

The Influence of Communication, Education and Training on Employee Performance through Motivation



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ABSTRACT: Employee performance plays an important role in improving public services. There are several factors that affect employee performance, including communication, education and training, and motivation. This study aims to: examine the effect of communication and education and training on motivation; examine the effect of communication, education and training, and motivation on employee performance; and examine the effect of communication on employee performance through motivation; and examine the effect of education and training on employee performance through motivation. The study population was 99 employees at the civil service police unit (SATPOL PP) of Mojokerto Regency, East Java, Indonesia. While determining the number of samples using saturated sampling techniques, namely all populations are taken as samples. Data collection using questionnaires distributed directly to respondents. The data analysis technique uses SEM PLS. The results concluded that communication, education and training, and motivation have a positive and significant effect on employee performance. When communication runs smoothly, education and training are carried out consistently and motivation is strengthened, employee performance will also increase. However, motivation as a mediating variable cannot play an optimal role in explaining the effect of communication on employee performance while motivation can play an optimal role in explaining the effect of education and training on employee performance.

KEYWORDS: Communication; Education and Training; Motivation; Employee Performance

I. INTRODUCTION

Employee performance contributes greatly to organisational success. Optimally performing employees help the organisation achieve its goals. They contribute innovative ideas, problem solving and organisational operations towards achieving targets. In this context, the contribution of human resources is indispensable for the continuity of operations and the achievement of organisational goals (Luthan, 2011). The role of employees is a strategic component that supports the success of the organisation in achieving short, medium and long-term goals. Good human resource management (HR) is a necessity for improving employee performance so that they can contribute optimally to improving the quality of goods and services. Because the quality of products including services determines the level of customer satisfaction so that it has an impact on the continuity of the organisation's operations.

To achieve optimal performance, it is necessary to design good business governance so that employees are motivated to contribute to the achievement of organisational goals. For that, organisations need to set up clarity of employee job descriptions and accompanied by measurable performance assessment parameters. However, there are still organisations where employee performance is not optimal, especially if they are faced with a high volume of tasks that require quick completion. This phenomenon still occurs in the Mojokerto Regency Pamong Praja Police Unit, which as an institution for enforcing public rules often gets a negative response from the community, which has an impact on reducing employee performance.

Regarding the high-low performance of employees, there are various factors that influence it. These factors include motivation, education and training, communication, competence, career path, leadership, salary and compensation, and work environment (Robins and Judge, 2017; Hanafi & Yohana, 2017; Hasibuan, 2022). According to Clampitt (2016), communication is not just a supporting activity in the organisation, but the main foundation for managerial success and overall organisational performance. Without effective communication, organisational performance will decline, coordination between individuals and teams will be hampered, employee motivation will decrease and decision making will be less effective.

Various research results show that communication has a significant positive effect on employee performance (Putri & Santoso, 2020; Ahmed & Mahmood, 2015). This means that the application of communication effectiveness can have an impact on improving employee performance. A study by Salah (2018) found that effective organisational communication increased employee performance by 25% through increased understanding and coordination.

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In addition to communication, work motivation is also one of the important factors that affect employee performance. Work motivation is a potential force - an internal or external drive - that moves employees to carry out work to achieve organisational goals (Loo-Zambrano, et al., 2022). Research by Rivaldo (2021) and Hasibuan (2022) shows that work motivation has a significant positive effect on employee performance. This means that strengthening employees' work motivation will cause their performance to increase. Conversely, the lower their work motivation, the lower their performance. Furthermore, the results of research by Khatbeh, et al. (2020), shows that one of the internal factors that affect performance is work motivation, while external factors include compensation and career development programs implemented in the organisation where they work.

Furthermore, education and training are also seen as important for improving employee performance. Education and training provide employees with the knowledge and skills needed to perform their duties better. Employees will be more competent in completing work, mastering new technology, and dealing with changes in the work environment. The research results of Elnaga and Imran (2013) emphasise the importance of training and development in improving employee performance. Through conceptual analysis and literature review, the authors explain how effective training can improve employees' skills, knowledge and productivity. Furthermore, Kishore & Fonceca's (2013) study concluded that training and development programmes have a significant impact on employee productivity and performance, especially in improving skills and job satisfaction. Meanwhile, Rahman and Kurniawan's research (2023) proved the significant influence between training, education, and motivation on employee performance. Education and training is not just a necessity, but a strategic investment for organisations. By improving employee skills, motivation, and adaptation, organisations can achieve optimal performance and better face job challenges,

This study aims to prove the effect of communication on motivation; prove the effect of education and training on motivation; prove the effect of communication on employee performance; prove the effect of education and training on employee performance; prove the effect of motivation on employee performance; prove the effect of communication on employee performance through motivation; and prove the effect of education and training on employee performance through motivation.

Meanwhile, the research hypothesis can be formulated as follows:

H1: Communication influences motivation

H2: Education and training influences motivation

H3: Communication influences employee performance

H4: Education and training influences employee performance

H5: Motivation influences employee performance

H6: Communication influences employee performance through work motivation mediation

H7: Education and training influences employee performance through motivation mediation

II. RESEARCH METHODS

The population of this study were 99 employees at the Mojokerto Regency Pamong Praja Police Unit, East Java, Indonesia. While determining the number of samples using saturated sampling techniques, namely all populations taken as samples. The basis for determining the saturated sampling technique is the opinion of Arikunto (2016) that if the number of subjects (population) is less than 100 it is better to take all as samples so that the research includes population research.

To obtain relevant and valid data, the data collection method uses a research instrument in the form of a questionnaire distributed to respondents. Measurement of research instruments uses a Likert scale, which is a psychometric scale commonly used in survey research. Variations of answers for 4 research variables, namely: education and training, communication, motivation and employee performance include: strongly agree, agree, disagree, disagree, and strongly disagree.

Furthermore, data analysis was carried out using Structural Equation Modelling (SEM) - PLS. The decision to use SEM PLS data analysis techniques is based on the consideration that it does not require normally distributed data, can use small sample sizes (recommended minimum of 30), does not require randomisation of samples, can use measurement scales other than intervals, can use formative indicators to measure latent variables, is suitable for use as a procedure for developing theory at an early stage, and allows for very complex models with many latent variables and indicators (Ghozali and Latan, 2020).

III. RESULTS AND DISCUSSION

Results

Evaluation of the Measurement Model (Outer Model)

The measurement of the PLS SEM model in the outer model is in the form of reflective measurement, because changes in constructs cause changes in their indicators. Measurement model testing is carried out to show the results of validity and reliability tests.

The validity test uses two types of evaluation, namely convergent validity with a reflective model of indicators assessed based on the correlation between item score and construct score by looking at the standardised loading factor. The correlation between item scores and construct scores is said to be high if the outer loading value is > 0.7 , while according to Chin (1998), the outer loading value between 0.5 - 0.6 is considered sufficient. Second, using discriminant Validity is a measurement model with indicator

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reflection by comparing the root value of the average variance extracted (AVE); If the root of the AVE value is more than 0.5, the model is appropriate or all variable items are valid. The results of the Convergent validity test can be seen in the following table.

Table 1: Convergent Validity Test Results

Variables	Indicators	Outer Loading	p-value
Communication	x1.1	0,427	0,007
	x1.2	0,677	0,000
	x1.3	0,643	0,000
	x1.4	0,687	0,000
	x1.5	0,600	0,000
	x1.6	0,595	0,000
	x1.7	0,351	0,049
	x1.8	0,387	0,013
Education and Training	x2.1	0,657	0,000
	x2.2	0,353	0,020
	x2.3	0,740	0,000
	x2.4	0,696	0,000
	x2.5	0,607	0,000
	x2.6	0,449	0,002
	x2.7	0,761	0,000
	x2.8	0,596	0,000
	x2.9	0,750	0,000
	x2.10	0,821	0,000
Motivation	y.1	0,732	0,000
	y.2	0,609	0,000
	y.3	0,584	0,000
	y.4	0,608	0,000
	y.5	0,769	0,000
Employee performance	z.1	0,580	0,000
	z.2	0,611	0,000
	z.3	0,598	0,000
	z.5	0,655	0,000

Based on table 1, the outer loading value of each item > 0.5 or $p\text{-value} < 0.5$, so it is considered valid. Thus, the indicators of each latent variable have a good level of validity and significance because they have a loading value > 0.5 .

Reliability Test

To measure the reliability of a construct in SEM-PLS two ways are used, namely with Cronbach's Alpha and Composite reliability. However, the assessment using Cronbach's Alpha provides a lower value so it is recommended to use composite reliability and the value must be more than 0.6.

Table 2: Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Communication	0,685	0,777	0,314
Education and Training	0,844	0,879	0,433
Motivation	0,682	0,796	0,441

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Employee performance	0,649	0,734	0,356
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Based on table 2, it is known that the Composite Reliability and Cronbach's Alpha values of all items of each variable are > 0.6 . So it can be concluded that all items on each variable are reliable.

Inner model evaluation

Evaluation of the structural model or inner model is a stage in evaluating the coefficient of determination, predictive relevance and hypothesis testing.

Coefficient of Determination (R²)

The Coefficient of Determination (R²) is used to determine the predictive power of the structural model and also to determine the ability of observational variables to explain the diversity of latent variables, or in other words to determine the contribution of observational variables to latent variables. The results of R² can be seen in the following table.

Table 3: Results of the Coefficient of Determination (R²)

Variables	R Square	R Square Adjusted
Motivation	0,485	0,474
Employee performance	0,676	0,666

Table 3 shows that the diversity of performance variables can be explained by communication variables and education and training variables as a whole by 47.4% while the remaining 52.6% is the contribution of other variables not discussed in this study. While the diversity of employee performance variables can be explained by communication, education and training and motivation variables as a whole by 66.6% while the remaining 33.4% is the contribution of other variables not discussed in this study.

Predictive Relevance

In evaluating the PLS model, it can also be done with predictive relevance by looking at the Q² value which is used to measure how well the observation value is produced by the model and also the parameter estimate. If the Q² value > 0 then the model has predictive relevance or it can be said that the model is good (Ghozali and Latan, 2015). The following Predictive Relevance (Q²) results can be seen in table 4.

Table 4: Predictive Relevance Test Results (Q²)

Variables	SSO	SSE	Q ² (=1-SSE/SSO)
Communication	792,000	792,000	
Education and Training	990,000	990,000	
Motivation	495,000	402,614	0,187
Employee performance	495,000	389,602	0,213

The results in table 4 show that the motivation and performance model produces a Predictive Relevance (Q²) value of > 0 which indicates that the model is said to be good enough. So it can be said that the model is relevant if applied to different settings or areas.

Hypothesis Test

Hypothesis testing is used to determine direct effects and indirect effects. The results of the SEM PLS analysis parameter significance test on direct effects are used to test hypotheses 1 to 5. While indirect effects are used to test hypotheses 6 and 7. The SEM PLS test results for direct effects are as follows.

Table 5: Direct Effect Estimation Results

Relationship	Coefficient	Statistics-t	p-value
Communication → Motivation	0,117	1,080	0,280
Education and Training → Motivation	0,622	5,959	0,000
Communication → Employee performance	0,215	2,460	0,014
Education and Training → Employee performance	0,301	2,671	0,008
Motivation → Employee performance	0,438	4,361	0,000

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DISCUSSION

Table 5 shows that communication has a positive and significant effect on employee work motivation. The effect of communication variables on work motivation variables is positive, namely 0.117. This means that if the intensity of communication is carried out, work motivation will also increase, and vice versa. Communication affects work motivation for several fundamental reasons related to meeting individual needs, managing tasks, and creating a positive work environment. Employees need clear information about organisational goals, tasks, responsibilities, and expectations from superiors. When communication is smooth, employees feel they have a clear direction and guidance, making them more motivated at work. Furthermore, good communication between superiors and subordinates creates an environment where employees feel emotionally supported. This support creates trust and reduces psychological burden, so motivation to work increases. Research by Riniwati (2016) and Siwi et al. (2020) showed a positive and significant influence between organisational communication and work motivation. Smooth communication facilitates understanding of the company's vision, mission, and goals, which ultimately has a positive impact on employee performance and motivation.

Furthermore, table 5 also shows that education and training have a positive and significant effect on employee work motivation. The effect of education and training variables on work motivation variables is positive, namely 0.622. This means that if education and training are consistently provided to employees, work motivation will also increase, and vice versa. Including employees in education and training shows that the organisation values them and invests in their career development. This creates a feeling of recognition and appreciation which fuels intrinsic motivation to work harder. Employees who receive training feel more capable of meeting the demands of the job. This reduces stress and increases job satisfaction. Higher job satisfaction is often directly related to better work motivation. In addition, education and training provide opportunities for employees to grow in their careers. With improved skills, they can reach higher positions or take on more challenging tasks. Clear career prospects increase employees' motivation to work hard. Thus the results of this study reinforce the opinion of Dessler (2015) as well as the results of Jehanzeb & Bashir's (2013) research which explains that training and development is not only an investment in individuals but also an important strategy for organisations to achieve sustainability and competitive advantage.

Table 5 also shows that communication has a positive and significant effect on employee performance. The effect of communication variables on employee performance variables is positive, namely 0.215. This means that if communication is carried out intensely, employee performance will also increase, and vice versa. Effective communication ensures that information needed by employees, such as work instructions, organisational goals, and performance expectations, can be conveyed clearly and in a timely manner. Having complete information, employees can work according to set targets and procedures, thus increasing productivity. In addition, good communication facilitates coordination between individuals or teams in completing common tasks. When employees can communicate smoothly, collaboration within the team becomes more effective, reduces miscommunication, and speeds up work completion. The results of this study reinforce the opinion of Robbins and Judge (2017) as well as the research of Karanges et al. (2015) which confirm that effective internal communication plays an important role in increasing employee engagement. Furthermore, with high engagement, organisations can gain benefits such as improved performance, employee loyalty, and reduced turnover rates.

Furthermore, table 5 also shows that education and training have a positive and significant effect on performance. The effect of education and training variables on employee performance variables is positive, namely 0.301. This means that if education and training are consistently provided to employees, employee performance will also increase, and vice versa. Education and training help employees acquire new knowledge and develop skills relevant to their duties. Through increased knowledge and skills, employees can work more effectively, efficiently, and be able to complete tasks better. The results of this study reinforce the study of Kishore & Fonceca (2023) which concluded that training and development programmes have a significant impact on employee productivity and performance, especially in improving skills and job satisfaction.

Furthermore, table 5 also shows that motivation has a positive and significant effect on employee performance. The effect of motivation variables on employee performance variables is positive, namely 0.438. This means that if work motivation increases, employee performance will also increase, and vice versa. High motivation makes employees have better work enthusiasm. Intrinsic (e.g. job satisfaction, self-development) or extrinsic (e.g. financial incentives, awards) motivation, employees tend to be more excited and enthusiastic in carrying out their duties. When employees feel motivated, they tend to work hard, learn new things, and develop their skills to be more productive. The results of this study strengthen the studies of Rivaldo (2021) and Hasibuan (2022) that work motivation has a significant positive effect on employee performance. This means that strengthening employees' work motivation will cause their performance to increase. Conversely, the lower their work motivation, the lower their performance.

While the results of the indirect effect (Indirect Effect) can be seen in the following table.

Table 6: Indirect Effect Estimation Results

Relationship	Coefficient	Statistics-t	p-value
Communication → Motivation → Employee performance	0,051	0,960	0,338
Education and Training → Motivation → Employee performance	0,273	3,539	0,000

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Based on table 6, it is known that the results of indirect effect estimation, for the sixth hypothesis, it can be seen that the significance value of the communication variable on performance through the motivation variable is $0.338 > \alpha (0.05)$ and the t-statistic ($0.960 < t\text{-table } (1.96)$). This means that communication has no significant effect on employee performance through work motivation. Good communication has a strong direct relationship to improving employee performance. If communication in the workplace is effective, employees will more easily understand tasks, instructions, and expectations from superiors, so their performance will improve. However, when motivation acts as a mediating variable, the effect is not significant. In other words, good communication can influence motivation, increasing motivation but not strong enough to drive employee performance. Although the results of this study are not in accordance with the results of research by Rivaldo (2021) and Hasibuan (2022), these results are in accordance with research by Nurdin & Prinandita (2023) which states that motivation is often not optimal as a mediator due to individual employee factors, such as the level of job satisfaction or work environment that affect its role in improving performance.

Furthermore, table 6 also shows that the significance value of the education and training variable on performance through the motivation variable is $0.000 < \alpha (0.05)$ and the t-statistic ($3.539 > t\text{-table } (1.96)$). This means that education and training have a significant effect on employee performance through work motivation. The indirect effect of education and training variables on performance variables through positive motivation is 0.273. This can be interpreted that if more education and training is attended, work motivation will be higher, so that employee performance will be better. Education and training has a significant influence on employee performance through work motivation because it increases competence, provides clear direction, creates a sense of appreciation, and encourages intrinsic and extrinsic motivation. When work motivation increases, employees are more enthusiastic, productive and high-performing in achieving organisational goals. This approach is also in line with various motivation theories such as Maslow's hierarchy of needs theory (Robbins and Judge, 2017) which emphasises the importance of skill enhancement and clear goals in motivating individuals.

CONCLUSION

Employee performance is an important factor for improving the quality of public services. Improved employee performance can be caused by various variables including communication, education and training, and motivation. In its position as an independent variable, it is proven that communication, education and training, and motivation have a positive and significant effect on employee performance. When communication is effective, education and training is conducted consistently, and work motivation strengthens, employee performance also increases.

The existence of motivation as a mediating variable for the effect of communication on employee performance is not proven effective, but the role of motivation as a mediating variable for the effect of education and training on employee performance is proven significant. For this reason, if management at the Mojokerto Regency Pamong Praja Police Unit (SATPOL PP), East Java, Indonesia seeks to improve employee performance, it can be done by conducting education and training accompanied by good communication and strengthening motivation

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