

The Role of Motivation in Mediating the Influence of Communication On Work Productivity in the Office Medan Belawan Sub-district

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Abstract

This study aims to analyze the influence of communication on work productivity with motivation as an intervening variable at the Medan Belawan Sub-district Office. This study uses a quantitative approach with a survey method through the distribution of 51 questionnaires to employees as respondents. The sample was determined by purposive sampling technique so that the data obtained was in accordance with the needs of the research with a total of 51 respondents. Data analysis was carried out using path analysis techniques to measure the direct and indirect influence between variables. The results of the study show that communication has a positive and significant effect on work motivation as well as its effect on work productivity. Communication has a positive and significant effect on work motivation as well as its effect on work productivity. Work motivation also has a positive and significant effect on employee work productivity. In addition, communication has been shown to have a significant direct influence on work productivity. Thus, motivation plays a role as an intervening variable that mediates the influence of communication on work productivity. The findings of this study are expected to be an input for management in increasing work productivity through improving communication, as well as increasing employee work motivation.

Keywords: Communication, Motivation, Work Productivity

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Introduction

Increasing the work productivity of government officials is one of the important indicators in realizing effective and efficient public services. One of the factors that affect employee work productivity is communication that runs well in the work environment. Communication has a vital role in conveying information, instructions, and feedback so that organizational goals are achieved. Robbins and Judge (2022) explain that effective communication can minimize misunderstandings, facilitate coordination, and increase employee work motivation. This is supported by the opinion of Luthans (2021) who states that communication is one of the determining factors for creating a productive and harmonious work environment.

Recent research also shows that communication has a significant influence on employee work productivity. Research by Sari and Putra (2021) at the Tanah Abang District Office found that open and clear communication has a positive impact on the work productivity of apparatus. In addition, research by Harahap (2022) at the Medan City Population and Civil Registration Office also proves that leadership communication has a significant effect on employee work productivity through work motivation. Similar findings were conveyed by Lubis (2023) who found that good organizational communication encourages higher work motivation, thus having an impact on increasing employee productivity in the Deli Serdang Regency government office.

In addition to communication, work motivation also plays an important role as a psychological factor that encourages employees to work more actively and productively. According to Robbins and Judge (2022), motivation is defined as internal and external forces that affect the intensity, direction, and perseverance of individual behavior in achieving goals. The Process Theory put forward by Vroom through Expectancy Theory also emphasizes that motivation acts as a link between situational factors, such as communication, and the final result in the form of performance or work productivity. Research by Tarigan and Sembiring (2020) corroborates this theory by showing that work motivation mediates the influence of communication on employee performance in Medan Marelan District.

Although various previous studies have discussed the relationship between communication, motivation, and work productivity, studies on the role of motivation as a mediating variable at the sub-district level, especially at the Medan Belawan Sub-district Office, are still relatively limited. In fact, as an area with complex public service challenges, employee productivity at the Medan Belawan Sub-district Office is highly determined by effective work communication patterns and the level of employee work motivation. Problems such as convoluted bureaucracy, low communication openness, and weak employee motivation are still issues that affect work productivity achievements.

Thus, this study is relevant to be carried out to analyze the extent to which motivation mediates the influence of communication on the work productivity of employees at the Medan Belawan Sub-district Office. It is hoped that the results of this research can enrich the study of organizational behavior theory and make a practical contribution to the sub-district government in increasing the effectiveness of work communication and strategies to motivate employees in order to achieve optimal work productivity.

Literature Review

Work Productivity

Definition of Work Productivity

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

Work Productivity Indicators

Indicators of work productivity according to Sedarmayanti (2017):

- 1) Ability
The level of skill and competence of employees in completing tasks in accordance with the demands of the job.
- 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
The level of compliance with work rules, working hours, and organizational rules.
- 5) Attitude and Behavior
Positive behavior towards work, co-workers, and the overall work environment.
- 6) Initiative
Willingness to make improvements or complete tasks without having to wait for commands.
- 7) Responsibility
Concern and commitment to the implementation of the assigned tasks.

Motivation

Definition of Motivation

Luthans (2021) motivation is a process that begins with a physiological or psychological need that directs behavior to achieve a specific goal or incentive.

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 that an individual devotes in carrying out a task or work.
- 3) Persistence
Consistency and perseverance of individuals in maintaining their business over a period of time, even when facing obstacles.
- 4) Needs and Goals
Motivation arises because of the needs that are to be met and the goals that the individual wants to achieve.

Communication

Definition of Communication

Robbins & Judge (2019) communication is the process in which information is transmitted and understood by two or more parties in an organizational structure to create work effectiveness and team synergy.

Communication Indicators

Communication indicators according to Robbins & Judge (2019):

- 1) Clarity (Message Clarity)
Information is conveyed clearly, unambiguously, and easily understood by the recipient.
- 2) Accuracy (Akurasi Informasi)
The information provided is accurate, not misleading, and trustworthy.
- 3) Timeliness (Timeliness)

- Information is communicated at the right time, thus supporting effective decision-making.
- 4) Feedback (Umpan Balik)
There is an opportunity for the recipient to provide a response or clarification to the message received.
 - 5) Channel Appropriateness (Kesesuaian Saluran Komunikasi)
The use of communication channels that are appropriate to the type of message, both through oral, written, and electronic communication.
 - 6) Understanding
The extent to which the recipient of the message actually understands the content and intent of the communication.

Conceptual Framework

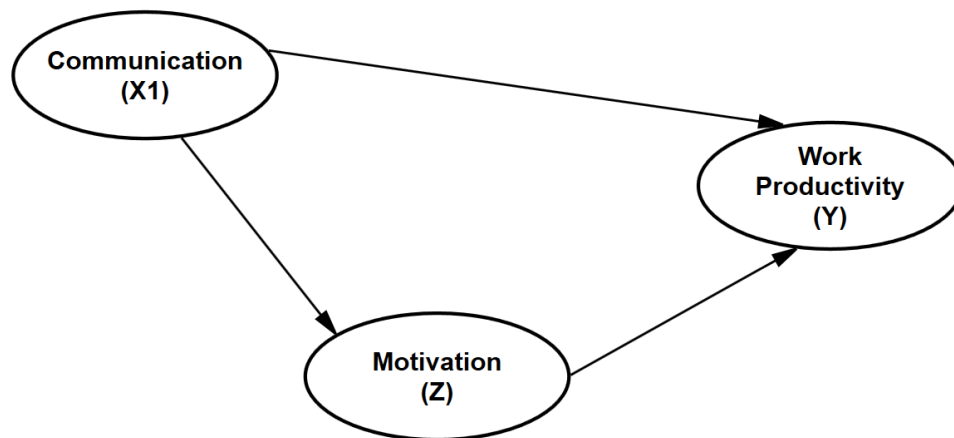


Figure 1. Conceptual Framework

Research Hypothesis

- H1: Communication has a positive and significant effect on work productivity at the Medan Belawan Sub-district Office.
- H2: Communication has a positive and significant effect on motivation at the Medan Belawan Sub-district Office.
- H3: Motivation has a positive and significant effect on work productivity at the Medan Belawan Sub-district Office.
- H4: Communication has a positive and significant effect on work productivity through motivation at the Medan Belawan Sub-district Office.

Methods

Types of Research

The type of research that the researcher uses is quantitative research. This type of quantitative research was carried out to make a study that aimed to adjust a study and to analyze the Communication Analysis on Work Productivity with Motivation as an Intervening Variable at the Medan Belawan Sub-district Office.

Research Location and Research Time

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

Population and Sample

Sugiyono (2017) population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population and sample in this study are all permanent employees at the Medan Belawan Sub-district Office. The number of employees at the Medan Belawan Sub-district Office office is 51 employees and all of them are civil servants.

Research Data Sources

The data source used in this study is primary data.

Result and Discussion

Outer Model *Analysis*

The *Outer Model* analysis using the *PLS Algorithm* yielded:

Validity Test

Table 1. Value of Outer Loadings

	Communication	Motivation	Work Productivity
X1.1	0,890		
X1.2	0,895		
X1.3	0,877		
Y.1			0,793
Y.2			0,763
Y.3			0,802
Y.4			0,774
Y.5			0,766
Z.1		0,800	
Z.2		0,800	
Z.3		0,781	
Z.4		0,776	

Source: PLS Smart Output, 2025

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

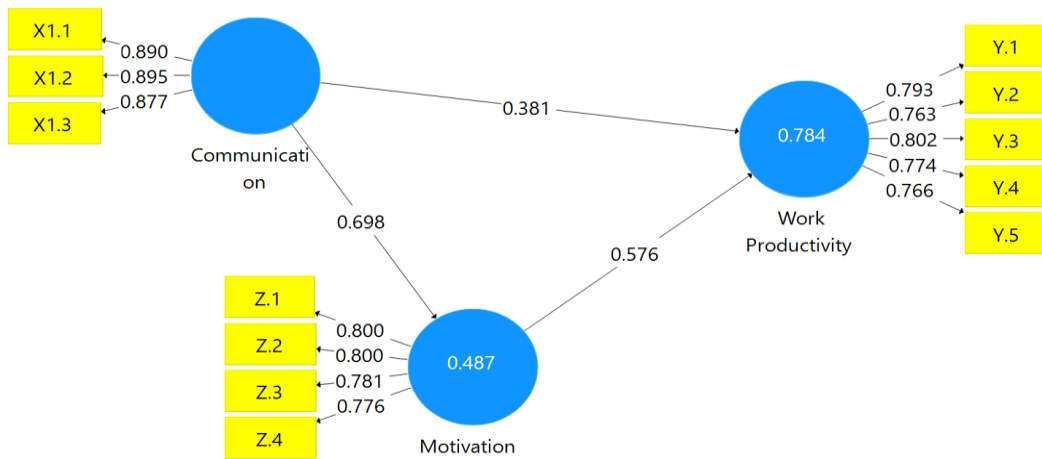


Figure 1. Outer Loadings

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Communication	0,866	0,873	0,918	0,788
Motivation	0,799	0,800	0,869	0,623
Work Productivity	0,839	0,840	0,886	0,608

Source: PLS Smart Output, 2025

From Table 2 above, the reliability test results show that Cronbach's Alpha and Composite Reliability values on all constructs have values above 0.70. This shows that all indicators have high internal consistency and are reliable in measuring their respective constructs. So that the research instrument is declared reliable and feasible to be used in testing structural models.

Coefficient of Determination (R²)

In assessing a 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	0,487	0,481
Work Productivity	0,784	0,778

Source: Smart PLS, 2025

In table 3, there is an R-square value in both dependent variables, for the motivation variable, there is an R-square value of 0.487, meaning that the influence of communication is 0.487 or 48.7%, the rest is in other variables outside the model. The R square value of work productivity

is 0.784, meaning that communication and motivation are 0.784 or 78.4%, the rest is in other variables outside the model.

Structural Model Testing (Inner Model)

Internal testing of the model or structural model is carried out to see the relationship between the construct, significance value and R-square of the research model. Structural models are evaluated using R-square for dependent constructs

Hypothesis Testing

Direct Influence Between Variables

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

Table 4. Path Coefficients (Direct Influence)

	Original Sample	T Statistics	P Values	Conclusion
Communication -> Work Productivity	0,381	4,460	0,000	Accepted
Communication -> Motivation	0,698	10,389	0,000	Accepted
Motivation -> Work Productivity	0,576	6,459	0,000	Accepted

Source: PLS Smart Output, 2025

In the results of Table 4, there are the following direct influence values:

1. Communication has a positive and significant effect on work productivity with a t-statistical value of 4.460 above 1.96 and a significance of 0.000 below 0.05, meaning that 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 research, namely that communication has a positive and significant effect on work productivity (Budi & Miska, 2021).
2. Communication has a positive and significant effect on motivation with a t-statistical value of 10.389 above 1.96 and a significance of 0.000 below 0.05, meaning that communication has a positive and significant effect on motivation because the significance value is below 0.05. This research is in accordance with research that states that communication has a positive and significant effect on motivation (Safitri & Oktaviani, 2019).
3. Motivation has a positive and significant effect on work productivity with a t-statistical value of 6.459 above 1.96 and a significance of 0.000 below 0.05, meaning 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 research, namely the results of Ajijah & Rosid (2021) research which stated that motivation has a positive and significant effect on work productivity.

Indirect Influence Between Variables

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

Table 5. Specific Indirect Effects

	Original Sample	T Statistics	P Values	Conclusion
Communication -> Motivation -> Work Productivity	0,402	6,490	0,000	Accepted

Source: Smart PLS, 2025

In table 5, there is an indirect influence between variables which will be explained as follows: Communication has a positive and significant effect on productivity through motivation with a t-statistical value of 6.490 and a significance value of 0.000, meaning that motivation plays a role as an intervening variable between communication and work productivity.

Conclusion

1. Communication has a positive and significant effect on work productivity at the Medan Belawan Sub-district Office.
2. Communication has a positive and significant effect on motivation at the Medan Belawan Sub-district Office.
3. Motivation has a positive and significant effect on work productivity at the Medan Belawan Sub-district Office.
4. Communication has a positive and significant effect on work productivity through motivation at the Medan Belawan Sub-district Office.

Suggestion

1. In the communication variable, it turns out that the indicator that has the lowest value is the statement "I understand the content of the message conveyed to me at work". Agencies need to maintain and improve communication effectiveness by ensuring that every message/instruction is conveyed clearly, openly, and through appropriate communication channels.
2. For motivation with the statement "I work with high intensity and enthusiasm every day". Agencies need to maintain and strengthen employee morale by creating a supportive work environment, providing fair rewards, and providing space for self-development and *work-life balance*.
3. Work productivity with the statement "I can show regular improvement in work results". Agencies need to develop a system of continuous monitoring and performance development, as well as provide support in the form of training, feedback, and rewards for employee performance progress.

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