

Organization Communication and Work Environment in Enhancing Work Motivation Among Civil Servants on District Area During Covid-19

Isnawijayani¹, Dina Mellita², Siti Rahayu³

^{1,3} Faculty of Science Communication, Universitas Bina Darma, Indonesia

² Faculty of Economics, Universitas Bina Darma, Indonesia

isnawijayani23@gmail.com, dinamellita@binadarma.ac.id, ayutami14@gmail.com

Abstract

This study aims to identify organizational and environmental communication on the work motivation of the State Civil Servant (CS) at the district level during the covid-19 pandemic. The existence of a social restriction policy in activities that was also experienced by CS organizational communication and work environment have an influence on employee motivation. The results showed that during the Covid-19 pandemic the level of CS motivation was low. Through indicators of Basic needs, security needs, social needs, esteem needs and self-actualization, it is known that all indicators in the motivational variable have low values and only indicators of security needs have sufficient values. From the results of regression analysis, it is known that organizational communication and the work environment have an influence on motivation, where good organizational communication can be seen from the effectiveness and openness of information and the relationship between leaders and their subordinates which includes trust, joint decision making, honesty, openness in communication to others. up and down and attention to high-performance goals. Due to a good work environment, it will have an impact on increasing employee motivation to work together to achieve better office goals.

Keywords

organizational communication;
work environment; work
motivation; pandemic; covid-19



I. Introduction

At the beginning of 2020, the world was faced with a catastrophic outbreak of the COVID-19 disease virus, which quickly became a pandemic. In order to limit human mobility to prevent the spread of the Covid-19 virus, social restriction policies are carried out by almost all countries globally. The outbreak of this virus has an impact of a nation and Globally (Ningrum et al, 2020). The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020). Working conditions that were previously carried out physically have changed to online. This also applies to working conditions in the public sector. In this case, the public sector which usually provides services directly and physically to the community must face working conditions where they have to perform services online from home. The work from home system or known as work from home results in changes in the social order and concept of employment in the workplace and affects the effectiveness of services to the community.

This study aims to identify the effect of organizational communication and work environment on work motivation for Civil Servant (CS). The task of CS as in providing

professional and quality services to the community requires a high level of motivation for the CS themselves. Motivation has always been an essential factor in managing personnel. It is a crucial variable in creating a high performance organization. Both private and public sector scholars are convinced of this relationship. Contrary to research of private sector management, public administration research has largely ignored motivation as a topic (Wright, 2001). It should therefore not come as a surprise that the bulk of our knowledge concerning motivation in the public sector is in fact theories that originate from private sector management research.

Changes in working conditions that are full of challenges during the pandemic must still be able to increase motivation to work for CS. As with the private sector, in public services, the indicator of service success is the effectiveness of services to the community. CS which is also a human resource in the concept of production factors has advantages in controlling thoughts and feelings and emotions to improve the production process. In order to increase CS motivation during WFH, the important thing is effective organizational communication.

Indonesia, in this case, is also a country affected by the Covid-19 pandemic and has started a social restriction policy since early 2020. Not only the private sector, the public sector has also implemented a work-from-home model in providing public services. Based on the results of the initial interview, it is known that public services carried out by CS during the pandemic are not running effectively and optimally. Massive and sudden changes in the work system have in CS needing significant adjustments so that services are not carried out optimally.

Several studies suggest that changes in the work system and environment will affect work motivation. The system and work culture here are represented in organizational communication between individuals in the organization. Before the pandemic, communication between individuals within the organization could be done face-to-face directly so that the goals and objectives of both individuals and organizations would be achieved effectively. However, during the pandemic, organizational communication with CS did not run properly which, in the low motivation of the CS to work in the service.

On the other hand, the low motivation of CS is also caused by changes in the conditions of the work environment. So far, there is an adequate working environment for CS in providing services to the community. During the pandemic, CS experienced obstacles in creating a conducive work environment. The WFH work system causes CS to be unable to focus on their work because they have to mix it up with domestic work in the household. The inadequate working atmosphere in a reduced motivation for CS in providing services to the community.

Several studies have found out that many businesses fail to understand the importance of working environment for employee job motivation and thus face a lot of difficulties during their work (Subramony,2009; Wegge et al., 2010; Bugenhagen and Barbuto , 2012; . Jiang et al., 2012). Such organizations are internally weak and therefore unable to introduce innovative products into the market to outshine their competitors (Aiken, Clarke, & Sloane, 2002). Employee is an essential component in the process of achieving the mission and vision of a business. Employees should meet the performance criteria set by the organization to ensure the quality of their work. To meet the standards of organization, employees need a working environment that allows them to work freely without problems that may restrain them from performing upto the level of their full potential. The objective of this research paper is to analyze the impact of working environment on employee job motivation.

II. Review of Literature

2.1 Theory on Work Motivation

Numerous researchers have tried to borrow the questions concerning work motivation. In the early management research, around the beginning of the 20th century, work motivation was an important aspect of management theory. Frederick W. Taylor argued that simplified, specialized tasks and monetary rewards were prime motivators for employees (Vandenabeele et al, 2006). Other theories on work motivation were developed in the years to follow. This is derived in an extensive body of research on work motivation, each with its own theoretical insights and focus, although focused mainly on a private sector environment. In these developments, we discover two different approaches. In this study, the theory of work motivation used refers to 'needed theories' by Rainey (1997). In this circumstances, need theories or content theories are concerned with the particular needs, motives or rewards that affect motivation. They are opposed to process theories, which are more concerned with the psychological process behind motivation. It covers Basic needs, security needs, social needs, esteem needs and self actualization.

2.2 Organizational Communication in Improving Work Motivation

Based on the theory of organizational communication that has been put forward by experts, that one of the functions of organizational communication is motivation, which means that communication that is built can strengthen motivation which has an impact on employee performance. Motivation can be interpreted as a driving force that causes the person to do something or what he wants to do because he is afraid of something, for example someone wants to be promoted or paid, then his actions will support the achievement of that desire (Hewett et al., 2018). This understanding can be concluded that motivation will be present together with needs and satisfaction that can stimulate the growth of work motivation. The difficulty is that human needs are sometimes never fulfilled, therefore, organizations should wisely consider a balanced proportion between the interests of employees and the organization. This strongly agrees with Hasibuan (2007) who stated that employee motivation is influenced by physical needs, the need for security and safety, social needs, the need for self-esteem, and the need for self-realization. Thus, it can be concluded that motivation is a way of encouraging the passion of subordinates, so that they are willing to work hard by giving all their abilities and skills to realize the vision and mission of the organization. Because basically the organization does not only expect capable, capable and skilled employees, but most importantly they are willing to work hard and are willing to achieve optimal work results. The abilities, skills and abilities of employees are meaningless to the organization, if they do not want to work hard to use their abilities, skills and skills

Communication is the most important means in human life, which means that no one can withdraw from this process either in its function as an individual or as a social being. The first term (communication) is most often referred to as the origin of the word communication, which is the root of thought words, a meaning, or a message shared equally (Mulyana, 2002). Many experts consider that communication is a very fundamental need for a person in social life. Theoretically, experts express various opinions in defining organizational communication. This can be seen from Kim (2018) who suggests that organizational communication is the sender and recipient of information in a complex organization, organizational communication is the flow of information, information exchange, and meaning transfer within an organization, and organizational

communication is also a mutually reinforcing system. depending on which includes internal communication and external communication.

Organization communication is a way to invite employees to voice their needs and provide feedback is also a dimension of transparency, which Rawlins (2009) termed participation. According to Rawlins (2009), stakeholders must be invited to participate in order to identify the information the organization needs to make accurate decisions. Smidts et al. (2001) found that a communication climate where employees can participate in decision making and feel that they are taken seriously fosters identification with the organization will increase the motivation and performance of employee. Men et al. (2012) furthermore showed that perceived organizational transparency is positively related to employees' identification with an organization.

Hypothesis 1. During the pandemic-forced CS's perceived the lack of organization communication that caused the decrease of their motivation.

2.3 Work Environment in Increasing Work Motivation

The work environment has an important role in achieving employee performance (Khoiriyah, 2009). This is because a pleasant work environment makes employees work more passionately and eagerly to achieve better performance. This work environment itself consists of a physical work environment and a non-physical work environment that is attached to employees so that it cannot be separated from efforts to improve employee performance. A good, comfortable work environment that meets the standards of eligibility requirements will affect employees in carrying out their duties. A conducive non-physical work environment is a mandatory requirement to continue to foster the quality of thinking of employees which can ultimately foster their performance on an ongoing basis.

Specifically, Baah and Amoako (2011) described that the motivational factors (the nature of work, the sense of achievement from their work, the recognition, the responsibility that is granted to them, and opportunities for personal growth and advancement) helps employees to find their worth with respect to value given to them by organization. Further, this can increase motivational level of employees which will ultimately raise internal happiness of employees and that the internal happiness will cause satisfaction.

Furthermore, Sell and Cleal (2011) developed a model on job satisfaction by integrating economic variables and work environment variables to study the reaction of employees in hazardous work environment with high monetary benefits and non-hazardous work environment and low monetary benefits. The study showed that different psychosocial and work environment variables like work place, social support has direct impact on job satisfaction and that increase in rewards does not improve the dissatisfaction level among employees. Bakotic & Babic (2013) found that for the workers who work under difficult working conditions, working condition is an important factor for job satisfaction, so workers under difficult working conditions are dissatisfied through this factor. To improve satisfaction of employees working under difficult working conditions, it is necessary for the management to improve the working conditions. This will make them equally satisfied with those who work under normal working conditions and in return overall performance will increase.

Hypothesis 1. During the pandemic-forced the remote working condition will decrease the motivation of CS's to serve the community.

III. Research Method

3.1 Participants

In this study, we analyzed data from a sample of 172 public services on district Ogan Komering Ilir. The survey carried out covers the mainly men (53% respondents) and men (47% respondents). The mean age of the respondents was 43. The majority respondent serves in a regent office (36%) and the rest is serves at department of population and civil registration (29%), Development Planning Agency (21%) and others (14%).

3.2 Measures

a. Organizational Communication

Initially, we intended to measure five dimensions of attitudes to e-learning: Indicators Trust, Joint decision making in decision making, Honesty and Consistent, Openness in communication up and down and Attention to high performance goals. Therefore, we asked nine questions, three for each dimension. The participants responded on a scale from 1—I strongly disagree, to 5—I definitely agree. However, the analysis of obtained results does not support the existence of five dimensions in attitudes towards organizational communication in our data. The three items for the making decision together and taking decision dimension has low reliability of 0.44 (Cronbach's alpha) that, after deletion of one particular problematic item, has increased to 0.77. Then, the three items for the trust indicator have a reliability of 0.83 and the three items for others also have low reliability, which only decreased upon deletion of any item. Thus, honesty and consistency (three items) and openness in communication (two items) dimensions were highly correlated with $r = 0.65$, and the maximum likelihood factor analysis with varimax rotation revealed that only one factor that emerges has the eigenvalues higher than 1 (3.18), and the second factor has the much smaller eigenvalues of 0.712. Based on this analysis, in this study, we decided to analyze the general indicator of confidence instead of analyzing separated dimensions. The final scale of five items has a quite high reliability of 0.86 of Cronbach's alpha.

b. Work Environment

Environmental assessment work during Covid-19 To assess how CS assess how public services work during Covid-19, we measured physical work environment with four, on a scale from 1—I strongly disagree, to 5—I definitely agree. This scale represents the cognitive evaluation of work environment of public services during the pandemic. The reliability for this scale was high with Cronbach's alpha of 0.91, and the maximum likelihood factor analysis with varimax rotation revealed that only one factor that emerges has the eigenvalues higher than 1 (3.18), and the second factor has the eigenvalue of 0.326.

IV. Result and Discussion

The results showed that the work motivation applied to CS during the pandemic was in the low category, namely 43.14 percent, this was seen from the indicators of work motivation, which are basic needs, the need for security, affiliation needs or acceptance (Social Needs), esteem needs and needs for self-actualization.

Physiological needs, based on the results of research data on indicators of physiological needs are in the low category, namely 44.28 percent. This means that the level of need in CS shows a low trend. It can be seen from the results of observations which show that CS during the pandemic felt that the physiological needs provided by the

office had not been fulfilled as expected by their employees, such as: the availability of adequate internet facilities at home and adequate office facilities for public services.

The need for security, based on the results of research data on the indicator of the need for security is in the good category as much as 60.00 percent. This means that the level of need for security in CS shows a fairly adequate trend. It can be seen that during the pandemic and CS carries out wfh , ASN does not need to travel so that CS feels calm at work. On the other hand, health and safety guarantees are still guaranteed by the government.

The need for affiliation or acceptance, based on the results of research data on indicators of need for affiliation or acceptance is in the low category, which is 37.14 percent. It can be seen from the results of the researchers' observations which show that there is an unfavorable relationship because internal organizational communication has not been effective both between employees and superiors, fellow co-workers and with the community.

The need for appreciation, based on the results of research data on the indicator of need for appreciation is in the good category as much as 51.43 percent. This means that the level of need for appreciation in CS shows a sufficient trend. It can be seen from the results of observations which show that there are praises addressed to outstanding employees, the provision of certificates or certificates, the existence of intensive gifts, and the opportunity to take part in education and training.

The need for self-realization, based on the results of research data on the indicators of self-needs is in the very low category, which is 22.86 percent. This means that the level of CS self-realization needs during the pandemic shows a very low trend. Based on the results of personal interviews which show that education and training is one form of coaching efforts for employees who will continue their education to a higher level during the pandemic. Education and training are carried out as a teaching and learning process in order to improve the ability of professional and quality human resources in carrying out their duties

Table 1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant) Y	.191	393		.487	.628
	Communication organization X1	.235	-121	.187	.1,939	0.056
	Environment X2 work	.697	.110	.612	6.350	0.000

$$Y = 0.191 + 0.235 X1 + 0.697 X2$$

Description:

Y = Work Motivation

X1 = Organizational Communication

X2 = Work Environment

Based on the equation of the regression results above, it can be analyzed the effect of the independent variable on the dependent. organizational communication variable (X1) has a sig prob value of 0.056 and a work environment variable (X2) a sig prob value of 0.000. Where the organizational communication variable and the work environment variable (X2) can be seen that the work environment variable has a significant relationship

to work morale 0.000 <0.05, and also organizational communication variable has a relationship to motivation with a sig value of 0.056 0.050.

The regression equation above shows that the regression coefficient does not have a negative sign, which means that if the values of the organizational communication indicators are increased, it will encourage work motivation with the assumption that other independent variables remain constant. An increase in an indicator of organizational communication is predicted to increase work motivation by 69.70 percent. Therefore, to further increase work motivation, organizational communication must be maintained even better.

In relation to the hypothesis 1 (During the pandemic-forced CS's perceived the lack of organization communication that caused the decrease of their motivation). The data testing the hypothesis above can be done by comparing the significant numbers with a significant level of 0.05. The results obtained, namely the significant level of 0.018 is smaller than 0.05, then this means that H0 is rejected and Ha is accepted, which means that the influence of organizational communication on CS work motivation is significant, meaning that the hypothesis is accepted.

Table 2

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.303	2	.152	41,761	.017 ^b
	Residual	.261	170	.004		
	Total	.564	172			
a. Dependent Variable: Y						
b. Predictors: (Constant) x1,x2						
Source: Primary Data (processed, 2021)						

Testing the hypothesis above can be done by comparing the significant numbers with a significant level of 0.05. The results obtained, namely the significant level of 0.017 is smaller than 0.05, then this means that H0 is rejected and Ha is accepted, which means that the influence of organizational communication on CS's work motivation in Ogan Komering Ilir Regency is significant, meaning that the hypothesis is accepted.

Table 3

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	0.733	0.537	0.524	0.06023

The number of R Square (r^2) is 0.733, meaning that organizational communication and work environment on work motivation is 73.3 percent. This indicates that during the pandemic, effective organizational communication and a conducive work environment are needed to maintain the effectiveness of services to the community.

V. Conclusion

Organizational communication with CS in the Ogan Komering Ilir Regency area during the pandemic greatly affects the level of motivation. In this case, organizational communication in CS includes on these indicators in terms of trust, joint decision making in decision making, honesty and consistency, openness in communicating up and down, and attention to high-performance goals.

Meanwhile, the level of motivation for CS during the pandemic is considered quite low at 43.14%. These motivational indicators are seen in terms of physiological needs (basic needs), security needs, affiliation or acceptance needs (social needs), esteem needs, and self-actualization needs. Thus, organizational communication has a significant effect on work motivation in CS which is at a high level of relationship where the better organizational communication is applied by the District Head, the higher the level of employee motivation.

The results of the study also shown a positive relationship between working environment and job motivation. The CS have agreed that working environment plays a vital role in attaining job motivation. As the competition has increased and business environment is dynamic and challenging, so different organizations in order to operate up to their maximum potential, have to ensure that their employees are working in a conducive and friendly environment even in a pandemic situation. Employees are becoming concerned about the working environment which includes working hours, job safety & security, relationship with co-worker, esteem needs and top management as mentioned in this study

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