

## THE ROLE OF MOTIVATI ON AS INTERVENING IN THE RELATIONSHIP BETWEEN COMMUNICATION TO EMPLOYEE PERFORMANCE

Hery Verianto The<sup>1\*</sup>

Fakultas Ekonomi dan Bisnis, Universitas Widya Dharma Pontianak, Indonesia

[heryveriantothe@gmail.com](mailto:heryveriantothe@gmail.com)

\*Corresponding author

Nova Arestia<sup>2</sup>

Fakultas Ekonomi dan Bisnis, Universitas Widya Dharma Pontianak, Indonesia

[novaarestia@widyadharm.ac.id](mailto:novaarestia@widyadharm.ac.id)

### Abstract

**Background** – The existence of human resources will determine the success of the organization. In every company activity, human resources play a major role.

**Purpose** – This research aims at examining and analyzing the impact of communication on employee performance at Hotel My Home Pontianak with motivation as intervening variables.

**Design/ Methodology/ Approach** – Research method applied is causal approach survey in form of quantitative causal description. Census technic is used to collect the primary data, with repondents as many as 60 employees at Hotel My Home Pontianak.

**Finding** – Secondary data was elicited from Website Hotel My Home Pontianak.

**Conclusion** – The test results of the research shows that communication has positive and significant effect on motivation, motivation has positive and significant effect on employee performance, communication has positive and significant effect on employee performance, motivation mediates the effect of communication on employee performance, direct effect of communication on employee performance stronger than motivation mediates the effect of communication on employee performance.

**Research Implications** - The application of intense and effective communication between management and employees will be able to increase motivation and have an impact on employee performance so that the sustainability of Hotel My Home Pontianak can be maintained.

**Limitations** - Although this research contributes to the field of human resources, there are still limitations that require further research. First, the variables used are limited to communication, motivation and employee performance, even though there are many other variables that can affect employee performance, such as employee engagement, organizational commitment, job satisfaction and so on. Second, the number of samples used is still limited. Third, this research was only conducted on one hotel, so it needs to be done also on other hotels to get maximum results.

**Keywords** – Communication, Motivation, Employee, Performance

### Abstrak

**Latar Belakang** - Keberadaan sumber daya manusia sangat menentukan keberhasilan organisasinya. Dalam setiap aktivitas perusahaan, sumber daya manusia memegang peran utama.

**Tujuan** - Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh komunikasi terhadap kinerja karyawan di Hotel My Home Pontianak dengan motivasi sebagai variabel intervening.

**Desain/ Metodologi/ Pendekatan** - Metode penelitian yang digunakan adalah pendekatan survei kausal berupa deskripsi kausal kuantitatif. Teknik sensus digunakan untuk mengumpulkan data primer, dengan responden sebanyak 60 karyawan di Hotel My Home Pontianak.

**Diterima** : 21 Juni 2022

**Direview** : 29 Agustus 2022

**Direvisi** : 14 September 2022

**Disetujui** : 29 September 2022



**Hasil dan Pembahasan** - Data sekunder diperoleh dari Website Hotel My Home Pontianak. Hasil pengujian penelitian menunjukkan bahwa komunikasi berpengaruh positif dan signifikan terhadap motivasi, motivasi berpengaruh positif dan signifikan terhadap kinerja karyawan, komunikasi berpengaruh positif dan signifikan terhadap kinerja karyawan, motivasi memediasi pengaruh komunikasi terhadap kinerja karyawan, pengaruh langsung dari komunikasi terhadap kinerja karyawan lebih kuat dari pada motivasi memediasi pengaruh komunikasi terhadap kinerja karyawan.

**Kesimpulan** - Komunikasi berpengaruh positif dan signifikan terhadap motivasi karyawan Hotel My Home Pontianak. Motivasi berpengaruh positif dan signifikan terhadap kinerja karyawan Hotel My Home Pontianak.

**Implikasi Penelitian** - Penerapan komunikasi yang intens dan efektif antara pihak manajemen dengan karyawan akan dapat meningkatkan motivasi dan berdampak pada kinerja karyawan sehingga sustainabilitas Hotel My Home Pontianak dapat terjaga.

**Batasan Penelitian** - Meskipun penelitian ini memberikan kontribusi terhadap bidang sumber daya manusia namun masih ada keterbatasan yang memerlukan penelitian lanjut. Pertama, variabel yang digunakan terbatas pada komunikasi, motivasi dan kinerja karyawan, padahal masih banyak variabel lain yang dapat mempengaruhi kinerja karyawan, seperti employee engagement, komitmen organisasional, kepuasan kerja dan sebagainya. Kedua, jumlah sampel yang digunakan masih terbatas. Ketiga, penelitian ini hanya dilakukan terhadap satu hotel sehingga perlu dilakukan juga terhadap hotel-hotel lainnya untuk mendapatkan hasil yang lebih maksimal.

**Kata Kunci** – Komunikasi, Motivasi, Kinerja, Karyawan

## INTRODUCTION

In an era of globalization which is full of challenges, the role of human resources is very important (Poul, Khanlarzadeh, & Samiei, 2016) . The existence of human resources will determine the success of the organization. According to Ciptoringnum, (2013), in every company activity, human resources play a major role. Therefore, to increase the effectiveness and efficiency of the organization and as one of the functions in a company, human resources must be managed properly (Ferawati, 2018) . Good human resource management will be able to build conducive employee behavior with high motivation and improve employee performance (Siswadi & Mahrani, 2019).

The work carried out by employees takes place in a state of inner atmosphere that is

manifested in a work spirit or passion that contributes to the achievement of company goals. Thus it can be said that to be willing to carry out work enthusiastically, passionately and dedicatedly, every employee requires strong motivation (MN Sari & Tobing, 2020) . Motivation is an activity that can move employees to have the willingness to complete their work with enthusiasm, enthusiasm and responsibility. Motivated employees will stick with their job long enough to achieve their goals. Thus employee motivation plays a very important role in improving performance for the company.

Performance will always be an actual issue in organizations because whatever the organization is, performance (Rosnani, 2012), is a key question to the effectiveness



or success of the organization. The effectiveness and success of the organization is determined by the individuals who have good performance in it (Arjana & Dewi, 2021; Rosnani, 2012). Employee performance involves achieving each employee in line with the company's provisions, requirements and expectations (Hee et al., 2019). Employee performance is the result of work that is assessed based on work standards determined by the organization in terms of quality and quantity (Siswadi & Mahrani, 2019). Factors that can affect employee performance, including motivation (Stephen P. Robbins & Judge, 2017) and communication (Haryati & Kesumadewi, 2015).

Problems that are often faced by companies are related to the lack of communication between employees and company management (Prayogi, Lesmana, & Siregar, 2019). Communication is a way to improve employee performance (Prayogi et al., 2019). Ineffective communication can reduce employee motivation (Prakoso & Putri, 2017) and have an impact on employee performance. Thus it can be said that communication plays a very important role so that the company's goals can be achieved properly.

This research was conducted on employees of Hotel My Home Pontianak, which began operating on December 19,

2012. The Covid-19 pandemic since the beginning of 2020 has had many impacts on various fields, including Hotel My Home Pontianak. Not a few companies are closed or unable to survive during the Covid-19 pandemic, including in the hospitality sector. During the Covid-19 pandemic, the company tries to keep the work environment free from Covid-19 transmission, both among employees within the company and to keep the hotel safe as a place to stay so that policies regarding working hours and interactions between employees and management are also effective. so tight that it can have an impact on communication and motivation. This can be seen from the highly fluctuating absenteeism rate based on data from the last five years. Therefore, to become a hotel that has successfully passed the conditions in the midst of the covid-19 pandemic, it must be supported by the performance of its employees (Rosnani, 2012) so that employee performance becomes very important for Hotel My Home Pontianak.

The research gap that can be stated in this study, is that several studies have been conducted showing that communication (Dimas Okta Ardiansyah, 2016; Ramawati & Tridayanti, 2020), and motivation (Purwanto, 2020) affect performance. However, there are also studies showing that communication and motivation factors have



no effect on employee performance (Hidayat, 2021; Rahman Hasibuan, SE, 2020). This study shows the inconsistency of the influence of communication and motivation on employee performance.

The majority of previous studies were only conducted by examining the effect of communication and motivation simultaneously or partially on performance. While research on the role of motivation as an intervening in the relationship between communication, on employee performance is still little done in the hospitality sector so that it becomes interesting in this study because

Based on what has been described above, this study was conducted to analyze the role of motivation as an intervening in the relationship between communication and employee performance at My Home Hotel Pontianak.

## LITERATURE REVIEW

### Communication

Communication is the process of transferring information, ideas, understanding from one person to another in the hope that the other person can interpret it according to the intended purpose (Mangkunegara, 2019). Communication is not merely a transfer of meaning, but is a transactional process that is closely related to communication between

people in an effort to form meaning and develop expectations (Ruslan, 2002). Communication is the process of delivering information from one party, either an individual, group or organization as a sender to another party as a receiver to understand and open opportunities to respond back to the sender (Wibowo, 2015). Thus it can be concluded that communication is the process of sending and receiving messages, ideas, ideas or information in an effective and understandable way between two or more people. The main purpose of communication is to build and create mutual understanding among employees and between employees and the company (Ramawati & Tridayanti, 2020).

According to Frestynor (2009), communication can be measured by: fostering relationships among members of the organization, giving and receiving information, determining the direction to see the future of the company, and influencing each member of the organization to do the best in the organization. Communication indicators according to Afandi (2018 : 64 ) : a. wise b. courtesy c. the right word d. polite and gentle language.

### Motivation

Motivation is a set of values and attitudes that influence a person to act in a certain way (Ivancevich, 2001). Motivation is a process that describes the strength,



direction and persistence of employees in an effort to achieve their goals. Motivation is the intensity, purpose and persistence of motivated employees who will last long enough with their duties to achieve their goals (SP Robbins, Judge, & Breward, 2018). The theory of needs from Abraham Maslow states that there are five levels of employee needs, namely physiological, safety, social, esteem, and self-actualization needs (Stephen P. Robbins & Judge, 2017). According to this theory, humans have many needs that motivate them to work hard, ranging from lower order needs, namely physiological and safety needs, to higher order needs, namely social, esteem, and self-actualization.

### **Employee performance**

According to Wibowo (2008) performance is a process of how work takes place to achieve work. Work itself shows performance. Performance is the result of what employees do or do not do (Robert & John, 2016). Performance, is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2004). Edison (2018: 30-31) states that the dimensions of employee performance consist of:

- a. Target, is an indicator of the fulfillment of the number of goods, jobs or the amount of money generated.

- b. Quality is an important factor in performance because the resulting quality is one of the dimensions that is a strength in maintaining customer loyalty.
- c. Time of completion, the completion of work on time is important, because the certainty of distribution is strongly influenced by the accuracy of time which ultimately creates customer trust.
- d. Adhering to the principle, not only must meet targets, quality and timeliness must also be carried out in a correct, transparent and accountable manner.

### **Hypothesis**

#### **The effect of communication on motivation**

Effective communication increases employee motivation. The flow of communication that is smooth and clear as well as until it is in accordance with the needs affects the work motivation of employees (Haryati & Kesumadewi, 2015). Several previous studies have shown that communication affects motivation in different research areas (Haryati & Kesumadewi, 2015; Prakoso & Putri, 2017; YWS Sari, 2014; Tining Kusumandari & Silitonga, 2018). Based on this, hypothesis 1 is put forward as follows:

**Hypothesis 1.** Communication has an effect on employee motivation at My Home Hotel Pontianak



### The effect of communication on motivation

Communication is the process of conveying information from one person to another, within an organization, or group as a sender to another party as a recipient to be understood and open to responses to the sender (Wibowo, 2013). Effective communication will improve employee performance (Hee et al., 2019). Several studies have shown that communication has an effect on employee performance (Dimas Okta Ardiansyah, 2016; Hee et al., 2019; Prayogi et al., 2019; Rahman Hasibuan, SE, 2020). Based on this, it can be stated hypothesis 2 as follows:

**Hypothesis 2:** Communication has an effect on employee performance at Hotel My Home Pontianak

### The role of motivation in the relationship of communication to performance

Motivation is the key for employees to achieve what they want. Motivation is how to

direct the strengths and potential of employees so that they have the desire to work better to achieve company goals. Motivation is the orientation of individual behavior that provides a strong impetus that is realized in action to achieve its goals. (Mikkelsen, Jacobsen, & Andersen, 2017) say that researchers see motivation as a force to behave in a more specific way. Good motivation will lead to an increase in employee performance (Almatrooshi, Singh, & Farouk, 2016) . Effective communication between companies and employees can increase employee motivation (Prakoso & Putri, 2017). Several studies have shown that motivation has an effect on employee performance, including (Bawa, 2017; Kuswati, 2020; Siswadi & Mahrani, 2019). Based on this, the following hypotheses can be put forward:

**Hypothesis 3:** Motivation affects the performance of My Home Potianak Hotel Employees

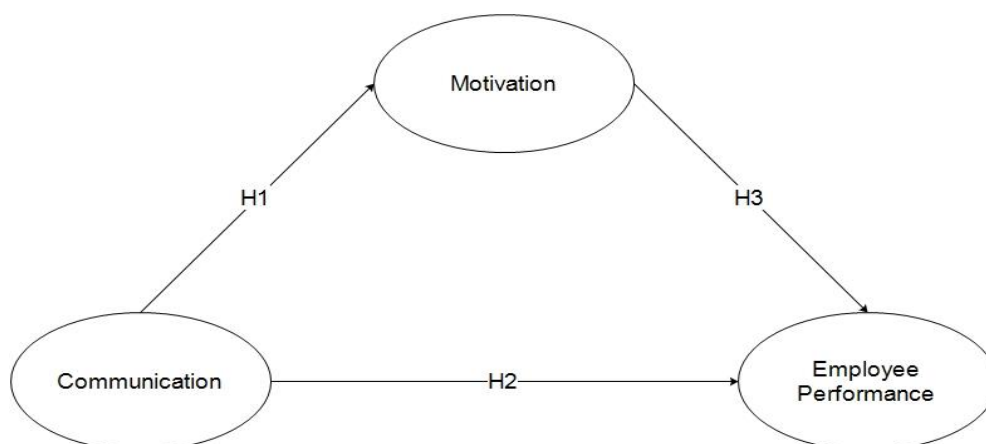


Figure 1. Conceptual Framework





## RESEARCH METHODS

The research method that will be used in this research is a survey in the form of causal descriptive quantitative research which includes data collection and analysis for hypothesis testing. The data taken include primary and secondary data. Primary data or main data is a questionnaire distributed to all employees of Hotel My Home Pontianak, totaling 60 people.

The data collection technique used is the census technique. Secondary data obtained from the website of Hotel My Home Pontianak. The measurements proposed in the questionnaire use a five-choice Likert scale, namely Strongly Agree (5), Agree (4), Neutral (3), Disagree (2) and Strongly Disagree (1). The program used is the Statistical Package for Social Sciences (SPSS) 22 data processing program.

The analysis used in this study is a data quality test consisting of validity and reliability tests, classical assumption tests consisting of normality, linearity, multicollinearity, and heteroscedasticity tests. Hypothesis testing using multiple regression analysis and path analysis.

## RESULTS AND DISCUSSION

### Characteristics of Respondents

Table 1 shows the gender of female

respondents totaling 11 people (18%) and male respondents amounting to 49 people (82%). The age range of respondents is mostly in the age range of 32-35 years, which is 22%, the rest are in the age range of 24-27 years as much as 17%, age range 44-47 years as much as 15%, 28-31 years, 36-39 years and 40-43 years each as much as 13%, and 48-51 years as much as 7%. The number of respondents who worked 7-8 years was 23 (38%), 3 - 4 years was 15 people (25%), 5-6 years was 13 people (22%), the rest of 9-10 years were 5 people (8 %) and working period of 1-2 years as many as 4 people (7%). The majority of respondents' education is SMA/SMK as many as 56 people (93%), the rest are Diploma 1 people (2%) and Strata-1 as many as 3 people (5%). The total respondents were 60 employees.

### Validity and Reliability Test

Based on testing with the SPSS 32 program, the results of the validity test show the value of  $r$  count of all variable indicators  $>$  the value of  $r$  table (0.254) and the significance value of all indicators  $<$  0.05 so that it is declared valid. Meanwhile, the results of the reliability test showed that the Cronbach's Alpha value of all variables had met the minimum required limit (greater than 0.60)

Table 1  
 Characteristic of Respondent

Measurement	Total	Percentage (%)
<b>Gender</b>		
Male	11	18
Female	49	82
<b>Quantity</b>	<b>60</b>	<b>100</b>
<b>Age</b>		
24 – 27 y.o.	10	17
28 – 31 y.o.	8	13
32 – 35 y.o.	13	22
36 – 39 y.o.	8	13
40 – 43 y.o.	8	13
44 – 47 y.o.	9	15
48 – 51 y.o.	4	7
<b>Quantity</b>	<b>60</b>	<b>100</b>
<b>Year of Service</b>		
1 – 2 Years	4	7
3 – 4 Years	15	25
5 – 6 Years	13	22
7 – 8 Years	23	38
9 – 10 Years	5	8
<b>Quantity</b>	<b>60</b>	<b>100</b>
<b>Education</b>		
SMA / SMK	56	93
Diploma	1	2
Bachelor degree	3	5
<b>Quantity</b>	<b>60</b>	<b>100</b>

Source : Research Result, 2022





Table 2  
 Validity Test Results

Item Questions	r Table	r Calculate X1 Communication (X1)	r Count Motivation (X2)	r Calculate Y Employee Performance
1		0.459 Valid	0.432 Valid	0.393 Valid
2		0.459 Valid	0.457 Valid	0.454 Valid
3		0.497 Valid	0.450 Valid	0.510 Valid
4		0.643 Valid	0.450 Valid	0.489 Valid
5		0.630 Valid	0.409 Valid	0.530 Valid
6		0.443 Valid	0.422 Valid	0.616 Valid
7		0.529 Valid	0.460 Valid	0.617 Valid
8	0.254	0.516 Valid	0.451 Valid	0.573 Valid
9			0.448 Valid	
10			0.464 Valid	
11			0.405 Valid	
12			0.421 Valid	
13			0.415 Valid	
14			0.442 Valid	
15			0.480 Valid	
16			0.465 Valid	

Source : Research Result, 2022

Table 3  
 Reliability Test Results

Variable	Alpha Cronbach	Remark
Communication (X1)	0,616	Reliable
Motivation	0,725	Reliable
Employee Performance	0,623	Reliable

Source : Research Result, 2022

### Normality test

The results of the normality test with Kolmogorov Smirnov as shown in Table 4, obtained Asymp. Sig.(2-tailed) of 0.200 so that it was concluded that the data was normally distributed because the significance was  $>0.05$ .

### Linearity test

Path analysis requires the relationship between variables to be linear. Linearity was tested using analysis of variance (ANOVA). Based on the results of the Anova analysis,

all variables meet the assumption of linearity. The results of the Deviation from Linearity value of all variables are  $>0.05$  so it can be concluded that all the variables tested have a linear relationship as shown in tables 5, table 6, and table 7 below.

### Multicollinearity

Multicollinearity test of the effect of communication, motivation on employee performance is shown in Table 7, that the Tolerance value  $< 1.00$  and the VIF value  $< 10.00$ , so the conclusion is that there is no



multicollinearity.

**Heteroscedasticity test**

As shown in Table 8 below, the significance of the heteroscedasticity test results with the communication glejser test, motivation on

**Path Analysis - Structural Model 1**

Structural model equation 1: Motivation (X2)  
 = Communication (X1) + e<sub>1</sub>

Based on the results as shown in tables 10, it is concluded that 41.8% of the variation in motivation (X2) can be explained by variations in communication. The residual coefficient value  $P_{x2e1} = (1-0.418) = 0.762$  is the influence of other variables outside the Communication variable (X1). Thus the equation of Structure-1 is as follows: **X2 =**

**PX1 + e1**

Motivation (X2) = 0.647 Communication (X1)  
 + 0.762e<sub>1</sub>

employee performance shows the significance of the communication variable (0.410) and the motivation variable (0.520) > from 0.05. Thus, it can be concluded that there is no heteroscedasticity.

**Path Analysis - Structural model 2**

Based on the results as shown in Tables 11, it is concluded that 57.4% of the variation in employee performance (Y) can be explained by variations in Communication (X1) and Motivation (X2). The residual coefficient value  $P_{y1x2} = (1-0.574) = 0.652$  is the influence of other variables outside the Communication (X1) and Motivation (X2) variables. Thus, the structural equation for Sub Structure 2 is as follows:

Employee Performance (Y) = P  
 Communication (X1) + P Motivation (X2) + e<sub>2</sub>  
**= 0.509 Communication (X1) + 0.321  
 Motivation (X2) + 0.652e<sub>2</sub>**

Table 4  
 Normality Test Results with One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		60
Normal Parameters <sup>a,b</sup>	Mean	0,000
	Std. Deviation	1.400
	Absolute	.065
Most Extreme Differences	Positive	.061
	Negative	-.065
	Kolmogorov-Smirnov Z	0,065
Asymp. Sig. (2-tailed)		0,200

Source : Research data, 2022



Table 5  
 Communication Linearity Test Results on Motivation

			Sum of Square	df	Mean Square	F	Sig
Motivation (X2) Communication (X1)	Between Groups	Combine	399,950	11	36,359	5,997	0.000
		Linearity	288,971	1	288,971	47,660	0.000
		Defiation of Linearity	110,979	10	11,098	1,830	0.080
	Within Groups		291.033	48	6.063		
	Totals		690,983	59			

Source : Research data, 2022

Table 6  
 Communication Linearity Test Results on Employee Performance

			Sum of Square	df	Mean Square	F	Sig
Employee Performance (Y) Communication (X1)	Between Groups	Combine	166,796	11	15,163	6.936	0.000
		Linearity	139,662	1	139,662	63,884	0.000
		Defiation of Linearity	27.134	10	2,713	1,241	0.290
	Within Groups		104,937	48	2.186		
	Totals		271,733	59			

Source : Research data, 2022

Table 7  
 Linearity Test Results of Motivation on Employee Performance

			Sum of Square	df	Mean Square	F	Sig
Employee Performance (Y) Motivatin (X2)	Between Groups	Combine	143.680	13	11.052	3.970	.000
		Linearity	115,034	1	115,034	41.323	.000
		Defiation of Linearity	28,647	12	2,387	.858	.594
	Within Groups		128.053	46	2,784		
	Totals						

Source : Research data, 2022

Table 8  
 Results of Multicollinearity Testing of Communication and Motivation variables

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	Collinearity	
	B	Std. Error	Beta			Tolerance	VIF
Coefficients <sup>a</sup>							
(Constant)	4.410	3.819		1.155	0.253		
Communication	0.512	0.114	0.509	4.492	0.000	0.582	1,719
Motivation	0.202	0.071	0.321	2.836	0.006	0.582	1,719

Source : Research data, 2022



Table 9  
 Results of Heteroskedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	Collinearity	
	B	Std. Error	Beta			Tolerance	VIF
Coefficients <sup>a</sup>							
(Constant)	1.122	2.433		0.461	0.647		
Communication	-0.060	0.073	-0.143	-0.830	0.410	0.582	1,719
Motivation	0.029	0.045	0.112	0.647	0.520	0.582	1,719

Source : Research data, 2022

Table 10  
 Path Model 1 Summary and Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Model Summary				
1	0,647 <sup>a</sup>	0.418	0.408	2,633

Source : Research data, 2022

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
Coefficients <sup>a</sup>					
(Constant)	33,92	5,538		6,012	0,000
Commuication (X1)	1,038	0,161	0,67	6,75	0,000

Source : Research data, 2022

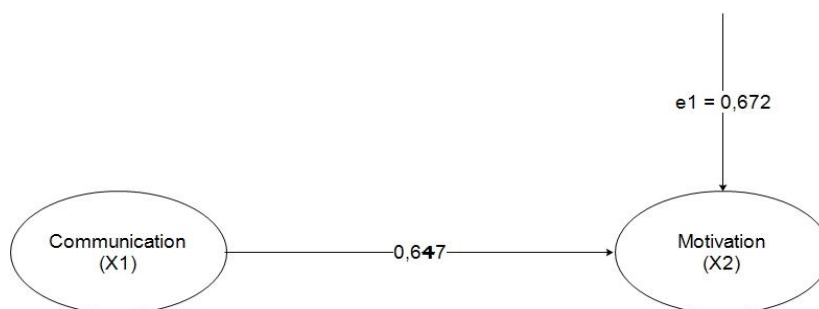


Fig 2. Path Model 1 Coefficient

Table 11  
 Path Model 2 Summary and Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Model Summary				
1	0,758 <sup>a</sup>	0.574	0.559	1,425

Source : Research data, 2022



Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
Coefficients <sup>a</sup>					
(Constant)	4.410	3.819		1.155	0.253
Commuication (X1)	0.512	0.114	0.509	4.492	0.000
Motivation (X2)	0.202	0.071	0.321	2.836	0.006

Source : Research data, 2022

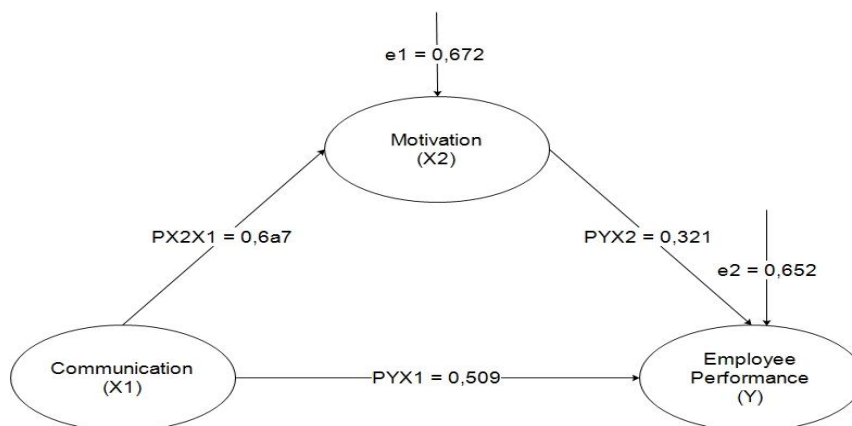


Fig. 3 Path Model 2 Coefficient

## Hypothesis testing

### Analysis of the influence of communication on motivation

From the analysis above, the significance value of communication on motivation is  $0.000 < 0.05$  so it can be concluded that communication has a direct effect on motivation.

### Analysis of the influence of Communication on Performance

From the results of the analysis above, the significance value of communication on performance is  $0.000 < 0.05$  so it can be concluded that communication has a direct (X1) on Employee Performance (Y) is 0.509. While the indirect effect of Communication (X1) on Employee Performance (Y) through

effect on employee performance.

### Analysis of the influence of motivation on employee performance

From the results of the analysis above, the significance value of motivation on performance is  $0.006 < 0.05$  so it can be concluded that motivation has an effect on employee performance.

### Analysis of the influence of Communication (X1) through Motivation (X2) on Employee Performance (Y)

It is known that the direct effect given by Communication Motivation (X2) is the multiplication of the beta value of Communication (X1) on Motivation (X2) with the beta value of



Motivation (X2) on Employee Performance (Y), namely:  $0.647 \times 0.321 = 0.208$ . Thus the total effect given by Communication (X1) on employee performance (Y) is a direct effect plus an indirect effect, namely  $0.509 + 0.208 = 0.717$ . Based on the results of these calculations, the direct influence value is 0.509 and the indirect effect value is 0.208, which means that the direct influence value, which is 0.509, is greater than the indirect effect value, which is 0.208.

## CONCLUSION

Based on the result of the analysis and discussion described above, it can be concluded that communication has a positive and significant effect on the motivation of the employees of My Home Hotel Pontianak. These results support the research conducted by Haryati & Kesumadewi (2015); Prakoso & Putri (2017); Sari, (2014); Kusumandari & Silitonga

(2018). Communication has a positive and significant effect on the performance of Hotel My Home Pontianak employees. The results of this study support the results of research conducted by (Dimas Okta Ardiansyah, 2016; Hee et al., 2019; Prayogi et al., 2019; Rahman Hasibuan, SE, 2020) . Motivation has positive and significant effect on the performance of Hotel My Home Pontianak employees. The results of this study support the research conducted by Bawa (2017); Kuswati (2020); Siswadi & Mahrani (2019) . Motivation mediates the relationship between communication and employee performance at My Home Hotel Pontianak.

## ACKNOWLEDGEMENT

The author would like to thank those who helped with the research from the beginning of the study to the completion of this research.

## REFERENCE

- Afandi. (2018). *Concept & Indicator Human Resources Management For Management Research*. Yogyakarta, CV. Budi Utama.
- Almatrooshi, B., Singh, S. K., & Farouk, S. (2016). Determinants of organizational performance: a proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 844–859. <https://doi.org/10.1108/IJPPM-02-2016-0038>
- Arjana, D. M., & Dewi, I. G. A. M. (2021). The Role Of Work Motivation As Mediating Variable On The Relationship Between Career Development And Employee Performance: An Empirical Investigation At a 5-Star Hotel In Bali, Indonesia. *American Journal of Humanities and Social Sciences Research*, 5(5), 460–466. Retrieved from [www.ajhssr.com](http://www.ajhssr.com)





- Bawa, M. A. (2017). Employee Motivation and Productivity: A Review of Literature and Implications for Management Practice. *International Journal of Economics, Commerce and Management.*, V(12), 662–673.
- Dimas Okta Ardiansyah. (2016). Pengaruh Komunikasi Terhadap Kinerja Karyawan Dengan Dimediasi Oleh Kerja. *Jurnal Bisnis Dan Manajemen*, 3, 16–30.
- Ferawati, A. (2018). Pengaruh Lingkungan Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai. *Jurnal Manajemen Indonesia*, 4(1), 1–3.
- Haryati, E., & Kesumadewi, L. (2015). Pengaruh Komunikasi Terhadap Motivasi Kerja Karyawan Pada PT Swasti Tunggal Mandiri Medan. *Jurnal Bisnis Administrasi*, 4(1), 86–99.
- Hee, O. C., Ang, D., Qin, H., Kowang, T. O., Husin, M., & Ping, L. L. (2019). Exploring the Impact of Communication on Employee Performance. *International Journal of Recent Technology and Engineering*, 8(3S2), 654–658. <https://doi.org/10.35940/ijrte.c1213.1083s219>
- Hidayat, R. (2021). Pengaruh Motivasi, Kompetensi Dan Disiplin Kerja Terhadap Kinerja. *Widya Cipta: Jurnal Sekretari Dan Manajemen*, 5(1), 16–23. <https://doi.org/10.31294/widyacipta.v5i1.8838>
- Kuswati, Y. (2020). The Effect of Motivation on Employee Performance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 995–1002. <https://doi.org/10.33258/birci.v3i2.928>
- Mikkelsen, M. F., Jacobsen, C. B., & Andersen, L. B. (2017). Managing Employee Motivation: Exploring the Connections Between Managers' Enforcement Actions, Employee Perceptions, and Employee Intrinsic Motivation. *International Public Management Journal*, 20(2), 183–205. <https://doi.org/10.1080/10967494.2015.1043166>
- Poul, S., Khanlarzadeh, F., & Samiei, V. (2016). The impact of organizational culture on knowledge sharing. *International Review*, (3–4), 9–24. <https://doi.org/10.5937/intrev1604009P>
- Prakoso, T., & Putri, Y. R. (2017). Pengaruh Komunikasi Organisasi Terhadap Motivasi Kerja Karyawan Kantor Wilayah Kementerian Hukum Dan Ham Jawa Barat the Effect of Organization Communication Toward Employee Motivation in (the Ministry of Law and Human Rights Regional West Java). *E-Proceeding of Management*, 4(2), 2–8.
- Prayogi, M. A., Lesmana, M. T., & Siregar, L. H. (2019). The Influence of Communication and Work Discipline to Employee Performance, 343(Icas), 423–426. <https://doi.org/10.2991/icas-19.2019.88>
- Purwanto, K. (2020). Effect of Work Motivation on Employee Performance. *International Journal of Management and Business (IJMB)*, 1(1), 31–36. <https://doi.org/10.46643/ijmb.v1i1.6>
- Rahman Hasibuan, SE, M. S. (2020). Pengaruh Kompetensi Komunikasi, Kecerdasan Emosional Dan Budaya Organisasi Terhadap Kinerja Karyawan Pada PT. POS Pusat Batam. *Bening*, 7(1), 105–118.



- Ramawati, D., & Tridayanti, H. (2020). The Effect Of Work Communication, Motivation And Discipline On Employee Performance PT Seven Surabaya Jaya In Sidoarjo. *Ijess*, 1(1), 1–15.
- Robbins, S P, Judge, T. A., & Beward, K. E. (2018). [BOOK] Essentials of organizational behavior.
- Robbins, Stephen P., & Judge, T. A. (2017). *Organizational Behavior Seventeenth Edition*.
- Robert, A., & John, L. M. (2016). Changing Nature of Human Resource Management After you have read this chapter, you should be able to : HR Management Contributes to. *Workforce*, 156.
- Rosnani, T. (2012). Pengaruh Kepemimpinan Transaksional dan Kepemimpinan Transformasional Terhadap Kepuasan Kerja dan Kinerja Dosen Universitas Tanjungpura Pontianak. *Jurnal Ekonomi Bisnis Dan Kewirausahaan*, 3(1), 1–28.
- Sari, M. N., & Tobing, D. S. K. (2020). Determinants of Employee Performance with Work Motivation as an Intervening Variable at the PTPN X Bobbin Industrial Unit., 22(11), 33–43. <https://doi.org/10.9790/487X-2211043343>
- Sari, Y. W. S. (2014). Pengaruh Komunikasi Internal, Reward dan Punishment Terhadap Motivasi Kerja Karyawan di BPR Nur Semesta Indah Kencong Kabupaten Jember. *Jurnal Ekonomi Dan Bisnis*.
- Siswadi, & Mahrani, D. T. S. S. W. (2019). The Effect of Work Environment , Work Motivation , and Work Discipline on Employee ' s Performance in Regional Secretariat of Wakatobi Regency *IOSR Journal of Business and Management ( IOSR-JBM )* e-ISSN : 2278-487X , p-ISSN : 2319-7668 . Volume 21, Issue. *IOSR Journal of Business and Management (IOSR-JBM)*, 21(3), 1–17. <https://doi.org/10.9790/487X-19060254XX>
- Tining Kusumandari, G., & Silitonga, P. (2018). The Effect of Communication and the Ability of Employee Performance through Motivation in PT CGGS Indonesia. *International Journal of Business and Applied Social Science*, 4(6), 19–33.
- Wibowo. (2008). *Manajemen Kinerja*. Penerbit: Rajagrafindo Persada. Jakarta
- Wibowo (2013). *Semiotika Komunikasi. Aplikasi Praktis Bagi Penelitian dan Skripsi Komunikasi*. Jakarta: Mitra Wacana Muda.
- Wibowo, (2013). *Semiotika Komunikasi. Aplikasi Praktis Bagi Penelitian dan Skripsi Komunikasi*. Jakarta: Mitra Wacana Muda.

