

# Analysis of Work Environment, Communication to Motivation, and its Impact on Employee Performance after the Covid-19 Pandemic in PT Givaudan Indonesia

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**Abstract:** This study was based on changes in the work environment, from a pandemic to a post-pandemic state where employee performance began to increase. This study aimed to analyze the performance of employees who have improved based on environmental factors and communication through motivation as a mediator variable. This study was quantitative descriptive research with data collection using questionnaires. The population was employees of PT. Givaudan Indonesia, as an observation unit referred to as census techniques. Data analysis used Partial Least Square (PLS) based on the Structural Equation Model (SEM). The result of the study was the work environment has a positive and significant effect on motivation. The work environment has a positive but not significant effect on employee performance. Communication has a positive but not significant effect on motivation. Communication has a positive and significant effect on employee performance. Motivation has a negative and insignificant effect on employee performance. The work environment has a negative and insignificant effect on employee performance through motivation. Communication negatively and insignificantly affects employee performance through motivation. The work environment and communication simultaneously have a positive and significant effect on motivation. Work environment and communication as well as motivation simultaneously have a positive and significant effect on employee performance. The conclusion of this study shows that the work environment and communication affect performance, while motivation does not affect employee performance.

**Index Terms:** Performance, Communication, Motivation, Work Environment

## 1. Introduction

The key driver of a company is human resources (HR), which is in the company. The good quality of workers in the company will allow the achievement of the objectives of a company. If human resources can develop then the company can compete with other companies, the development of human resources is considered increasingly important benefits due to the demands of the position or job, because of technological advances and increasingly intense competition among similar companies. Every human resource in a company (the world of work) is required to work

effectively and efficiently the quality and quantity of work are good so the company's competitiveness is getting bigger [1].

In Indonesia, there are many companies that have programs to improve the quality of performance, such as attending seminars or special training to improve the skills and knowledge of workers. Every year the performance of workers will be assessed using tools or programs that have been owned by the company. Performance is a performance, work, deed, performance of an achievement, or result [2].

In March 2020 the whole world experienced a pandemic caused by the spread of the Covid-19 virus. no exception in Indonesia is also infected with the Covid-19 virus in the month and year. It causes each company to experience changes in the work system and affects the performance of each company. Every employee should be present in the office and work face-to-face, in the era of the Covid-19 pandemic, each employee performs his activities at his home using supporting technology and communication in his work. Covid-19 pandemic makes employee performance very dependent on communication to be able to achieve maximum work, this maximum communication is to avoid communication distortion that causes incorrect receipt of information. The Covid-19 pandemic also has an impact on the motivation of each employee in carrying out their work, where employees must be more motivated and will automatically compete in work. Given his many companies that bankrupt and laid off employees. In the implementation of the work process, of course, the work environment will follow the changes that initially work in the office environment is converted into a home environment.

In May 2022, Indonesian President Ir. H. Joko Widodo has announced the release of masks in open spaces. This easing allows each company to get up and start operating as usual, but in the implementation in the room still using a mask. This policy was taken by President Ir. H. Joko Widodo after seeing the condition of the Covid-19 pandemic in Indonesia which has been more controlled. So, employee performance recovers slowly because every employee starts working again in the office environment.

Communication is the process of interaction in exchanging information that aims to influence the attitudes and behaviors of others [3]. This post-pandemic activity returns to the implementation of the process of working face to face so that in terms of communication will increase from the pandemic era that depends on technology and communication infrastructure by meeting employees directly.

After the pandemic changed the work environment, the beginning was quiet with a minimum of employees who came to be crowded again with face-to-face office activities. The work environment is the whole of something that is around the worker that affects the implementation of work which includes settings in lighting, sound/noise settings, settings in cleanliness in the workplace, and security around the workplace [4].

Every employee will be more enthusiastic in carrying out their duties at work, due to the absence of obstacles in carrying out their duties in their work. According to [5], motivation is a desire that arises from a person, in the form of a desire that arises in person who can influence, direct, and maintain each behavior in order to achieve a goal or a desire of the appropriate scope. Motivating each employee will create innovation and creative ideas from employees, motivation can be used to motivate employees to develop every initiative and emerge confidence in the working [2].

This situation also has an impact on PT. Givaudan Indonesia experienced a change in the system in its work activities. Employee performance at PT. Givaudan Indonesia in the era of the Covid-19 pandemic has decreased, but in the post-covid-19 era, it has increased. can be seen by the indicator Lead time Clearance process. Lead time Clearance is the total time needed in the ordering process until the goods are received by the customer, this lead time Clearance figure is the smaller the better. In 2022 the lead time Clearance is at an average of 6.36 days in its order processing.

Employee performance of PT. Givaudan Indonesia is influenced by elements, one element that can influence the performance is motivation, where PT. Givaudan Indonesia is conducted by providing employee pick-up during the pandemic and giving appreciation to employees who enter at the time of the pandemic. Hakim Fachrezi [6], argues that in his research on motivation, it has been proven to have an effect on employee performance, inversely proportional to the opinion of Adha Risky Nur [7], where motivation has no effect on employee performance.

The second element is the work environment, the work environment at PT. Givaudan Indonesia is supported with a near-miss card. where this card can be filled in by every employee who sees a discrepancy or something that can cause an accident in the office environment, so that the creation of a comfortable and safe working environment in carrying out every job that is given to everyone, Ronal Donra Sihaloho [8], stated in his research that the work environment partially has a positive and significant effect on performance, while Wulan [9], stated that the environment does not affect performance. The work environment can also cause a sense of enthusiasm in carrying out their work because PT. Givaudan Indonesia provides a variety of facilities within its work environment, giving rise to work motivation to work. Diah Pranitasari [10], states in her research that the work environment has a significant effect on motivation, while Musran [11], where in her research that the work environment does not have an influence on motivation.

Last is the communication factor, In the pandemic era PT. Givaudan Indonesia uses software called Webex for communication facilities and infrastructure, which can speak in groups or personally, and can send data in the form of images and writing. While the Office of PT. Givaudan Indonesia provides complete communication equipment for the smooth operation of its work. Hakim Fachrezi [6], stated in his research that communication affects performance, inversely proportional to the statement from Indra Prasetyo [12], stating that communication does not affect performance. With equipment provided and equipped by PT. Givaudan Indonesia in terms of communication, it is expected that each employee can increase motivation to work more. Ade Vidya Eryanti K [13] in her research states

that communication has an influence on motivation, inversely proportional to the statement Kindro DwiRaharjo [14] which is in his research that communication has no influence on motivation.

Based on the phenomenon that has been stated above, the leading objective of this paper was to analyze employee performance which has increased based on environmental factors and communication through motivation as a mediator variable.

### 1.1. Outline

We begin by providing an introduction that contains the basis for this research in Part 1. We provide the methodology in Part 2, which involves the type of study, the number of populations and samples, and the analysis of inferential data using Partial Least Square (PLS). Continued with the provision of results and detailed discussion in Section 3. The concluding part of this work is described in Section 4.

## 2. Methodology

This section was described about methodology of the research. This type of research uses descriptive quantitative, where the study describes something learned as it is, and draws conclusions derived from the phenomenon implemented with numbers. There are three types of variables used in this study exogenous variables, intervening variables, and endogenous variables. Exogenous variables consist of two variables, namely the work environment (X1) and communication (X2), intervening variables (connecting variables), namely motivation variables (Y), and endogenous variables, namely employee performance variables (Z) at PT. Givaudan Indonesia.

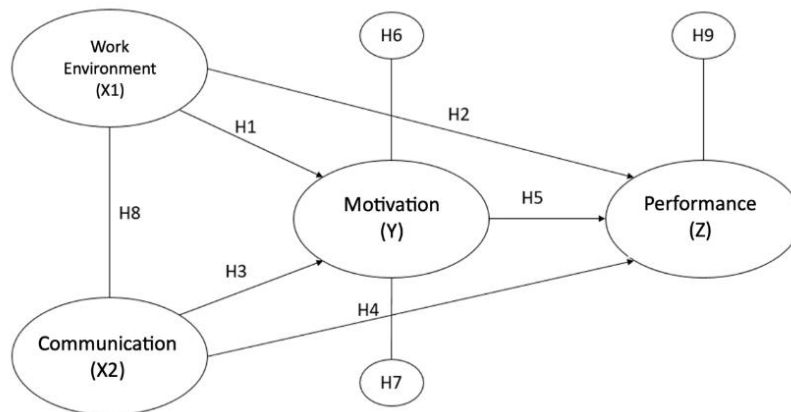


Fig.1. Framework of Research

The population used in this study are employees and employees of PT. Givaudan Indonesia T&W Department of Supply Chain Management (SCM) has as many as 29 people. According to Arikunto [15] if the sample population is less than 100 people, then the sample should be taken as a whole, but if the population is greater than 100 people then the sample can be taken 10 – 15% or 20 – 25% of the existing population. The sample population in this study is 29 employees and employees of PT. Givaudan Indonesia T&W department in the Supply Chain Management (SCM) section.

The quantitative data processing method used is inferential analysis. The measurement Model of validity and reliability of research instruments used in this study is the Goodness of fit Outer Model. Data analysis using Partial Least Square (PLS) based on the Structural Equation Model (SEM). Partial least squares structural equation modeling (PLS-SEM) is an alternative method to the historically more commonly used covariance-based SEM (CB-SEM) when analyzing the data using structural equation modeling (SEM). PLS-SEM is appropriate when complex models are analyzed, when prediction is the focus of the research – particularly out-of-sample prediction to support external validity, when data do not meet normal distribution assumptions, when formative constructs are included, and when higher-order constructs facilitate better understanding of theoretical models. The location of this study was conducted at PT. Givaudan Indonesia, Jl. Raya Bogor KM.35 Cilodong Depok in October to December 2022.

## 3. Result and Discussion

PT. Givaudan Indonesia is one of 35 production sites and 95 locations worldwide, PT. Givaudan Indonesia contributed the third largest sales in Asia Pacific after Shanghai and India. Standing on an area of 28,065 square meters with a total number of employees as many as 350 people, PT. Givaudan Indonesia has implemented AEO principles such as compliance with customs regulations, trade data management systems, financial capabilities, and various security factors both cargo, and location to trading partners.

Now this is PT. Givaudan Indonesia T&W department in the Supply Chain Management (SCM) has 29 permanent employees, the type of business that is in the way is the production of chemicals both food flavors and fragrances. there are phenomena or issues that must be investigated when the government announces the release of masks, this has an impact on the performance of PT employees. Givaudan was indignant. when the government announced the release of masks in open spaces so that office activities began to be re-enacted, and in effect with PT. Givaudan Indonesia is re-implementing Work from office (WFO) or work in the office, so face-to-face activities are enforced. With face-to-face, the work environment and communication are not hindered experiencing dizziness-katan excellent performance, as seen from the lead time/clearance process is getting better. From the start of the order to the readiness of goods in the warehouse for the production process.

Human resources at PT. Givaudan Indonesia experienced a very good performance improvement when the work environment and communication were met to support the activities of the process of working on the assigned tasks. Thus motivating each employee to meet the target Key Performance Index (KPI) that has been set annually. Working back in an office environment noticeable difference that KPI is much different from working in a home environment.

### 3.1. Scheme of Model

The first inferential analysis is to determine the PLS model scheme, where the scheme describes the relationship between the path owned by the influencing variable (exogenous) with the influenced variable (endogenous), and this scheme includes each indicator with latent variables described in Fig. 2.

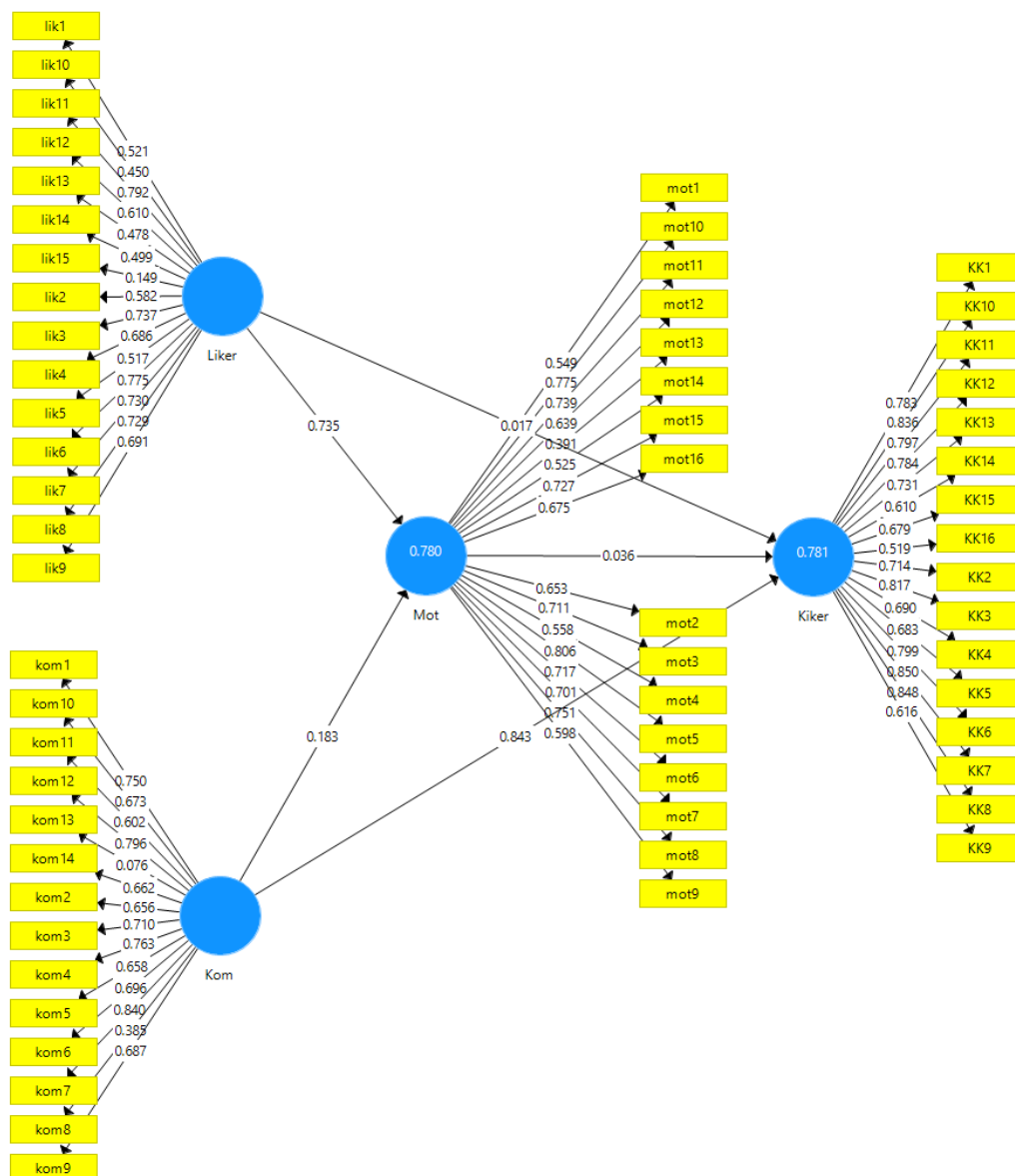


Fig. 2. Scheme of Model First PLS

Based on Fig.2, the results obtained a correlation between variables, namely the work environment variable has a correlation with the motivation variable of 0.735, while the work environment variable with the employee performance variable of 0.017, for variable communication, has a correlation with the motivation variable of 0.183, while the communication variable with the employee performance variable of 0.843, for the motivation variable has a correlation with the employee performance variable of 0.036, so it can be seen the correlation between the work environment and communication on motivation of 0.780, while the correlation between the work environment, communication and motivation to the work environment of 0.781. However, the PLS scheme above still has indicators with values  $< 0.7$  so it is declared invalid.

### 3.2. Outer Model Evaluation

#### 3.2.1. Validity Test

##### 3.2.1.1. Validity Convergent

To see the validity of the convergent by measuring latent variables or construct variables, which can be seen by the score of reflective indicators that have a value of 0.70. Based on the measurement results, it was obtained that there is still an indicator that is valued at  $\geq 0.7$ . So, to proceed to the next stage, namely the inner model stage, it is necessary to eliminate several indicators that have the value "Invalid".

With the value of the indicator that has been eliminated or eliminated, the validity of the convergent can be seen with the value of the average Variance Extracted (AVE). Where the value of Average Variance Extracted (AVE) of each variable can be said to be valid if it has a value  $> 0.5$ . The average Variance Extracted (AVE) value of each variable is illustrated in Table 1.

Table 1. Result of average validity test based on extracted values

Variable	Value of Average Variance Extracted (AVE)	Result
Liker (X1)	0,629	Valid
Kom (X2)	0,675	Valid
Mot (Y)	0,572	Valid
Kikar (Z)	0,661	Valid

Regarding Table 1, the value of the work environment (X1) has a value of Average Variance Extracted (AVE) of 0.629 which is greater than 0.5, thus it can be declared valid. The next variable communication (X2) is worth 0.675 so it can be said to be valid because it exceeds the value of 0.5. It is like the motivation variable (Y) and employee performance (Z) with the value of motivation worth 0.572 and employee performance (Z) is worth 0.661 which can be said to be valid because the value exceeds 0.5.

##### 3.2.1.2. Validity Discriminant

Discriminant validity has the purpose of ensuring the concept of various latent models that differ between one variable and another, discriminant validity can be valued with the value of the loading factor being higher than any cross-loading value [16]). The value of the evaluated construct must be  $> 0.7$  and have a greater value than the value of the other constructs. Below are described the overall data from the statement items, where the items have been evaluated by eliminating statements that do not meet the criteria.

Table 2. The result of discriminant validity test

Item Statement	Work Environment (X1)	Communication (X2)	Motivation (Y)	Employee Performance (Z)
lik3	0.757	0.648	0.592	0.551
lik6	0.779	0.597	0.699	0.595
lik7	0.767	0.450	0.607	0.508
lik8	0.781	0.582	0.651	0.507
lik11	0.875	0.688	0.797	0.514
kom1	0.513	0.828	0.604	0.586
kom3	0.717	0.707	0.734	0.565
kom4	0.673	0.855	0.601	0.624
kom7	0.605	0.846	0.536	0.794
kom12	0.563	0.861	0.462	0.779
mot3	0.643	0.480	0.708	0.374
mot5	0.616	0.535	0.799	0.435
mot6	0.549	0.585	0.735	0.519
mot7	0.618	0.556	0.708	0.468
mot8	0.710	0.477	0.779	0.387
mot10	0.666	0.473	0.828	0.472
mot11	0.711	0.712	0.758	0.639
mot15	0.597	0.466	0.729	0.344
KK1	0.752	0.767	0.687	0.834

KK2	0.593	0.551	0.501	0.734
KK3	0.692	0.677	0.618	0.873
KK6	0.496	0.740	0.520	0.777
KK7	0.483	0.593	0.402	0.839
KK8	0.492	0.670	0.401	0.853
KK10	0.545	0.636	0.431	0.832
KK11	0.546	0.711	0.474	0.841
KK12	0.454	0.628	0.458	0.780
KK13	0.380	0.651	0.427	0.756

Table 2 explains that the construct value of each item of the statement above is  $> 0.7$ . It is explained that the statement item from the overall work environment is  $> 0.7$  and the value of the item exceeds the value of the construct or other variable values, so it can be said to be valid. Likewise, the other three variables have a cross-loading value  $> 0.7$  and exceed the value of other contracts. So, it can be said that the variables of communication, motivation, and employee performance are valid.

### 3.2.2. Reliability Test

#### 3.2.2.1. Reliability Composite

A construct if a value  $> 0.70$  then it can be said to have a high-reliability value. Table 3 is the overall value of the composite reliability construct of each variable.

Table 3. Result of reliability test based on the value of composite reliability

Variable	Value of Composite Reliability	Evaluation
Liker	0,894	Reliable
Kom	0,912	Reliable
Mot	0,914	Reliable
Kikar	0,951	Reliable

Table 3 explains that the environment variable has a composite reliability value of  $0.894 > 0.7$  so that reliable data can be calculated. Communication has a composite reliability value of  $0.912 > 0.7$  so that it can be said to be reliable data, motivation variables have a composite reliability value of  $0.914 > 0.7$  so that it can be said to be reliable data, and finally, employee performance variables that have a composite reliability value of  $0.951 > 0.7$  so that it can be said to be reliable data.

#### 3.2.2.2. Cronbach Alpha

To see the consistency of the data with Cronbach's Alpha testing, the data must be  $> 0.6$ . Below is the total value of Cronbach's Alpha construct of each variable.

Table 4. Reliability test results based on Cronbach's alpha value

Variable	Value of Cronbach's Alpha	Evaluation
Liker	0,851	Reliable
Kom	0,878	Reliable
Mot	0,893	Reliable
Kikar	0,943	Reliable

Table 4 explains that the environment variable has a Cronbach's Alpha value of  $0.851 > 0.6$  so that reliable data can be calculated. Communication has a Cronbach's Alpha value of  $0.878 > 0.6$  so that it can be said to be reliable data, motivation variables have a Cronbach's Alpha value of  $0.893 > 0.6$  so that it can be said to be reliable data, and finally, employee performance variables that have a Cronbach's Alpha value of  $0.943 > 0.6$  so that it can be said to be reliable data.

### 3.3. Inner Model Evaluation

Evaluation of the inner model includes goodness of fit (goodness test), path coefficient test (path Test), and Sobel test (moderator variable influence detection). Based on the goodness of fit test the value of Q2. 0 so that this study has a good fit. The relationship between exogenous variables to endogenous variables can be seen through the analysis of the strength of the path between the constructs. The path coefficient value ranges from -1 to +1, so if the path coefficient value has a value close to +1, it can be said that the relationship between the two contracts is getting stronger and positive, otherwise if the path coefficient value is close to -1, The relationship can be indicated to be negative and weak. The value of path coefficient of this study was in table 5.



Table 5. Value of path coefficient

Variable	Value of path coefficient	Result
Liker(X1) -> Mot (Y)	0,712	Positive
Liker(X1) -> Kikar (Z)	0,181	Positive
Kom(X2) -> Mot (Y)	0,181	Positive
Kom(X2) -> Kikar (Z)	0,733	Positive
Mot(Y) -> Kikar (Z)	-0,067	Negative
Liker (X1)-> Mot(Y) -> kikar(Z)	-0,048	Negative
Kom(X2) -> Mot(Y) -> kikar(Z)	-0,012	Negative

This test is carried out with the provision that if the T-statistic value has a value  $> 1.96$ , and for P - values  $< 0.05$  or 5%, it can be said to be significant while if the P-Values are  $> 0.05$ , it can be said to be insignificant. The following is the description of the t-test in this study in table 6.

Table 6. Result of T-Test

Variable	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Result
Liker (X1) -> Mot (Y)	0.712	0,703	0,159	4.468	0,000	Significant
Liker (X1)-> kikar (Z)	0.181	0,196	0,226	0.803	0.422	Un-significant
Kom (X2) -> Mot (Y)	0.181	0,199	0,167	1.085	0.278	Un-significant
Kom(X2) -> kikar (Z)	0.733	0,719	0,235	3.116	0,002	Significant
Mot (Y)-> kikar(Z)	-0.067	-0,059	0,258	0.261	0.794	Un-significant

Sobel test was done to measure indirect variables (indirect effects), where the independent variable through the intervening variables to the dependent variable. If the result of the t-count is greater than the T-table then it can be concluded that there is a mediating effect, the following are the results of the Sobel test by PLS in table 7.

Table 7. Result of Sobel Test

Variable	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Result
Liker(X1)-> Mot(Y)->kikar(Z)	-0.048	-0.038	0.185	0.260	0.795	Un-significant
Kom(X2)->Mot(Y)->kikar(Z)	-0.012	-0.014	0.071	0.172	0.864	Un-significant

### 3.4. Influence of Work Environment on Motivation

Based on the path testing and the path coefficient t-test results the work environment variables have a positive and significant effect on motivation variables with coefficient values of 0.712 and P-values of  $0.000 < 0.05$ , so it can be concluded that the work environment has a positive and significant effect on motivation.

This means that the work environment in the office is better than the work environment at home so that it can motivate to work effectively and efficiently, this is in accordance with the statement of Sukanto [4] that the work environment is the whole of something that is around workers who are able to influence the work process which includes settings in lighting, sound settings, settings in workplace hygiene and safety at work. The results of this study are in accordance with the research, Diah prantasari [10] that the work environment has a positive and significant effect on motivation.

Working environment in PT. Givaudan Indonesia has supported the implementation of the work process, and the facilities provided are qualified for employees, causing passion in carrying out each task given. The existing work environment must be maintained or improved so that motivation at work will be maintained and increased.

### 3.5. Influence of Work Environment on Performance

Based on the path coefficient and T-test, it was found that the work environment variables had a positive but not significant effect on employee performance variables with coefficient values of 0.181 and p-values of  $0.422 > 0.05$ , so it can be concluded that the work environment had a positive but not significant effect on employee performance, the hypothesis was rejected.

This means that the work environment in the Office makes employee performance improve as usual, but there has not been a very high increase, because it is still in the transition from a state of endemic to endemic so the increase in performance can be said to be not significant. This is in accordance with the statement, that the work environment is something that is around workers, which can give someone influence in carrying out the obligations that have been assigned, for example, air conditioning, lighting, and so on [17]. The results of this study correspond to the study. The results of this study are in line with the research of Hasanuddin et al [18], which states the work environment has a positive effect on employee performance.

Work environment when employees work at the office, is very supportive to carry out their activities compared to employees working at home, the work environment of PT. Givaudan Indonesia is comfortable and safe for employees to move it will lead to effective employee performance. The more pandemic ends the more employees will every day carry out their activities in an office environment, which will significantly improve employee performance.

### *3.6. Influence of Communication on Motivation*

From testing the path coefficient of the path and T-test results that the communication variable has a positive effect but is not significant to the motivation variable with the coefficient value of 0.181 and P-values of  $0.278 > 0.05$ , so it can be concluded that communication has a positive effect but not significant to motivation, the hypothesis was rejected.

This means that communication in the Office makes performance motivation to improve as usual but has not fully improved on communication facilities because it is still implementing a 2-day Work from home (WFH) and 3-day work from office (WFO) so it is not optimal for communication in terms of the internet and the provision of telecommunications equipment. In accordance with the statement from Koesomowidjojo [3], communication is a process of interaction for the exchange of information that has the aim of influencing the attitudes and behavior of a person. So, communication will affect motivation at work. The results of this study are in line with Ade Vidya Eryanti K [13] in her research stated that communication has an influence on motivation.

With the office facilities that have been provided by PT. Givaudan Indonesia will restore the motivation that was before the pandemic hit, little by little it will improve along with the conditions and situation towards the endemic era, where PT. Givaudan Indonesia will implement Work from Office (WFO) 5 days in one week.

### *3.7. Influence of Communication on Performance*

From testing the path coefficient and the T-test path results that the communication variable has a positive and significant effect on employee performance variables with coefficient values of 0.733 and P-values of  $0.002 < 0.05$ , so it can be concluded that communication has a positive and significant effect on employee performance, the hypothesis is accepted.

This means that communication in the Office improves the performance as usual, there are no obstacles in communication on work activities and PT. Givaudan Indonesia has facilitated maximum communication in the office, and the relationship between employees is getting better because of face to face. This is in accordance with the factors proposed by [19] and [20] that there are 8 factors that affect communication, namely: 1). Knowledge. 2). Growth can affect the human mindset. 3). Perception. 4). Roles and relationships. 5). Emotions. 6). Values and culture. 7). Physical condition. 8). Gender. The results of this study are in line with, Frida Nur et al, [21] stated in their research that communication affects performance.

PT. Givaudan Indonesia has facilitated its employees to be face to-face for 3 days in the office, to communicate easily and reduce in terms of misinformation, without using communication media that are often hampered by signals.

### *3.8. Influence of Motivation on Performance*

From testing the path coefficient and the path t-test results that the motivation variable has a negative and insignificant effect on employee performance variables with coefficient values of -0.067 and P-values of  $0.794 > 0.05$ , so it can be concluded that motivation has a negative and insignificant effect on employee performance, the hypothesis was rejected.

This means that the motivation given in the office by PT. Givaudan Indonesia is not required to increase employee performance, because employees of PT. Givaudan Indonesia have an average age of 30 to 40 years with a population level of 65.5%, so it can be said to be mature enough to do any given task without motivation. This statement is in line with Hurlock in [22] the more age is sufficient, in terms of someone's strength and maturity so that they will have more maturity in working and thinking. From the point of view of public trust, someone who has advanced to adulthood will be more trusted than someone who is not yet of high maturity. The results of this study are in line with, Ilham et al., [23] that motivation has no influence on employee performance.

Employees of PT. Givaudan Indonesia as many as 65.5% of them are aged 30 to 40 years. Where this age is no longer necessary to be motivated in terms of the work process, but improved performance would be better given the improvement to the work environment and communication to improve performance at PT. Givaudan Indonesia.

### *3.9. Influence of Work Environment through Motivation on Performance*

From the path coefficient testing and Sobel test results that the work environment variables have a negative and insignificant effect on employee performance through motivation variables, with the coefficient value of -0.048 and p-values of  $0.795 > 0.05$ , so it can be concluded that the work environment has a negative and insignificant effect on employee performance through motivation, the hypothesis was rejected.

This means that the provision of facilities in the office environment through motivation does not improve employee performance, for example, the provision of hand sanitizers and self-swab tests are widely preferred by employees because they are less skilled at doing themselves, in accordance with the statement of the work environment, which is the whole of something that is around workers who are able to influence the work process which includes settings in lighting, sound settings, settings in workplace hygiene and safety at work [4]. This result is in line with the



research of Shinta Nur Arifa [24] stating that the work environment has no effect and is not significant to performance through motivation.

The provision of self-test swabs and hand sanitizers to all employees is considered not yet motivating for employees to feel safe in doing the work entrusted. This thought was expressed by employees with vulnerable ages above 50 to 55, which amounted to 3.5% of all respondents.

### *3.10. Influence of Communication through Motivation on Performance*

Based on the path coefficient testing and Sobel test path results communication variables have a negative and insignificant effect on employee performance variables through motivation variables, with a coefficient value of -0.012 and P-values of  $0.864 > 0.05$ , so it can be concluded that communication has a negative and insignificant effect on employee performance through motivation, the hypothesis was rejected.

This means the provision of communication tools and internet quota compensation provided by PT. Givaudan Indonesia has not motivated employees in their performance, this is in line with the statement Effendy [25] about the purpose of communication where 1). Changing attitudes. 2). Changing opinions 3). Changing behavior. 4). Changing society. The results of this study are in line with research conducted by Fransisca Indah Dwi Christiani et al., [26] state that communication has no insignificant effect on performance through motivation.

Communication tools and quotas provided by PT. Givaudan Indonesia still does not motivate employees' performance in the office, because they must experience the transfer of workspace from home to office. Where respondents have facilitated internet networks in their homes for their needs to work, respondents who have internet networks at home almost from all respondents, namely 96.6%.

### *3.11. Influence of Work Environment and Communication on Motivation*

The results of the Q-Square test result that exogenous variables from the work environment and communication simultaneously have an influence on endogenous variables of motivation. As can be seen, the effect on the value of Q-Square is equal to 0.384 interpreted this study has a predictive relevance value (Chin, 1998). So, it can be concluded that the work environment and communication together or simultaneously have a positive and significant influence on motivation, and the hypothesis is accepted.

Endogenous variables have a result of 0.714 or 71.4%, where the value is close to 1. So, both variables of work environment and communication can predict a decrease or increase in the endogenous variables of motivation in PT. Givaudan Indonesia, exogenous variables of Environment and communication if decreased or increased will influence the motivation variable. Exogenous variables of Environment and communication have a good positive relationship with endogenous variables of employee performance. for the value of 28.6% endogenous variables motivation can be influenced by other variables such as job satisfaction, productivity, welfare, and his [27].

The results of this study are in line with Syamsuddin Samade [28] who explained that partially or jointly owned by each variable from the exogenous variables of communication and work environment are strong, positive, and significant. If you want to improve the performance of employees of PT. Givaudan Indonesia, not through motivation but rather, must improve the variables of the work environment and communication.

### *3.12. Influence of Work Environment, Communication, and Motivation on Performance*

The results of the Q-Square test result that exogenous variables from the work environment, communication, and motivation simultaneously have an influence on the endogenous variables of employee performance. As can be seen, the effect on the value of Q-Square is equal to 0.434 interprets this study as having predictive relevance. So that it can be concluded that the work environment, communication, and motivation together or simultaneously have a positive and significant influence on employee performance, the hypothesis is accepted.

Endogenous variables have a result of 0.645 or 64.5%, where the value is close to 1. So exogenous variables of work environment, communication, and motivation can predict a decrease or increase in the endogenous variables of employee performance at PT. Givaudan Indonesia, exogenous variables environment, communication, and motivation if decreased or increased will influence employee performance variables. Exogenous variables of environment, communication, and motivation have a good positive relationship with endogenous variables of employee performance. for the value of 28.6%, the endogenous variable of employee performance can be influenced by other variables such as leadership, personality, expertise, and as such, according to the statement [29]. The work placement, work environment, work motivation, and communication have a significant influence on employee performance in the office [30]. Work discipline also positive and significant effect in employee performance [31].

The results of this study are in line with Hakim [6], who explained that partially or jointly owned by each variable from the exogenous variables of communication, work environment, and motivation are moderate, positive, and significant. So that the work environment must be fostered and improved, it may be better coupled with the addition of sisters who at any time to swab so it is no longer independent, for communication to be improved by providing refunds for home quotas for employees working at home, and finally for motivation may have to be improved with environmental and communication programs such as giving bonuses or more money for those who always work in the office and so on. so that the performance of employees of PT. Givaudan Indonesia will increase along with endemics.

#### 4. Conclusion

The work environment has a positive and significant influence on motivation. The value of the correlation between the work environment to motivation has the highest influence. The work environment has a positive but not significant influence on employee performance. Communication has a positive but not significant influence on motivation. Communication has a positive and significant influence on employee performance. Motivation has a negative and insignificant influence on the performance of employees. The work environment has a negative and insignificant influence on the performance of employees through motivation. Communication has a negative and insignificant influence on the performance of employees through motivation. The value of the correlation between the environment to employee performance through motivation is the lowest influence value. Work environment and communication together have a positive and significant influence on motivation where motivation is filled with the work environment and communication and can be categorized as a strong value. Work environment, communication, and motivation together have a positive and insignificant influence on employee performance, where employee performance is met with the work environment, communication and motivation have and are categorized as moderate or moderate value.

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