

**THE EFFECT OF ORGANIZATIONAL COMMUNICATION, ENVIRONMENT,
AND WORK CULTURE ON WORK MOTIVATION ON CIVIL SERVANTS
IN BLORA REGENCY**

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Abstract: *This research purposes were determined the effect of organizational communication, environment and work culture on employee work motivation of Civil Servants in Blora Regency. The research type is quantitative research and hypotheses testing. The population is Civil Servants in Blora Regency. The sampling technique used slovin sampling technique. The sample is 80 respondents. To obtain data, the researchers used the questionnaires which was distributed to civil servants in Blora Regency. Based on the results of the t test, it can be concluded that: 1) the t value of the organizational communication variable (X1) is $5.849 > t$ table 0.2213 with a significant value of $0.000 < 0.05$, so it can be stated that organizational communication has a significant effect on work motivation; 2) the t value of environmental variable (X2) is $6.163 > t$ table 0.2213 with a significant value of $0.000 < 0.05$, so it can be stated that the environment has a significant effect on work motivation; and 3) the t value of the work culture variable (X3) is $7.310 > t$ table 0.2213 with a significant value of $0.000 < 0.05$, so it can be stated that work culture has a significant effect on work motivation.*

Keywords: *organizational communication, environment, work culture, work motivation.*

1. Introduction

Blora Regency is one of the regencies in Central Java Province. Blora Regency is located in the eastern part of Central Java, directly adjacent to East Java Province. This regency is bordered by Rembang Regency and Pati Regency in the north, Tuban and Bojonegoro (East Java) Regencies in the east, Ngawi Regency (East Java) in the south, and Grobogan Regency in the west. Blora Regency has an area of 195.582,074 km² or 195,582,074 ha (5.59 percent of the total area of Central Java Province).

The Blora Regency Government carried out a new Work Order Organizational Arrangement (SOTK) which was marked by the Inauguration and Taking of Pledges to 176 Officials by the Regent of Blora H. Arief Rohman, S.IP., M.Sc. on January 7, 2022. The new SOTK arrangement must be carried out as an implementation of the Minister of Administrative and Bureaucratic Reform Regulation Number 25 of 2021 concerning Simplification of Organizational Structures in Government Agencies for Bureaucracy Simplification. The stipulation of the Blora Regional Regulation Number 9 of 2021 concerning Amendments to the Blora Regency Regional Regulation Number 11 of 2016 concerning the Formation and

Composition of the Blora Regency Regional Apparatus. The Blora Regency government regional apparatus work units are 43 regional apparatus organizations.

Effective communication is the process of exchanging ideas, thoughts, knowledge and information in such a way that the goals or intentions can be fulfilled as well as possible. In simple words, the presentation of views by the sender in a way that is best understood by the receiver. Without communication, there is not coordination and cooperation. Coordination and cooperation is not possible because employees cannot know what their co-workers are doing, leaders cannot receive information and give directions and instructions. Cooperation becomes impossible without communication, because employees cannot convey their ideas or thoughts and feelings to co-workers or leaders.

This conditions can cause the organization to become unstable and eventually collapse. Thus it can be said that every activity that needs communication, in certain ways, will affect the organization. For this reason, in increasing the work motivation of the employees of the Regional Inspectorate Office of Blora Regency, the leadership must pay attention to things that can increase the work motivation of their employees, so that employees will work with enthusiasm and discipline. Based on the description above, the researchers are interested in examining the influence of organizational communication, environment and work culture on work motivation of Civil Servants in Blora Regency.

Problem Formulation

From the background of the problems described above, several problems are formulated, as follows:

1. Is there any effect of organizational communication on work motivation of Civil Servants in Blora Regency?
2. Is there any effect of the environment on work motivation of civil servants in Blora Regency?.
3. Is there any effect of work culture on work motivation of civil servants in Blora Regency?

Research Purposes

1. Determined the magnitude of the contribution between these variables on employee work motivation.
2. Empirically test the effect of organizational communication on work motivation
3. Empirically test the effect of the environment on employee work motivation.

Research Benefits

1. Input for the leadership of government agencies to determine policies in making effective decisions in increasing employee morale so that they have the ability, creativity and adaptiveness and productive in carrying out their main tasks and functions within government agencies.
2. Provide knowledge development for actors of change including state apparatus, personnel, public services, suggestions for improvement in government agencies.
3. Provide information to be implemented in the Blora Regency government in formulating policies to improve organizational communication, environment, work culture and employee motivation.

2. Literature Review And Hypotheses Development

Organizational Communication (X1). Organizational communication is the exchange of information between two or more people, or also called the exchange of ideas and thoughts conveyed by the messenger to the recipient of the message so that the information can change attitudes and behavior (Andriyani, Darmawan, & Hidayati, 2018). An organization is a group of people who work together and depend on each other to achieve a common goal (Duha, 2018).

Work Environment (X2). According to Sedarmayanti in Desi (2015: 25) the work environment is the overall tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as groups.

Work Culture (X3). According to Mondy (2015), a learning process designed to change the ability of people's employees to do their jobs.

Work Motivation (Y). Hafidzi et al (2019: 52) state that motivation is the provision of a driving force that creates work enthusiasm so that they are able to work together, work effectively, and have integrity with all their efforts to achieve satisfaction. Motivation is something that is the main thing that drives someone to work.

Hypothesis

Based on this research, the researcher proposes the following hypothesis:

1. There is an effect of organizational communication on work motivation of employees of the Civil Servants in Blora Regency.
2. There is an effect of environment on work motivation of Civil Servants in Blora Regency.
3. There is an effect of work culture on work motivation of Civil Servants in Blora Regency.

3. Research Methods

The research scope. This model provides an opportunity for researchers to collect data from the population to determine the status of the population with respect to one or more variables. The tool used in the survey research is the questionnaires of Civil Servants in Blora Regency.

The population is the total number of units or individuals whose characteristics are to be studied, and these units are called units of analysis, which can be people, institutions, objects, and so on. The population in this study were all of Civil Servants in Blora Regency.

The data analysis technique used the SPSS Multiple Linear Regression technique and in determining the answer by means of a cross or checklist on the right of the questionnaire for each question given by the author and each question contains 5 choices.

The purpose of questionnaire distribution is find complete information about a problem, without feeling worried if the respondent gives answers that are not in accordance with the reality in filling out the list of questions. In addition, respondents know certain information requested. Closed questionnaire (structured questionnaire) is a questionnaire that is presented in such a way that the respondent is asked to choose an answer that suits his or her characteristics by means of a cross or a checklist.

1. Limiting answers from respondents so as not to deviate from the path.
2. Make it easier for researchers to recap respondents' answers

This method has the main position in the study, because the researcher wants determine the effect of organizational communication, environment, and work culture on Civil Servant in Blora Regency.

Data analysis method

1. Descriptive Statistical Analysis Test

According to Ghazali (2018) descriptive statistical analysis is a statistical test that can describe a summary of research data such as mean, standard deviation, maximum, minimum, and others. Descriptive statistical analysis is used to accumulate basic data in the form of a description so that it becomes clear and easy to understand information.

2. Classical Assumption Test

The classical assumption test is carried out so that the processed sample data is truly feasible to represent the population as a whole. This research uses classical assumption test, such as normality test, multicollinearity test, autocorrelation test and heteroscedasticity test.

a. Normality test

According to Ghazali (2018:161) the normality test is used to test the data on the regression equation that is normally distributed or not. Normality test can be measured using the Kolmogorof Smirnov Test. To determine whether the data in the Kolmogorof Smirnov Test is normal or not, it can be seen from the level of significance.

b. Multicollinearity Test

Multicollinearity test is used to test whether or not there is a correlation between the independent variables. If the independent variables have a significant relationship, it means that there is multicollinearity. A good regression model should not have a correlation between independent variables (no multicollinearity) Ghazali (2018:107).

3. Hypothesis Test

Hypothesis testing is carried out to obtain conclusions from the relationship between the independent variable and the dependent variable. Testing this hypothesis regarding the effect of organizational communication, environment and work culture on work motivation.

a. Multiple Linear Regression Analysis

This research purpose was determine the regression equation of organizational communication, environment and work culture on work motivation of Civil Servant in Blora Regency.

b. Partial Regression Test (t-Statistical Test)

The t-test is used to determinethe partially effect of each independent variable on the dependent variable.

c. F Test (Model Feasibility Test)

The F test can be done by observing the significant value of F in the Analysis of Variance (ANOVA) table at level α used (this researh uses a level α of 5%). If the value of Sig. < 0.05 , it means that this research equation model is feasible. However, if the value of Sig. > 0.05 , it means that this research equation model is not feasible. In addition, the F test can be seen by comparing the calculation of the Fcount value with the Ftable value, where if the Fcount value is greater than the Ftable value, it means that the regression model has feasibility.

d. Coefficient of Determination Test

The value of the coefficient of determination is between zero and one. A small adjusted R² value close to zero indicates that the ability of the independent variables in explaining the dependent variable is very limited (there is a less strong influence).

4. Results And Discussion Of Data Analysis

Descriptive Data Characteristics of Respondents

In this study, the questionnaire distribution to 80 respondents and data were entered and used in research on the effect of organizational communication, environment and work culture on employee work motivation in Civil Servant of Blora Regency. The following are the analysis results presentation of the questionnaire distribution. The respondents characteristics are the various backgrounds of the respondents themselves. The following are the characteristics of this research:

Table 1. Identity of respondents based on gender

Jenis Kelamin				
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	49	61.3	61.3	61.3
Female	31	38.8	38.8	100.0
Total	80	100.0	100.0	

Source: primary data processed

Based on the table above, there are 49 male respondents with a percentage of 61.3% while female are 31 respondents with a percentage of 38.8

Table 2. Identity of respondents based on age

Ages				
	Frequency	Percent	Valid Percent	Cumulative Percent
30 T	3	3.8	3.8	3.8
31 T	3	3.8	3.8	7.5
32 T	3	3.8	3.8	11.3
36 T	6	7.5	7.5	18.8
38 T	6	7.5	7.5	26.3
40 T	3	3.8	3.8	30.0
42 T	4	5.0	5.0	35.0
44 T	3	3.8	3.8	38.8
45 T	4	5.0	5.0	43.8
46 T	4	5.0	5.0	48.8
49 T	7	8.8	8.8	57.5
52 T	9	11.3	11.3	68.8
53 T	6	7.5	7.5	76.3

54 T	3	3.8	3.8	80.0
55 T	6	7.5	7.5	87.5
57 T	7	8.8	8.8	96.3
59 T	3	3.8	3.8	100.0
Total	80	100.0	100.0	

Source: primary data processed

Based on the table above, it can be illustrated that: 30 years old are 3 respondents with a percentage of 3.8%, 31 years old are 3 respondents with a percentage of 3.8%, 32 years old are 3 respondents with a percentage of 3.8%, 36 years old are 6 respondents with a percentage of 7.5%, 38 years old are 6 respondents with a percentage of 7.5%, 40 years old are 3 respondents with a percentage of 3.8%, 42 years old are 4 respondents with a percentage of 5.0%, 44 years old are 3 respondents with a percentage of 3.8%, 45 years old are 4 respondents with a percentage of 5.0%, 46 years old are 4 respondents with a percentage of 5.0%, 49 years old are 7 respondents with a percentage of 8.8%, 52 years old are 9 respondents with a percentage of 11.3%, 53 years old are 6 respondents with a percentage of 7.5%, 54 years old are 3 respondents with a percentage of 3.8%, 55 years old are 6 respondents with a percentage of 7.5%, 57 years old are 7 respondents with a percentage of 8.8%, and 59 years old are 3 respondents with a percentage of 3.8%.

Table 3 Identity of respondents based on length of work

Length of work				
	Frequency	Percent	Valid Percent	Cumulative Percent
12 year	13	16.3	16.3	16.3
15 year	3	3.8	3.8	20.0
17 year	10	12.5	12.5	32.5
2 year	3	3.8	3.8	36.3
20 year	3	3.8	3.8	40.0
22 year	7	8.8	8.8	48.8
23 year	3	3.8	3.8	52.5
26 year	3	3.8	3.8	56.3
27 year	4	5.0	5.0	61.3
28 year	3	3.8	3.8	65.0
3 year	6	7.5	7.5	72.5
30 year	7	8.8	8.8	81.3
31 year	3	3.8	3.8	85.0
32 year	3	3.8	3.8	88.8
7 year	9	11.3	11.3	100.0
Total	80	100.0	100.0	

Source: primary data processed

Based on above table, it can be explained that: length of work for 12 years are 13 respondents with a percentage of 16.3%, length of work for 15 years are 3 respondents with a percentage of

3.8%, length of work for 17 years are 10 respondents with the percentage of 12.5%, the length of work for 2 years are 3 respondents with a percentage of 3.8%, the length of work for 20 years are 3 respondents with a percentage of 3.8%, the length of work for 22 years are 7 respondents with a percentage of 8.8% , length of work for 23 years are 3 respondents with a percentage of 3.8%, length of work for 26 years are 3 respondents with a percentage of 3.8%, length of work for 27 years are 4 respondents with a percentage of 5.0%, length of work for 28 years are 3 respondents with a percentage of 3.8%, length of work for 3 years are to 6 respondents with a percentage of 7.5%, length of work for 30 years are 7 respondents with a percentage of 8.8%, length of work for 31 years are 3 respondents with a percentage of 3.8%, length of work for 32 years are 3 respondents with a percentage of 3.8%, and length of work for 7 years are 9 respondents with a percentage of 11.3%

Descriptive of Research Variable Data

In this study, distributed the questionnaire to 80 respondents and data were entered and used in the study of the effect of organizational communication, environment and work culture on employee work motivation of Civil Servant in Blora Regency. In the following, the results of the questionnaire analysis are presented.

1) Organizational Communication (X1)

Table 4. Frequency results of organizational communication questionnaire answers

Items	SP		P		R		TD		STP	
	F	%	F	%	F	%	F	%	F	%
X1.1	16	20	43	53,8	15	18,8	5	6,3	1	1,3
X1.2	15	18,8	52	65	11	13,8	1	1,3	1	1,3
X1.3	8	10	43	53,8	21	26,3	5	6,3	3	3,8
X1.4	16	20	43	53,8	21	26,3	5	6,3	3	3,8
X1.5	7	8,8	41	51,2	24	30	7	8,8	1	1,3

Source: primary data processed

Based on the above data, the frequency for organizational communication answers (X1.1): Very important is 16 respondents (20%), Important is 43 respondents (53.8%), Doubtful is 15 respondents (18.8%), Not Important is 5 respondents (6.3%), and Very Unimportant is 1 respondent (1.3%).

Based on the above data, the frequency for organizational communication answers (X1.2): Very important is 15 respondents (18.8%), Important is 52 respondents (65%), Doubtful is 11 respondents (13.8%), Not Important is 1 respondents (1.3%), and Very Unimportant is 1 respondent (1.3%).

Based on the above data, the frequency for organizational communication answers (X1.3): Very important is 16 respondents (20.0%), Important is 48 respondents (60.0%), Doubtful is 12 respondents (15.0%), Not Important is 3 respondents (3.8%), and Very Unimportant is 3 respondent (3.8%).

Based on the above data, the frequency for organizational communication answers (X1.4): Very important is 16 respondents (20.0%), Important is 48 respondents (60.0%), Doubtful is 12 respondents (15.0%), Not Important is 3 respondents (3.8%), and Very Unimportant is 1 respondent (1.3%).

Based on the above data, the frequency for organizational communication answers (X1.5): Very important is 7 respondents (8.8%), Important is 41 respondents (51.2%), Doubtful is 24 respondents (30.0%), Not Important is 7 respondents (8.8%), and Very Unimportant is 1 respondent (1.3%).

2) Environment (X2)

Table 5. Frequency results of environment questionnaire answers

Item	SP		P		R		TD		STP	
	F	%	F	%	F	%	F	%	F	%
X2.1	11	13,8	45	56,3	21	26,3	3	3,8	-	-
X2.2	10	12,5	47	58,8	21	26,3	2	2,5	-	-
X2.3	18	22,5	45	56,3	8	10	9	11,3	-	-

Source: Primary data processed

Based on the data above, the frequency for the questionnaire answer of Environmental (X2.1): Very Important is 11 respondents (13.8%), Important is 45 respondents (56.3%), Doubtful is 21 respondents (26.3%), Not Important is 3 respondents (3.8%).

Based on the data above, the frequency for the questionnaire answer of Environmental (X2.2): Very Important is 10 respondents (12.5%), Important is 47 respondents (58.8%), Doubtful is 21 respondents (26.3%), Not Important is 2 respondents (2.5%).

Based on the data above, the frequency for the questionnaire answer of Environmental (X2.3): Very Important is 18 respondents (22.5%), Important is 45 respondents (56.3%), Doubtful is 8 respondents (10.0%), Not Important is 9 respondents (11.3%).

3) Work Culture (X3)

Table 6. Frequency results of work culture questionnaire answers

Items	SP		P		R		TD		STP	
	F	%	F	%	F	%	F	%	F	%
X3.1	19	23,8	45	56,3	16	20	-	-	-	-
X3.2	40	50	33	41,3	3	3,8	4	5	-	-
X3.3	12	15	54	67,5	10	12,5	4	5	-	-

Source: Primary data processed

Based on the data above, the frequency for the questionnaire answer of Work Culture (X3.1): Very Important is 19 respondents (23.8%), Important is 45 respondents (56.3%), Doubtful is 16 respondents (20.0%), Not Important is 0 respondents (0.0%).

Based on the data above, the frequency for the questionnaire answer of Work Culture (X3.2): Very Important is 40 respondents (50.0%), Important is 33 respondents (41.3%), Doubtful is 3 respondents (30.0%), Not Important is 4 respondents (5.0%).

Based on the data above, the frequency for the questionnaire answer of Work Culture (X3.3): Very Important is 12 respondents (15.0%), Important is 54 respondents (67.5%), Doubtful is 10 respondents (12.5%), Not Important is 4 respondents (5.0%).

4) Work Motivation (Y)

Table 7. Frequency results of work motivation questionnaire answers

Items	SP		P		R		TD		STP	
	F	%	F	%	F	%	F	%	F	%
Y1.1	39	48,8	38	47,5	3	3,8	-	-	-	-
Y1.2	16	20	48	60	12	15	4	5	-	-
Y1.3	9	11,3	46	57,5	21	26,3	4	5	-	-
Y1.4	12	15	56	70	10	12,5	2	2,5	-	-
Y1.5	14	17,5	41	51,2	19	23,8	6	7,5	-	-
Y1.6	16	20	46	57,5	9	11,3	9	11,3	-	-

Source: Primary data processed

Based on the data above, the frequency for the questionnaire answer of Work Motivation (Y1.1): Very Important is 39 respondents (48.8%), Important is 38 respondents (47.5%), Doubtful is 3 respondents (3.8%), Not Important is 0 respondents (0.0%).

Based on the data above, the frequency for the questionnaire answer of Work Motivation (Y1.2): Very Important is 16 respondents (20.0%), Important is 48 respondents (60.0%), Doubtful is 12 respondents (15.0%), Not Important is 4 respondents (5.0%).

Based on the data above, the frequency for the questionnaire answer of Work Motivation (Y1.3): Very Important is 9 respondents (11.3%), Important is 46 respondents (57.5%), Doubtful is 21 respondents (26.3%), Not Important is 4 respondents (5.0%).

Based on the data above, the frequency for the questionnaire answer of Work Motivation (Y1.4): Very Important is 12 respondents (15.0%), Important is 56 respondents (70.0%), Doubtful is 10 respondents (12.5%), Not Important is 2 respondents (2.5%).

Based on the data above, the frequency for the questionnaire answer of Work Motivation (Y1.5): Very Important is 14 respondents (17.5%), Important is 41 respondents (51.2%), Doubtful is 19 respondents (23.8%), Not Important is 6 respondents (7.5%).

Based on the data above, the frequency for the questionnaire answer of Work Motivation (Y1.6): Very Important is 16 respondents (20.0%), Important is 46 respondents (57.5%), Doubtful is 9 respondents (11.3%), Not Important is 9 respondents (11.3%).

Data Analysis

1) Validity test

a. Validity test of Organizational Communication

Table 8. Result of validity test of organizational communication (X1)

Item	r value	r table	V / T
X1.1	0,715	0,2199	Valid
X1.2	0,687	0,2199	Valid
X1.3	0,899	0,2199	Valid
X1.4	0,779	0,2199	Valid
X1.5	0,740	0,2199	Valid

Source: Primary data processed

Based on the table, it can be explained that for the statement on the questionnaire of organizational communication variable (X1). The first item (X1.1) with r value of $0.715 > r$ table 0.2199 , it is declared valid. The second item (X1.2) with r value of $0.687 > r$ table 0.2199 , it is declared valid. The third item (X1.3) with r value of $0.899 > r$ table 0.2199 , it is declared valid. The fourth item (X1.4) with r value of $0.779 > r$ table 0.2199 , it is declared valid. The fifth item (X1.5) with r value of $0.740 > r$ table 0.2199 , it is declared valid. From the explanation above, it can be concluded that all statements of the questionnaire for organizational communication variables (X1) are stated to be valid.

b. Validity test of environment

Table 9. The results of validity test of environment (X2)

Item	r value	r table	V / T
X2.1	0,698	0,2199	Valid
X2.2	0,746	0,2199	Valid
X2.3	0,811	0,2199	Valid

Source: Primary data processed

Based on the table, it can be explained that for the statement on the questionnaire of environment variable (X2). The first item (X2.1) with r value of $0.698 > r$ table 0.2199 , it is declared valid. The second item (X2.2) with r value of $0.746 > r$ table 0.2199 , it is declared valid. The third item (X2.3) with r value of $0.811 > r$ table 0.2199 , it is declared valid. From the explanation above, it can be concluded that all statements of the questionnaire for environment variables (X2) are stated to be valid.

c. Validity test of work culture

Table 10. The results of validity test of work culture (X3)

Item	r value	r table	V / T
X3.1	0,804	0,2199	Valid
X3.2	0,823	0,2199	Valid
X3.3	0,867	0,2199	Valid

Source: Primary data processed

Based on the table, it can be explained that for the statement on the questionnaire of work culture variable (X3). The first item (X3.1) with r value of $0.804 > r$ table 0.2199 , it is declared valid. The second item (X3.2) with r value of $0.823 > r$ table 0.2199 , it is declared valid. The third item (X2.3) with r value of $0.867 > r$ table 0.2199 , it is declared valid. From the explanation above, it can be concluded that all statements of the questionnaire for work culture variables (X3) are stated to be valid.

d. Validity test of work motivation

Table 11. The results of validity test of work motivation (Y)

Item	r value	r table	V / T
Y1.1	0,499	0,2199	Valid
Y1.2	0,820	0,2199	Valid
Y1.3	0,671	0,2199	Valid
Y1.4	0,799	0,2199	Valid

Y1.5	0,684	0,2199	Valid
Y1.6	0,830	0,2199	Valid

Source: Primary data processed

Based on the table, it can be explained that for the statement on the questionnaire of work motivation variable (Y). The first item (Y1.1) with r value of $0.466 > r$ table 0.2199 , it is declared valid. The second item (Y1.2) with r value of $0.820 > r$ table 0.2199 , it is declared valid. The third item (Y1.3) with r value of $0.671 > r$ table 0.2199 , it is declared valid. The fourth item (Y1.4) with r value of $0.799 > r$ table 0.2199 , it is declared valid. The fifth item (Y1.5) with r value of $0.684 > r$ table 0.2199 , it is declared valid. The sixth item (Y1.6) with r value of $0.830 > r$ table 0.2199 , it is declared valid. From the explanation above, it can be concluded that all statements of the questionnaire for work motivation variables (Y) are stated to be valid.

2) Reliability test

According to Ghazali (2006), a questionnaire can be said to be reliable if the answers to questions are consistent or stable from time to time. Reliability is a tool to measure a questionnaire which is an indicator of a variable. Reliability measurement is done by measuring reliability with the Cronbach Alpha (α) statistic test. A variable can be said to be reliable if the value of Cronbach Alpha (α) > 0.6 .

Table 12. Reliability Test Results

No	Variables	Cronbach Alpha	R/T
1.	Organizational Communication (X1)	0.824	Reliable
2.	Environment (X2)	0.614	Reliable
3.	Work Culture (X3)	0.773	Reliable
4.	Work Motivation (Y)	0.813	Reliable

Source: Primary data processed

Based on the table above, it can be explained whether the question is reliable or not on all variables. Organizational communication variable (X1) with a Cronbach Alpha value of $0.824 > 0.6$ which means reliable. Environmental variable (X2) with a Cronbach Alpha value of $0.614 > 0.6$ which means reliable. Work culture variable (X3) with a Cronbach Alpha value of $0.773 > 0.6$ which means reliable. Work motivation variable (Y) with a Cronbach Alpha value of $0.813 > 0.6$ which means reliable. So it can be concluded that all the questions of the questionnaire are declared reliable. Testing this research instrument obtained valid and reliable results for all variables so that it can be processed to the next testing stage.

3) Classical Assumption Test

a. Normality test

Normality test aims to test whether in a regression model, the dependent variable, the independent variable, or both have a normal distribution or not. A good regression model is normally distributed or close to normal. A data is said to follow a normal

distribution seen from the spread of data on the diagonal axis of the graph (Ghozali, 2006). The basis for decision making is as follows:

- 1) If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets normality.
- 2) If the data spreads away from the diagonal line and does not follow the direction of the diagonal line, then the regression model does not meet normality.

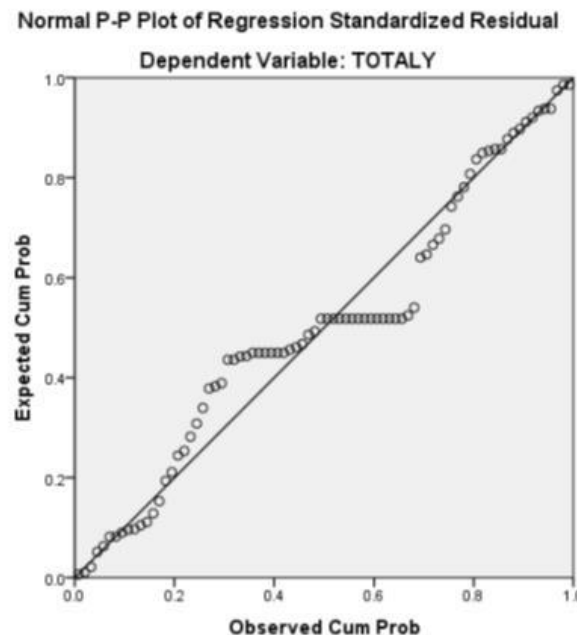


Figure 1. P.P Plot Chart

From the figure 1, it is found that all data are normally distributed, the distribution of data is around the diagonal line.

b. Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between the independent variables. A good regression model should not have a correlation between the independent variables. If the independent variables are correlated with each other, then this variable is not orthogonal. Orthogonal variables are independent variables whose correlation values between other independent variables are equal to zero.

In this study, the technique for detecting the presence or absence of multicollinearity in the regression model can be seen from the tolerance value and Variance inflation factor (VIF), the tolerance value which is above 0.10 and the VIF value below 10 indicates that there is not multicollinearity between the independent variables (Ghozali, 2006).

Table 13. Multicollinearity Test Results

No.	Variables	Tolerance	VIF
1	Organizational Communication	0,589	1,697
2	Environment	0,643	1,555
3	Work Culture	0,479	2,089

From the table above, the results of the multicollinearity test can be obtained from the tolerance and VIF results for each independent variable. Organizational Communication Variable (X1) with a tolerance of $0.589 > 0.01$ and VIF value of $1.697 < 10$, then there is not symptom of multicollinearity. Environmental variable (X2) with a tolerance of $0.643 > 0.01$ and VIF value of $1.555 < 10$, then there is not symptom of multicollinearity. Work Culture Variable (X3) with a tolerance of $0.479 > 0.01$ and VIF value of $2.089 < 10$, then there is not symptom of multicollinearity. All variables stated that there are not multicollinearity symptoms so that the data could be tested at a later stage.

4) Simultaneous Hypothesis Testing (F Test)

To find out whether a regression model is correct or not, it is necessary to test the hypothesis by using the F test. This is intended to determine the effect of organizational communication, environment and work culture simultaneously on work motivation. In other words, the F test is used to see the effect of all the independent variables combined on the dependent variable (Sarwono, 2012; 88). The decision-making criteria is with a significant level (α) = 0.05. Furthermore, it can be seen through the following decision-making criteria:

1. If the significant value is < 0.05 , then H_0 is rejected and H_a is accepted.
2. If the significant value is > 0.05 then H_0 is accepted and H_a is rejected.
3. If the calculated F value $<$ the table F value, then H_0 is rejected and H_a is accepted.
4. If the calculated F value $>$ the table F value, then H_0 is accepted and H_a is rejected.

The table F value can be obtained by the following formula:

$$F_{table} = F(k ; n - k)$$

Information:

k = number of independent variables

n = number of respondents

F table = F (3 ; 80 -3)

F table = F (3 ; 77)

The value of F table is obtained by $F (3 ; 77) = 2.723$

Table 14. F test results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	678.329	3	226.110	159.674	.000b
	Residual	107.621	76	1.416		
	Total	785.950	79			
a. Dependent Variable: TOTALLY						
b. Predictors: (Constant), TOTALX3, TOTALX2, TOTALX1						

Source: Primary data processed

Based on the table above, the results of the F test of ANOVA output obtained a significant value of $0.000 < 0.05$ and the F value $159.674 >$ the F table value of 2.723, it is concluded that H_a is accepted, which means that there is a significant effect between organizational communication variables (X1), environment (X2) and work culture (X3) simultaneously on work motivation (Y).

5) t test

This test was conducted to determine the effect of each independent variable on the dependent variable. The method is compare the statistical value of t-count with the statistical value of t-table at a significant value (α) of 0.05. Each independent variable is said to be significant if the value of t count $>$ t table or if the probability is < 0.05 .

If the value of t count $>$ t table or significant value < 0.05 , then there is a significant effect of the independent variable on the dependent variable. And vice versa if the value of t count $<$ t table or significant value > 0.05 then there is no significant effect of the independent variable on the dependent variable. The way to find the t table is determined based on the distribution table for the t value with a significant level of 0.05. To find the t table with the number of respondents (n) 80 and the number of independent variables (k) 3 can be calculated by the following formula:

T table = $/2; n - k$

T table (0.05/2 ; 80 -3

T table (0.025; 77)

From the above calculation, it can be seen on the t table page that the t table value of (0.025) = 0.2213

Table 15. t test results

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.890	1.060		.840	.404
	TOTALX1	.327	.056	.323	5.849	.000
	TOTALX2	.598	.097	.326	6.163	.000
	TOTALX3	.796	.109	.448	7.310	.000

a. Dependent Variable: TOTALLY

Source: Primary data processed

The results of the t-test using the SPSS program can be seen in table above. It can be seen that the magnitude of the influence of each independent variable on the dependent variable is as follows:

- The first hypothesis testing shows that the t value of the Organizational Communication variable (X1) is $5.849 >$ t table 0.2213 with a significant value of $0.000 < 0.05$, then H_1 is

accepted so that it can be stated that Organizational Communication has a significant effect on Work Motivation.

- b. Testing the second hypothesis shows that the t value of the environmental variable (X2) is $6.163 > t \text{ table } 0.2213$ with a significant value of $0.000 < 0.05$, then H1 is accepted so that it can be stated that the environment has a significant effect on work motivation.
- c. The third hypothesis testing shows that the t value of the Work Culture variable (X3) is $7.310 > t \text{ table } 0.2213$ with a significant value of $0.000 < 0.05$, then H1 is accepted so that it can be stated that Work Culture has a significant effect on work motivation.

6) Coefficient of Determination

Table 16. Result of coefficient of determination test (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.929a	.863	.858	1.18999
a. Predictors: (Constant), TOTALX3, TOTALX2, TOTALX1				
b. Dependent Variable: TOTALLY				

Seen from the table above, the coefficient of determination is 86.3%. So the variables of organizational communication, environment and work culture on work motivation, the remaining 13.7 is influenced by other variables

7) Multiple Linear Regression Analysis

Multiple linear regression analysis is used to measure the effect of more than one predictor variable (independent variable) on the dependent variable. Multiple linear regression analysis aims to determine the effect of organizational communication, environment and work culture on work motivation. The regression equation in this study is:
 $Y = + X1 + X2 + X3 + e$

Table 17. Multiple Linear Analysis Results

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.890	1.060		.840	.404
	TOTALX1	.327	.056	.323	5.849	.000
	TOTALX2	.598	.097	.326	6.163	.000
	TOTALX3	.796	.109	.448	7.310	.000

a. Dependent Variable: TOTALLY

The results of linear regression analysis based on table SPSS calculation, the regression equation is obtained as follows:

$$Y = 0.323 X1 + 0.326 X2 + 0.448 X3$$

The regression coefficient is a number that shows the magnitude of the influence of each variables, which can be explained as follows:

- a. The regression coefficient of the Organizational Communication variable is 0.323 and has a positive sign, meaning that for every increase in the X1 variable by one unit, it will increase the Y variable by 0.323 with the assumption that the variable is fixed.
- b. The regression coefficient of the Environment variable is 0.326 and is positive, meaning that for every increase in the X2 variable by one unit, it will increase the Y variable by 0.326 assuming the variable is fixed.
- c. The regression coefficient of the Work Culture variable is 0.448 and has a positive sign, meaning that for each increase in the X3 variable by one unit, it will increase the Y variable by 0.448 assuming the variable is fixed.

Limitations Of The Research

Based on direct observation in the process of this research, there are some limitations that are experienced and can be a number of factors that can be considered for future research in perfecting their research because this research itself certainly has shortcomings that need to be improved in future research. Some of the limitations in this study, including of:

1. The number of respondents is still small, only 80 people who are still lacking of course to describe the actual condition.
2. In the process of collecting respondent data, the information provided by the respondent sometimes takes a long time to questionnaire answer, because the respondent goes to the field for physical checks on buildings, roads, in villages throughout Blora Regency.
3. The subjectivity of the research is still lacking because it is judged by the employees themselves, where it should be better that someone else judges.

5. Conclusions And Recommendations

Conclusion

This study used primary data, namely data collected directly from the field by distributing questionnaires to 80 respondents. These respondents are Civil Servant of Blora Regency. This research is used to see the effect of organizational communication, environment and work culture on employee work motivation. Based on the results of the research that has been done, some conclusions can be drawn as follows:

1. Based on the results of the F test calculation, the calculated F is 159.674 with a significant level of 0.00b
2. Based on the results of the calculation of the t test, obtained t count,
 - a. Organizational communication variables have a significant effect on employee work motivation at the Civil Servant of Blora Regency
 - b. Environmental variables have a significant effect on employee work motivation at the Civil Servant of Blora Regency
 - c. Work culture variables have a significant effect on employee work motivation at the Civil Servant of Blora Regency
 - d. In the dominant hypothesis test, the variable that has the greatest influence on the employee work motivation variable in Civil Servant of Blora Regency is Work Culture

Recommendations

Based on the research that has been done there are several suggestions that can be put forward as follows:

1. For further researchers
 - a. The research sample needs to be reproduced, not only limited to employees of the Civil Servant of Blora Regency, so that it can be generalized the results of research on organizational communication, environment and work culture on work motivation.
 - b. It is hoped that there will be many other variables that might affect employee work motivation.
 - c. Conduct ongoing research, it is to be able to see and assess any changes in respondent behavior from time to time.
2. For research object
 - a. Agencies need to maintain and improve again organizational communication, environment and work culture because it has a significant influence on employee work motivation.
 - b. It is expected that the Head of the Agency will increase employee work motivation, it is necessary to increase the indicators of work motivation according to respondents, including an increase in employee salaries, a more open promotion system and a good monitoring system.
 - c. Trust is an important thing for employees, it is hoped that employees can improve services for the wider community.

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