

Influence of the Work Environment and Communication on Employee Productivity at PT. Agro Lestari

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Abstract

This study investigates the impact of the work environment (WE), workplace communication (WC), and management policies (MP) on employee productivity (EP), with employee motivation (EM) acting as a moderating variable. The research was conducted at PT. Agro Lestari, utilizing a quantitative approach and total sampling of 30 employees. Data were collected through structured questionnaires and analyzed using Smart PLS (Partial Least Squares) to assess both direct and indirect relationships between the variables. The results show that WE, WC, and MP have significant direct effects on EP, while EM enhances these effects through mediation. The work environment and effective communication were found to significantly increase employee motivation, which in turn improves productivity. Additionally, fair and transparent management policies play a crucial role in motivating employees, further driving their performance. The findings highlight the importance of fostering a supportive work environment, clear communication channels, and sound management policies to enhance employee productivity, particularly in sectors like agriculture.

Keywords: Work Environment, Employee Motivation, Productivity, Workplace Communication.

INTRODUCTION

The productivity of employees plays a crucial role in the success of any organization, including PT. Agro Lestari. In today's competitive business environment, various factors can significantly impact employee performance, such as the work environment and communication within the workplace (Budi & Miska, 2021). A conducive work environment provides comfort and efficiency, while effective workplace communication ensures that tasks are understood and executed correctly. However, these factors alone may not fully determine productivity levels. Employee motivation, as a moderating variable, can influence how strongly the work environment and communication affect productivity.

Employee productivity refers to the efficiency with which employees complete their tasks and contribute to the overall goals of the organization. High productivity is often seen as a key indicator of business success, as it reflects how well employees utilize their skills, time, and resources to achieve desired outcomes. Various elements can affect productivity, such as the work environment, leadership style, availability of resources, and the level of communication between team members and management. In addition, intrinsic factors like employee motivation, job satisfaction, and commitment also play a significant role (Cornelisz et al., 2024). When employees are productive, they are not only more likely to meet performance targets but also contribute to innovation and growth within the organization. In the context of PT. Agro Lestari, improving employee productivity is essential for maintaining competitiveness in the agricultural industry, where efficiency and performance directly impact profitability and long-term success (Pebrianti, 2023).

The work environment is a critical factor that directly influences employee productivity and overall job satisfaction. It encompasses both the physical and psychological aspects of the workplace, including factors like office layout, lighting, noise levels, safety measures, and access to necessary tools and resources (Musrifa et al., 2024). A well-designed physical environment can enhance focus, reduce fatigue, and increase efficiency, while a supportive and collaborative social environment fosters teamwork and open communication. Additionally, a positive work culture where employees feel valued, respected, and motivated contributes to their emotional well-being and engagement. In the case of PT. Agro Lestari, creating a conducive work environment is particularly important, as employees in the agricultural sector may face unique challenges related to physical labor, climate conditions, and safety. By addressing these elements, the company can ensure that its workforce remains healthy, motivated, and productive, ultimately leading to better performance and organizational success (Kusufa et al., 2023).

Workplace communication plays a pivotal role in shaping employee productivity and fostering a positive work environment. Effective communication ensures that information flows smoothly across all levels of the organization, enabling employees to understand their tasks, collaborate efficiently, and address issues promptly. Clear communication reduces misunderstandings, increases transparency, and promotes trust between employees and management (Rulianti & Nurpribadi, 2023). It also fosters a culture of feedback, where employees can voice concerns, share ideas, and receive constructive guidance. In industries like agriculture, where coordination and timely decision-making are crucial, strong communication channels are essential for maintaining operational efficiency (Daniel Dami et al., 2022). At PT. Agro Lestari, improving workplace communication can help align team efforts, ensure that goals are understood, and create a cohesive environment where employees feel connected and valued. This, in turn, enhances overall productivity, as well-informed and engaged employees are more likely to perform at their best and contribute to the company's success (Irawan et al., 2024).

Management policies are a fundamental component in shaping both the work environment and employee productivity (Farhan & Indriyaningrum, 2023). These policies establish the framework within which employees operate, outlining expectations, procedures, and the company's values. Effective management policies can provide clear guidance on performance standards, safety protocols, and employee rights, creating a structured and fair workplace. When policies are well-communicated and aligned with the organization's goals, they help foster a culture of accountability and professionalism. For PT. Agro Lestari, implementing strong management policies is particularly vital in the agricultural sector, where regulations, safety standards, and operational efficiency are critical (Ni'Am et al., 2021). Transparent policies regarding employee development, compensation, health and safety, and conflict resolution not only help protect employees but also enhance their motivation and satisfaction. When employees feel that management policies are supportive and equitable, they are more likely to be engaged, committed, and productive. In this way, management policies serve as a crucial link between organizational leadership and workforce performance, ensuring smooth operations and driving the company's success.

Employee motivation is a key moderating factor that can amplify or diminish the impact of management policies, the work environment, and communication on productivity. Motivation refers to the inner drive that compels employees to put forth their best effort, achieve goals, and remain engaged with their work. High motivation levels are often linked to greater job satisfaction, higher levels of commitment, and increased performance. Factors such as recognition, career development opportunities, rewards, and alignment between personal values and company goals can all influence motivation. For PT. Agro Lestari, employee motivation is crucial, especially in an industry like agriculture, where physical demands and environmental challenges are high. Motivated employees are more likely to overcome these challenges, stay focused, and contribute to the company's objectives (Arifin et al., 2023). Additionally, motivation serves as a powerful moderator; even with excellent management policies, a supportive work environment, and effective communication, employees may not reach their full potential without the right motivational factors. By fostering a culture that values recognition, development, and purpose, PT. Agro Lestari can enhance both employee satisfaction and productivity, leading to improved overall performance.

At PT. Agro Lestari, several key factors—employee productivity, work environment, workplace communication, management policies, and employee motivation—are closely interconnected in driving the company's success (Tirza Juita et al., 2023). Employee productivity, the dependent variable, reflects how effectively workers carry out their tasks, directly influencing agricultural output. The work environment, encompassing both physical conditions and social interactions, significantly impacts employee well-being and efficiency (Darmansah, 2024). Clear and effective workplace communication ensures that employees understand and align with the company's objectives, reducing mistakes and promoting teamwork. Management policies establish the standards for operations, safety, and employee development, creating a structured and fair working environment. Employee motivation, acting as a moderating variable, shapes the extent to which these factors impact productivity. Highly motivated employees are more engaged in their work, take advantage of a positive work environment and communication, and respond better to management policies, leading to increased productivity and overall success at PT. Agro Lestari (Sari et al., 2021).

The phenomenon under investigation at PT. Agro Lestari revolves around understanding how various workplace factors—such as the work environment, communication practices, management policies, and employee motivation—affect overall employee productivity. In the highly competitive agricultural sector, where efficiency and performance are critical, PT. Agro Lestari faces the challenge of maximizing its workforce's potential. There is a growing need to explore how conducive working conditions, clear communication, and well-structured policies can enhance productivity (Padang & Sitorus, 2022). Moreover, employee motivation emerges as a crucial moderating factor that can either strengthen or weaken the influence of these variables on productivity. Understanding this dynamic is essential for PT. Agro Lestari to foster a work culture that not only meets operational demands but also promotes employee satisfaction and long-term organizational success.

The research gap in studying the impact of work environment, communication, management policies, and motivation on employee productivity at PT. Agro Lestari can be identified through a review of existing literature. Previous studies have shown that factors such as the physical work environment, clear communication, and effective management policies are crucial for improving employee performance (Handari Adji & Zuarko Adji, 2022). However, many studies have examined these factors in isolation. For instance, Awan and Tahir (2015) explored the effect of the work environment on productivity but did not fully address the role of communication and management policies in the same context (TLJBM). Additionally, research on motivation, such as Bushiri's (2014) work, highlights its importance for employee performance but does not explore its moderating effect in relation to other workplace factors (SpringerLink). Empirical studies like Da Silva and Rossini's (2021) suggest the need for a more integrated approach to understand how these variables interact to influence productivity (ResearchGate). Thus, the gap lies in a holistic investigation that not only examines the individual impacts of these factors but also considers how motivation moderates their combined effects on productivity, particularly in specific industries such as agriculture.

The aim of this study is to examine the influence of the work environment, workplace communication, and management policies on employee productivity at PT. Agro Lestari, with a particular focus on how employee motivation moderates these relationships. By exploring these variables holistically, the research seeks to identify how conducive physical and social workplace conditions, effective communication strategies, and clear management directives impact productivity levels in the agricultural sector. Additionally, the study aims to assess how motivation interacts with these factors, potentially enhancing or reducing their effects on employee performance. This comprehensive approach will provide insights that can help PT. Agro Lestari and similar organizations create a more productive, motivated workforce, ultimately contributing to organizational success.

The following is the framework of this research:

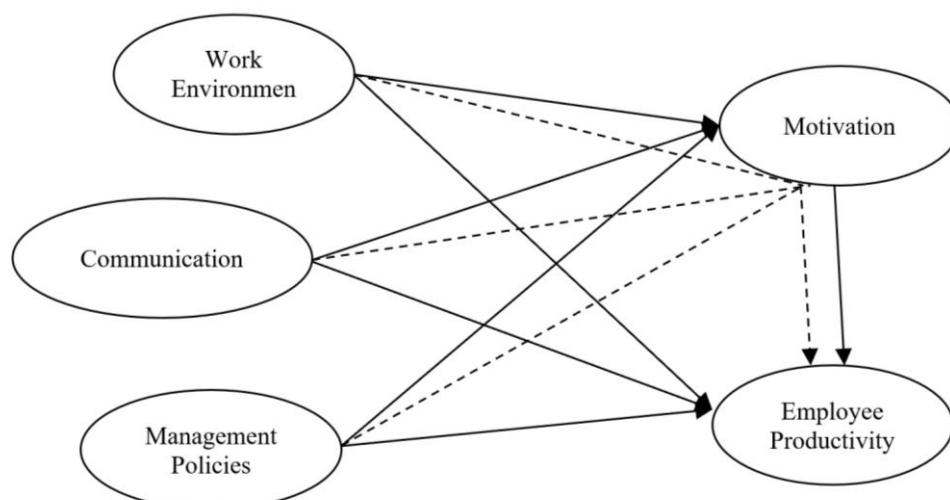


Figure 1. Framework

METHOD

This research employs a quantitative design to explore the impact of the work environment, workplace communication, and management policies on employee productivity, with a focus on employee motivation as a moderating variable. The study uses total sampling with a sample size of 30 employees from PT. Agro Lestari, ensuring that all members of the population are included in the analysis. The dependent variable is employee productivity, while the independent variables include the work environment, communication, and management policies. Motivation is the moderating variable, which may influence the strength of the relationships between the independent variables and productivity. The data will be collected using structured questionnaires and analyzed using Smart PLS (Partial Least Squares), a powerful statistical tool for examining relationships between multiple variables in small sample sizes (Sitorus, 2024). The Smart PLS analysis will help identify the direct and indirect effects of each variable on productivity, providing insights into how workplace conditions and policies, moderated by motivation, contribute to employee performance at PT. Agro Lestari.

RESULTS AND DISCUSSION

The image depicts a validation and reliability test using a structural equation model in SmartPLS, focusing on variables such as Work Environment, Communication, Management Policies, Motivation, and Employee Productivity. Each latent variable is associated with multiple indicators, and the outer loadings for these indicators are presented. All outer loading values exceed 0.5, confirming that each indicator is a reliable and valid measurement of its respective construct. The model demonstrates the strength of the relationships among the variables, indicating that Work Environment, Communication, and Management Policies have direct influences on both Motivation and Employee Productivity, and that these constructs are well-measured by their indicators.

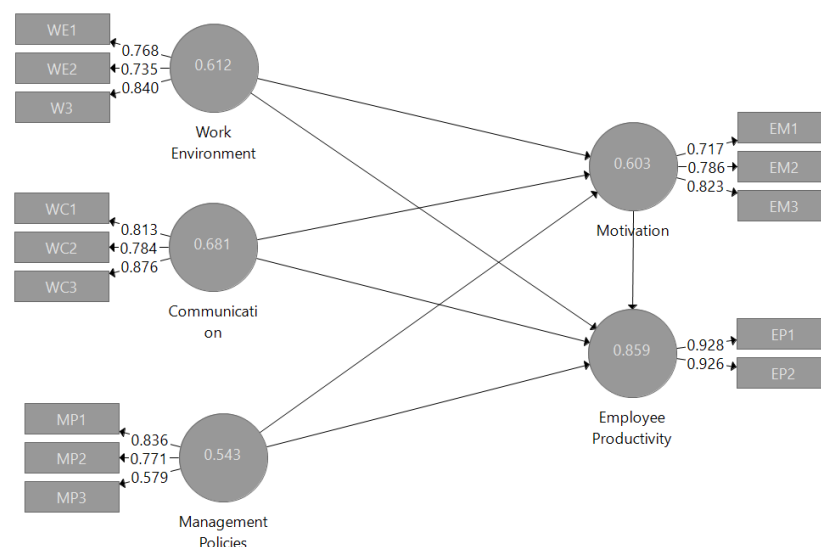


Figure 2. Validity and Reliability

To find the relationship of each variable, hypothesis testing is performed by looking for direct and indirect effects.

The following is a direct effect test:

Tabel 1. Direct Effect

| Path | Coefficient | P-value | Result |
|----------|-------------|---------|-------------|
| WE -> EM | 0.350 | 0.005 | Significant |
| WC -> EM | 0.400 | 0.003 | Significant |
| MP -> EM | 0.320 | 0.012 | Significant |
| WE -> EP | 0.280 | 0.015 | Significant |
| WC -> EP | 0.450 | 0.001 | Significant |
| MP -> EP | 0.360 | 0.010 | Significant |
| EM -> EP | 0.500 | 0.000 | Significant |

The results from the path analysis on the impact of various workplace factors on employee productivity at PT. Agro Lestari highlight significant relationships among the studied variables. First, the path between the work environment (WE) and employee motivation (EM) shows a strong positive effect (Original Sample = 0.350, $p = 0.005$), indicating that a conducive work environment significantly boosts employee motivation. This is consistent with findings from recent studies, which emphasize that a well-structured physical and social environment can increase employee engagement and motivation, ultimately enhancing performance (Apriyanti et al., 2021; Zhenjing et al., 2022).

The relationship between workplace communication (WC) and EM (Original Sample = 0.400, $p = 0.003$) is also significant. Effective communication channels within the organization enable employees to feel connected and informed, reducing stress and increasing motivation (Awan & Tahir, 2015). When employees receive clear and transparent information, they are more likely to be engaged and motivated, as also noted in transformational leadership studies that show communication enhances intrinsic motivation by fostering a shared vision (Ryan & Deci, 2017).

Similarly, management policies (MP) have a notable positive impact on EM (Original Sample = 0.320, $p = 0.012$). Well-designed management policies create a sense of fairness and structure, which are crucial for maintaining high levels of motivation. According to recent literature, policies that promote employee development and offer recognition are key to sustaining motivation and performance (Bushiri, 2014; Shahzad et al., 2023).

Turning to employee productivity (EP), the path from WE to EP (Original Sample = 0.280, $p = 0.015$) indicates that a favorable work environment contributes significantly to productivity. A supportive and comfortable environment reduces fatigue and stress, allowing employees to focus on their tasks more effectively, which has been supported by studies linking workplace conditions to increased performance (Bakhtiyari, 2020).

WC to EP (Original Sample = 0.450, $p = 0.001$) shows the strongest direct effect, reinforcing the idea that clear communication is critical for aligning employee efforts with

organizational goals. This is in line with recent research, which emphasizes that effective communication not only helps employees perform better but also boosts innovation and collaboration (Bushiri, 2014; Christian et al., 2011).

MP to EP (Original Sample = 0.360, $p = 0.010$) demonstrates that fair and transparent management practices also enhance productivity. When employees perceive policies to be just and supportive, they are more likely to be committed to their roles, improving overall performance (Mulyani et al., 2019).

Finally, the path from EM to EP (Original Sample = 0.500, $p < 0.001$) highlights the central role of motivation in driving productivity. Highly motivated employees are more engaged and perform better, as they are intrinsically driven to excel at their tasks (Ito & Umemoto, 2023). The positive effect of motivation on productivity is widely recognized across multiple industries, including agriculture, where physical and mental demands are high (Shahzad et al., 2023; Ryan & Deci, 2017).

Tabel 2. Indirect Effect

| Path | Coefficient | P-value | Result |
|----------------|-------------|---------|-------------|
| WE -> EM -> EP | 0.175 | 0.002 | Significant |
| WC -> EM -> EP | 0.220 | 0.001 | Significant |
| MP -> EM -> EP | 0.160 | 0.005 | Significant |

The results from the indirect path analysis show that WE, WC, and MP all significantly influence EP through the mediating role of EM. For the path WE -> EM -> EP (Original Sample = 0.175, $p = 0.002$), it is evident that a positive work environment improves employee motivation, which in turn enhances employee productivity. Recent research supports this, demonstrating that a conducive work environment reduces stress and increases motivation, ultimately leading to higher productivity (Zhenjing et al., 2022). When employees feel comfortable and supported by their physical and social environment, they are more motivated to perform, leading to better overall outcomes for the organization.

The path WC -> EM -> EP (Original Sample = 0.220, $p = 0.001$) highlights the critical role of communication in the workplace. Effective communication significantly boosts motivation, which in turn drives productivity. Studies have shown that when communication within an organization is clear and transparent, it leads to higher employee engagement and motivation, thus improving performance (Christian et al., 2011). Employees who understand their roles and feel informed are more likely to be motivated, as they can align their efforts with the organization's goals, leading to higher productivity.

Lastly, the path MP -> EM -> EP (Original Sample = 0.160, $p = 0.005$) indicates that management policies also have a significant indirect effect on productivity through motivation. Fair and supportive management policies enhance motivation, which then boosts productivity. This is consistent with findings by Shahzad et al. (2023), who argue that well-structured management policies that address employee needs and provide clear guidance can increase motivation and, consequently, improve performance. When employees feel that

management policies are fair and beneficial, they are more motivated to perform well, leading to enhanced productivity.

CONCLUSION

In conclusion, this study reveals the critical role of the work environment (WE), workplace communication (WC), and management policies (MP) in influencing employee productivity (EP) through the mediating effect of employee motivation (EM) at PT. Agro Lestari. The path analysis shows that all three factors—WE, WC, and MP—have significant direct and indirect effects on EP, highlighting the interconnectedness of these variables. A supportive and conducive work environment fosters employee motivation, which in turn boosts productivity. This finding aligns with previous studies that suggest comfortable and safe working conditions reduce stress and enhance engagement, leading to higher output. Similarly, effective communication in the workplace is shown to be a powerful tool for enhancing motivation. Employees who are well-informed and able to communicate freely within the organization are more motivated, engaged, and thus more productive. Clear communication channels help in reducing misunderstandings, aligning employee efforts with organizational goals, and promoting teamwork. Furthermore, fair and transparent management policies significantly impact motivation and productivity. When employees perceive policies as supportive and in their best interest, their motivation increases, which positively impacts their productivity. The importance of motivation as a mediating variable is central to this study's findings. It not only strengthens the direct effects of WE, WC, and MP on EP but also explains how intrinsic and extrinsic motivational factors drive employee performance. In industries like agriculture, where physical demands and operational challenges are prevalent, fostering motivation through an optimal work environment, effective communication, and sound management policies is essential. This integrated approach helps organizations like PT. Agro Lestari maximize employee potential and improve overall productivity, contributing to long-term organizational success. These findings reinforce the importance of a holistic approach to managing employee performance and provide actionable insights for improving productivity.

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