



Article

## **The Role of Motivation in Mediating the Influence of Communication and Work Environment on Employee Performance at PT Agung Automall Sutomo, Pekanbaru City**

**Leonardus Teguh Handoyo<sup>1\*</sup>, Zulfitri<sup>2</sup>, Dessy Andriani<sup>3</sup>, Mhd. Suleman Hsb<sup>4</sup> and Suryatunnisak<sup>5</sup>**

<sup>1,2,3,4,5</sup>Management Program, Master Institute of Technology and Business, Indonesia

DOI: 10.31004/jestm.v5i2.322

Email: \*handoyoteguh113@gmail.com (Corresponding author)

### ARTICLE INFORMATION

Volume 5 Issue 2  
Received: 12 September 2025  
Accepted: 29 September 2025  
Publish *Online*: 30 September 2025  
*Online*: at <https://JESTM.org/>

### Keywords

Communication  
Work Environment  
Motivation  
Performance

### ABSTRACT

This study is a quantitative study that aims to determine the role of motivation in mediating the influence of communication and work environment on the performance of employees at PT Agung Automall Sutomo in Pekanbaru City. The population used in this study was all 125 employees of PT Agung Automall Pekanbaru. To determine the sample size for this study, the author used the Slovin formula, resulting in 96 employees as the sample, while the sampling method used was simple random sampling. The data analysis technique used was quantitative analysis using Structural Equation Modelling (SEM) with the Smart PLS program. The results of the study are as follows: 1) Communication and work environment have a positive and significant effect on employee motivation. 2) The work environment has a positive and significant effect on employee motivation. 3) Communication has a positive and significant effect on employee performance. 4) The work environment has a positive and significant effect on employee performance. 5) Motivation has a positive and significant effect on employee performance. 6) Communication affects employee performance through motivation. 7) The work environment affects employee performance through motivation.

## 1. Introduction

The era of globalization has undeniably made competition between companies increasingly fierce. This intense competition requires every company to improve every aspect related to the company itself so that they can maintain their existence as the company continues to grow. The most important aspect of an organisation's success is human resources (HR). HR is central to the organisation within a company, because HR is essentially the key driver of all company performance. Human resources are very important for the success of every business because they are the ones who make every action and goal a reality. Every business wants to meet its targets on schedule, and to do so, they must have effective HR management. When HR improves, so do the results achieved. Conversely, if human resources are of poor quality, the results will also be poor.

The success of an organisation is inseparable from the improvement of human resources. Excellent and high-quality human resources must always be managed and emphasised in a company's operations. To achieve the expected performance, the company must improve the quality of its human resources because it is essential for employees to have the attitude and behaviour that can provide good service to customers. Every company will always strive to improve employee performance. With the hope that the company's goals will be achieved. Employee capabilities are reflected in optimal performance. Employee performance is one of the assets for the company to achieve its goals.

In Pekanbaru, there are several automotive companies that are growing rapidly, making them easy to find anywhere, as the majority of the population now uses four-wheeled vehicles. One of them is PT Agung Automall Sutomo Kota Pekanbaru, a company engaged in the automotive sector in the city of Pekanbaru. However, the performance of the existing employees has not been able to work optimally, as seen from the percentage of the company's sales targets and realisations over the last three years, which have always fluctuated, at 76.9% in 2022, 80.0% in 2023, and 58.7% in 2024. This failure to achieve targets is due to several factors that still need improvement, such as employee motivation, communication between employees and between employees and superiors, and a

work environment that is still not conducive.

Motivation is everything that generates enthusiasm or drive to work, so the strength or weakness of employee motivation will determine their performance. Motivation is important for employees because it causes, channels, and supports employee behaviour to work hard and enthusiastically to achieve optimal results. Motivation is also important because managers assign tasks to their subordinates to be carried out well and integrated with the desired objectives (Hasibuan, 2016). Motivation or drive to work is crucial for achieving a goal, so people must be able to foster the highest possible work motivation among employees in a company.

Research Asmiadi et al. (2022) and Mahatani et al. (2025) states that motivation affects performance. However, this is not in line with the research Lakoy (2013) which states that motivation does not affect performance. Mirella et al. (2025) states that motivation has a negative and insignificant effect on performance.

In addition to motivation, communication can also influence performance. Communication is the most important factor at work, where employees will always communicate with one another, both with their superiors and other colleagues, to avoid miscommunication. Effective communication occurs when the sender and receiver of a message reach the same understanding and conclusion as intended. Leaders or managers convey all management functions and tasks and carry out planning, organising, directing, and supervising, all of which are done through communication with their subordinates.

Sulistiyani & Nugroho (2024), Masyitah & Mahargiono (2021) state that communication influences performance. This is not in line with the research by, which states that communication has no significant effect on performance. Mirella et al. (2025) states that communication has a negative and significant effect on performance.

The phenomenon of communication variables at PT Agung Automall Sutomo in Pekanbaru is that superiors rarely or never allow their subordinates to act independently, take initiative, or make decisions. This is because communication between superiors and subordinates is formal. There is a large organisational structure between superiors and subordinates, so the consequence of this

behaviour is that subordinates are not utilised as a source of information, ideas, and suggestions.

Similarly, the work environment is one of the factors that can affect performance and plays an important role in organisational achievement. A pleasant work environment makes employees feel more comfortable at work, thereby increasing their enthusiasm. A good or suitable work environment is one in which employees can perform optimally, healthily, safely and comfortably. Therefore, a conducive work environment is needed to support employee performance in carrying out their work so that optimal results can be achieved.

A pleasant working environment also makes employees feel more comfortable at work, thereby increasing their enthusiasm. Working conditions are considered good or suitable if employees can perform optimally, healthily, safely and comfortably. Therefore, a conducive working environment is necessary to support employee performance in carrying out their work so that optimal work results can be achieved.

Research by Pardamean (2022), Asmiadi et al. (2022), Masyitah & Mahargiono (2021) states that the work environment influences performance. Meanwhile, research by Mahatani et al. (2025) states that the work environment does not significantly influence performance.

The phenomenon of workplace environment variables at PT Agung Automall Sutomo in Pekanbaru City is as follows: the workspace between employees is not soundproof, there are several employees in one workspace and their desks are very close together, the facilities are fairly adequate, cleanliness is good, lighting is poor in the workspace and waiting room, and the office is quite busy, which sometimes makes it difficult to concentrate.

## **2. Literature Review**

### **2.1 Performance**

Performance or work achievement is the quality of work and the quality achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them (Mangkunegara, 2020). Meanwhile, according to Simanjuntak (2018), individual performance is the level of achievement or work results of a person from the targets that must be achieved or tasks that must be carried out within a certain period of time. According to Edison et

al. (2017), performance indicators are as follows: 1) Quality, namely the level of errors, disturbances, and accuracy; 2) Quantity, namely the number of workers produced; 3) Time usage at work, namely absence rate, tardiness, effective working time/lost working hours; 4) Diligence, namely working earnestly and always being active; and 4) Cooperation with others at work.

### **2.2 Motivation**

According to Sunyoto (2015), work motivation is a state that drives an individual's desire to perform certain activities to achieve their goals. According to Rivai (2019), motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with their individual goals. According to Robbins (2016), the indicators of motivation are: the work itself; responsibility; achievement of performance and improvement in work.

### **2.3 Communication**

According to Wibowo (2021), communication is a process within an organisation to ensure that management and employees remain informed about various relevant matters. Meanwhile, according to Mangkunegara (2020), communication is the process of transferring information, ideas, and understanding from one person to another so that they can interpret it in accordance with the intended purpose. According to Thoha (2015), effective interpersonal communication can be achieved through the following five elements: openness; empathy; support; positivity; and similarity.

### **2.4 Work Environment**

A work environment is considered good if the people involved in it can carry out their activities optimally, safely, healthily, and comfortably. The suitability of a work environment can be seen in the long term. A poor work environment demands more time from workers and does not support the development of an efficient work system (Sedarmayanti, 2017). According to Sedarmayanti (2017), there are four indicators of the work environment: lighting; air circulation in the workspace; layout of the workspace; and noise levels.

## **2.5 Interrelationship Between Variables**

### **2.5.1 The Influence of Communication on Motivation**

Harmonious communication among employees and between employees and their superiors can enhance employee motivation in their work. Therefore, if communication within the company is harmonious, the motivation of all employees in their work will be stronger. In line with the research Sulistyani & Nugroho (2024) and Masyitah & Mahargiono (2021), it is stated that communication influences motivation. Meanwhile, the research Simanjuntak et al. (2022) states that communication does not influence motivation.

### **2.5.2 The Influence of the Work Environment on Motivation**

A good work environment can create an atmosphere that supports employees in terms of safety, comfort, and harmonious relationships among employees, thereby increasing employee motivation. If the facilities, management system, and relationships among employees are harmonious, employees will feel more valued and motivated in their work and be more dedicated.

Research by, Asmiadi et al. (2022) states that the work environment affects motivation. Mirella et al. (2025) states that the work environment has a negative and significant effect on motivation.

### **2.5.3 The Influence of Communication on Performance**

Communication is the most important factor at work, where employees will always communicate with one another. This includes both superiors and other colleagues to prevent miscommunication. Communication is effective when the sender and receiver of the message reach the same understanding and conclusion as intended. Leaders or managers convey all management functions and tasks and carry out planning, organising, directing and supervising, all of which are done through communication with their subordinates.

Sulistyani & Nugroho (2024), Masyitah & Mahargiono (2021) state that communication influences performance. This is not in line with the research by, which states that communication has no significant effect on performance. Mirella et al. (2025) states that communication has a negative and significant

effect on performance.

### **2.5.4 The Influence of the Work Environment on Performance**

Employee performance can be influenced by a supportive work environment, where adequate facilities, harmonious relationships between employees or between employees and superiors, and support from superiors and colleagues can create a conducive atmosphere and encourage improved performance. A safe and comfortable work environment will increase employee focus at work, enabling employees to complete their work to the best of their ability and produce good results.

Research by, Asmiadi et al. (2022), Masyitah & Mahargiono (2021) states that the work environment influences performance. Meanwhile, research by Mahatani et al. (2025) states that the work environment does not significantly influence performance.

### **2.5.5 The Influence of Motivation on Performance**

High motivation will encourage employees to be more committed to completing their work, improving their performance, and being able to achieve the targets set by the company to the maximum extent possible. When employees have strong internal and external motivation, they will perform better and be more dedicated, innovative, creative, and responsible in carrying out their duties.

Research Asmiadi et al. (2022) and Mahatani et al. (2025) state that motivation affects performance. However, this is not in line with the research Lakoy (2013) which states that motivation does not affect performance. Mirella et al. (2025) state that motivation has a negative and insignificant effect on performance.

### **2.5.6 The Influence of Communication on Performance Through Motivation**

Harmonious employee communication will influence motivation, and the higher the motivation, the more likely employees are to improve their performance. In line with the research Gondowahjudi et al. (2018) and Masyitah & Mahargiono (2021) state that communication influences performance through motivation. Meanwhile, the research by Mirella et al. (2025) states that communication has a negative and insignificant effect on performance through motivation. Fachrezi & Khair (2020)

and Sulistyani & Nugroho (2024) state that motivation is unable to mediate the effect of communication on performance.

### 2.5.7 The Influence of the Work Environment on Performance Through Motivation

A conducive work environment not only influences performance but also increases employee motivation, thereby encouraging employees to work to their full potential. With high motivation resulting from a supportive work environment, employees will be enthusiastic, committed, and proactive in performing their duties, which will lead to improved performance.

Pardamean (2022), Asmiadi et al. (2022) and Masyitah & Mahargiono (2021) state that the work environment influences performance through motivation. Mirella et al. (2025) state that the work environment has a positive and insignificant effect on performance through motivation. Fachrezi & Khair (2020) and Sulistyani & Nugroho (2024) state that motivation is unable to mediate the effect of the work environment on performance.

## 3. Research Methodology

### 3.1 Research Design

This study employs a quantitative research design with a causal approach. The causal approach is a research approach that seeks relationships between one variable and another that have a cause-and-effect relationship (Sugiyono, 2017).

### 3.2 Population and Sample

The population used in this study consists of all employees of PT Agung Automall Pekanbaru, totalling 125 individuals. To determine the sample size for this study, the author used the Slovin formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where

n: sample size

N: population size

e: standard error

From this formula, the sample calculation is as follows:

$$n = \frac{125}{1 + 125(0,05)^2}$$

$$n = 95,23$$

To simplify matters, the author rounded the sample size up to 96, which is the result of rounding 95.23. The sampling technique used by the researcher was *probability sampling* using the *simple random sampling* method.

### 3.3 Data Collection Technique

1. Questionnaire: Closed-ended questions using a five-point Likert scale, distributed directly.
2. Documentation: Collecting secondary data from official reports, publications, and other relevant sources.

### 3.4 Data Analysis Techniques

The approach used in this study is quantitative analysis using *Structural Equation Modelling* (SEM), while the programme used is Smart PLS.

### 3.5 Operational Definitions of Variables

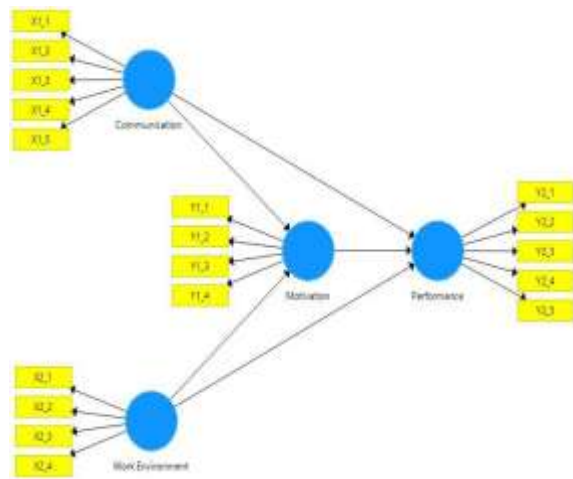
**Table 1. Operational Definitions**

Variable	Operational Definition	Indicators
Communication (x1)	Communication is the process of transferring information, ideas, and understanding from one person to another so that the recipient can interpret it in accordance with the intended purpose.	Openness, empathy, support, positivity and similarity
Work Environment (X2)	A work environment is considered good if the people involved in it can carry out their activities optimally, safely, healthily, and comfortably.	Lighting, air circulation in the workplace, layout of the space, and noise levels
Motivation (Y1)	Motivation is a series of attitudes and values that influence individuals to achieve specific goals in accordance with their individual objectives.	The work itself, responsibility, achievement of goals, and improvement in work performance
Performance (Y2)	Performance or work achievement is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them.	Quality, quantity, use of time at work, diligence and cooperation with others at work.

## 4. Results and Discussion

### 4.1 Presentation of Results

To analyse the existing problems, the author used *structural modelling analysis* (SEM) with the Smart PLS application. *Partial Least Square* (PLS) was chosen because it is one of the SEM analysis tools based on variance/components that does not require various requirements to be met, such as data normality and others (Ghozali, 2018). Based on the research results, a *path diagram construction* will be visible by visualising the proposed hypotheses in the form of a research framework, resulting in a *conceptual diagram output* as shown in Figure 3. Source: *Processed Data, 2025*



**Figure 1.** Research Conceptual Diagram

Based on the conceptual research diagram in Figure 1, it can be explained as follows: there are two exogenous latent variables, communication with manifest variable 5 and work environment with manifest variable 4, and there are two endogenous latent variables, motivation with manifest variable 4 and performance with manifest variable 5. The Smart PLS analysis process in this study was conducted in two stages, namely *measurement (outer)* model evaluation and structural model (*inner model*) testing, as follows:

#### 4.1.1 Evaluation of the Measurement (*Outer*) Model

The measurement model (*outer model*) describes the relationship between manifest indicators and their latent indicators. The results of *convergent validity* testing are determined by looking at the *outer loading* values. According

to Ghozali (2015), an indicator is considered valid if the correlation between an indicator and its construct produces a value greater than 0.70. The results of *convergent validity* based on *outer loading* can be seen in Table 1 as follows:

**Table 2.** Results of *Convergent Validity* Testing Based on *Outer Loadings*

	Communi- cation	Motivation	Performance	Work Environment
X1_1	0.896			
X1_2	0.760			
X1_3	0.857			
X1_4	0.814			
X1_5	0.897			
X2_1				0.791
X2_2				0.927
X2_3				0.850
X2_4				0.832
Y1_1		0.896		
Y1_2		0.852		
Y1_3		0.850		
Y1_4		0.857		
Y2_1			0.877	
Y2_2			0.852	
Y2_3			0.790	
Y2_4			0.873	
Y2_5			0.929	

Based on Table 2, it can be seen that the *factor loading* test for all manifest variables has a value of  $> 0.70$ , thus this study meets the validity criteria because *the factor loading* value is above 0.70.

Furthermore, the discriminant validity test is used as a tool to measure the indicators of each different construct, which should not be highly correlated. The method used to test discriminant validity is based on looking at *the cross-loading* value, which must be above 0.7 for each variable, and comparing the square root of the AVE in each construct with the correlation value between constructs in the model. However, from preliminary research in the development of the AVE measurement scale, 0.5–0.6 is still considered sufficient and acceptable (Chin in Chin in Ghozali (2015). Good discriminant validity is indicated by the square root of the AVE for each construct being greater than the correlation between constructs in the model, which can be seen from *the cross loading* in Table 3 as follows:

**Table 3. Cross Loading Results**

	Communi- cation	Motivation	Performance	Work Environment
X1_1	<b>0.896</b>	0.474	0.513	0.240
X1_2	<b>0.760</b>	0.134	0.178	0.025
X1_3	<b>0.857</b>	0.230	0.275	0.245
X1_4	<b>0.814</b>	0.356	0.400	0.188
X1_5	<b>0.897</b>	0.259	0.326	0.143
X2_1	0.251	0.387	0.525	<b>0.791</b>
X2_2	0.218	0.529	0.694	<b>0.927</b>
X2_3	0.060	0.374	0.558	<b>0.850</b>
X2_4	0.212	0.530	0.650	<b>0.832</b>
Y1_1	0.405	<b>0.896</b>	0.779	0.443
Y1_2	0.286	<b>0.852</b>	0.672	0.484
Y1_3	0.214	<b>0.850</b>	0.648	0.497
Y1_4	0.418	<b>0.857</b>	0.723	0.460
Y2_1	0.403	0.715	<b>0.877</b>	0.536
Y2_2	0.319	0.669	<b>0.852</b>	0.684
Y2_3	0.213	0.654	<b>0.790</b>	0.642
Y2_4	0.489	0.731	<b>0.873</b>	0.637
Y2_5	0.471	0.771	<b>0.929</b>	0.617

In addition to looking at the *cross-loading* figures to see the discriminant validity, we must also look at the *Fornell Larcker Criterion* figures, which can be seen in Table 3 as follows:

**Table 4. Fornell Larcker Criterion**

	Communi- cation	Motivation	Performance	Work Environment
Communi- cation	0.846			
Motivation	0.388	0.864		
Performance	0.443	0.820	0.865	
Work Environment	0.220	0.543	0.720	0.852

Based on Tables 3 and 4, the *cross-loading* and *Fornell Larcker* criteria validity of this study's results are presented. The values in the *cross-loading* and *Fornell Larcker* tables compare the AVE square values of each variable. The AVE square value of each variable must be greater than that of other variables. These variables indicate that discriminant validity is fulfilled. Based on the *Fornell Larcker* and *Cross Loadings* criteria, the PLS model presented in this study has sufficient validity and reliability.

Another test is to assess construct validity by looking at the AVE value. A good model is required if the AVE value of each construct is greater than 0.50. In addition to the construct validity test, a construct reliability test was also carried out using two criteria, namely *Composite Reliability* and *Cronbach's Alpha* from the indicator block that measures the construct. A

construct is considered reliable if the *Composite Reliability* or *Cronbach's Alpha* value is above 0.70, as shown in Table 5 below:

**Table 5. Results of Construct Reliability Testing**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Communi- cation	0.905	0.976	0.926	0.716
Motivation	0.887	0.890	0.921	0.746
Performance	0.915	0.918	0.937	0.749
Work Environment	0.873	0.889	0.913	0.725

Based on Table 5 above, it can be seen that the *Composite Reliability* and *Cronbach's Alpha* values meet the requirements, with values above 0.70. Similarly, the AVE value also meets the requirement as it is above 0.50. Therefore, it can be concluded that the constructs in this study are reliable, where overall the results of the *measurement model (outer model)* constructs meet the requirement of being a reliable construct ( ) for further analysis.

#### 4.1.2 Structural Model Testing (Inner Model)

Structural model testing (*inner model*) was conducted to determine the ability of the construct to explain changes that occur in other constructs. The structural model in PLS was evaluated using  $R^2$  (*R Square*), which is used to measure the level of variance in changes in independent variables relative to dependent variables. The higher the  $R^2$  value, the better the prediction of the proposed research model. The  $R^2$  values produced in this study can be seen in Table 6 as follows

**Table 6. R Square Results**

	R Square	Adjusted R Square
Motivation	0.371	0.358
Performance	0.796	0.790

Based on Table 6 above, it can be explained that the variables of communication, work environment and motivation are able to explain the variance that occurs in performance by 0.790 or 79.0%, while the remaining 21.0% is influenced by factors not examined in this study. The communication and work environment variables can explain 0.358 or 35.8% of the variance in motivation, while the remaining 64.2% is influenced by factors not examined in this study.

### 4.1.3 Hypothesis Testing

To answer the research questions and objectives in this study, a *full model* PLS analysis was conducted to test the significance of the results of data management at the *full model* PLS stage, as shown in Figure 3 and Table 6.

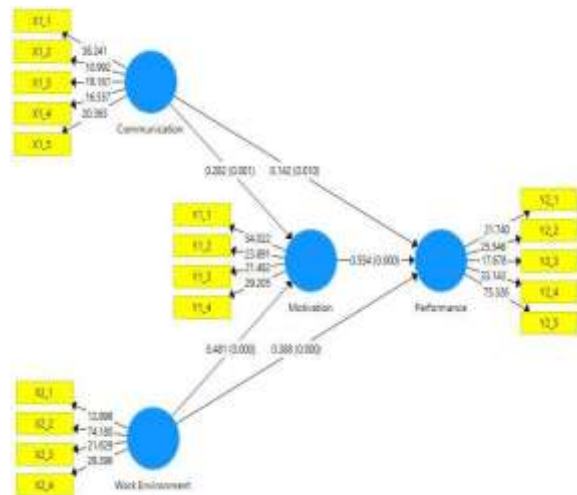


Figure 2. Structural Model Output

Table 7. Hypothesis Testing Results

	Original Sample (O)	T Statistics ((O)/STDEV)	P Values
Communication -> Motivation	0.282	3.495	0.001
Communication -> Performance	0.299	4.220	0.000
Motivation -> Performance	0.554	5.192	0.000
Work Environment -> Motivation	0.481	4.784	0.000
Work Environment -> Performance	0.654	8.257	0.000
Communication -> Motivation -> Performance	0.156	2.522	0.012
Work Environment -> Motivation -> Performance	0.266	3.077	0.002

Table 7 shows that the structural model obtained from the smartPLS output indicates that the influence of exogenous variables on endogenous variables can be seen from the *t-statistic* value. Based on the research hypothesis, the *t-statistic* value used is 1-tailed at 1.645. When the *t-statistic* is greater than 1.645, the exogenous variable is able to exert a positive and significant influence on the endogenous variable. Conversely, if the *t-statistic* is less than 1.645, the exogenous variable is unable to exert a positive and significant influence on the endogenous variable. Therefore, to see the effect of exogenous variables on endogenous variables, it can be seen as follows:

1. The communication variable has a *t-statistic* value of  $3.495 > 1.645$  and a significance value of  $0.001 < 0.05$  with a *coefficient* value of 0.282. This means that communication has a positive and significant effect on motivation. Thus, the better the communication among employees, the more it will increase motivation.
2. The work environment variable has a *t-statistic* value of  $4.784 > 1.645$  and a significance value of  $0.000 < 0.05$  with a *coefficient* value of 0.481. This means that the work environment has a positive and significant effect on motivation. Thus, the better the work environment in the company, the more it will be able to improve employee performance.
3. The communication variable has a *t-statistic* value of  $4.220 > 1.645$  and a significance value of  $0.000 < 0.05$  with a *coefficient* value of 0.299. This means that communication has a positive and significant effect on performance. Thus, the better the communication within the company, the more it will be able to improve performance.
4. The work environment variable has a *t-statistic* value of  $8.257 > 1.645$  and a significance value of  $0.000 < 0.05$  with a *coefficient* value of 0.654. This means that the work environment has a positive and significant effect on performance. Thus, the more supportive the work environment in the company, the more it will be able to improve performance.
5. The motivation variable has a *t-statistic* value of  $5.192 > 1.645$  and a significance value of  $0.000 < 0.05$  with a *coefficient* value of 0.554. This means that motivation has a positive and significant effect on performance. Thus, the higher the motivation of employees, the more it will improve performance.
6. The communication variable has a *t-statistic* value of  $2.522 > 1.645$  and a significance value of  $0.012 < 0.05$ . This means that communication affects performance through motivation. Thus, the motivation variable is able to mediate the relationship between communication and performance.
7. The work environment variable has a *t-statistic* value of  $3.077 > 1.645$  and a significance value of  $0.002 < 0.05$ . This means that the work environment influences performance through motivation. Thus, the motivation variable is able to mediate the influence of the work environment on

performance.

## 4.2 Discussion of Results

Based on the results of the previous discussion, the purpose of this study is to analyse the role of motivation in mediating the influence of communication and work environment on the performance of employees at PT Agung Automall Sutomo in Pekanbaru City. The following is an explanation of each of the research questions that have been established, namely as follows:

### 4.2.1 Communication Influences Motivation

Based on the results of testing the hypothesis of the influence of communication on motivation, it shows that communication has a positive and significant effect on motivation. This means that if communication between employees and between employees and their superiors at PT Agung Automall Sutomo in Pekanbaru is harmonious, it will have an impact on employee motivation. Thus, it can be interpreted that communication has a positive and significant effect on motivation, and these results support and are in line with the research hypothesis.

Harmonious communication between employees and between employees and their superiors can enhance employee motivation in their work. Therefore, if communication within the company is harmonious, the motivation of all employees in their work will be stronger. In line with the research Sulistyani & Nugroho (2024) and Masyitah & Mahargiono (2021) states that communication influences motivation. Meanwhile, the research Simanjuntak et al. (2022) states that communication does not influence motivation.

### 4.2.2 Work Environment Influences Motivation

Based on the results of testing the hypothesis of the influence of the work environment on motivation, it was found that the work environment has a positive and significant effect on motivation. This means that if the work environment at PT Agung Automall Sutomo in Pekanbaru City is supportive, it will have an impact on employee motivation. Thus, it can be interpreted that the work environment has a positive and significant influence on motivation, and these results support and are in line with the research hypothesis.

A good working environment will be able to create an atmosphere that supports employees in terms of safety, comfort and harmonious relationships between employees, thereby increasing employee motivation. If the facilities, management systems and relationships between employees are harmonious, employees will feel more appreciated and motivated in their work and be fully dedicated. In line with the research by, Asmiadi et al. (2022) states that the work environment affects motivation. Mirella et al. (2025) states that the work environment has a negative and significant effect on motivation.

### 4.2.3 Communication Influences Performance

Based on the results of testing the hypothesis of the influence of communication on performance, it shows that communication has a positive and significant effect on performance. This means that if communication between employees and between employees and their superiors at PT Agung Automall Sutomo in Pekanbaru City is harmonious, it will have an impact on employee performance. Thus, it can be interpreted that communication has a positive and significant effect on performance, and these results support and are in line with the research hypothesis.

Communication is the most important factor at work, where employees will always communicate with one another, both with their superiors and other colleagues, to avoid miscommunication. Effective communication occurs when the sender and receiver of a message reach the same understanding and conclusion as intended. Leaders or managers convey all management functions and tasks and carry out planning, organising, directing, and supervising, all of which are done through communication with their subordinates.

In line with the research by, Masyitah & Mahargiono (2021), it is stated that communication influences performance. This is not in line with the research by, which states that communication has no significant effect on performance. Mirella et al. (2025) states that communication has a negative and significant effect on performance.

### 4.2.4 Work Environment Affects Performance

Based on the results of testing the hypothesis of the influence of the work

environment on performance, it shows that the work environment has a positive and significant effect on performance. This means that if the work environment at PT Agung Automall Sutomo in Pekanbaru City improves, it will have an impact on employee performance. Thus, it can be interpreted that the work environment has a positive and significant effect on performance, which supports and is in line with the research hypothesis.

Employee performance can be influenced by a supportive work environment, where adequate facilities, harmonious relationships between employees or between employees and superiors, and support from superiors and colleagues can create a conducive atmosphere and encourage improved performance. A safe and comfortable work environment will increase employees' focus at work, enabling them to complete their work to the best of their ability and produce good results. In line with the research by , Asmiadi et al. (2022) , Masyitah & Mahargiono (2021) states that the work environment influences performance. Meanwhile, the research by Mahatani et al. (2025) states that the work environment does not significantly influence performance.

#### **4.2.5 Motivation Affects Performance**

Based on the results of testing the hypothesis of the influence of motivation on performance, it shows that motivation has a positive and significant effect on performance. This means that if the work motivation of employees at PT Agung Automall Sutomo Kota Pekanbaru is higher, it will have an impact on employee performance. Thus, it can be interpreted that motivation has a positive and significant effect on performance, where these results support and are in line with the research hypothesis.

High motivation will encourage employees to be more committed to completing their work, improving their performance, and being able to achieve the targets set by the company to the maximum extent possible. When employees have strong internal and external motivation, they will perform better and be more dedicated, innovative, creative, and responsible in carrying out their duties.

In line with the research Asmiadi et al. (2022) and Mahatani et al. (2025) , it is stated that motivation affects performance. However, this is not in line with the research Lakoy (2013),

which states that motivation does not affect performance. Mirella et al. (2025) states that motivation has a negative and insignificant effect on performance.

#### **4.2.6 Communication Influences Performance Through Motivation**

Based on the results of testing the hypothesis between communication and performance through motivation, it shows that communication affects performance through motivation. This indicates that motivation is able to mediate the effect of communication on performance. Therefore, the higher the motivation of employees at PT Agung Automall Sutomo in Pekanbaru, the greater the effect of communication on performance. In other words, the hypothesis is accepted, and these results support and are in line with the hypothesis.

Harmonious employee communication will affect motivation, and the higher the motivation, the more likely employees will be able to improve their performance. In line with the research Gondowahjudi et al. (2018) and Masyitah & Mahargiono (2021) states that communication affects performance through motivation. Meanwhile, the research by Mirella et al. (2025) states that communication has a negative and insignificant effect on performance through motivation. Fachrezi & Khair (2020) and Sulistyani & Nugroho (2024) state that motivation is unable to mediate the effect of communication on performance.

#### **4.2.7 Work Environment Influences Performance Through Motivation**

Based on the results of testing the hypothesis between the work environment and performance through motivation, it shows that the work environment affects performance through motivation. This indicates that motivation is able to mediate the influence of the work environment on performance. Therefore, the higher the motivation of employees at PT Agung Automall Sutomo in Pekanbaru, the greater the impact of the work environment on performance. In other words, the hypothesis is accepted, and these results support and are in line with the hypothesis.

A conducive work environment not only influences performance but also increases employee motivation, thereby encouraging employees to work to their full potential. With high motivation resulting from a supportive

work environment, employees will be enthusiastic, committed, and proactive in their work, which will lead to improved performance.

In line with the research by, Asmiadi et al. (2022) and Masyitah & Mahargiono (2021) states that the work environment affects performance through motivation. Mirella et al. (2025) state that the work environment has a positive and insignificant effect on performance through motivation. Fachrezi & Khair (2020) and Sulistyani & Nugroho (2024) state that motivation is unable to mediate the effect of the work environment on performance.

## 5. Conclusion

Based on the results of the data analysis conducted and the discussion outlined, the findings of this study can be summarised as follows:

1. Communication has a positive and significant effect on motivation. Therefore, harmonious communication among employees at PT Agung Automall Sutomo in Pekanbaru will increase employee motivation.
2. The work environment has a positive and significant effect on motivation. Therefore, if PT Agung Automall Sutomo Kota Pekanbaru improves the work environment, such as facilities and levels of safety and comfort, it will have an impact on increasing employee motivation.
3. Communication has a positive and significant effect on performance. Therefore, if communication between employees at PT Agung Automall Sutomo Kota Pekanbaru becomes more harmonious, performance will improve.
4. The work environment affects performance; therefore, if the work environment for employees is improved by PT Agung Automall Sutomo Kota Pekanbaru, it will be able to increase performance.
5. Motivation affects performance, therefore if PT Agung Automall Sutomo Pekanbaru increases motivation, it will be able to improve performance.
6. Communication affects performance through motivation. Therefore, if the motivation of PT Agung Automall Sutomo Kota Pekanbaru employees increases, it will have an impact on performance.
7. The work environment affects performance through motivation, therefore if the work

environment of PT Agung Automall Sutomo Kota Pekanbaru employees is more supportive, it will have an impact on performance.

## Acknowledgement (if applicable)

The author expresses sincere appreciation to all individuals and organisations that have contributed to the success of this research. Special thanks are extended to the management and employees of PT Agung Automall Sutomo Kota Pekanbaru for allowing the researcher to conduct research at the company. The author also thanks the academic institute for its constructive feedback and for providing facilities during the research. The continuous encouragement and support from family and friends also played an important role in the completion of this research.

## References

- Asmiadi, Bahri, S., & Pasaribu, S. E. (2022). Peran Mediasi Motivasi Pada Pengaruh Kepemimpinan dan Lingkungan Kerja Terhadap Kinerja Pegawai Di Kantor Sekretariat DPRK Kota Subulussalam. *Jurnal Ekonomi dan Ekonomi Syariah*, 5(2), 1364–1380.
- Edison, E., Yohny, & Komariyah, I. (2017). *Manajemen Sumber Daya Manusia : Strategi dan Perubahan dalam Rangka Meningkatkan Kinerja Pegawai dan Organisasi*. Alfabeta.
- Fachrezi, H., & Khair, H. (2020). Pengaruh Komunikasi, Motivasi dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Angkasa Pura II (Persero) Kantor Cabang Kualanamu. *Jurnal Ilmiah Magister Manajemen*, 3(1), 107–119.
- Ghozali, I. (2015). *Prtrial Least Squares, Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.0*. Universitas Diponegoro.
- Ghozali, I. (2018). *Structural Equation Modelling*. Universitas Diponegoro.
- Gondowahjudi, L. E., Ratri, D. R., & Hakim, L. (2018). Pengaruh Komunikasi Organisasi Terhadap Kinerja Tenaga Kesehatan Yang Dimediasi Oleh Motivasi di RSUD Kota Malang. *Jurnal Ilmiah Administrasi Publik*, 4(4), 331–142.
- Hasibuan, M. (2016). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Lakoy, G. F. (2013). Motivasi Kerja,

- Kompensasi, Pengembangan Karir Terhadap Kinerja Pegawai Pada Badan Penanggulangan Bencana Daerah Provinsi Sulawesi Utara. *Jurnal EMBA*, 1(4), 771–781.
- Mahatani, C., Mansur, Noch, M. Y., & Pongtiku, A. (2025). Pengaruh Lingkungan Kerja Terhadap Kinerja Pegawai Melalui Motivasi Kerja Sebagai Variabel Mediasi. *Advances in Management & Financial Reporting*, 3(2), 820–830.
- Mangkunegara, A. P. (2020). *Manajemen Sumber Daya Manusia Perusahaan*. PT. Remaja Rosdakarya.
- Masyitah, L. D., & Mahargiono, P. B. (2021). Pengaruh Komunikasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Motivasi Sebagai Variabel Intervening. *Jurnal Ilmu dan Riset Manajemen*, 10(11), 1–17.
- Mirella, K., Sari, M. W., & Azka, B. P. (2025). Pengaruh Lingkungan Kerja Dan Komunikasi Kerja Terhadap Kinerja Pegawai Dengan Motivasi Kerja Sebagai Variabel Intervening Pada Kantor Satpol Pp Dharmasraya. *Jurnal Ilmiah Wahana Pendidikan*, 11(9), 59–69.
- Pardamean, N. (2022). Peran Mediasi Motivasi Kerja Pada Pengaruh Komitmen Organisasi Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Kantor Dinas Ketahanan Pangan Dan Peternakan Provinsi Sumatera Utara. *Jurnal Ekonomi dan Ekonomi Syariah*, 5(1), 572–585.
- Rivai, V. (2019). *Manajemen Sumber Daya Manusia Untuk Perusahaan dari Teorike Praktik*. Raja Grafindo Persada.
- Robbins, S. P. (2016). *Prinsip-Prinsip Perilaku Organisasi* (Esi Ketu). Salemba Empat.
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia*. Refika Aditama.
- Simanjuntak, L., Yunikewaty, Meitiana, & Sambung, R. (2022). Pengaruh Lingkungan Kerja Dan Komunikasi Terhadap Kinerja Melalui Motivasi Kerja Guru Smp Negeri Nanga Bulik, Di Kota. *Journal Systems*, 16(12), 7917–1928.
- Simanjuntak, P. J. (2018). *Manajemen dan Evaluasi Kinerja*. Fakultas Ekonomi UI.
- Sugiyono. (2017). *Metode Penelitian Administrasi: Dilengkapi dengan Metode R & D*. Alfabeta.
- Sulistiyani, L., & Nugroho, A. (2024). Peran Lingkungan Kerja Dan Komunikasi terhadap Motivasi Kerja, Kepuasan Kerja dan Kinerja Pegawai pada Dinas Perindustrian Dan Tenaga Kerja Kabupaten Sukoharjo. *Jurnal Ekonomi dan Perbankan Syariah.*, 9(1), 72–85.
- Sunyoto, D. (2015). *Penelitian Sumber Daya Manusia*. PT. Buku Seru.
- Thoha, M. (2015). *Kepemimpinan Dalam Manajemen*. Raja Grafindo Persada.
- Wibowo. (2021). *Budaya Organisasi*. PT. Raja Grafindo Persada