

Influence Communication and Teamwork on Employee Performance with Motivation Work as Intervening Variables

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Abstract

Objective study This is for analyze influence communication and cooperation team to performance employee with motivation Work as intervening variable, Sample study This is Apparatus State Civil Servants (ASN) in Organizations Regional Apparatus (OPD) in the environment Government Regency Pekalongan. Totaling 100 respondents, with tool analysis Partial Least Square Structural Equation Model (PLS-SEM) Smart PLS 3.0. Findings from study this show that communication influential positive and significant to performance employees, while cooperation the team also has an influence positive and significant to performance employee. Besides that, motivation Work show influence positive and significant to performance employee. More continue, communication influential positive and significant to motivation work and cooperation the team also has an influence positive and significant to motivation work. Can observed that motivation Work play a role as a mediator variable communication and cooperation team in influence performance employee.

Keywords: Communication, Teamwork, Motivation Work, Employee Performance.

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I. INTRODUCTION

In the era of globalization and digital transformation, organizations public around the world is facing challenge big for increase performance to remain relevant and responsive to need society. This is in line with demands international to transparency, efficiency and accountability in sector public. In the middle global competition, ability effective communication and cooperation team become factor key in create adaptive and innovative organization. In addition, that, motivation Work employee become element important that can mediate influence communication and cooperation team to improvement performance. Study this highlight importance strengthen factors said, especially in context government areas in Indonesia, such as Organization Regional Apparatus (OPD) in the Regency Pekalongan, for align practice management they with standard international in order to provide service optimal public.

Employee performance is results work achieved individual or group in carry out duties and responsibilities answer in accordance with standards that have been set organization. In context Organization Regional Apparatus (OPD) of Regency Pekalongan, performance employee become size main success service

public and implementation of government programs. In Topic this, communication and cooperation team play a role important as factors that influence performance employees. Effective communication ensure information can delivered with clear, reduce misunderstandings, and create environment conducive work. While that, cooperation good team facilitate synergy between employees, making it easier settlement tasks, and encourage achievement objective together Motivation Work play a role as intervening variables that strengthen connection between communication, cooperation team, and performance employee, because motivated employees tend own more commitment tall For give results optimal work Combination from factors This become key in increase efficiency and quality performance in OPD Regency Pekalongan

Communication is the process of delivery information, ideas, and instructions in a way effective For create understanding together between individual or group in organization In study this, communication own role important as one of the factor main influencing factors performance employee through ability convey purpose, coordination tasks, and completion problems in the environment Organization Regional Apparatus

(OPD) of Regency Pekalongan Effective communication No only minimize misunderstandings and conflicts, but also strengthen cooperation team with ensure all member own same information and work going to aligned goals In addition that's good communication can increase motivation Work employee through bait positive feedback and recognition on contribution them, so that push more optimal performance As part from research, communication become element the key that is direct and also No direct contribute to success organization.

Communication own influence positive and significant to performance employee Because effective communication allow delivery information, directions, and feedback come back with clear, so that employee can understand duties and responsibilities answer they with good Open communication also creates environment conducive work, facilitating settlement problems, and encourage collaboration between employees With existence good communication, employee feel more supported and motivated For give performance the best Besides that, smooth communication increase efficiency in coordination work, reduce errors, and ensure achievement objective organization more optimal. In context research, influence This show that quality high communication in a way direct contribute to the improvement productivity and professionalism employee.

Teamwork is a collaborative process inter-individual in A group Work For reach objective together with utilise expertise, experience and contribution of each member in a way synergistic In study this, cooperation team own role important Because reflect How employees in the Organization Regional Apparatus (OPD) of Regency Pekalongan can Work in a way collective For increase productivity and quality service public Good teamwork push distribution more tasks effective, solution problem in a way together, and improvement efficiency operational In addition that, solid interaction in team can create a sense of mutual believe, improve motivation work, and strengthen commitment to achievement objective organization As elements that influence performance employee, cooperation team be one of factor strategic in build environment harmonious and results - oriented work.

Teamwork own influence positive and significant to performance employee Because good collaboration allow member team each other complete expertise, sharing not quite enough answer, and work in a way synergistic For reach objective together Solid cooperation encourages effective communication, problem solving more problems fast, and efficiency in distribution task, so that reduce burden individual and improve productivity overall With existence cooperation strong team, staff feel supported by colleagues work, improve motivation, sense of ownership, and commitment to organization In context research, relationship This show that capable team Work in a way

harmonious contribute directly to the achievement of organizational targets and improvement quality performance employee.

Objective study This is for analyze influence communication and cooperation team to performance employee with motivation Work as intervening variables in the Organization Regional Apparatus (OPD) in the environment Government Regency Pekalongan.

II. THEORETICAL BASIS

Employee Performance

Mangkunegara (2005), Employee performance defined as results Work in a way quality and quantity achieved by a person employee in carry out task in accordance with not quite enough answer given Definition This emphasizes achieving appropriate work targets with standards that have been set organization Robbins and Judge (2015), Employee performance is results evaluation to tasks work done by individuals based on criteria that have been determined Robbins and Judge highlight that performance employee influenced by the abilities, motivations and opportunities available For carry out his duties Bernardin and Russell (2013), Performance employee interpreted as notes results obtained somebody in carry out task during period certain relevant with objective organization According to they, performance is indicator important For evaluate contribution individual to success organization.

Based on various definition performance employee from the experts, can concluded that performance employee referring to the results work achieved by individuals in carry out duties and responsibilities responsibility given by the organization This performance measured based on quality and quantity results suitable work with standards that have been set In addition that, performance influenced by various factors, such as ability, motivation, and opportunity work owned by employees In other words, performance employee No only seen from results end, but also from the processes and conditions that make it possible employee For reach objective organization in a way effective and efficient.

Indicator performance employee covering quality work that assesses precision and accuracy results work, quantity work that measures amount tasks completed on target, disciplined work that includes compliance to rules and precision time, initiative and creativity that measure proactivity and innovation, as well as ability adapting that assesses ability employee face changes and challenges in work.

Communication

According to Schramm (1954), communication is a social process in which a person send message to other people who ordered the must understood to happen understanding together between second parties Schramm

emphasized the importance of encoding and decoding messages in the communication process.

Berlo (1960), defines communication as a delivery process information, ideas, or emotion from somebody to others with objective For understand the intended meaning According to Berlo, communication is a process that involves encoding and decoding messages, as well as connection between source, message, channel, receiver, and feed come back.

Watzlawick *et al.*, (1967) defines communication as a process in which humans each other interact, both verbally and nonverbally, to influence or understand message delivered Communication considered as one of the tool important in life social and organizational.

Based on various definition communication from the experts, can concluded that communication is a delivery process message or information from sender to recipient with objective For reach understanding together This process involving a number of element important, such as sender, message, channel, and receiver In addition that, communication is also influenced by factors technical, such as delivery clear and free message distortion (Shannon and Weaver), as well as factor individuals, such as experiences, attitudes, and knowledge that influence understanding message (Berlo). Therefore that, communication effective No only depends on transmission information, but also on the ability For overcome obstacles and create same understanding between sender and recipient message.

Indicator communication covering clarity a message that ensures information easy understood, openness and transparency that increases access information and trust, responsive to bait back that shows communication two direction, frequency and consistency communication that ensures smoothness flow information, as well as empathy in communication that pays attention feelings and perspectives recipient For create good relationship and improve collaboration.

Teamwork

Johnson and Johnson (1995), defines cooperation team as a process of interaction between member team working The same For reach objective together Teamwork involving collaboration, effective communication, and mutual support between member For utilise each person's skills and abilities for the sake of achievement optimal results.

Tuckman (1965), stated that cooperation team develop through five stages : formation, storming (differences) opinion), norming (reaching consensus), performing (work) together in a way efficient), and adjourning (completion tasks). Effective cooperation need understanding and adjustment in each stage the Hackman (2002), explains that cooperation team

involving distribution duties and responsibilities clear responsibility, good coordination, and existence commitment from every member for reach objective team. Besides that, an effective team is also characterized with ability For adapt and solve problem together.

Based on various definition cooperation team from the experts, can concluded that cooperation team involving interaction and collaboration between member For reach objective along with effective communication, sharing clear tasks, and each other support One each other. Teamwork develop through stages certain, starting from formation until reach efficiency in Work together (Tuckman). Besides that, an effective team need commitment, good coordination, and ability for adapt as well as solve problem in a way collectively (Johnson & Johnson; Hackman). In overall, cooperation successful team depends on deep understanding, management dynamics groups, and contributions every member.

Indicator cooperation team covering communication effective which ensures information delivered with clear, coordination task that ensures division and settlement task in a way efficient, involvement member active team in contribution and withdrawal decision, ability breakdown problem together for overcome challenges, as well as trust between underlying members collaboration and commitment to objective team.

Motivation Work

Maslow (1943) in theory hierarchy his needs state that motivation Work influenced by needs base human beings who are tiered Starting from need physiological (salary), security needs (stability work), needs social (relationship) between colleague work), needs awards (awards and recognition), up to need actualization self (opportunity) for develop in work). According to Maslow, when One level need fulfilled, individual will pushed For fulfil level more needs tall Herzberg (1959), put forward theory two factors that state that motivation Work influenced by two type factors : motivating factors (such as awards, recognition, and achievements) that can increase satisfaction work, and factors hygiene (such as salary, conditions work, and relationships between colleagues) who if No filled can cause dissatisfaction work Herzberg stated that motivating factors are key For increase motivation and satisfaction Work term long Vroom (1964) in theory expectation explain that motivation Work influenced by belief individual that efforts made will produce good performance, and that good performance will bring desired result (such as award or promotion). Vroom stated that individual will motivated For Work If they believe that business they will produce desired and valuable results Based on various definition motivation Work from the experts, can concluded that motivation Work influenced by various related factors with need individuals, awards received, and beliefs to connection between effort and results In overall, motivation Work

relate with fulfillment needs, rewards, and expectations to the results achieved. Indicator motivation Work covering commitment to work that shows dedication and responsibility answer, achievement objectives that reflect ability. For each result, involvement in tasks that show participation active, desire. For developing leading to learning and development skills, as well as appreciation and recognition felt employee on contribution they.

III. FORMULATION OF HYPOTHESIS

Influence Communication on Employee Performance

Five-year research results final show that effective communication influential positive and significant to performance employees. Diansyah *et al.*, (2020) highlighted importance communication intensive between superiors and subordinates. For increase motivation and performance. Mangkunegara (2019) emphasized that communication increase quality services in the sector services. Wibowo (2021) shows that formal communication in organization increase efficiency work, while Handoko *et al.*, (2020) found that communication mediate connection between satisfaction work and performance. Sutrisno & Miner (2021) added that communication structured in team cross division push more collaboration good and more productivity high. Therefore that, hypothesis study related matter. This can formulated as following :

H1: Communication have influence positive and significant to performance employee

Teamwork on Employee Performance

Five year research final show that Work The same team influential positive and significant to performance employee. Wijarangga *et al.*, (2024) concluded that Work The same team strengthen synergy between members and improve productivity. Yusuf (2023) found influence significant Work The same team to efficiency employee at the Administration Bureau Regional Secretariat Province Riau islands. Mailani *et al.*, (2023) confirms importance collaboration team in increase performance. Fire Department employee Fire Regency Ogan Komering Ulu. Kusuma and Sutanto (2018) stated that that Work The same structured team contribute straight to success organization. Research at PT Otoda Success Independent Cargo (2024) supports findings that Work The same good team increase efficiency and results Work in a way significant. Therefore that, hypothesis study related matter. This can formulated as following :

H2: Teamwork have influence positive and significant to performance employee

Communication to Motivation Work

Five year research final show that communication influential significant and positive to motivation Work employees. Turnip *et al.*, (2021) found that interpersonal communication contributes real to

improvement motivation work. Research at PT Bank Negara Indonesia Semarang Region shows that interpersonal communication provides contribution significant by 40.6% against motivation Work employees. Sari & Wahyudi (2020) emphasized that climate effective communication increase motivation through function relational in organization. Rizki *et al.*, (2022) supports findings this, with state that good communication help increase motivation work at Esa University Superior. Besides that, Yuwono & Kusuma (2023) showed that communication structured in a way direct contribute to the improvement motivation work, especially in management team. Therefore that, hypothesis study related matter. This can formulated as following :

H3: Communication have influence positive and significant to motivation Work

Teamwork towards Motivation Work

Five year research final show that cooperation team own influence significant and positive to motivation work. Andhylyani (2019) found that collaboration in team in a way direct increase motivation employees, while Sukma (2022) highlights that not quite enough answer together in team create environment supportive work motivation. Febrianto (2020) also noted that interaction solid team push motivation individual. For Work more Good. Ibrahim *et al.*, (2021) emphasize importance trust and solidarity team. For achieve organizational targets, and Sutrisno (2019) identified that Work same strong in team give encouragement addition for motivation Work individual. Therefore that, hypothesis study related matter. This can formulated as following :

H4: Teamwork have influence positive and significant to motivation Work

Motivation Work with Employee Performance

Study in five years final show that motivation Work influential positive and significant to performance employees. Nursalim *et al.*, (2020) found that improvement motivation Work can increase productivity employees, while Chukwuma & Obiefuna (2014) emphasized that motivation influence behavior individual in reach objectives, which have an impact on performance. Likewise, Bagaskara & Rahardja (2018) found connection close between motivation and performance employees at PT. Cen Kurir Indonesia. Suwondo (2019) revealed that high motivation push Spirit work, while Hassan & Ahmad (2020) also show that motivation increase quality and quantity performance employee in a way significant. Therefore that, hypothesis study related matter. This can formulated as following :

H5: Motivation Work have influence positive and significant to performance employee

Based on description above, an empirical model can built, such as illustrated in figure 1.

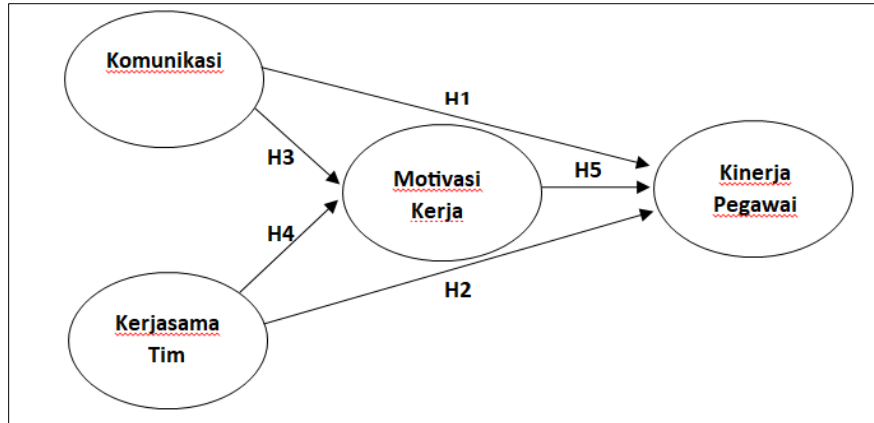


Figure 1: Empirical Model Development

IV. RESEARCH METHODOLOGY

Variables Research and Measurement

Study This use approach quantitative, namely researcher collect data with moreover formerly identify concepts as variable related to the source from existing theories, collect data, and then analyze it Data used is the primary data obtained from questionnaire distributed to OPDs in the environment Government Regency Pekalongan Province Central Java.

Variables in study this can shared become three Variables First called variable free, consisting of from communication and cooperation team. Variables second called intervening variables, namely motivation work While that, variable third called variable bound, namely performance employee every variable rated use scale Likert start from:

1 to 5: (1) Very Disappointed Agree, (2) No agree, (3) Neutral, (4) Agree, and (5) Strongly Agree

Population, Sample, and Sampling Sample

Population study This is to ASN in OPDs in the environment Government Regency Pekalongan Province Central Java Technique of taking sample used is non-random sampling because amount population No known The number of reported respondents is 100 people. The taking sample done with non-probability sampling technique, namely random sampling. This means that the selection sample done in a way random, namely who only ASN in OPD in the environment Government Regency Pekalongan Province Central Java was selected as respondents.

Definition Operational: Definition Operational For study this presented in table 1 below this:

Table 1: Definition Operational Variables

Variables	Definition Operational	Indicator
Communication	Communication is a delivery process message or information from sender to recipient with objective For reach understanding together This process involving a number of element important, such as sender, message, channel, and receiver	1. Information easy understood 2. Openness and transparency 3. Responsive 4. Consistency communication 5. Empathy in communication
Teamwork	Teamwork involving interaction and collaboration between member For reach objective along with effective communication, sharing clear tasks, and each other support One each other. Teamwork develop through stages certain, starting from formation until reach efficiency in Work together	1. Communication effective, 2. Coordination between member 3. Involvement member 4. Ability breakdown 5. Trust between member
Motivation Work	Motivation Work influenced by various related factors with need individuals, awards received, and beliefs to connection between effort and results In overall, motivation Work relate with fulfillment needs, rewards, and expectations to the results achieved	1. Commitment to work 2. Achievement objective 3. Involvement in task 4. Desire For develop 5. Awards and recognition
Employee Performance	Employee performance referring to the results work achieved by individuals in carry out duties and responsibilities responsibility given by the organization This performance measured based on quality and quantity results suitable work with standards that have been set	1. Quality work 2. Quantity work 3. Discipline Work 4. Initiative and creativity 5. Ability adapt

Data Analysis Techniques

Study This use technique Partial Least Square Structural Equation Model (PLS-SEM) analysis with device Smart PLS 3.0 software External model assessment done with evaluate internal consistency, validity convergent, and validity discriminant in accordance with procedures described by Hair Jr. *et al.*, (2021). Internal consistency was checked use two measures, namely Cronbach's alpha and Composite Reliability, with minimum required value is 0.60.

Validity convergent measured through mark factor loading, which must be more big from 0.70 to valid indicators, while indicator with mark factor loading between 0.40 and 0.70 can maintained If its deletion reduce reliability composite Validity discriminant tested with use criteria Fornell-Larcker (FLC) and ratio Heterotrait-Monotrait (HTMT). Construct it is said fulfil validity discriminant based on FLC if root square from Extraction Average Variance (AVE) of construct the more big from correlation between construct, and the HTML value must be not enough from 0.85.

V. RESULTS AND DISCUSSION

Evaluation to the measurement model indicator covering examination of individual item reliability, internal consistency or composite reliability, average

variance extracted (AVE), and discriminant validity. The third measurement First grouped in convergent validity.

Convergent Validity

Convergent validity consists of from three testing namely item reliability (validity) each indicators), composite reliability, and average variance extracted (AVE). Convergent validity is used For measure how much big existing indicators can to explain dimensions It means the more the greater the convergent validity, the the more big ability dimensions the in apply variable its latent.

a. Reliability Item

Reliability items or normal we call with validity indicator testing to item reliability (validity) indicator) can seen from loading factor value (standardized loading). Loading factor value This is the magnitude correlation between between every indicators and their constructs Loading factor values above 0.7 can said to be ideal, meaning that indicator the can is said to be valid as indicator For measure construct Although Thus, the standardized loading factor value above 0.5 can be accepted While standardized loading factor value below 0.5 can issued from Chin's model (1998). The following is mark reliability of items that can seen in the standardized loading column:

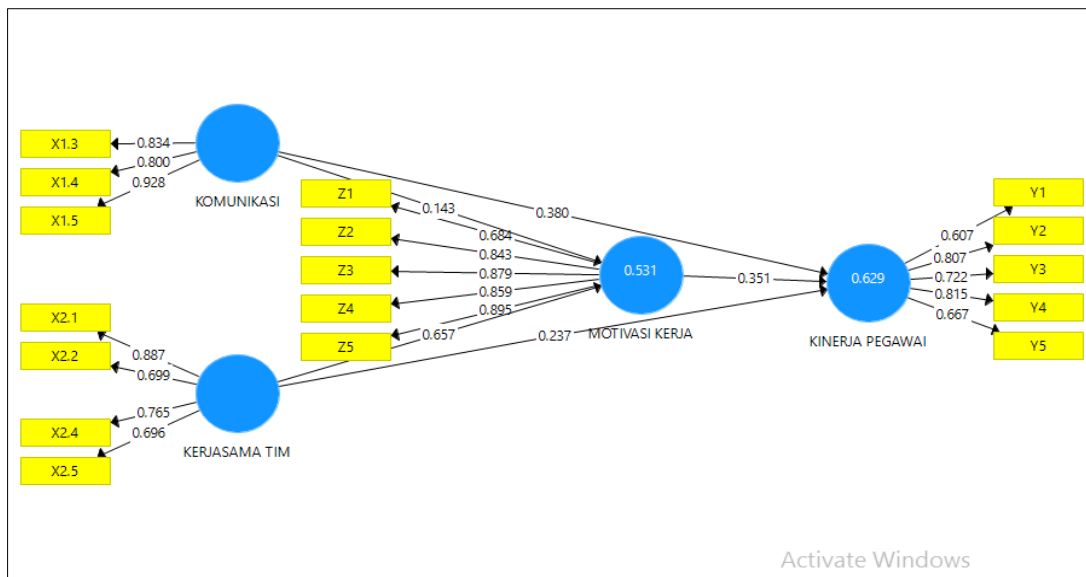


Figure 2: Standardized Loading Factor Inner and Outer Model

From image 2 above can seen that all loading is worth it more from 0.5 to No need set aside With Thus, each indicator has been validated for explain each latent variable that is leadership transformational, culture organization, commitment organization and performance.

b. Composite Reliability

Statistics used in composite reliability or reliability construct is Cronbach's alpha and DG rho (PCA). Cronbach's alpha measures limit lower mark reliability a construct while composite reliability measures mark indeed reliability a construct Rule of thumb used for composite reliability value is higher big from 0.6 and mark cronbach's alpha more big from 0.6. With measurement the if achieved value is > 0.60 then can it is said that construct the own high reliability.

Table 2: Results Composite Reliability

	Cronbach's Alpha
Communication	0.815
Teamwork	0.762
Employee Performance	0.779
Motivation Work	0.893

Source: Results Processing Data 2024

Based on table 2 above show that composite reliability value for communication of 0.815; cooperation team of 0.762; performance employee of 0.779; motivation Work of 0.893 The latent four obtained mark Cronbach's alpha is above 0.6 so that can it is said all over factor own reliability or good reliability as tool measure.

Average Variance Extracted (AVE) illustrates the amount of variance that is capable explained by the items compared with variance caused by measurement error The standard is when AVE value above 0.5 then can it is said that construct has good convergent validity This means latent variables can explain the average more from half the variance of the indicators.

Table 3: Results Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Communication	0.732
Teamwork	0.587
Employee Performance	0.530
Motivation Work	0.698

Source: Results Processing Data 2024

Based on table 3 above show that AVE value for For communication as big as 0.732; cooperation team as big as 0.587; performance employee as big as 0.530; motivation Work of 0.698. Fourth variable have AVE which is above 0.5 so that construct own good convergent *validity* where latent variables can explain the average more from half *variance* of the indicators.

1. Discriminant Validity

Discriminant validity check of the measurement model reflective assessed based on cross loading and comparing between AVE value with square correlation between constructs the cross loading measure is is compare correlation indicator with its construction and construction from other blocks Good discriminant validity will capable explain variable the indicator more tall compared to with explain Variants from indicator another construct Here is discriminant validity value for each indicator.

Table 4: Discriminant Validity

	Communication	Teamwork	Employee Performance	Motivation Work
X1.3	0.834	0.501	0.502	0.298
X1.4	0.800	0.148	0.529	0.285
X1.5	0.928	0.418	0.572	0.467
X2.1	0.467	0.887	0.578	0.668
X2.2	0.002	0.699	0.437	0.603
X2.4	0.352	0.765	0.409	0.489
X2.5	0.455	0.696	0.546	0.401
Y1	0.220	0.603	0.607	0.429
Y2	0.649	0.511	0.807	0.588
Y3	0.626	0.516	0.722	0.487
Y4	0.393	0.376	0.815	0.523
Y5	0.190	0.310	0.667	0.404
Z1	0.098	0.290	0.279	0.684
Z2	0.165	0.546	0.532	0.843
Z3	0.441	0.635	0.580	0.879
Z4	0.426	0.642	0.654	0.859
Z5	0.460	0.736	0.661	0.895

Source: Results Processing Data 2024

Based on table 4 above show that discriminant validity value or loading factor for each variable own more correlation tall with the variables compared to with variable others Likewise with indicators - indicators each the variables This show that placement indicators on each the variables has appropriate.

Inner Model Analysis

R-square is size proportion variation influenced (endogenous) values that can explained by the variables

that influence it (exogenous) useful For predict is the model good / bad The r-square results for endogenous latent variable of 0.75 indicates that the model is substantial (good); 0.50 indicates that the model is moderate (medium) and 0.25 indicates that the model is weak (bad) (Juliandi, 2018). Based on data processing that has been done with using the smartPLS 3.0 program, obtained R-Square value that can be seen in the picture and table following :

Table 5: Results R²

	R Square	R Square Adjusted
Employee Performance	0.629	0.616
Motivation Work	0.531	0.520

Source: Results Processing Data 2024

From table 5 above known that the influence of X1, X2 and Z on Y with r-square value of 0.629 indicates that variation Y value is able explained by variation the values of X1, X2 and Z are 62.9% or in other words that the model is substantial (moderate), and 37.1% influenced by variables others Next the influence of X1 and X2 on Z with r-square value of 0.531 indicates that variation Z value is able explained by variation the value of X1 and X2 is 53.1% or in other words that the model is substantial (moderate), and 46.9% influenced by variables other.

Testing Hypothesis

Testing This is for determine coefficient track from the structural model the goal is is test significance all connection or testing hypothesis Testing hypothesis in study This shared become influence direct and influence No directly Based on data processing that has been done with using the smartPLS 3.0 program, image hypothesis test results influence direct and indirect direct can seen in the following path coefficient image This:

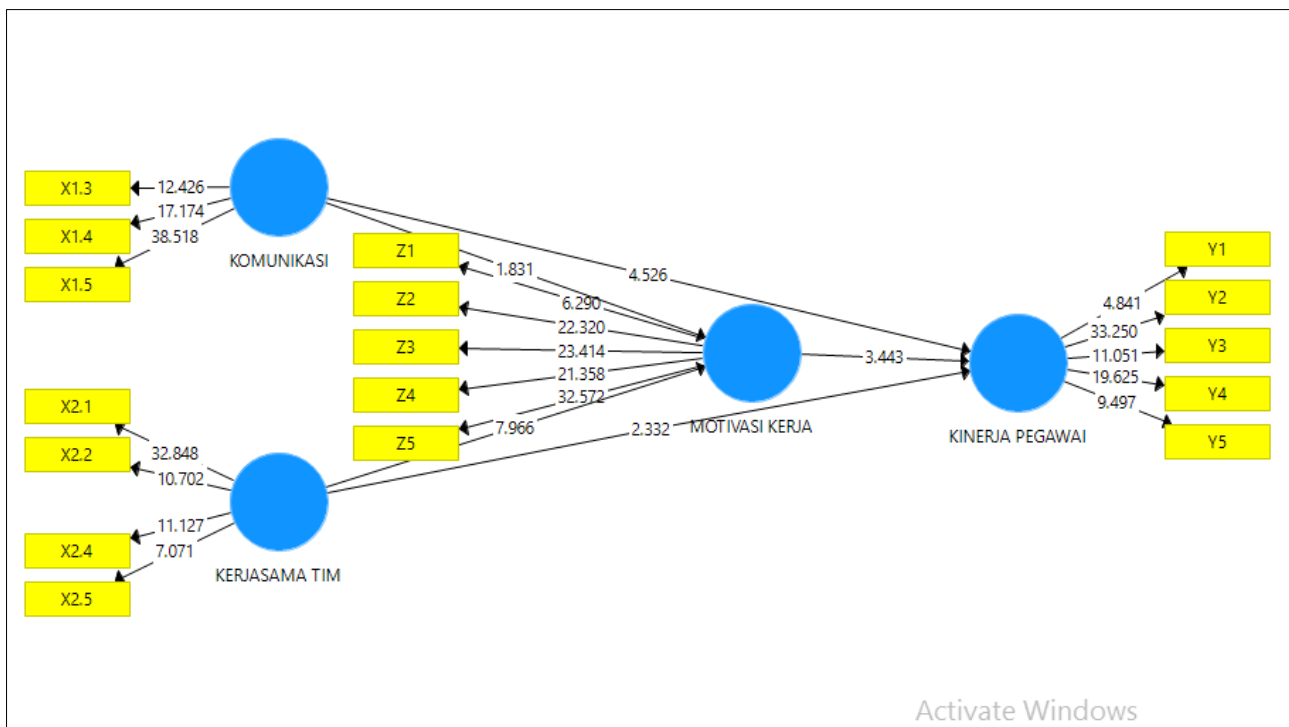


Figure 3: T-Value

Results test hypothesis influence direct can seen on table path the following coefficients this:

Table 6: Path Coefficient

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Communication -> Employee Performance	0.380	0.084	4,526	0.000
Communication -> Motivation Work	0.143	0.078	1,831	0.067
Teamwork -> Employee Performance	0.237	0.102	2,332	0.020
Teamwork -> Motivation Work	0.657	0.082	7,966	0.000
Motivation Work -> Employee Performance	0.351	0.102	3,443	0.001

Source: Results Processing Data 2024

Based on table 6, can stated that testing hypothesis is influence communication to performance employee have coefficient track of 0.380. The influence the have mark probability (p-values) of 0.000<0.05, meaning communication influential significant to performance ASN employees in the Government OPD environment Regency Pekalongan Influence communication to motivation Work have coefficient track of 0.143. The influence the have mark probability (p-value) of 0.067>0.05, meaning communication No influential significant to performance employees at ASN within the Government OPD environment Regency Pekalongan Influence cooperation team to performance employee have coefficient track of 0.237. The influence the have mark probability (p-values) of 0.020<0.05, meaning cooperation team influential significant to performance ASN employees in the Government OPD

environment Regency Pekalongan Influence cooperation team to motivation Work have coefficient track of 0.657. The influence the have mark probability (p-values) of 0.000<0.05, meaning cooperation team influential significant to motivation ASN work in the Government OPD environment Regency Pekalongan Influence motivation Work to performance employee have coefficient track of 0.351. The influence the have mark probability (p-values) of 0.001<0.05, meaning motivation Work influential significant to performance ASN employees in the Government OPD environment Regency Pekalongan.

Testing In General No Direct

As for the influence No direct between variable free and variable tied to research this can put forward is as following:

Table 7: Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Communication -> Motivation Work -> Employee Performance	0.050	0.050	0.031	1.618	0.106
Teamwork -> Motivation Work -> Employee Performance	0.231	0.233	0.075	3,070	0.002

Source: PLS 3.00

Based on table 7 above, can stated that testing hypothesis is Influence communication to performance employee through motivation Work have coefficient track of 0.050. The influence the have mark probability (p-values) of 0.106>0.05, meaning motivation Work No capable mediate influence communication to performance ASN employees in the Government OPD environment Regency Pekalongan and Influence cooperation team to performance employee through motivation Work have coefficient track of 0.231. The influence the have mark probability (p-values) of 0.002<0.05, meaning motivation Work capable mediate influence cooperation team to performance employees at ASN within the Government OPD environment Regency Pekalongan.

pattern behavior that must be done for overcome things mentioned The following This is discussion from analysis results findings study This as following:

Influence Communication on Employee Performance

From the results analysis testing hypothesis influence communication to performance employee have coefficient track of 0.380. The influence the have mark probability (p-values) of 0.000<0.05, meaning communication influential significant to performance ASN employees in the Government OPD environment Regency Pekalongan this is show that communication capable increase performance employees at ASN within the Government OPD environment Regency Pekalongan, where communication intensive between superiors and subordinates can increase performance employees Research results This in line with results study results Previous studies conducted by (Diansyah *et al.*, 2020); (Mangkunegara, 2019); (Wibowo, 2021); (Handoko *et al.*, 2020); (Sutrisno & Miner, 2021) prove

DISCUSSION

Findings in study This is about conformity theory to research, opinion and also study previously which has put forward results study previously as well as

that communication own influence to performance employee.

The Influence of Teamwork on Employee Performance

From the results analysis testing hypothesis influence cooperation team to performance employee have coefficient track of 0.237. The influence the have mark probability (p-value) of $0.020 < 0.05$, meaning cooperation team influential significant to performance ASN employees in the Government OPD environment Regency Pekalongan This is show that with existence cooperation good team so performance ASN employees in the Government OPD environment Regency Pekalongan will the more increase Where employee own a series values, beliefs, behaviors, habits and attitudes that help between employee in do work, with thus so performance employee will the more increased Research results This in line with results study previous studies conducted by (Wijarangga *et al.*, 2024); (Yusuf, 2023); (Mailani *et al.*, 2023); (Kusuma and Sutanto, 2018); (Mandiri Cargo, 2024).

Influence Communication to Motivation Work

From the results analysis testing hypothesis influence communication to motivation Work have coefficient track of 0.143. The influence the have mark probability (p-value) of $0.067 > 0.05$, meaning communication No influential significant to motivation ASN work in the Government OPD environment Regency Pekalongan this is show that with the more increase it communication ASN employees in the Government OPD environment Regency Pekalongan so motivation Work decreased, due to employee only do communication just without supported with motivation good job so that result in performance employee the more decreased Research results This contradictory with study previous studies conducted by (Turnip *et al.*, 2021); (Sari & Wahyudi, 2020); (Rizki *et al.*, 2022); (Yuwono & Kusuma, 2023)

The Influence of Teamwork on Motivation Work

From the results analysis testing hypothesis influence cooperation team to motivation Work have coefficient track of 0.657. The influence the have mark probability (p-values) of $0.000 < 0.05$, meaning cooperation team influential significant to motivation ASN work in the Government OPD environment Regency Pekalongan this is show that cooperation team capable increase motivation Work ASN employees in the Government OPD environment Regency Pekalongan, where interaction solid team push motivation individual For Work more good Research results This in line with results study previous studies conducted by (Andhylyani, 2019); (Sukma, 2022); (Febrianto, 2020); (Ibrahim *et al.*, (2021); (Sutrisno, 2019) concluded that cooperation team influential significant to motivation Work.

Influence Motivation Work on Employee Performance

From the results analysis testing hypothesis Influence motivation Work to performance employee have coefficient track of 0.351. The influence the have mark probability (p-values) of $0.001 < 0.05$, meaning motivation Work influential significant to performance ASN employees in the Government OPD environment Regency Pekalongan This is show that motivation Work capable increase performance ASN employees in the Government OPD environment Regency Pekalongan Where motivation influence behavior individual in reach objectives, which have an impact on performance employees Research results This in line with results study previous studies conducted by (Nursalim *et al.*, 2020); (Chukwuma & Obiefuna ; 2014); (Bagaskara & Rahardja, 2018); (Suwondo, 2019); (Hassan & Ahmad, 2020) stated motivation Work influential significant to performance employee.

Influence Communication on Employee Performance Mediated by Motivation Work

From the results analysis testing hypothesis influence communication to performance employee through motivation Work have coefficient track of 0.050. The influence the have mark probability (p-values) of $0.106 > 0.05$, meaning motivation Work No capable mediate influence communication to performance ASN employees in the Government OPD environment Regency Pekalongan This is show that communication No capable increase performance employee through motivation Work ASN employees in the Government OPD environment Regency Pekalongan, where communication that is not clear and less open can lower trust between employees, who ultimately can lower motivation work Motivation low work will make performance employee decreased Therefore that, communication that is not effective can lower motivation work that ultimately contribute to the decline performance employee.

The Influence of Teamwork on Employee Performance Mediated by Motivation Work

From the results analysis testing hypothesis Influence cooperation team to performance employee through motivation Work have coefficient track of 0.231. The influence the have mark probability (p-values) of $0.002 < 0.05$, meaning motivation Work capable mediate cooperation team to performance ASN employees in the Government OPD environment Regency Pekalongan This is show that cooperation team capable increase performance employee through motivation Work ASN employees in the Government OPD environment Regency Pekalongan Where when team Work The same with good, mutual support, and coordinate in a way effective, thing This enhance mutual respect trust and commitment between member team. Good cooperation This can increase motivation Work individual, because member team feel more appreciated and have a sense of responsibility more answers tall to achievement

objective together. More motivation height, in turn, encourages improvement performance employee in a way overall.

CONCLUSION

Based on results research and discussion that has been put forward previously so can taken conclusion from study regarding "The Influence of Communication and Teamwork on Employee Performance With Motivation Work As Intervening Variables on ASN in Government OPD Environment Regency Pekalongan" is as following : In general direct communication influential significant to performance ASN employees in the Government OPD environment Regency Pekalongan In general direct cooperation team influential significant to performance ASN employees in the Government OPD environment Regency Pekalongan In general direct communication No influential significant to motivation ASN work in the Government OPD environment Regency Pekalongan in general direct cooperation team influential significant to motivation ASN work in the Government OPD environment Regency Pekalongan In general direct motivation Work influential significant to performance ASN employees in the Government OPD environment Regency Pekalongan In general No direct motivation Work No capable mediate influence communication to performance ASN employees in the Government OPD environment Regency Pekalongan In general No direct motivation Work capable mediate influence cooperation team to performance ASN employees in the Government OPD environment Regency Pekalongan.

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