

THE INFLUENCE OF MOTIVATION AND WORK COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT.INTI TERANG SUKSES WITH WORK SPIRIT AS INTERVENING VARIABLES

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Abstract

The purpose of this study is to examine the effect of (1) motivation on employee performance (2) work communication on employee performance (3) motivation on work spirit (4) work communication on work spirit (5) motivation on employee performance through work motivation as an intervening variable (6) work communication on employee performance through work motivation as an intervening variable (7) work spirit on employee performance. This study uses a quantitative research approach with the type of explanatory research which aims to analyze how the relationship between one variable with another variable. The population in this study were all of the employees of PT Inti Terang Sukses total of 35 employees. This study uses saturated sampling technique which made all of the population member as the sampel of this study. Questioner was used in this study as the method of collecting data. Analysis tools: instrument test, classical assumption test, multiple linear regression analysis, t test and path analysis using SPSS version 25. The result from this study indicates that motivation affect employee performance, work communication does not affect employee performance and, motivation and work communication affect motivation, and based on the result of path analysis shows that work spirit cannot mediate the effect of motivation on employee performance but can mediate the effect of work communication on employee performance and work spirit affect employee performance.

Keywords: *Motivation, Work Communication, Work Spirit, Employee Performance.*

1. INTRODUCTION

Very tight competition in the ongoing era of globalization has caused many companies to need to improve their company's performance in the business market in order to be able to compete and survive. Increased company performance is marked by the achievement of the vision, mission and goals of the organization. Therefore, companies need skilled Human Resources who have good performance so they can carry out their duties and be responsible. Employees who are executors of activities in an organization are very important to note the quality of their performance. One company that is trying to optimize the performance of its employees in the increasingly fierce competition in this globalization era is PT Inti Terang Sukses by distributing principal goods in the areas that become its areas. In the business and bank dictionary, a principal or principal is an entity or individual that in an agreement gives a mandate to another party to carry out a trade transaction. The mandated party is PT. Inti Terang Sukses as a distributor company in the Tebing Tinggi area and its surroundings. Products distributed by PT. Inti Terang Sukses is a product that is widely known and consumed by the public. These products are products from Nestle such as Dancow milk, Bear Brand, Milo, Nescafe, Cereal, KitKat, and so on.

As a company that has many employees, PT Inti Terang Sukses realizes that employees are an important factor in every company both in achieving company goals effectively and efficiently. A company does not only expect capable and talented employees but a willingness to work diligently and desire to achieve maximum performance results for the company. Afandi's

performance (2018) is work that can be achieved by a person or group of people in an organization, according to their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics.

From the results of the pre-survey above, it can be seen that the performance of PT Inti Terang Sukses's employees is still lacking where as many as 42.86% of employees said yes and 57.14% said they did not reach / exceed the monthly targets given by the company. Then 37.14% of employees said yes and 62.86% of employees said they did not use their work time effectively and efficiently. it can be seen that in 2019 the achievement of PT Inti Terang Sukses exceeded the target, namely IDR 2,099,000,000 or 104.9%. In 2020 the achievement of PT Inti Terang Sukses exceeded the target given, namely IDR 2,560,000,000 or 102.4%. In 2021 PT Inti Terang Success was only able to reach the target set at IDR 2,560,000,000 or 94.64%. This indicates a decrease in the performance of employees of PT Inti Terang Sukses in 2021.

From the results of the pre-survey above, it can be seen that motivation at PT Inti Terang Sukses is still lacking where as many as 34.29% of employees say yes and 65.71% say they do not receive remuneration from the company according to work. Then 42.86% of employees said yes and 57.14% of employees said they did not receive recognition from their superiors for the work done. This can reduce employee motivation to work and achieve maximum employee performance. From the pre-survey data presented above, it can be concluded that communication at PT Inti Terang Sukses is still lacking where 28.57% of employees answered yes about the current communication being able to create good relationships among colleagues and superiors and 71.43% of employees answered no. Then for the statement that the communication process that is happening at this time is able to influence the attitudes of other colleagues at work as much as 80% of employees say yes and 20% of employees say no.

It can be seen that there were delays in shipping orders in January, namely 10 trips or 3.8%. In February, there were delays in delivery of orders, namely 16 orders or 5.82%. In March, late delivery of orders amounted to 8 orders or 3.26%. This indicates a decrease in the performance of employees of PT Inti Terang Sukses from January to March 2022. From the results of the pre-survey above, it can be seen that as many as 42.86% of employees said yes to be able to complete the tasks assigned on time and as many as 57.14% said no, then employees said yes if they had broad opportunities to gain career advancement if the employee's performance is good as much as 22.86% and 77.14% say they don't have a chance. This is what triggers a lack of employee enthusiasm in working at PT Inti Terang Sukses. Based on the results of interviews with the manager of PT. The Bright Core of Success and the observations above, the researcher will examine the performance of employees at this company with work motivation and communication as a factor influence employee performance and morale as a supporting factor. Based on the background above, the researcher will take the research title "The Influence of Work Motivation and Communication on Employee Performance at PT Inti Terang Sukses with Work Enthusiasm as an Intervening Variable".

2. IMPLEMENTATION METHOD

The type of research used is quantitative research. According to Subagyo (2015) Research Method is a way or way to get back the solution to all the problems raised. Meanwhile, according to Sugiyono (2016) Quantitative research is a research method that places more emphasis on

aspects of objective measurement of social phenomena. The purpose of quantitative research is to create and use mathematical models, hypotheses or theories related to nature. The process of measurement is a focal part of quantitative examination, because it provides the main link between proper perception and the mathematical articulation of quantitative connections. The goal for quantitative research is to determine the relationship between factors in a population. In this study, the population used was employees of PT Inti Terang Sukses, which consisted of 35 employees. In this study, the sample used was all employees of PT Inti Terang Sukses, totaling 35 people from different divisions. The sampling technique used was saturated sample technique because the population studied was less than 100 people.

3. RESULTS AND DISCUSSION

Table 1 Linear Regression Results for Equation I

Model	Unstandardized Coefficients		Standardized Coefficients
	B	std. Error	Betas
1 (Constant)	4,214	2,974	
MOTIVATION	,523	,211	,350
WORK COMMUNICATION	,684	,175	,551

Source: Data processed from attachment 4 (2022)

Based on these results, the linear regression equation has the formulation: $Z = b_0 + b_1X_1 + b_2X_2 + \epsilon_1$, so the equation is obtained: $Z = 4.214 + 0.523X_1 + 0.684X_2$.

The description of the multiple linear regression equation above is as follows:

- A constant value (b_0) of 4.214 indicates the magnitude of the Employee Morale variable if the Motivation variable (X_1) and the Work Communication variable (X_2) are equal to zero.
- Motivation variable regression coefficient (X_1) (b_1) of 0.523 shows the magnitude of the role of the variable Motivation (X_1) on the variable Morale (Z) with the assumption that the variable Work Communication (X_2) is constant. This means that if the motivation variable factor (X_1) increases by 1 value unit, it is predicted that the Work Morale Variable (Z) will increase by 0.523 value units assuming the Work Communication variable (X_2) is constant.
- Work Communication variable regression coefficient value (X_2) (b_2) of 0.684 shows the magnitude of the role of the Work Communication variable (X_2) on the Work Morale variable (Z) with the assumption that the Motivation variable (X_1) is constant. This means that if the factor of the Work Communication variable (X_2) increases by 1 value unit, it is predicted that the Work Spirit (Z) variable will increase by 0.684 value units assuming the variable Motivation (X_1) is constant.

Results Data processing for equation II can be seen in table 2 below:

Table 2 Linear Regression Results of Equation II

Model	Unstandardized Coefficients		Standardized Coefficients
	B	std. Error	Betas
1 (Constant)	3,890	1,297	
MOTIVATION	,407	,097	,458
WORK COMMUNICATION	,129	,090	,176
SPIRIT AT WORK	,220	,075	,369

Source: Data processed from attachment 4 (2022)

Based on these results, the linear regression equation has the formulation: $Y = b_0 + b_3X_1 + b_4X_2 + b_5Z + \epsilon_2$, so the equation is obtained: $Y = 3.890 + 0.407X_1 + 0.129X_2 + 0.220Z$

The description of the multiple linear regression equation above is as follows:

- A constant value (b_0) of 3.890 indicates the magnitude of the Employee Performance variable if the Motivation variable (X_1), the Work Communication variable (X_2) and the Employee Morale variable are equal to zero.
- Motivation variable regression coefficient (X_1) (b_3) of 0.407 shows the magnitude of the role of the variable Motivation (X_1) on the variable Employee Performance with the assumption that the variable Work Communication (X_2) and the variable Employee Morale are constant. This means that if the motivation variable factor (X_1) increases by 1 value unit, it is predicted that the Employee Performance Variable will increase by 0.407 value units assuming the Work Communication variable (X_2) and the Employee Morale variable are constant.
- Work Communication variable regression coefficient value (X_2) (b_4) of 0,129 shows the magnitude of the role of the Work Communication variable (X_2) on the Employee Performance variable with the assumption that the Motivation variable (X_1) and the Employee Morale variable are constant. This means that if the factor of the Work Communication variable (X_2) increases by 1 unit value, it is predicted that the Employee Performance variable will increase by 0,129 unit value with the assumption that the variable Motivation (X_1) and the variable Employee Morale are constant.
- The regression coefficient value of the employee morale variable (b_5) of 0.220 shows the magnitude of the role of the Employee Morale variable on the Employee Performance variable with the assumption that the Motivation variable (X_1) and the Work Communication variable (X_2) are constant. This means that if the employee morale variable factor increases by 1 value unit, it is predicted that the employee performance variable will increase by 0.220 value units assuming the motivation variable (X_1) and work communication variable (X_2) are constant.

Table 3 Coefficient of Determination of Equation I

Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Change Statistics				
					R Square Change	F change	df1	df2	Sig. FChange
1	,844a	,712	,694	1.77508	,712	39,521	2	32	,000

Source: Data processed from attachment 4 (2022)

Based on table 3 it can be seen that the value of the adjusted R square is 0.694 or 69.4%. This shows that the motivational variable (X_1) and the work communication variable (X_2) can explain the morale variable (Z) of 69.4%, the remaining 30.6% (100% - 69.4%) is explained by other variables in outside this research model such as work environment, compensation, and so on.

The coefficient of determination of equation II can be seen in Table 4.21 below:

Table 4 Coefficient of Determination of Equation II

Model	R	R Square	Adjusted R Square	std. Error of the Estimates	Change Statistics				Sig. FChange
					R Square Change	F change	df1	df2	
1	,927a	,858	,845	,75099	,858	62,685	3	31	,000

Source: Data processed from attachment 4 (2022)

Based on table 4, it can be seen that the value of the adjusted R square is 0.845 or 84.5%. This shows that the Motivation variable (X1), the Work Communication variable (X2) and the Work Spirit variable (Z) can explain the Employee Performance Variable (Y) of 84.5%, the remaining 15.5% (100% - 84.5%) is explained by other variables outside this research model such as compensation, work environment, leadership, work stress, work discipline, workload, and so on.

Table 5 Partial Test (t) Equation I
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients Betas	Q	Sig.
	B	std. Error			
1 (Constant)	4,214	2,974		1,417	,166
MOTIVATION	,523	,211	,350	2,477	,019
WORK COMMUNICATION	,684	,175	,551	3,903	,000

Table 5, the value of t is obtained count of 2.477. With $\alpha = 5\%$, $t_{table}(5\%; nk = 35-2 = 33)$ obtained t value table in the amount of 2,034 From the description it can be seen that $t_{count}(2.477) > t_{table}(2.034)$, so is the value a significance of $0,019 < 0,05$, it can be concluded that the first hypothesis is accepted, meaning that the motivation variable (X1) influences the morale variable (Z). The results of this study are in accordance with the results of research conducted by Tampubolon (2021) with the title Effects of Work Communication, Motivation and Work Environment on Employee Morale at PT Perkebunan Nusantara III Medan Office.

Table 5, the value of t is obtained count as big 3,903 With $\alpha = 5\%$, $t_{table}(5\%; nk = 35-2 = 33)$ obtained t value table in the amount of 2,034 From the description it can be seen that $t_{count}(3,903) > t_{table}(2.034)$, and a significance value of $0.000 < 0.05$ it can be concluded that the second hypothesis is accepted, meaning that the Work Communication variable (X2) influences the Work Spirit variable (Z). The results of this study are in accordance with the results of research conducted by Charisa Qudsi, Widiartanto (2018) with the title Effects of Group Cohesiveness and Work Communication on Employee Performance Through Work Enthusiasm as an Intervening Variable in Sutiasa Jamrud.

While the processing results data in equation II can be seen in Table 4.20 below:

Table 6 Partial Test (t) Equation II

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	std. Error	Betas		
1 (Constant)	3,890	1,297		2,999	,005
MOTIVATION	,407	,097	,458	4,176	,000
WORK COMMUNICATION	,129	,090	,176	1,437	,161
SPIRIT AT WORK	,220	,075	,369	2,935	,006

Accept the hypothesis if $t_{count} \geq t_{table}$ or $-t_{count} \leq -t_{table}$ Sig. < 0.05 From table 4.23, the value of t is obtained count as big 4,176. With $\alpha = 5\%$, $t_{table}(5\%; nk = 35 - 2 = 33)$ the value of t is obtained table as big 2.034 From the description it can be seen that $t_{count}(4,176) > t_{table}(2.034)$, so is the value the significance is $0.000 < 0.05$, it can be concluded that the first hypothesis is accepted, meaning that the motivation variable (X1) influences the employee performance variable (Y). The results of this study are in accordance with the results of research conducted by Moses Partogi Silalahi (2017) entitled Effects of Work Communication and Motivation on Employee Performance at PT. Indomarco Prismatama Medan Branch.

Accept the hypothesis if $t_{count} \geq t_{table}$ or $-t_{count} \leq -t_{table}$ Sig. < 0.05 From table 4.23, the value of t is obtained count as big 1,437. With $\alpha = 5\%$, $t_{table}(5\%; nk = 35 - 2 = 33)$ the value of t is obtained table as big 2.034 From the description it can be seen that $t_{count}(1,437) < t_{table}(2.034)$, and the significance value is equal to 0.161 < 0.05, it can be concluded the second hypothesis is rejected, meaning that the variable Work Communication (X2) has no effect on the Performance variable Employee (Y). The results of this study are in accordance with the results of research that conducted by Dwi Mochamad Akbar, Siti Saroh, Daris Zunaida (2018) with the title The Influence of Work Communication on Employee Performance (Study at KUD Karangploso Malang Regency).

Accept the hypothesis if $t_{count} \geq t_{table}$ or $-t_{count} \leq -t_{table}$ Sig. < 0.05 From table 4.23, the value of t is obtained count as big 2,935. With $\alpha = 5\%$, $t_{table}(5\%; nk = 35 - 2 = 33)$ the value of t is obtained table in the amount of 2,034 From the description it can be seen that $t_{count}(2,935) > t_{table}(2.034)$, and a significance value of 0.006 < 0.05 it can be concluded the second hypothesis is accepted, meaning that the variable is Morale (Z) effect on the variable Employee Performance (Y). The results of this study are in accordance with the results of research conducted by Sumardin and Septa Diana Nabella (2020) with the title Effects of Work Discipline, Work Morale and Work Communication on the Performance of Secretariat Employees of the Regional People's Representative Council (Dprd) of the Riau Islands Province.

Table 7 Value of Standardized Coefficients Equation I

Model	Unstandardized Coefficients		Standardized Coefficients
	B	std. Error	Betas
1 (Constant)	4,214	2,974	
MOTIVATION	,523	,211	,350
WORK COMMUNICATION	,684	,175	,551

Table 8 Value of Standardized Coefficients Equation II

Model	Unstandardized Coefficients		Standardized Coefficients
	B	std. Error	Betas
1 (Constant)	3,890	1,297	
MOTIVATION	,407	,097	,458
WORK COMMUNICATION	,129	,090	,176
SPIRIT AT WORK	,220	,075	,369

The path analysis image shows the direct effect of the Motivation variable (X1) on the Employee Performance variable (Y) of 0.407. While the indirect effect through the variable Morale (Z) is $0.523 \times 0.220 = 0.11506$. From the calculation results obtained, it shows that the indirect effect through the Morale (Z) variable is smaller than the direct effect on the Employee Performance variable (Y), so it can be concluded that the hypothesis is rejected. This is in line with research conducted by Muhammad Nadzif (2020) with the title Analysis of the Influence of Motivation and Work Environment on Employee Performance with Enthusiasm as an Intervening Variable which states that morale (Z) is unable to mediate the effect of motivation (X1) on employee performance (Y).

Then for the direct effect of the Work Communication variable (X2) on the Employee Performance variable (Y) it is 0.129. While the indirect effect through the variable Morale (Z) is $0.684 \times 0.220 = 0.15048$. From the calculation results obtained, it shows that the indirect effect through the Morale (Z) variable is greater than the direct effect on the Employee Performance variable (Y), so it can be concluded that the hypothesis is accepted. This is in line with the research conducted by Charisa Qudsi, Widiartanto (2018) entitled The Influence of Cohesiveness, Groups and Work Communication on Employee Performance Through Work Enthusiasm as an Intervening Variable in Sutiasa Jamrud shows that morale (Z) mediates employee performance variable (Y) partially. (Y) remain significant without mediation or with mediation. But it would be better mediated by morale (Z). These results can be seen in table 9 below:

Table 9 Direct and Indirect Relationship

No	Variable	Direct	Indirects	Total	Criteria	Conclusion
1	X1 > Z > Y	0.407	$0.523 \times 0.220 = 0.115$	$0.407 + 0.115 = 0.552$	DE > IE	hypothesis Rejected
2	X2 > Z > Y	0.129	$0.684 \times 0.220 = 0.150$	$0.129 + 0.150 = 0.279$	DE < IE	hypothesis Accepted

1. Influence Motivation Variable (X1) on Employee Performance Variable (Y)

Based on the results of the t test, it can be seen that motivation (X1) has a t-count value of $4.176 > t\text{-table of } 2.034$ and a sig. $0.000 < 0.05$, this shows that Motivation (X1) has a positive and significant effect on Employee Performance (Y) According to Rivai and Mulyadi (2012) motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. Motivation can affect employee performance. If employees are motivated, the tasks assigned can be carried out properly and correctly. Therefore, in order for employee performance to increase, the company must increase the motivation of its employees. Motivation must be given continuously must be done bearing in mind that human instincts are not difficult to change because of natural elements. The better and higher the inspiration given, the higher the representative performance.

The results of this study are in line with research conducted by Moses Partogi Silalahi (2017) entitled Effects of Work Communication and Motivation on Employee Performance at PT Indomarco Prismatama Medan Branch which states that motivation influences employee performance. Furthermore, research conducted by Charisa Qudsi, Widiartanto (2018) with the Influence of Group Cohesiveness and Work Communication on Employee Performance Through Work Enthusiasm as an Intervening Variable in Sutiasa Jamrud also shows that motivation has a positive and significant effect on employee performance.

H1: The hypothesis is accepted, motivation influences employee performance

2. Effect of Work Communication Variable (X2) on Employee Performance Variable (Y)

Based on the results of the t test, it can be seen that Work Communication (X2) has a t-count value of $1.437 < t\text{-table of } 2.034$ and a sig. $0.161 > 0.05$, this indicates that, Work Communication (X2) has no significant effect on Employee Performance (Y). Work communication is a process of conveying information from one party to another to gain mutual understanding. Every Individuals who are involved in the organization, both as leaders and subordinates at every level, must work well together so that their job duties and responsibilities can be carried out properly and correctly in order to achieve the vision and mission of the organization that has been set.

Work communication determines the success of employee performance because for employees to be interdependent we need coordination. If there is no work communication, employees will have difficulty connecting with other employees. Effective work communication is needed so that the needs of employees can be known by the company and work communication facilitates the exchange of information that is relevant to work and will improve the implementation of organizational work.

However, the results of this study state that work communication has no effect on employee performance at PT Inti Terang Sukses. This is presumably because employees feel they know their respective duties and feel if there is too much work communication it will cause unwanted problems such as commotion and others because there are co-workers who don't get along, whereas if work communication is good it will be even worse. good employee performance. Therefore, the company is expected to be able to improve work communication between superiors and also subordinates and fellow co-workers so that they can further improve performance by making efforts such as holding meetings and often conducting briefings to employees who are expected to continue to maintain work communication within the company.

The results of this study are in line with the research conducted by Dwi Muhammad Akbar (2018) entitled Effects of Work Communication on Employee Performance (Study at KUD Karangploso Malang Regency) which states that work communication has no effect on employee performance. Furthermore, research conducted by Lustono and Anisa Desy Hasnaen (2019) with the title Effects of Work Communication, Competence, and Discipline on Employee Performance at the Office of the Banjarnegara Research & Development Planning Agency (Baperlitbang) also shows that work communication has no significant effect on employee performance.

H2: Hypothesis is rejected, Work Communication has no effect on employee performance

3. The Effect of Motivational Variable (X1) on Morale Variable (Z)

Based on the results of the t test can be seen that Motivation (X1) has a t-count value of $2.477 > t\text{-table of } 2.034$ and a sig. $0.019 < 0.05$, this shows that motivation (X1) has a positive and significant effect on morale (Z). Mathis and Jackson's (2012) motivation is a desire within a person to cause that person to take an action. Someone takes action for something to achieve goals. That is, if you want high employee morale, the company must provide good and frequent work motivation.

The results of this study are in line with research conducted by Tampubolon (2021) with the title Effects of Work Communication, Motivation and Work Environment on Employee Morale at PT Perkebunan Nusantara III Medan Office which shows that motivation has a positive and significant effect on morale and research conducted by Hayu Faradillah Budiman, Budi Nurhardjo, Sudarsih (2015) with the title Effects of Compensation, Motivation, and Work Environment on Performance Through Work Enthusiasm as an Intervening Variable (Case Study on Non-Managerial Hand-Rolled Kretek Cigarette Production Employees at the Gagak Hitam Cigarette Company Bondowoso) shows that motivation has an effect on morale.

H3: The hypothesis is accepted, Motivation has an effect on morale

4. The Effect of Work Communication Variable (X2) on Work Morale Variable (Z)

Based on the results of the t test, it can be seen that Work Communication (X2) has a t-count value of $3.903 > t\text{-table of } 2.034$ and a sig. $0.000 < 0.05$, this shows that Work Communication (X2) has a positive and significant effect on Work Morale (Z). Communication is a process where the activity is to convey information in the form of messages, ideas, ideas from the communicator to the communicant. If communication between superiors and subordinates, and between employees is good, then employees will be enthusiastic about carrying out his job, but on the contrary if the relationship within the organization is not good then employees will be lazy in carrying out their work.

The results of this study are in line with research conducted by Tampubolon (2021) with the title Effects of Work Communication, Motivation and Work Environment on Employee Morale at the PT Perkebunan Nusantara III Medan Office which shows that work communication has a positive and significant effect on morale and research conducted carried out by Andriyani et al., (2018) with the title The Influence of Group Cohesiveness and Work Communication on Employee Performance Through Work Enthusiasm as an Intervening Variable in Sutiasa Jamrud shows that work communication has an effect on morale.

H4: accepted, work communication affects morale

5. Effect of Morale Variable (Z) on Employee Performance Variable (Y)

Based on the results of the t test, it can be seen that Morale (Z) has a t-count value of $2.935 >$ t-table of 2.034 and a sig. $0.006 < 0.05$, this shows that, Morale (Z) has a positive and significant effect on Employee Performance (Y). Hasibuan's work spirit (2012) is a person's desire and sincerity to do his job well and be disciplined to achieve maximum work performance. Employee work can be completed quickly and well if employee morale increases.

Other problems such as postponing work can decrease then employee performance will increase. and Work Environment on Performance Through Morale as an Intervening Variable (Case Study on Non-Managerial Hand-Rolled Kretek Cigarette Production Employees at the Gagak Hitam Bondowoso Cigarette Company) which states the same thing, namely morale has a significant positive effect on employee performance.

H5: Hypothesis is accepted, Morale has an effect on employee performance

6. The Effect of Motivation Variable (X1) on Employee Performance Variable (Y) through Work Morale (Z) as an intervening variable

Based on the results of the path analysis, it can be seen that the direct effect of the Motivation variable (X1) on the Employee Performance variable (Y) is 0.407. While the indirect effect is through the variable Work Spirit (Z) ie $0.523 \times 0.220 = 0.11506$. From the calculation results obtained, the indirect effect through the Morale variable (Z) is smaller than the direct effect on the Employee Performance variable (Y). This shows that the higher the level of motivation provided by the company, the employee's performance will increase as well, but morale cannot mediate this influence. The thing that is suspected to be the cause is because respondents feel the motivation provided by the company is lacking, causing a decrease in morale.

The results of this study are in line with research conducted by Muhammad Nadzif (2020) with the title Analysis of the Influence of Motivation and Work Environment on Employee Performance with Work Enthusiasm as an Intervening Variable which states that morale (Z) is unable to mediate the effect of motivation (X1) on performance employee (Y).

H6: The hypothesis is rejected, motivation influences employee performance through morale as an intervening variable

7. Effect of Work Communication Variable (X2) on Employee Performance Variable (Y) through Work Spirit (Z) as an intervening variable

Based on the results of the path analysis, it can be seen that the direct effect of the Work Communication variable (X2) on the Employee Performance variable (Y) of 0.129. While the indirect effect through the variable Morale (Z) is $0.684 \times 0.220 = 0.15048$. From the calculation results obtained, it shows that the indirect effect through the Morale (Z) variable is greater than the direct effect on the Employee Performance variable (Y).

Employees need good communication so that employees can be enthusiastic at work and create good and quality performance, so that the goals of the company can be achieved efficiently and effectively. To determine whether employees have effective performance or not, the factors that influence performance need to be studied more deeply. If the study of these influential factors can be completed, this can eliminate the ineffective performance of an employee.

The results of this study are in line with research conducted by Charisa Qudsi, Widiartanto (2018) with the title Effects of Cohesiveness, Groups and Work Communication on Employee Performance Through Work Enthusiasm as an Intervening Variable in Sutiasa Jamrud shows that morale (Z) mediates employee performance variables (Y) partially. This shows that work communication (X2) on employee performance (Y) remains significant without mediation or with mediation. But it would be better mediated by morale (Z).

H7: The hypothesis is accepted, Work Communication has an effect on Performance Employee through Spirit Work as variableintervene

4. CONCLUSION

Based on the results of tests that have been carried out previously at PT Inti Terang Sukses with the variables Motivation, Work Communication, Employee Performance and Work Morale as intervening variables, the following conclusions can be drawn:

1. Motivation affects the performance of employees of PT Inti Terang Sukses.
2. Work communication has no effect on the performance of employees of PT Inti Terang Sukses.
3. Motivation affects the morale of PT Inti Terang Sukses employees.
4. Work communication affects the morale of PT Inti Terang Sukses employees.
5. Morale affects the performance of employees of PT Inti Terang Sukses.
6. Motivation has no effect on the performance of PT Inti Terang Sukses employees through work enthusiasm as an intervening variable.
7. Work communication affects the performance of PT Inti Terang Sukses employees through work enthusiasm as an intervening variable.

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