discussion

The Effect of Communication on Motivation and Performance at the Labuhanbatu Health Office

The communication variable has a positive and significant effect on motivation with a regression coefficient of 0.144, which means that an increase in communication by 100% will increase motivation by 14.4%. Previous research supports these findings.

The Effect of Experience on Motivation and Performance

The experience variable also has a positive and significant effect on motivation with a regression coefficient of 0.092, so that an increase in experience by 100% will increase motivation by 9.2%. Previous research supports these findings.

Effect of Communication on Performance

Communication has a positive and significant effect on performance with a regression coefficient of 0.029, indicating a 100% increase in communication will increase performance by 2.9%. This finding is consistent with previous research.

Effect of Experience on Performance

Experience has a positive and significant effect on performance with a regression coefficient of 0.117, indicating an increase in experience by 100% will increase performance by 11.7%. Previous research supports these findings.

Effect of Motivation on Performance

Motivation also has a positive and significant effect on performance with a regression coefficient of 0.150, so that an increase in motivation by 100% will increase performance by 15%. This finding is consistent with previous research.

The Mediating Effect of Motivation

Motivation is able to mediate the effect of Experience on Performance, but is unable to mediate the effect of Communication on Performance. This shows that increasing experience is more effective in improving performance if through motivation, while the effect of communication on performance is not significant if through motivation.

## Conclusion

Based on the results of research on the effect of Work Environment and Individual Characteristics on employee performance at the Regional Revenue Agency with motivation as an intervening variable, it can be concluded that Work Environment and Individual Characteristics have a significant effect on employee motivation and performance. Motivation also has a significant influence on performance. In



addition, Work Environment and Individual Characteristics affect Performance through Motivation as an intervening variable at the Regional Revenue Agency of Labuhanbatu Regency.

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