

ANALYSIS OF INTERNAL COMMUNICATION AND WORK SYSTEMS ON WORK PRODUCTIVITY WITH MOTIVATION AS AN INTERVENING VARIABLE IN THE OFFICE HEAD OF MEDAN BELAWAN DISTRICT

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Abstract

This study aims to analyze the influence of internal communication and work systems on work productivity with motivation as an intervening variable at the Medan Belawan District Office. This study uses a quantitative approach with a survey method by distributing 51 questionnaires to employees as respondents. The sample was determined using a purposive sampling technique so that the data obtained was in accordance with the research needs with a total of 51 respondents. Data analysis was carried out using path analysis techniques to measure the direct and indirect effects between variables. The results of the study indicate that internal communication has a positive and significant effect on work motivation as well as its effect on work productivity. Internal communication has a positive and significant effect on work motivation as well as its effect on work productivity. The work system has a positive and significant effect on work motivation but has a positive but not significant effect on work productivity. Work motivation also has a positive and significant effect on employee work productivity. In addition, internal communication and work systems have been shown to have a significant direct effect on work productivity. Thus, motivation acts as an intervening variable that mediates the effect of internal communication and work systems on work productivity. The findings of this study are expected to be input for management in increasing work productivity through improving internal communication, developing effective work systems, and increasing employee work motivation.

Keywords: *Internal Communication, Work System, Motivation, Work Productivity.*

INTRODUCTION

In the era of bureaucratic transformation and digitalization of public services, government sector organizations are required to increase work productivity to meet public expectations. Employee work productivity is not only influenced by individual factors, but also by the work system implemented and the effectiveness of internal communication within the organization. Internal communication plays an important role in conveying information, building shared understanding, and creating effective coordination between employees. Research by Safitri et al. (2019) shows that internal communication has a significant influence on employee work motivation, with a contribution of 56% to the work motivation variable. This shows that effective communication can increase employee enthusiasm and involvement in carrying out their duties.

In addition, a clear and structured work system also contributes to work productivity. A good work system includes fair division of tasks, efficient work procedures, and the use of supporting technology. Research by Risnawan (2019) found that internal communication has an effect on work productivity of 55.99%, with a direct effect of 15.50%. This shows that a work system supported by effective internal communication can increase employee productivity. Work motivation is also an important factor that mediates the relationship between internal communication and work systems on work productivity. Research by Sari and Nurdin (2017) shows that internal communication has an effect on employee work motivation by 36.1%. High work motivation can improve employee performance and productivity. The Medan Belawan Sub-district Office as a government implementing unit at the sub-district level has a strategic role in providing public services to the community. However, in practice, various problems related to ineffective internal communication, suboptimal work systems, and low employee work motivation are still found. This has an impact on low employee work productivity and the quality of services provided. Based on the background, this study aims to analyze the influence of internal communication and work systems on

work productivity with motivation as an intervening variable at the Medan Belawan District Office. The results of this study are expected to contribute to the development of effective human resource management strategies in the public sector.

LITERATURE REVIEW

1. Work Productivity

a) Understanding Work Productivity

Sedarmayanti (2017) work productivity is a comparison between work results (output) and the resources used (input). High productivity means getting maximum results with efficient use of resources).

b) Work Productivity Indicators

Work productivity indicators according to Sedarmayanti (2017):

1) Ability

The level of employee skills and competencies in completing tasks according to job demands.

2) Increase in Output

There is an increase in the quantity and quality of work results from time to time.

3) Work Spirit

Individual enthusiasm and motivation in carrying out daily tasks.

4) Discipline

Level of compliance with work rules, working hours, and organizational regulations.

5) Attitude and Behavior

Positive attitudes towards work, coworkers, and the work environment as a whole.

6) Initiative

Willingness to make improvements or complete tasks without having to wait for orders.

7) Responsibility

Concern and commitment to carrying out assigned tasks.

2. Motivation

a) Understanding Motivation

Luthans (2021) motivation is a process that begins with physiological or psychological needs that direct behavior to achieve certain goals or incentives.

b) Motivation Indicators

Motivation indicators according to Luthans (2021):

1) Direction

The extent to which individuals choose one type of behavior over another to achieve organizational goals.

2) Intensity

The level of energy, enthusiasm, and effort an individual expends in carrying out a task or job.

3) Persistence

The consistency and persistence of an individual in maintaining an effort over a period of time, even when facing obstacles.

4) Needs and Goals

Motivation arises because of needs that need to be fulfilled and goals that the individual wants to achieve.

3. Working System

a) Understanding the Work System

A work system is a set of interrelated elements—consisting of people, technology, procedures, and organizational structures—that collectively perform functions to achieve specific goals within an organization. A work system encompasses how tasks are divided, coordinated, and executed within a work environment (Dessler, 2020).

b) System Work Indicator

Work system indicators according to Dessler (2020) which are generally used in human resource and organizational management:

1) Job Design

Managing how work is structured, including the division of tasks and responsibilities to suit organizational goals.

2) Division of Labor

Determining who does what, based on expertise, efficiency, and work effectiveness.

3) Inter-Function Coordination (Coordination)

- Synchronize tasks between departments or individuals so that activities run smoothly and do not overlap.
- 4) Standard Operating Procedure (SOP)
A written guide that defines consistent and efficient ways of working.
 - 5) Use of Technology and Work Tools
Utilization of equipment and work support systems that support productive task implementation.
 - 6) Work Flexibility
The ability of a system to adapt to changes in tasks, schedules, or working conditions.

4. Internal Communication

- a) Understanding Internal Communication
Robbins & Judge (2019) internal communication is a process in which information is transmitted and understood by two or more parties within an organizational structure to create work effectiveness and team synergy.
- b) Internal Communication Indicators
Internal communication indicators according to Robbins & Judge (2019):
 - 1) Clarity (Clarity of Message)
Information is conveyed clearly, unambiguously, and easily understood by the recipient.
 - 2) Accuracy (Information Accuracy)
The information provided is accurate, not misleading, and can be trusted.
 - 3) Timeliness
Information is communicated at the right time, thus supporting effective decision making.
 - 4) Feedback
There is an opportunity for the recipient to provide a response or clarification to the message received.
 - 5) Channel Appropriateness
Use of communication channels appropriate to the type of message, whether through oral or written communication., and electronics.
 - 6) Understanding (Comprehension)
The degree to which the recipient of the message truly understands the content and intent of the communication.

Conceptual Framework

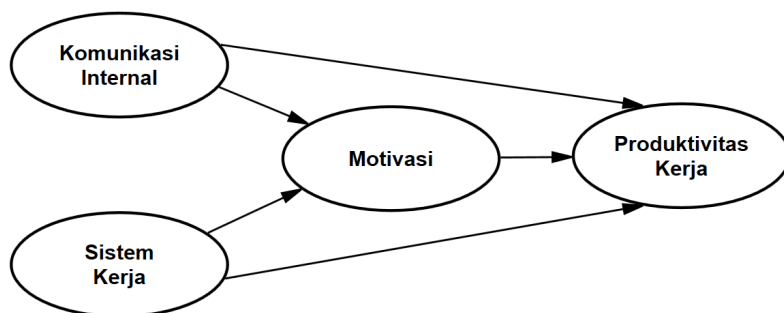


Figure 1. Conceptual Framework

Research Hypothesis

- H1: Internal communication has a positive and significant effect on work productivity in the office. Sub-district HeadBelawan Field.
- H2: Internal communication has a positive and significant effect on motivation in the office. Sub-district HeadBelawan Field.
- H3: The work system has a positive and significant effect on work productivity in the office. Sub-district HeadBelawan Field.
- H4: The work system has a positive and significant effect on motivation in the office. Sub-district HeadBelawan Field.
- H5: Motivation has a positive and significant effect on work productivity in the office. Sub-district HeadBelawan Field.
- H6: Internal communication has a positive and significant effect on work productivity through motivation in the office. Sub-district HeadBelawan Field.

H7: The work system has a positive and significant effect on work productivity through motivation in the office. Sub-district Head Belawan Field.

RESEARCH METHOD

Types of research

The type of research used by the researcher is quantitative research. This type of quantitative research is conducted to create a study that aims to adjust a study and to analyze the Analysis of Internal Communication and Work Systems on Work Productivity with Motivation as an Intervening Variable at the Medan Belawan District Office.

Research Location and Research Time

The research location was conducted at the Medan Belawan Sub-district Office, located at Jl. Cimanuk No. 3 Belawan. The research period was carried out for 3 months, starting from April to June 2025.

Population and Sample

Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees at the Medan Belawan District Office. The number of employees at the Medan Belawan District Office is 51 employees and all of them are ASN.

Research Data Sources

The data sources used in this study are primary data.

RESULTS AND DISCUSSION

Outer Model Analysis

Outer Model Analysis musePLS Algorithm, produce:

1) Validity Test

Table 1. Values Outer Loadings

	Internal Communication	Motivation	Work Productivity	Work system
X1.1	0.893			
X1.2	0.956			
X1.3	0.915			
X1.4	0.878			
X1.5	0.878			
X2.1				0.796
X2.2				0.827
X2.3				0.815
X2.4				0.808
X2.5				0.812
X2.6				0.881
Y.1			0.838	
Y.2			0.744	
Y.3			0.748	
Y.4			0.890	
Z.1		0.924		
Z.2		0.760		
Z.3		0.773		
Z.4		0.794		

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, it shows the results of testing the outer model through the loading factor value /outer loadings, all indicators in each variable have a loading value ≥ 0.70 . This shows that each indicator is able to represent the construct being measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the convergent validity criteria and can be used in further analysis. For more details, the above values can also be seen in the following figure.

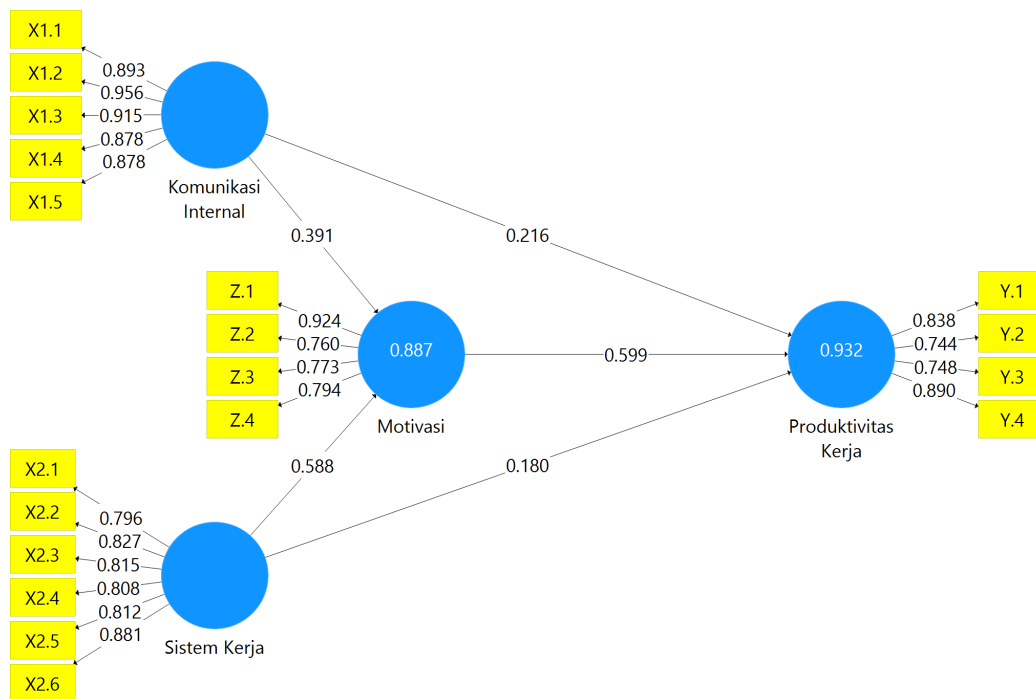


Figure 1. Outer Loudings

In this study there is an equation and the equation consists of two substructures for substructure 1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.391 X_1 + 0.588 X_2 + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.216 X_1 + 0.180 X_2 + 0.599 Z + e_2$$

2) Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Internal Communication	0.944	0.949	0.957	0.818
Motivation	0.829	0.837	0.887	0.665
Work Productivity	0.820	0.827	0.882	0.652
Work system	0.905	0.907	0.927	0.678

Source: Smart PLS Output, 2025

From Table 2 above, the results of the reliability test show that the Cronbach's Alpha and Composite Reliability values for all constructs have values above 0.70. This shows that all indicators have high internal consistency and can be relied on to measure their respective constructs. So that the research instrument is declared reliable and suitable for use in testing the structural model.

Structural Model Testing (Inner Model)

Inner model or structural model testing is conducted to see the relationship between constructs, significance values and R-square of the research model. The structural model is evaluated using R-square for the dependent construct.

1) Coefficient of Determination (R²)

In assessing the model with PLS, it starts by looking at the R-square for each dependent latent variable. The table below is the result of Rsquare estimation using SmartPLS.

Table 3. R Square Results

	R Square	R Square Adjusted
Motivation	0.887	0.883
Work Productivity	0.932	0.929

Source: Smart PLS, 2025

In table 3 there is an R square value on both dependent variables for the motivation variable there is an R square value of 0.887 meaning that the influence of internal communication and work systems is 0.887 or 88.7% the rest is on other variables outside the model. The R square value of work productivity is 0.932 meaning that internal communication, work systems and motivation are 0.932 or 93.2% the rest is on other variables outside the model.

2) Hypothesis Testing

a) Direct Influence Between Variables

The direct influence between variables can be seen in the path coefficients value. The results of data processing show the direct influence value can be seen in the following table.

Table 4. Path Coefficients (Direct Effect)

	Original Sample	T Statistics	P Values	Conclusion
Internal Communication -> Work Productivity	0.216	1,965	0.049	Accepted
Internal Communication -> Motivation	0.391	4,470	0,000	Accepted
Work System -> Work Productivity	0.180	1,912	0.056	Rejected
Work System -> Motivation	0.588	7,568	0,000	Accepted
Motivation -> Work Productivity	0.599	5,130	0,000	Accepted

Source: Smart PLS Output, 2025

In the results of Table 4 there are direct influence values which will be explained as follows:

1. Internal communication has a positive and significant effect on work productivity with a t-statistic value of 1.965 above 1.96 and a significance of 0.049 below 0.05 means that internal communication has a positive and significant effect on work productivity because the significance value is below 0.05. The results of this study are in accordance with the results of previous studies, namely that internal communication has a positive and significant effect on work productivity (Budi & Miska, 2021).
2. Internal communication has a positive and significant effect on motivation with a t-statistic value of 4.470 above 1.96 and a significance of 0.000 below 0.05 means that internal communication has a positive and significant effect on motivation because the significance value is below 0.05. This study is in accordance with research stating that internal communication has a positive and significant effect on motivation (Safitri & Oktaviani, 2019).
3. The work system has a positive but not significant effect on work productivity with a t-statistic value of 1.912 below 1.96 and a significance of 0.056 above 0.05 means that the work system has a positive but insignificant effect on work productivity because the significance value is above 0.05. The results of this

study are in contrast to previous studies, namely that the work system has a positive and significant effect on work productivity (Jenita, 2023).

4. The work system has a positive and significant influence on motivation with a t-statistic value of 6,504 above 1.96 and a significance of 0.000 below 0.05 means that the work system has a positive and significant effect on motivation because the significance value is below 0.05. The results of this study are also in accordance with research conducted by Sudarsono & Chalidyanto (2021) which states that the work system has a positive and significant effect on motivation.
5. Motivation has a positive and significant influence on work productivity with a t-statistic value of 5.130 above 1.96 and a significance of 0.000 below 0.05 means that motivation has a positive and significant effect on work productivity because the significance value is below 0.05. The results of this study are in accordance with the results of previous studies, namely employees with a t-statistic value of 4,094 above 1.96 and significance of 0.000 below 0.05 means that motivation has a positive and significant effect on work productivity because the significance value is below 0.05. Research Ajjah & Rosid (2021) also stated that Motivation has a positive and significant influence on work productivity.

b) Indirect Influence Between Variables

The indirect influence between variables can be seen in the specific indirect effects value. The results of data processing show the indirect effect value can be seen in Table 5 below.

Table 5. Specific Indirect Effects (Indirect Effects)

	Original Sample	T Statistics	P Values	Conclusion
Internal Communication -> Motivation -> Work Productivity	0.234	3,175	0.002	Accepted
Work System -> Motivation -> Work Productivity	0.352	4,277	0,000	Accepted

Source: Smart PLS, 2025

In table 5 there is an indirect influence between variables which will be explained as follows:

1. Internal communication has a positive and significant effect on productivity through motivation with a t-statistic value of 3.175 and a significance value of 0.002 means that motivation acts as an intervening variable between internal communication and work productivity.
2. The work system has a positive and significant influence on work productivity through motivation with a t-statistic value of 4.277 and a significance value of 0.000 means that motivation plays a very important role as an intervening variable between the work system and work productivity because of the direct influence between the variables, the hypothesis is rejected, but with the presence of the intervening variable, the hypothesis is accepted.

CONCLUSION

1. Internal communication has a positive and significant effect on work productivity at the Medan Belawan District Office.
2. Internal communication has a positive and significant effect on motivation at the Medan Belawan District Office.
3. The work system has a positive and significant influence on work productivity at the Medan Belawan District Office.
4. The work system has a positive and significant influence on motivation at the Medan Belawan District Office.
5. Motivation has a positive and significant influence on work productivity at the Medan Belawan District Office.
6. Internal communication has a positive and significant effect on work productivity through motivation at the Medan Belawan District Office.
7. The work system has a positive and significant effect on work productivity through motivation at the Medan Belawan District Office.

SUGGESTION

1. In the internal communication variable, it turns out that the indicator with the lowest value is the statement "I understand the contents of the message conveyed to me at work". Agencies need to maintain and improve the effectiveness of internal communication by ensuring that every message/instruction is conveyed clearly, openly, and through the right communication channels.
2. Working system with the statement "My work is well designed so that it is easy to understand and execute.". Agencies should maintain systematic job design practices and continually evaluate and improve to ensure jobs remain relevant, efficient, and support optimal employee performance.
3. For motivation with the statement "I work with high intensity and enthusiasm every day". Agencies need to maintain and strengthen employee work enthusiasm by creating a supportive work environment, providing fair rewards, and providing space for self-development and work-life balance.
4. Work productivity with the statement "I can show improvements in work results periodically". Agencies need to develop a system for monitoring and developing continuous performance, as well as provide support in the form of training, feedback, and awards for employee performance progress.

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