



## Mediation of motivation on communication, equity and influence organizational commitment to employee performance

I Nyoman Rasmen Adi<sup>1</sup>, Ni Made Anggun Dhanu Ariessandi<sup>2</sup>, Made Mulyadi<sup>3</sup>, Luh Gede Elvina Adi Saputri<sup>4</sup>

<sup>1,2,3,4</sup>Manajemen, Universitas Pendidikan Nasional Denpasar, Bali, Indonesia

---

### ARTICLE INFO

---

### ABSTRACT

---

*Article history:*

Accepted Jul 26, 2023  
Revised Aug 03, 2023  
Accepted Aug 07, 2023

---

*Keywords:*

Communication;  
Fairness;  
Motivation;  
Organizational Commitment;  
Performance and PLS.

The purpose of this research is to analyze empirically the mediation of motivation on the effect of communication, fairness and organizational commitment on employee performance. For this reason, perception data were collected from 100 employees. Employees are asked to fill out a questionnaire that has been tested for validity and reliability. Data were analyzed by SEM assisted by Smart PLS version 4.0.9.5. Research finds communication and organizational justice have been able to increase motivation significantly. However, high organizational commitment has not been able to increase motivation significantly. Communication and motivation by the leadership of the company has been able to significantly improve employee performance. On the other hand, organizational justice and organizational commitment have not significantly increased employee performance. In addition, it was also found that motivation does not mediate the effect of communication and organizational justice on employee performance. Meanwhile, motivation is the full mediation effect of organizational commitment on employee performance. The existence of motivation is more dominantly influenced by organizational commitment while the existence of employee performance is dominantly influenced by work motivation.

*This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.*



---

*Corresponding Author:*

I Nyoman Rasmen Adi,  
Manajemen,  
Universitas Pendidikan Nasional Denpasar,  
Jl. Bedugul No.39, Sidakarya, Denpasar Selatan, Kota Denpasar, Bali 80224, Indonesia,  
Email: [rasmenadi1958@gmail.com](mailto:rasmenadi1958@gmail.com)

---

### 1. INTRODUCTION

In this era, all aspects of life are required to be able to adapt to various changes that have a significant impact on all fields, including the organization. The advantage of an organization is determined by the superiority of the resources it has and the way how to manage these resources (Apriliana & Nawangsari, 2021; Utama, 2017). The role of Human Resources (HR) is one of the important components in a company (Anggreani, 2021; Setiawan, 2018). Human resources as one of the resources in the organization plays an important role (Nata et al., 2016). This relates to how to increase the capability of human resources to be able to respond quickly and precisely to changes that occur and how to efficiently and effectively utilize financial, physical, technological and

information for the benefit of the organization. Because of this, HR is a focal point that needs to be considered and managed.

Human resource management is a process of solving various problems within the scope of employees, workers, managers and other workers to be able to support human resource activities, organizations or companies to achieve predetermined goals (Utama, 2017). Human resources in organizations and in various business sectors are required to be able to master the rapid development of technology and digital disruption, discipline and comply with the application of strict health protocols, and be responsive and responsive to the new normal order of life (Diah et al., 2021).

(Hendriani & Hariyandi, 2014) in their research found motivation and communication together to have a significant positive effect on employee performance. Several other studies have also used motivation and communication variables in HR analysis and concluded that both variables affect employee performance (Estiningsih, 2018; Fransiska, 2020; Khongida et al., 2018; Woru et al., 2021). (Afrinaldo, 2019) has proven that organizational justice and organizational commitment have a significant effect on employee performance, this is also supported by much of his research (Karlinda et al., 2022; Kristanto, 2015; Sari & Nugraheni, 2019). (Sarido & Soliha, 2016), shows that the motivational variable is an intervening influence of communication on performance, other studies also support this such as (Christiani et al., 2022; Masyitah & Mahargiono, 2021; Pawenang & Maryam, 2018). Also, the results of (Zameer et al., 2014) found that performance is significantly influenced by motivation. Some previous studies also used motivation as the variable analyzed to determine employee performance and concluded that true employee performance is influenced by motivation (Esthi & Marwah, 2020; Harahap & Tirtayasa, 2020; Woru et al., 2021) and according (Purnama et al., 2016) that motivation has a significant influence on employee performance variables.

For companies that provide services to their customers, employees are required to have a strong commitment. This is inseparable from how the company provides a sense of fairness, can communicate and motivate its employees to continue doing their jobs, so that the company's goals can be achieved effectively and efficiently. High performance of an employee will improve the company's overall performance. Based on this, the purpose of this study was to analyze the mediation of motivation on the influence of communication, fairness and organizational commitment on employee performance using SEM Partial Least Square (PLS) analysis version 4.9.5. The results of the analysis are expected to be a decision-making tool for companies or all business actors in improving employee performance.

## 2. RESEARCH METHOD

The research model framework describes the relationship between research variables, aims to provide direction for the research process and form the same perception between researchers and others towards the lines of thought of researchers. Based on the background and literature review above, the model framework in this study describes employee performance as being influenced by communication, fairness and organizational commitment directly or indirectly through motivation. For clarity, a picture of the framework is presented as follows.

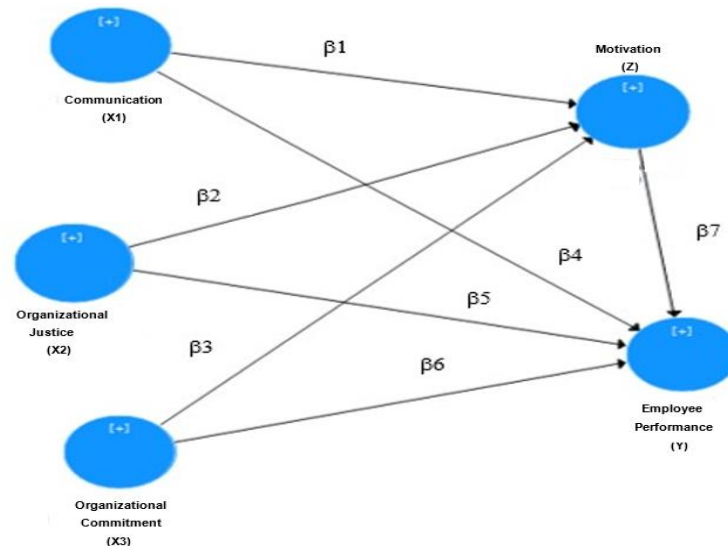


Figure 1. Research thinking model framework mediation of motivation on communication, justice and organizational commitment predictor of employee performance

### 2.1 Research Hypothesis:

The relationship between variables in the model in Figure 1 produces the following ten hypotheses. H1 : The better the organizational communication, the higher the motivation. H2 : The higher the organizational justice, the higher the motivation. H3 : The higher the organizational commitment, the higher the motivation. H4 : The better the organizational communication, the higher the employee performance. H5 : The higher the organizational justice, the higher the employee performance. H6 : The higher the organizational commitment, the higher the employee performance. H7 : The higher the motivation, the higher the employee's performance. H8 : Motivation mediates the effect of communication on employee performance. H9 : Motivation mediates the effect of organizational justice on employee performance. H10 : Motivation mediates the effect of organizational commitment on employee performance.

This research was conducted in the Beauty business in Denpasar Municipality with a sample of 100 employees. In this study, quantitative data from the results of distributing questionnaires were used which had been tested for validity and reliability. Furthermore, tabulated data were analyzed using the Structural Equation Modeling (SEM) analysis technique of PLS software version 4.0.9.5. Hypothesis testing uses the right side test with criteria for accepting the hypothesis if the statistical  $t$  value is  $> 1.645$  or  $P$ -value  $< 0.05$  (Azwar & Puspa, 2013; Ruxton & Neuhäuser, 2010).

## 3. RESULTS AND DISCUSSIONS

After the data was collected from 100 respondents, it was processed with the help of SMART-PLS version 4.0.9.5 software, which then carried out an analysis of the influence between variables preceded by an evaluation of the Outer Model and evaluation of the Inner Model.

### 3.1 Outer Model Evaluation

Evaluation of the Outer Model includes construct validity tests and construct reliability tests. For the purposes of Outer Model Evaluation, Algorithm processing is carried out in the PLS SEM. Meanwhile, the results of the SEM PLS processing of the Algorithm sub menu can be presented in Figure 2 and the following tables.

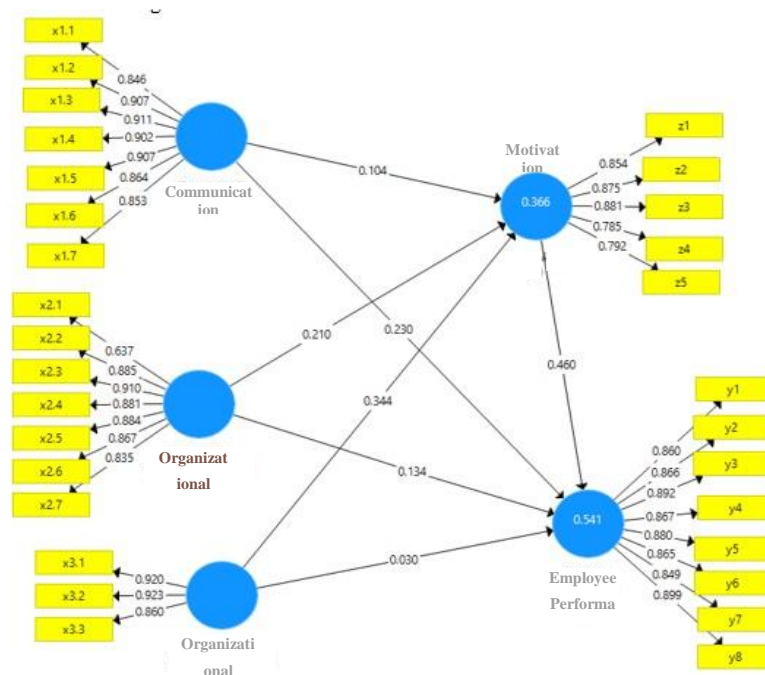


Figure 2. Output Loading Factor and Path Coefficients PLS Algorithm  
Source: SMARTPLS Processing Output (2003)

The Outer Model (Measurement Model) analysis is performed on the output display data of the Algorithm which includes the loading factor test, the Fornell-Larcker test, the cross loading test, and the construct reliability test.

a. Loading Factor Test

In this study the variables of organizational communication (X1), organizational justice (X2) organizational commitment (X3), motivation (Z) and employee performance (Y) are reflective of the first order construct. Next, the outer loading coefficient is displayed in tabular form.

Table 1. Factor loading organizational communication construct, organizational justice, organizational commitment, motivation, and employee performance

	Original Sample (O)
x1.1 <- X1	0.846
x1.2 <- X1	0.907
x1.3 <- X1	0.911
x1.4 <- X1	0.902
x1.5 <- X1	0.907
x1.6 <- X1	0.864
x1.7 <- X1	0.853
x2.1 <- X2	0.637
x2.2 <- X2	0.885
x2.3 <- X2	0.910
x2.4 <- X2	0.881
x2.5 <- X2	0.884
x2.6 <- X2	0.867
x2.7 <- X2	0.835
x3.1 <- X3	0.920
x3.2 <- X3	0.923
x3.3 <- X3	0.860
z1 <- Z	0.854
z2 <- Z	0.875
z3 <- Z	0.881

	Original Sample (O)
z4 <- Z	0.785
z5 <- Z	0.792
y1 <- Y	0.860
y2 <- Y	0.866
y3 <- Y	0.892
y4 <- Y	0.867
y5 <- Y	0.880
y6 <- Y	0.865
y7 <- Y	0.849
y8 <- Y	0.899

Source: SMARTPLS Processing Output (2003)

In Table 1, it can be seen that all indicators for all constructs have a loading factor (original sample) above 0.7 except for indicator x2.1 = 0.637, but still > 0.05. Thus it can be stated that all valid indicators reflect their respective constructs.

#### b. Cross Loading Test

Cross loading test is to compare the correlation of indicators with their constructs and constructs from other blocks. This value is another measure of discriminant validity. The expected value that each indicator has a higher loading for the construct being measured compared to the loading value for the other constructs. The results of data processing show the following table.

Table 2. Cross Loading Discriminant Validity Test

	X1	X2	X3	Y	Z
x1.1	0.846	0.698	0.650	0.525	0.385
x1.2	0.907	0.713	0.660	0.477	0.458
x1.3	0.911	0.658	0.661	0.578	0.497
x1.4	0.902	0.725	0.621	0.556	0.474
x1.5	0.907	0.673	0.687	0.570	0.446
x1.6	0.864	0.658	0.624	0.479	0.512
x1.7	0.853	0.777	0.683	0.516	0.470
x2.1	0.546	0.637	0.667	0.428	0.624
x2.2	0.730	0.885	0.666	0.517	0.464
x2.3	0.681	0.910	0.586	0.551	0.453
x2.4	0.680	0.881	0.642	0.559	0.442
x2.5	0.664	0.884	0.630	0.475	0.401
x2.6	0.689	0.867	0.515	0.461	0.403
x2.7	0.670	0.835	0.531	0.445	0.361
x3.1	0.671	0.621	0.920	0.450	0.524
x3.2	0.683	0.667	0.923	0.526	0.571
x3.3	0.647	0.670	0.860	0.538	0.450
y1.1	0.569	0.526	0.545	0.860	0.581
y1.2	0.616	0.613	0.578	0.866	0.656
y1.3	0.471	0.490	0.456	0.892	0.544
y1.4	0.559	0.538	0.457	0.867	0.598
y1.5	0.496	0.535	0.508	0.880	0.518
y1.6	0.458	0.440	0.431	0.865	0.486
y1.7	0.484	0.461	0.467	0.849	0.630
y1.8	0.496	0.460	0.447	0.899	0.626
z1	0.408	0.430	0.509	0.546	0.854
z2	0.460	0.528	0.518	0.533	0.875
z3	0.416	0.488	0.496	0.514	0.881
z4	0.479	0.451	0.483	0.580	0.785
z5	0.430	0.369	0.394	0.630	0.792

Source: SMARTPLS Processing Output (2003)

Table 2 shows that each indicator has the highest cross loading value on its latent variable. This shows that all indicators meet discriminant validity in the Cross Loadings test. This means that all indicators deserve to be included in further analysis.

c. Test Fornell\_Larcker

Fornell's test-Larcker was used to ensure discriminant validity. According to the criteria of Fornell and Larcker (1981), the square root of the AVE value of each construct must be higher than the correlation value between the other latent variable constructs.

Table 3. Fornell-Larcker Criterion

	X1	X2	X3	Y	Z
X1	0.885				
X2	0.791	0.847			
X3	0.740	0.725	0.902		
Z	0.599	0.586	0.561	0.872	
Y	0.525	0.542	0.573	0.670	0.839

*Source: SMARTPLS Processing Output (2003)*

In Table 3 it can be seen that the square root of the AVE value of each construct is higher than the cross loading value of the construct with other latent variables. Thus, from the results of the Fornell-Larcker Criterion test above, it can be stated that all constructs have fulfilled discriminant validity.

d. Construct Reliability Test

In the outer model, apart from being tested for validity, it is also necessary to test the construct reliability by referring to the value of Cronbach's Alpha, composite reliability and Average Variance Extracted (AVE) like the following table.

Table 4. Cronbach's Alpha and Composite Reliability and AVE values

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
X1	0.954	0.962	0.783
X2	0.932	0.946	0.718
X3	0.884	0.929	0.813
Y	0.955	0.962	0.761
Z	0.894	0.922	0.703

*Source: SMARTPLS Processing Output (2003)*

In Table 4 it can be seen that the value of Cronbach's Alpha, Composite Reliability for each construct is all worth greater than 0.70 and the Average Variance Extracted (AVE) for each construct is all worth greater than 0.50. Thus all measurements used in this study are reliable (Rasmen Adi, 2017).

### 3.2 Evaluation of the Inner Model (Structural Model)

Evaluation of the Inner Model (Structural Model) includes structural equations, testing the goodness of fit of the inner model and testing the hypothesis. For the purposes of Inner Model Evaluation, the results of Algorithm processing and Bootstrapping processing results are used in SEM PLS Vesi 4.0.9.5. The processing results of the Algorithm sub-menu are presented in Figure 2 above and the processing results of the Bootstrapping sub-menu are presented in Figure 3 and the following tables.

a. Structural Equation

This structural equation is used to determine the relationship pattern between exogenous variables and endogenous variables. Based on the display of Figure 2, the following Path Coefficients table can be presented.

Table 5. Path Coefficients

	Original Sample (O)
X1→Z ( $\beta_1$ )	0.104
X2→Z ( $\beta_2$ )	0.210
X3→Z ( $\beta_3$ )	0.344
X1→Y ( $\beta_4$ )	0.230
X2→Y ( $\beta_5$ )	0.134
X3→Y ( $\beta_6$ )	0.030
Z→Y ( $\beta_7$ )	0.460

Based on the Path Coefficients in Table 5, structural equations can be made for the influence of communication, fairness and organizational commitment on the following motivations:

$$Z = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon_1 \quad (1)$$

$$Z = 0.104 X_1 + 0.210 X_2 + 0.344 X_3 + \varepsilon_1$$

Taking into account the above equations it can be stated that communication, fairness and organizational commitment have a positive influence on motivation. This means that if communication, fairness and organizational commitment are increased, motivation will also increase. Vice versa, if communication, fairness and organizational commitment are reduced then motivation will also decrease. Paying attention to the path coefficient on motivation (Z), it turns out that organizational commitment (X3) has the most dominant influence, followed by organizational justice (X2) and organizational communication (X1), which is  $0.344/0.210 = 1.64$  times organizational justice (X2) and  $0.344/0.104 = 3.31$  times organizational communication (X1).

From Table 5 it can also be made a structural equation for the influence of communication, fairness, organizational commitment and motivation on the following employee performance:

$$Y = \beta_4 X_1 + \beta_5 X_2 + \beta_6 X_3 + \beta_7 Z + \varepsilon_2 \quad (2)$$

$$Y = 0.230 X_1 + 0.134 X_2 + 0.030 X_3 + 0.460 Z + \varepsilon_2$$

Taking into account the structural equation (2) it can be stated that communication, fairness, organizational commitment and motivation have a positive influence on employee performance. This means that if communication, fairness, organizational commitment and motivation are improved, employee performance will increase. Vice versa, if communication, fairness, organizational commitment and motivation are reduced, employee performance will decrease as well. Paying attention to the path coefficient on employee performance (Y), it turns out that the most dominant influence is motivation (Z), followed by organizational communication (X1), organizational justice (X2) and organizational commitment (X3), which is equal to  $0.460/0.230 = 2.00$  times organizational communication (X1), and  $0.460/0.134 = 3.43$  times organizational justice (X2) and  $0.460/0.030 = 15$ .

#### b. Model Fit Test (Evaluation of Goodness of Fit Inner Model)

To validate the model as a whole, the coefficients of R-Square (R<sup>2</sup>) and Q<sup>2</sup> predictive relevance are used (Tenenhaus, et al 2004 and Ghazali, 2014). From the processing results of the Algorithm, the value of R<sup>2</sup> is obtained as shown in the following table.

Table 6. Variable R-square valuemotivation and variableemployee performance

Variable	R Square
Motivation (Z)	0.366
Employee performance (Y)	0.541

Source: SMARTPLS Processing Output (2003)

Table 6 shows the R-square value of 0.366 for the motivation variable (Z) and 0.541 for the employee performance variable (Y). This means that variations in changes in the motivational variable (Z) can be explained by the variables of organizational communication, organizational justice and organizational commitment together at 36.6 percent. As for the employee performance variable (Y), it can be explained by the variables of organizational communication, organizational justice, organizational commitment and motivation at 54.1 percent. Seeing the large percentage of influence, both are between 25 percent and 75 percent, so the influence can be categorized as moderate (Hair et al. 2014 and Rasmen Adi, 2019).

Furthermore, in addition to looking at the size of the R2 value, the PLS model can be evaluated by looking at the predictive relevance Q2 value used to measure how well the observed values are produced by the model and also the parameter estimates.

$$\begin{aligned} Q2 &= 1 - (1 - R12)(1 - R22) \\ Q2 &= 1 - (1 - 0.366)(1 - 0.541) \\ Q2 &= 1 - (0.634)(0.459) \\ Q2 &= 1 - 0.291 = 0.709 \end{aligned}$$

*Q-Square predictive relevance* of 0.709, according to Stone-Geisser's criteria it is above 0.35. Thus it can be stated that this model has a strong predictive prevalence. The variation of the dependent variable is so large or strong that it can be explained by the constructs included in this research model. This means that the predictive power of this model is quite strong.

#### c. Hypothesis test

The output display of Bootstrapping processing results in Figure 3 is used for hypothesis testing. In Figure 3, there are three exogenous variables, namely communication (X1) and organizational justice (X2), organizational commitment (X3), one intervening variable, namely motivation (Z), and one endogenous variable, namely employee performance (Y). Thus it can be stated, the endogenous variable of employee performance (Y) has four predictors including communication (X1), organizational justice (X2), organizational commitment (X3) and motivation (Z). Meanwhile, the motivational intervening variable (Z) has three predictors including communication (X1), organizational justice (X2) and organizational commitment (X3).

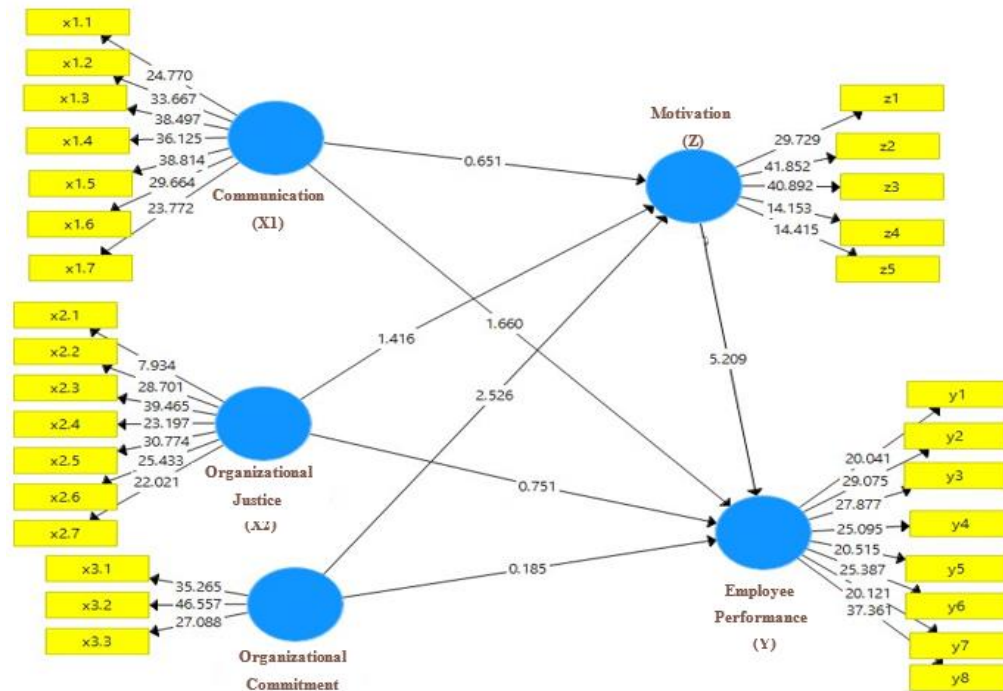


Figure 3. Bootstrapping Model Statistical Coefficients  
 Source: SMARTPLS Processing Output (2003)

In addition to Figure 3, Table 6 can also be displayed below which displays the coefficients of T statistics and P-values for hypothesis testing.

Table 7. Path Coefficients, T-Statistics, P-Values

	T Statistics ( O/STDEV )	P Values	Significance
X1→Z ( $\beta_1$ )	0.651	0.258	Not significant
X2→Z ( $\beta_2$ )	1.416	0.079	Not significant
X3→Z ( $\beta_3$ )	2,526	0.006	Significant
X1→Y ( $\beta_4$ )	1,660	0.049	Significant
X2→Y ( $\beta_5$ )	0.751	0.226	Not significant
X3→Y ( $\beta_6$ )	0.185	0.427	Not significant
Z→Y ( $\beta_7$ )	5,209	0.000	Significant

Hypothesis Testing 1: In Table 7 the effect of communication on motivation (X1→Z) seems to have Tstatistics = 0.651 and Pvalue = 0.258. The magnitude of Tstatistics = 0.651 < tcritical = 1.645 and Pvalue = 0.258 >  $\alpha$  = 0.050. That is, the hypothesis that the better the communication, the higher the motivation is untested. In other words, communication has not been able to increase motivation significantly. If communication is increased, it is not certain that motivation will increase.

Hypothesis Testing 2: In Table 7 the influence of organizational justice on motivation (X2→Z) is seen to have Tstatistics = 1.416 and Pvalue = 0.079. The magnitude of Tstatistics = 1.416 < tcritical = 1.645 and Pvalue = 0.079 >  $\alpha$  = 0.050. That is, the hypothesis that the higher the organizational justice, the higher the motivation is untested. In other words, high organizational justice has not been able to increase motivation significantly. If organizational justice is increased, it is not certain that motivation will increase.

Hypothesis Testing 3: In Table 7 the effect of organizational commitment on motivation (X3→Z) is seen to have Tstatistics = 2.526 and Pvalue = 0.006. The magnitude

of Tstatistics = 2.526 > critical = 1.645 and Pvalue = 0.006 <  $\alpha$  = 0.050. That is, the hypothesis that the higher the organizational commitment, the higher the motivation is proven true. In other words, high organizational commitment has been able to increase motivation significantly. If organizational commitment is increased, of course motivation will also increase.

Hypothesis Testing 4: In Table 7 the effect of communication on employee performance ( $X1 \rightarrow Y$ ) seen to have Tstatistics = 1.660 and Pvalue = 0.049. The magnitude of Tstatistics = 1.660 > tcritical = 1.645 and Pvalue = 0.049 <  $\alpha$  = 0.050. That is, the hypothesis that the better the communication, the higher the employee's performance is proven true. In other words, the communication has been able to significantly improve employee performance. If communication is improved, of course employee performance will also increase.

Hypothesis Testing 5: In Table 7 influence of organizational justice on employee performance ( $X2 \rightarrow Y$ ) seen to have Tstatistics = 0.751 and Pvalue = 0.226. The magnitude of Tstatistics = 0.751 < tcritical = 1.645 and Pvalue = 0.226 >  $\alpha$  = 0.050. That is, the hypothesis that the higher the organizational justice, the higher the employee's performance is untested. In other words, organizational justice has not been able to significantly improve employee performance. If organizational justice improved, not necessarily employee performance will increase.

Hypothesis Testing 6: In Table 7 the effect of organizational commitment on employee performance ( $X3 \rightarrow Y$ ) seen to have Tstatistics = 0.185 and Pvalue = 0.427. The magnitude of Tstatistics = 0.185 < tcritical = 1.645 and Pvalue = 0.427 >  $\alpha$  = 0.050. That is, the hypothesis that the higher the organizational commitment, the higher the employee's performance is untested. In other words, the organizational commitment formed has not been able to significantly improve employee performance. If organizational commitment is increased, it is not certain that employee performance will increase.

Hypothesis Testing 7: In Table 7 the effect of motivation on employee performance ( $Z \rightarrow Y$ ) seen to have Tstatistics = 5.209 and Pvalue = 0.000. The magnitude of Tstatistics = 5.209 > critical = 1.645 and Pvalue = 0.000 <  $\alpha$  = 0.050. That is, the hypothesis which states that the higher the motivation, the higher the employee's performance is proven true. In other words, high motivation has been able to significantly improve employee performance. If motivation is increased, of course employee performance will also increase.

Hypothesis Testing 8: Table 7 shows the effect of communication on motivation ( $\beta_1$ ) is not significant, the effect of motivation on employee performance ( $\beta_7$ ) significant and the effect of communication on employee performance ( $\beta_4$ ) significant. That is, the hypothesis which states that motivation mediates the effect of communication on employee performance is untested. In other words, motivation is not a mediating variable for the influence of communication on employee performance. To improve employee performance does not need communication through increased motivation. This does not provide much benefit. It is better if direct communication is directed to improve performance.

Hypothesis Testing 9: Table 7 shows the influence of organizational justice on motivation ( $\beta_2$ ) is not significant, the effect of motivation on employee performance ( $\beta_7$ ) significant and the effect of organizational justice on employee performance  $\beta_5$  not significant. That is, the hypothesis which states that motivation mediates the effect of organizational justice on employee performance is untested. In other words, motivation is not a mediating variable for the effect of organizational justice on employee performance. To improve employee performance there is no need for organizational justice which is done through increased motivation. This does not provide much benefit. It is better if organizational justice is directly directed to improve performance.

Hypothesis Testing 10: In Table 7 the effect of organizational commitment on motivation ( $\beta_3$ ) significant, the effect of motivation on employee performance  $\beta_7$  significant

and the effect of organizational commitment on employee performance is not significant. That is, the hypothesis which states that motivation mediates the effect of organizational commitment on employee performance is proven true. In other words, motivation is the full mediation effect of organizational commitment on employee performance. To improve employee performance, organizational commitment is needed through increased motivation. This provides many benefits. It is better if the organizational commitment is not direct to improve performance.

#### 4. CONCLUSION

That the existence of communication, organizational justice and organizational commitment each can increase motivation, but only organizational commitment has a significant effect. Whereas the existence of communication, organizational justice, organizational commitment and motivation each can improve employee performance, but only communication and motivation have a significant effect. Motivation is unable to mediate the influence of organizational commitment and organizational justice on employee performance. Motivation can only fully mediate the influence of organizational commitment on employee performance. This research can be a source of reference for further research in analyzing employee performance and is expected to be a decision-making tool for companies or all business actors in improving employee performance. For further research, it is expected to use other development variables such as wages and work environment in work motivation.

#### REFERENCES

- Afrinaldo, A. (2019). *Pengaruh keadilan dan komitmen organisasi terhadap kinerja karyawan dengan kepuasan kerja sebagai mediasi pada DM baru Group Yogyakarta.*
- Anggreani, T. F. (2021). Faktor-Faktor Yang Mempengaruhi Swot: Strategi Pengembangan Sdm, Strategi Bisnis, Dan Strategi Msdm (Suatu Kajian Studi Literatur Manajemen Sumberdaya Manusia). *Jurnal Ekonomi Manajemen Sistem Informasi*, 2(5), 619–629.
- Apriliana, S. D., & Nawangsari, E. R. (2021). Pelatihan dan pengembangan sumber daya manusia (sdm) berbasis kompetensi. *Forum Ekonomi*, 23(4), 804–812.
- Azwar, A., & Puspa, D. F. (2013). PENGARUH CHANGE APPROPRIATENESS DAN SELF-EFFICACY TERHADAP LEVEL OF INDIVIDUAL CHANGE DAN KINERJA PEGAWAI DENGAN AFFECTIVE COMMITMENT TO CHANGE SEBAGAI VARIABEL INTERVENING (STUDI EMPIRIS PADA DINAS PENGELOLAAN KEUANGAN DAERAH PROV. SUMBAR). *Jurnal Apresiasi Ekonomi*, 1(3), 134–144.
- Christiani, F. I., Minarsih, M. M., & Wulan, H. S. (2022). PENGARUH KOMPETENSI DAN KOMUNIKASI TERHADAP KINERJA GURU DENGAN MOTIVASI SEBAGAI VARIABEL INTERVENING PADA SEKOLAH MENENGAH KEJURUAN (SMK) WIDYA PRAJA UNGARAN. *Journal of Management*, 8(2).
- Diah, Y. M., Siregar, L. D., & Saputri, N. D. M. (2021). Strategi Mengelola Sumber Daya Manusia (SDM) Unggul dalam Tatanan Normal Baru bagi Pelaku UMKM di Kota Palembang. *Sricommerce: Journal of Sriwijaya Community Services*, 2(1), 67–76.
- Esthi, R. B., & Marwah, Y. N. (2020). Kinerja karyawan: motivasi dan disiplin kerja pada pt asahi indonesia. *Forum Ekonomi*, 22(1), 130–137.
- Estiningsih, E. (2018). Pengaruh Kepemimpinan, Motivasi Kerja dan Komunikasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja. *Mbia*, 17(2), 47–58.
- Fransiska, Y. (2020). *Pengaruh komunikasi, beban kerja dan motivasi kerja terhadap kinerja pegawai pada Dinas Kependudukan Dan Pencatatan Sipil Labuhanbatu Utara.*
- Harahap, S. F., & Tirtayasa, S. (2020). Pengaruh Motivasi, Disiplin, Dan Kepuasan Kerja Terhadap Kinerja Karyawan Di PT. Angkasa Pura II (Persero) Kantor Cabang Kualanamu. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 120–135.
- Hendriani, S., & Hariyandi, F. (2014). Pengaruh motivasi dan komunikasi terhadap kinerja pegawai di lingkungan Sekretariat Daerah Propinsi Riau. *Jurnal Aplikasi Bisnis*, 4(2), 124–156.

- Karlinda, A. E., Nadilla, N., & Sopali, M. F. (2022). Dukungan Organisasi, Keadilan Organisasi dan Komitmen Organisasi Terhadap Kinerja Karyawan Pada PT. Batanghari Barisan Padang. *Jurnal Ekobistek*, 73–78.
- Khongida, Z., Purnamaningsih, N., & Daniel, D. (2018). Pengaruh Komunikasi, Motivasi, Disiplin Kerja Terhadap Kinerja Karyawan Cv. Denov Putra Brilian Tulungagung. *JIMEK: Jurnal Ilmiah Mahasiswa Ekonomi*, 1(1).
- Kristanto, H. (2015). Keadilan organisasional, komitmen organisasional, dan kinerja karyawan. *Jurnal Manajemen Dan Kewirausahaan*, 17(1), 86–98.
- 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 (JIRM)*, 10(11).
- Nata, H., Mangare, J. B., & Walangitan, D. R. O. (2016). Faktor-Faktor Yang Mempengaruhi Profit Kontraktor. *Teknik Sipil Dan Perencanaan*, 4(6), 383–390.
- Pawenang, N. F. K. M. S., & Maryam, S. (2018). Pengaruh Kepemimpinan dan Komunikasi dengan Motivasi Sebagai Variabel Intervening terhadap Kinerja Karyawan PT PPI Regional Jateng dan DIY. *Indonesian Economics Business and Management Research*, 1(1), 65–71.
- Purnama, N. Q., Sunuharyo, B. S., & Prasetya, A. (2016). Pengaruh Motivasi Kerja Terhadap Komitmen Organisasional Dan Kinerja Karyawan (Studi Pada Karyawan Bank BRI Cabang Kawi Malang). *Jurnal Administrasi Bisnis (JAB)*, 40(2).
- Ruxton, G. D., & Neuhäuser, M. (2010). When should we use one-tailed hypothesis testing? *Methods in Ecology and Evolution*, 1(2), 114–117.
- Sari, I. P., & Nugraheni, R. (2019). Pengaruh Etos Kerja Islam Terhadap Kinerja Karyawan dengan Keadilan Organisasional dan Komitmen Organisasional Sebagai Variabel Intervening (Studi Pada Perawat Tetap Rumah Sakit Islam Sultan Agung Semarang). *Diponegoro Journal of Management*, 8(4), 106–118.
- Sarido, S., & Soliha, E. (2016). PENGARUH KOMUNIKASI DAN KOMPENSASI TERHADAP KINERJA PEGAWAI DENGAN MOTIVASI DAN KOMITMEN ORGANISASIONAL SEBAGAI MEDIASI (Studi Pada Kantor Badan Kepegawaian Daerah Provinsi Jawa Tengah). *Jurnal Ilmiah Telaah Manajemen*, 13(2).
- Setiawan, T. (2018). Pemberdayaan sumber daya manusia sebagai instrumen peningkatan kinerja organisasi. *Media Mahardhika*, 16(3), 430–442.
- Utama, aditia edy. (2017). PERANAN MANAJEMEN SUMBERDAYA MANUSIA DALAM ORGANISASI Oleh. *Jurnal Warta Edisi*, 1–14.
- Woru, D., Erari, A., & Rumanta, M. (2021). Kinerja Pegawai Dipengaruhi oleh Komunikasi, Iklim Organisasi dan Motivasi Kerja. *Journal Of Administration and Educational Management (ALIGNMENT)*, 4(1), 8–20.
- Zameer, H., Ali, S., Nisar, W., & Amir, M. (2014). The impact of the motivation on the employee's performance in beverage industry of Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 4(1), 293–298.