

Effect of Leadership and Communication to Employees Performance through Motivation in PT. BPJS Labor Office of Jakarta Area

RiskiVonniHermawan¹⁾, Abdul Rivai²⁾, AkhmadSodikin³⁾

¹⁾ Student Master of Management Krisnadwipayana University Jakarta

²⁾ Associate Professor at Faculty of Economics Krisnadwipayana University Jakarta

³⁾ Lecturer at Faculty of Economics Krisnadwipayana University Jakarta
Corresponding Author: RiskiVonniHermawan

ABSTRACT

The purpose of this study is to analyze the influence of leadership and communication on employee performance through motivation at PT. BPJS Labor Office Jakarta area. This study uses explanatory analysis and descriptive analysis, which aims to determine the influence of independent variables and bound. Sampling technique used in this research is probability sampling and simple random sampling. The results showed partially variable leadership, communication and motivation have an influence on employee performance at PT. BPJS Labor of DKI Jakarta Regional Office. Motivation variable gives indirect influence on leadership variable on employee performance and communication variable to employee performance with evidenced by the amount of indirect influence (leadership on employee performance and communication on employee performance) through motivation identified as an intervening variable.

KEYWORDS: Leadership, Communication, Motivation, Employee Performance

Date of Submission: 05-05-2018

Date of acceptance: 21-05-2018

I INTRODUCTION

Human resources are the main component of a company that becomes the planner and active agent in every company activity. They have the thoughts, feelings, desires, status and educational background, age, the heterogeneous sex brought into an organization so unlike machines, money and materials, which are passive and can be mastered and fully regulated in support of achieving company goals. Good human resources that occupy the position of leadership and members is the most important factor in every government and private companies. This is because the success or failure of a company is largely influenced by human factors as the executor of the work.

One of the things that must be considered in the implementation of work is the realization of a positive work effectiveness. To realize the positive work effectiveness is certainly not an easy effort because influenced by several factors including work environment, office layout, work atmosphere, leadership style and communication both internal and external and so forth. In a company, leadership is related to the direction to employees to do the work. This becomes an important part of understanding work behavior. Several studies have shown that there is no best way to lead subordinates. It depends on the leader, the subordinate, and the situation. A good leader will definitely get more work out of his subordinates with a good leader attitude. To find the appropriate leadership attitude, they not only see their position as the leader who wants everything to be done, but they must also work in the existing structure effectively.

In a company, communication occurs from the interaction between individuals that is the interaction between superiors and subordinates. Such communication can occur horizontally (subordinate with subordinates) and communication vertically (superiors with subordinates).

The ongoing communication should be easily understood and submitted completely and appropriately by both superior and subordinate, using written communication, oral communication, and non-verbal communication. In addition to leadership and communication, the work environment within a company is also another factor that must be considered by management. Although the work environment does not carry out the production process within a company, the work environment has a direct influence on the employees who carry out the production process. A work environment that focuses on employees can improve worker productivity. Conversely, inadequate work environment will be able to decrease work productivity and ultimately lower employee work motivation.

A condition of the work environment is said to be good or appropriate if humans can carry out activities optimally, healthy, safe and comfortable. Work environment conformance can be seen as a result for a

long time. Furthermore, unfavorable work environments may demand more labor and time and do not favor the efficient design of work systems. According to Nitisemito (2000) defines the work environment is everything that is around the workers that can affect him in carrying out the tasks it carries.

Based on the reference references described above, the researchers tried to relate it to the phenomenon that occurs in PT. BPJS Labor of DKI Jakarta Regional Office as the organization of social security program is one of responsibility and obligation of state - to provide social economic protection to society. In accordance with the state's financial capacity. Indonesia, as well as other developing countries, develop a social security program based on funded social security, which is funded social security funded by participants and is still limited to the formal sector workers. The history of the formation of PT Jamsostek (Persero) undergoes a long process, starting from Law No.33 / 1947 jo Law No.2 / 1951 on accidents, Minister of Labor Regulation No.48 / 1952 jo PMP No.8 / 1956 about assistance arrangements for the implementation of labor health, PMP No.15 / 1957 on the establishment of YayasanSosialBuruh, PMP No.5 / 1964 on the establishment of the Social Security Fund (YDJS) Foundation, the enactment of Law No.14 / 1969 on the Principles of Labor. Chronologically the process of the birth of social insurance is increasingly transparent labor. Management is experiencing problems with communication that is considered less effective and seem less healthy. For that communication, the problem becomes a problem should be immediately sought the way out, cannot be covered, because the work will run smoothly when established good communication between employees in carrying out their work.

Identification of research problems is done to restrict the problem being studied is not too broad and general ignorance of the discussion. But in this study researchers have limited time and literature so that to complete the data and the required literature to limit the variables identified into the discussion topics are as follows:

1. The low role and function of leaders in encouraging the achievement of job targets set the company to employees;
2. Not maximal working communication formed;
3. Low employee motivation;
4. Reduced employment results;

II LITERATURE REVIEW

LEADERSHIP

According to Hasibuan (2011: 157), the leader is someone who uses the authority and leadership to direct others and is responsible for the work of the person in achieving a goal. According to Kartono (2010: 18), the leader is a person who has the ability and the advantages, especially the skills and advantages in one area so that he is able to influence others to jointly perform certain activities for the achievement of one or several purposes.

Based on some understanding according to the experts above, it can be concluded that the leader is someone who has the ability to direct his subordinates to achieve organizational goals.

Robbins (2008: 49) defines leadership "as the ability to influence a group to achieve a defined vision or set of goals". Meanwhile, according to Sutrisno (2009: 214) leadership is "the ability to influence other parties, through communication either directly or indirectly with the intention to move people to the understanding, awareness, and happily willing to follow the will of the leadership. Another opinion put forward by Matondang (2008: 5) which defines leadership as a process by the leader in influencing others to want or not to do something desired.

Terry (2012: 152) defines leadership as the ability to direct his followers to work together with trust and diligence to do the tasks assigned by the leader.

Based on the above definitions, it can be described that leadership is the activity or activity of a person who is able to influence, move and encourage the willingness of others to willingly follow the will of the person consciously to be directed to the goal.

The Importance of Leadership In The Aspect of Life

Soekarso (2010: 17) reveals that leadership has a very important and strategic role in the life aspects of groups, organizations, and countries. Here are some excerpts from experts quoted by Soekarso (2010: 17), namely:

a) Courtois argues:

1. Leadless group like headless body, easy to become misguided, panic, chaotic anarchy.
2. A leaderless organization is like a ship without a captain.

b) Some of the importance of leadership in the aspects of life, among others, as follows:

1. Leaders establish and develop the vision and mission of the organization of the future.
2. Leaders coordinate people and work activities effectively and efficiently.
3. Leaders mobilize, empower, direct resources in an integrated, controlled manner.
4. Leaders determine strategy and decision-making.

5. Leaders manage change and growth.
6. Leaders achieve the success of organizational goals.

Leadership Theories

Thoha (2008: 7) reveals that there are three basic factors determining the theory of leadership, namely:

Leadership Theory According to the Theory of Nature

Theories that seek to identify distinctive characteristics (physical, mental, personality) are associated with leadership success. This theory emphasizes the personal attributes of leaders. This theory is based on the assumption that some people are natural leaders and are endowed with some characteristics that others lack such as inexhaustible energy, deep intuition, the extraordinary outlook of the future, and unbearable persuasive forces.

According to Rivai (2009: 11), this leadership theory states that managerial success is due to processing the extraordinary abilities of a leader.

Davis, cited by Thoha (2008: 34) said there are four main characteristics that affect the success of leadership in an organization, namely intelligence, maturity, the flexibility of social relationships, self-motivation and achievement motivation and attitudes of human relations

Leadership Theory According to Group Theory

Handoko (2008: 301) reveals the style of leadership according to the behavioral theory of Theory X and Theory Y of Mc. Gregor. This theory states that one's leadership is influenced by leaders' assumptions about human nature.

A leader who holds the theoretical sense of X will love the style of autocratic leadership because an autocratic leader has the assumption that the leader's power comes from the position that the employee has and the people he leads are lazy and self-confident. Instead, leaders who follow the Y theory will prefer a participative or democratic leadership style.

Theory of Leadership According to Situational Theory

Rivai (2009: 14) expresses an approach to leadership that states that the leader understands his behavior, the characteristics of his subordinates, and the situation before using a particular style of leadership. This approach requires leaders to have diagnostic skills in human behavior.

Leadership Functions

Rivai (2009: 53) states that operationally the main functions of leadership can be divided into several points, among others, as follows: Instructive Functions, Consultative Functions, Participation Functions, Delegation, Functions, and Control Functions.

Typology of Leadership

According to Soekarso (2010: 24) in leadership theory, there are six typologies of leadership known today, namely: Authoritarian Type, Democratic Type, Liberal Type, Populist Type, Charismatic Type and Co-operative Type

Leadership Dimensions

Soekarso (2010: 24) suggests that there are several dimensions in measuring leadership in an organization, among others, namely:

1. Briefing
2. Communication
3. Decision-making
4. Motivation

COMMUNICATION

Communication is the exchange of verbal and non-verbal messages between the sender and the recipient of the message to change the behavior (Muhammad, 2004). With the communication, it will enable someone to coordinate an activity with others to achieve common goals. However, communication is not merely a transfer of meaning, but it contains a transactional process, which is closely related where people communicate with others in an effort to form a meaning and develop their expectations (Ruslan, 2002).

Too much of the flow of information that came or entered in a row in the current era of globalization and computerization, without knowing the borderless territory of a country (borderless country), whether launched through several print media and electronic media channels are sophisticated and fast and precise is faced with three ways to anticipate (Ruslan, 2012) are:

1. Should follow the flow by ignoring the attitude of consistency and more accommodating.
2. Conflicting the current confrontative-emotive or defensive.
3. "How" tips to manage the flow of information (argumentative-rational way to manage of information's) both incoming and outgoing and linked in the interest, which may be advantageous for positions or beneficial to the organizations and including in the national interest.

Based on the understanding of communication above it can be seen that communication is a transactional process, where there is a relationship between individuals who sat with each other. Therefore, in order for an individual to effectively communicate his message to others, it is necessary to understand interpersonal communication.

Communication Process and Elements Of Communication

The process of communication can be interpreted as the transfer of information or messages (messages) from the sender of the message as a communicator and to the recipient of the message as a communicant, which in process communication aims (feedback) to achieve mutual understanding (mutual understanding) between the two parties (Moore, 2002).

Barriers to communication

Actually, every kind, the form of communication has their respective barriers. Some things that hamper communication (Rumanti, 2002) include:

1. The attitude is not quite right. This may be due to lack of mingling or too selfish.
2. Knowledge is lacking so do not know what to talk or talk about.
3. Lack of understanding of the social system so less able to catch the conversation, less attention to the differences of customs, traditions, local culture, language and so on.
4. Presence of suspicion, prejudice, disbelief and not fundamental.

Communication Functions

Communication is the basis for cooperation, interaction and influence in organizational management (Ruslan, 2002), for example in the case of:

1. Decision-making based on information received and accurate and clear sources.
2. Placing the position or location of decision makers, such as top management or middle management.
3. Set goals and objectives, namely the need for unity of opinion or consensus together for the parties involved, both individually and with the achievement of the organization's main goals and objectives.

Myers & Myers (in Ruslan, 2002) mentioned that the broad objectives of communication functions at an organizational level can be analyzed as follows: Production and arrangement and socialization (socialization) Furthermore, Mulyana (2001) mentions four communication functions based on Gorden's opinion: social function, expressive function, ritual function and instrumental function.

MOTIVATION

Rivai and Sagala, Jauvani (2009: 837) reveal that motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. Attitudes and values are invisible that gives the power to encourage individuals to behave in achieving that goal. Basically, motivation can trigger employees to work hard so that it can achieve employee goals that can improve the productivity of the employee's individual employees so as to affect the achievement of corporate goals.

Notoatmodjo (2009: 114) defines the motivation of work as a desire that is in an individual who encourages him to do the deeds. Another opinion expressed by Notoatmodjo (2009: 115) defines motivation is a thing that causes and supports one's actions or behavior. Based on that opinion motivation can be concluded as an impulse that exists in man in behaving that can generate spirit as effort fulfillment requirement, which influenced by situation and condition of the environment.

Relationship Motif Goals, And Activities

Motives are directed toward goals that can arise in the conscious state or in the unconscious condition. Motives are the basis of behavior. Motives arise and retain activity, and determine the direction of an individual's behavior. Where the relationship between motives, goals, and activities can be seen in the picture below. From the picture below shows a situation that motivates human resources reflected on the motives of an individual, directed toward the achievement of goals. The strongest motive, causing behavior that is directed to the purpose or activity of purpose.

Given that not all goals can be achieved, individuals do not necessarily achieve goal activity, regardless of the motive force present. Thus, the objective activity is expressed in the figure as a dashed line. From this statement

can be said that the motivation of work is an integral part of the company's activities starting from the process of coaching, development, and mobilization of human resources. Employees will work better in the corporate environment when employees feel valued and incentive programs can help companies pay attention to employees' welfare for their work accomplishments.

Motivation Function

Nawawi (2008: 159) revealed that the function of motivation for employees, among others:

1. Motivation serves as an energy or human propulsion motor, likened to fuel in vehicles.
2. Motivation is a regulator in choosing alternatives between two or more conflicting activities. By strengthening a motivation will weaken other motivations, then someone will only do one other activity.
3. Motivation is a regulator of direction or purpose in conducting activities. In other words, everyone will only choose and strive to achieve goals, namely high motivation and not realize the goal of a weak motivation.

Purposes of Motivation

Hasibuan (2008: 146) the purpose of the motivation of work include the following:

Increasing employee's work morale, improving employee work productivity, maintaining employee stability in company, improving employee work discipline, creating good working atmosphere and working relationship, increasing employee's loyalty, creativity and employee participation, improving employee prosperity level, enhancing employees' sense of responsibility to task -the task and improve the efficiency of the use of facilities and infrastructure

From the above statement can be concluded that the provision of motivation can be said is very important because the leader in a company requires good cooperation with subordinates to carry out the tasks of companies in achieving the goals set. The importance of motivation to subordinates is that employees still willing and willing to carry out their duties in accordance with the skills or skills possessed.

Principles of Motivation

Mangkunegara (2009: 61) describes several principles in motivating employees to work, namely:

1. Principle of participation
2. The principle of communication
3. The principle recognizes the role or subordinate share
4. The principle of delegation of authority
5. The principle of paying attention

Types of Motivation

Cormick (in Mangkunegara, 2008: 94) work motivation can be divided into two, namely positive motivation and negative motivation. Positive motivation is the process of trying to influence others to run something in accordance with what we want by giving a "gift". Negative motivation is the process of influencing a person to want to do something to our liking, but the way it is done is through the power of fear.

Dimension of Motivation

The dimensions used to measure employee motivation according to Rivai (2004: 455) include:

1. Safety in working
2. Getting a fair and competitive salary
3. Enjoyable environmental conditions
4. Appreciation of work performance
5. Fair treatment of the leader/company

EMPLOYEE PERFORMANCE

Riniwati (2011: 50) states that the real foundation of a company is performing. If there is no performance, then all parts of the company will not achieve its objectives. Performance is necessary as an evaluation material for a leader or manager. Performance is also a record of outcomes generated by certain employees or activities performed over a period of time. Where a person is required to play his part in executing company strategy.

Build (2012: 231) defines performance as a result of work achieved by employees based on job requirements. An employee is a person who does the job by getting rewards in the form of salary and benefits from the company. This employee is doing all the work or activities of the company's operations. So understanding the performance of employees is the work of individuals in a company. Company performance is the totality of work achieved by a company. Employee performance and company performance have a very close relationship, the achievement of corporate goals.

Another opinion expressed by Wibowo (2008: 67) that defines performance as a process of how the work takes place to achieve the work. However, the work itself also shows performance. Suwanto and Donni (2011: 196) state that performance is a performance or performance. Performance can also be interpreted as work performance or implementation of work or performance results. According to August W. Smith (cited by Suwanto and Donni, 2011: 196) states that "performance is output drives from processes, human otherwise". Based on this statement can be interpreted that the performance is a result achieved by a person based on the size of the application within a period of time and with respect to work and its behavior and actions.

From some definition of employee performance presented by the experts above, it can be concluded that the employee performance is the work (output) both quality and quantity achieved by employees per unit time period in carrying out its work duties in accordance with the responsibilities given to him.

Employee Performance Assessment Goals

The success or failure of the performance achieved by the company is affected by the level of performance of employees individually or in groups. Assuming the better the employee performance the better the company performance. With companies need to set employee performance goals. The purpose of employee performance appraisal by Basri and Rivai (2005: 27) are as follows:

1. To improve the work of employees, both in quality and quantity.
2. Provide new knowledge that will assist employees in solving complex problems, with a series of activities that are limited and regular, through the duties and responsibilities provided by the company.
3. Improving the relationship between personal employees on work activities within the company.

Factors Affecting Employee Performance

Employee performance can be influenced by various factors (Gibson, in Basri and Rivai 2005: 42) namely:

1. Individual factors, ie abilities, and skills (mental and physical), background (experience, family) and demographics (age, origin).
2. Company factors are resources, leadership, rewards (compensation), corporate organizational structure, and description (job description).
3. Psychological factors are perception, attitude, personality, learning patterns and motivation.

In a company, each employee is required to be able to show a productive performance, for that each employee must have characteristics of a productive individual. These characteristics according to Sedarmayanti (2007: 78) should be grown by each employee to improve its performance. The characteristics or characteristics of a productive individual include:

1. Confidence
2. Sense of responsibility
3. Love towards work
4. Outlook ahead
5. Able to solve problems
6. Adaptation to changing the environment
7. Provide a positive contribution to the environment

Dessler (2006: 35) argues that in conducting employee performance appraisal steps are required, the following steps in the assessment of employee performance, among others as follows:

1. Define work, which means ensuring that your boss and subordinate agree on their duties and job standards.
2. Assessing performance means comparing the actual performance of subordinates to predefined standards and this includes the type of rating level.
3. Feedback sessions, meaning the performance and progress of subordinates are discussed and plans are made for the development of what is required.

Employee Performance Dimensions

Sudarmanto (2009: 11) reveals dimensions or performance indicators are aspects that become measures in assessing performance. Measures serve as a benchmark for assessing performance. Dimensions or measures of performance is necessary because it will be beneficial to many parties. Dimensions or sizes that can be used as benchmarks in assessing employee performance are as follows:

1. Quality of work, namely the level of error, damage, accuracy.
2. The quantity of work, ie the amount of work produced.
3. Use of time in work, ie absence rate, delay, effective working time/hours lost work.
4. Cooperation with others and co-workers in work.

III RESEARCH METHODS

Research Design

This study uses explanatory analysis and descriptive analysis, which aims to determine the influence of independent variables and bound. The findings will then be described by observing and researching and describing the ongoing nature or event at the time of the study and examining the causes of certain symptoms (Travers: 1978). In this study examines the influence of leadership variables and communication on employee performance either directly or indirectly through employee motivation.

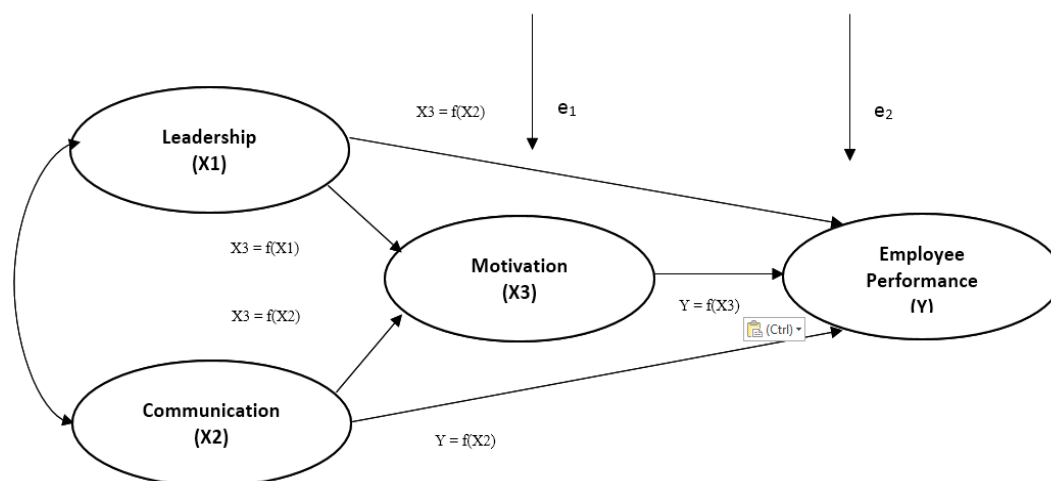


Figure 1. Research Design

Population and Sample

Population according to Umar (2008: 137) is defined as a collection of elements having the same particular characteristics and having equal opportunity to be selected as a sample member. Population in this research is all employees at PT. BPJS Labor Office Area DKI Jakarta as many as 50 employees.

Suharsimi (2009: 131) defines the sample as a partial or representative of the population under study. In order to obtain a representative sample of the population, each subject in the population is attempted to have equal opportunity to sample. Sampling technique used in this research is probability sampling and simple random sampling. According Sugiyono (2009: 66) is a probability sampling is a sampling technique to provide the same opportunity in each member of the population to be elected as a member of the sample. While the simple random sampling is the method of sampling from members of the population by using random regardless of the strata (level) in the members of that population. The number of sampling is 50 employees.

Data Collection Technique

Data collection method used in this research is questionnaire (questionnaire). Questionnaires can be open questions that include the identity of respondents and closed questions along with alternative answers so that respondents just choose one of the alternative answers. Respondents were asked to fill out the questionnaire answers by checking (√) on the measurement scale listed below according to the respondents' most correct judgment of the statements in the questionnaire.

Data Processing Techniques

The data obtained in this research needs to be further processed in order to be able to analyze and taken a proper conclusion. Therefore it is necessary to set data processing techniques in accordance with the purpose of research to be achieved, also to test the truth of the hypothesis. The stages of data processing performed are:

a. Validity test

Validity is intended to test the accuracy of an instrument in measuring the concept to be measured or performing its measuring function. A measuring instrument is said to be valid if the instrument measures what should be measured (Sugiyono, 1999). Testing the validity of each item used item analysis of the instrument in this study is done internal consistency approach that correlates the score of each item with a total score which is the number of each item score.

b. Test Reliability

Reliability tests the consistency of an instrument in measuring the concept to be measured or performing its measuring function. Reliable instruments are instruments that when used multiple times to measure the same object will produce the same data (Sugiyono, 1999). In this research, the reliability test is

done by calculating Cronbach's Alpha from each instrument in a variable. Instruments used in variables are said to be reliable when having Cronbach's alpha greater than 0.6 (Nunnally, 1978).

IV RESULT AND DISCUSSION RESULT

a. Validity test

Validity test is used to test each research variable, where the entire research variable contains 40 statements answered by 45 respondents. The criteria used in determining whether or not valid statements used in this study are as follows: trust level = 95 percent (probability or $\alpha = 5\%$), degrees of freedom (dk) = $n - 2 = 50 - 2 = 48$, obtained r table = 0.284. If r count is greater than r table and the value of r is positive, then the statement item is said to be valid (Ghozali, 2005: 17). Based on the analysis that has been done, then the validity test results are all valid.

b. Test reliability

Table 1. Reliability Test Results Instrument Research Variables

Variable	Cronbach Alpha (α)	Information
Leadership (X1)	0.973	Reliable
Communication (X2)	0.978	Reliable
Motivation (X3)	0.976	Reliable
Employee Performance (Y)	0.982	Reliable

Source: Primary Data, processed in 2017

Test reliability to know the extent to which the measurement results are reliable and consistent. In table 1 test results note that all variables have alpha above 0.6 which means that all variables in this study reliable.

Hypothesis testing

1. Effect of Leadership on Employee Performance

R square value on the partial influence of leadership variable on employee performance that is equal to 0.950. This value can be interpreted that variation of employee performance variable change can be explained by the variation of change of leadership variable equal to 95% while the rest that is equal to 5% influenced by other variables outside of leadership.

The result t calculated is 30.179 when compared with t table ($\alpha = 0.05$ DF = 2; 48), then the value of t table is 1.684. From the results, t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. The value of partial influence of leadership on employee performance can be seen in table 2

Table 2. Leadership on Employee Performance

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.975 ^a	.950	.949	1.796

a. Predictors: (Constant), Leadership

Partial influence of leadership variables on employee performance can be seen from the equation that is composed ie $Y = 0.498x_1$

Table 3. Leadership on Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.373	.660		8.055	.000
	Leadership	1.198	.040	.375	30.179	.000

a. Dependent Variable: Employee Performance

In table 3, it can be seen that the partial leadership variables positively affect employee performance. The value of standardized leadership coefficients is a coefficient of regression of leadership variables that gives meaning if continuous attention to the factors that influence in the application of leadership variables model then the employee performance increased by 0.375. From the analysis of the partial influence of leadership variables on employee performance can be concluded that the hypothesis that states "there is the influence of leadership on employee performance at PT. BPJS Labor Regional Office of DKI Jakarta "hypothesis proved and accepted.

2. The Influence of Communication on Employee Performance

R square value on the partial influence of communication variable to employee performance that is equal to 0.908. This value can be interpreted that variation of employee performance variable change can be explained by the variation of change of communication variable equal to 90.8% while the rest that is equal to 9.2% influenced by other variables outside of communication. The result of t arithmetic is 21.766 when compared with t table (alpha = 0,05 DF = 2; 48), hence t table value equal to 1,684. From the results, t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. The value of partial influence of communication on employee performance can be seen in table 4.

Table 4. Communication against Employee Performance

Model	R	R Square	Adjusted Square	R	Std. The error of the Estimate
1	.953 ^a	.908	.906		2.435

a. Predictors: (Constant), Communication

Partial influence of communication variables on employee performance can be seen from the equation is $Y = 0.253x_2$

Table 5. Communication against Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.585	2.220		5.220	.000
	Communication	1.135	.052	.253	21.766	.000

a. Dependent Variable: Employee Performance

In table 5, it can be seen that partially communication variables have a positive effect on employee performance. The value of standardized coefficients communication is the coefficient of regression of communication variables. If keep in mind the factors that influence the success of communication impact on the increase in employee performance of 0.253. From the analysis of the partial influence of communication variables on employee performance can be concluded that the hypothesis states "there is the influence of communication on employee performance at PT. BPJS Labor Office of DKI Jakarta Region" hypothesis proved and accepted.

3. Effect of Leadership on Motivation

R square value on the partial influence of leadership variables on the motivation of 0.984. This value can be interpreted that variation of change of motivation variable can be explained by the variation of change of leadership variable equal to 98.4% while the rest that is equal to 1.6% influenced by other variables outside of leadership.

The result t calculated is 54.868 when compared with t table (alpha = 0,05 DF = 2; 48), then t table value equal to 1,684. From the results, t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. The value of partial influence of leadership on motivation can be seen in table 6.

Table 6. Leadership on Motivation

Model	R	R Square	Adjusted Square	R	Std. The error of the Estimate
1	.992 ^a	.984	.984		.787

a. Predictors: (Constant), Leadership

Partial influence of leadership variables on motivation can be seen from the equation that is composed that is $X_3 = 0.992x_1$

Table 7. Leadership on Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.489	.727		3.423	.001
	Leadership	.954	.017	.992	54.868	.000

a. Dependent Variable: Communication

In table 7, it can be seen that the partial leadership variables have a positive effect on motivation. The standardized value of leadership coefficients is the coefficient of leadership variable regression. If the factors that influence the success of employee motivation of 0.992. From the analysis of the leadership of motivation at BPJS Labor Regional Office of DKI Jakarta "can be proven and hypothesis accepted.

4. Influence of Communication against Motivation

R square value on the partial influence of communication variable to motivation that is equal to 0.972. This value can be interpreted that variation of change of communication variable equal to 97.2% while the rest is equal to 2.8% influenced by other variables outside of communication. The result of t arithmetic is 40.850 when compared with t table (alpha = 0.05 DF = 2; 48), hence t table value equal to 1.684. From the results t arithmetic and t table obtained from the arithmetic greater than t table. The value of partial influence of communication on motivation can be seen in table 8.

Table 8. Communication against Motivation

Model	R	R Square	Adjusted Square	R	Std. The error of the Estimate
1	.986 ^a	.972	.971		1.050

a. Predictors: (Constant), Communication

Partial influence of communication variables on motivation can be seen from the equation that is compiled that is $X_3 = 0,598x_2$

Table 9. Communication against Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.289	.957		3.436	.001
	Communication	.919	.022	.986	40.850	.000

a. Dependent Variable: Motivation

In table 9, it can be seen that partially communication variables have a positive effect on motivation. The value of standardized Coefficients communication is the coefficient of regression of communication variables. If companies pay attention to the factors that affect the application of employment communication then the employee motivation will increase by 0.985. From the analysis of the partial influence of communication variables to motivation can be concluded that the hypothesis states "there is the influence of communication on employee work motivation at PT. BPJS Labor Regional Office of DKI Jakarta "can be proven and hypothesis accepted.

5. Effect of Motivation on Employee Performance

R square value on the partial influence of motivation variable on employee performance that is equal to 0.934. This value can be interpreted that variation of change of employee performance variable can be explained by the variation of motivation variable change equal to 93.4% while the rest that is equal to 6.6% influenced by other variables outside of motivation. The result of t arithmetic is 26,105 when compared with t table (alpha = 0,05 DF = 2; 48), hence t table value equal to 1,684. From the results, t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. The value of partial influence of motivation on employee performance can be seen in table 10.

Table 10. Motivation against Employee Performance

Model	R	R Square	Adjusted Square	R	Std. The error of the Estimate
1	.967 ^a	.934	.933		2.060

a. Predictors: (Constant), Motivation

Partial influence of motivation variable on employee performance can be seen from the equation which is composed that is $Y = 0,967x_3$

Table 11. Motivation against Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.650	2.005		7.805	.000
	Motivation	1.235	.047	.967	26.105	.000

a. Dependent Variable: Employee Performance

In table 11, it can be seen that the partial motivation variable has a positive effect on employee performance. The value of standardized Coefficients motivation is a regression coefficient of motivation variables. If

companies pay attention to the motivation of each individual employees will improve employee performance of 0.967. From the analysis of the partial influence of motivation variable on employee performance can be concluded that the hypothesis states "there is the influence of motivation on employee performance at PT. BPJS Labor Regional Office of DKI Jakarta "can be proven and hypothesis accepted.

6. The Indirect Effect of Leadership on Employee Performance through Motivation

From the results of data processing has been done then can be described some equations that can be prepared on the variables discussed as follows.

1. Equation I $Y = f(X1) = b1x1$
 $Y = 0.375x1$
2. Equation II $Y = f(X2) = b2x2$
 $Y = 0.253x2$
3. Equation III $X3 = f(X1) = b3x1$
 $X3 = 0.992x1$
4. Equation IV $X3 = f(X2) = b4X2$
 $X3 = 0.986x2$
5. Equation V $Y = f(X3) = b5X3$
 $Y = 0.967x3$

The immediate effects that can be composed are

$Y = 0.375x1$
 $Y = 0.253x2$

The indirect influence of leadership on employee performance through motivation that can be prepared are: $(0,967) (0,992) = 0,959$

From the direct and indirect influence described can be explained that the magnitude of direct influence of leadership on employee performance that is equal to 0.375, while the amount of indirect influence of leadership on employee performance through the motivation of 0.959. From the above explanation can be concluded that the value of direct influence is smaller than the value of indirect influence which gives the meaning that the motivation variable able to mediate leadership on employee performance. With the proving of this value, the hypothesis states that "there is a direct influence of leadership on employee performance through employee motivation at PT. BPJS Labor Regional Office of DKI Jakarta "can be proven and hypothesis accepted.

7. Indirect Effect of Communication on Employee Performance through Motivation

The indirect effect of communication on employee performance that can be prepared are: $(0,967) (0,986) = 0,953$

From the direct and indirect influence described can be explained that the magnitude of the direct effect of communication on employee performance is equal to 0.253, while the magnitude of the indirect effect of communication on employee performance through the motivation of 0.953. From the above explanation can be concluded that the value of direct influence is smaller than the value of indirect influence which gives the meaning that the motivation variable is able to mediate communication on employee performance. With the proving of this value, the hypothesis states that "there is an indirect effect of communication on employee performance through employee motivation at PT. BPJS Labor Office of DKI Jakarta Region "accepted and proven.

To see the direct and indirect effects of the compiled equations can be seen in the picture below.

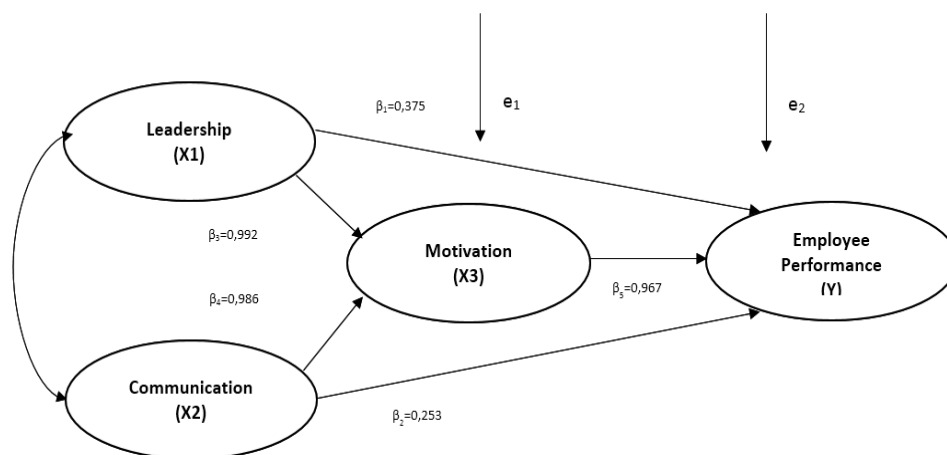


Figure 2. Path Analysis Model

V CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Departing from the result of analysis and discussion which can be concluded that partially each independent variable of leadership, communication, and motivation have the influence on employee performance at PT. BPJS Manpower of DKI Jakarta Regional Office. The result of analysis of motivation variable as an intervening variable can be proved perfectly that motivation variable gives indirect influence on leadership variable to employee performance and communication variable to employee performance. This statement can be proven by the extent of indirect influence (leadership on employee performance and communication on employee performance) through motivation identified as an intervening variable.

Suggestion

As an input material from the analysis and discussion that has been done, the researcher submits recommendations in the form of suggestions. Where the description of the researcher's suggestion can be described as follows.

In maintaining the performance of each individual employees can be implemented on the leadership ability to evaluate the suitability of leadership models applied adapted to the vision, mission, and value of the company. Where applicable can be seen that is located from the decision-making by the leadership, as well as the delegation of authority, and high points lie in the work of subordinates will be directly proportional to the work of direct supervisor.

It is known that the upward communication and downward communication variables have an effect simultaneously on the employee's performance then the company is expected to make the result of this research as one of company reference in making the decision related to employee performance problem.

On the other hand, improving the ability of employees cannot run maximally without being supported by the motivation of the leaders at PT. BPJS Manpower of DKI Jakarta Regional Office. Providing motivation for employees will form a positive working behavior of each individual, so as the implementation, if the ability to increase and motivated by high employee motivation in carrying out the task of achieving the target of work given the leadership and the company can be achieved with the maximum.

Researchers are very aware that this study is still limited for it is expected for further research that wishes to raise the same variable more attention to the determination of research indicators wherein the determination of indicators can be adjusted to the place or object of research set. Then, on the other hand, the weakness of this study can be seen from the use of the number of samples used. Where the limited number of respondents in this study can have an impact on the accuracy and validation of data collected and analyzed.

REFERENCES

- [1]. Alex S. Nitisemito. 2000. *Manajemen Personaliala: Manajemen Sumber Daya Manusia*, Ed. 3. Ghalia Indonesia, Jakarta.
- [2]. Amin Widjaja Tunggal., 1996. *Sistem Informasi Akuntansi*, Penerbit Salemba Empat, Jakarta.
- [3]. Arikunto, Suharsimi., 2009. *Prosedur Penelitian Suatu Pendekatan Praktek*, Rineka Cipta. Jakarta.
- [4]. Assumpta Rumanti, Sr Maria. 2002. *Dasar-Dasar Public Relations :TeoridanPraktik*. Grasindo. Jakarta.
- [5]. Bangun, Wilson. 2012. *Manajemen Sumber Daya Manusia*. Erlangga. Jakarta.
- [6]. Basri, A. F. M., dan Rivai, V. 2005. *Performance Appraisal*. PT Raja. Grafindo Persada. Jakarta.
- [7]. George R. Terry., 2012. *Asas-asas Manajemen*. Cetakan Ketujuh. PT. Alumni. Bandung.
- [8]. George, Jennifer M. dan Gareth R. Jones., 2008. *Understanding and Managing Organizational Behavior*. 5th edition. Pearson Education, New Jersey.
- [9]. Ghozali, Imam. 2002. *Aplikasi Analisis Multivariate Dengan Program SPSS*. UNDIP. Semarang.
- [10]. Hani, Handoko T. 2008. *Manajemen Personalialadan Sumber Daya Manusia*. BPFE: Yogyakarta.
- [11]. Hariandja, Marihot Tua Efendi., 2007. *Manajemen Sumber Daya Manusia. Pengadaan, Pengembangan, Pengkompensasian, dan Peningkatan Produktivitas Pegawai*. Grasindo. Jakarta.
- [12]. Hasibuan, Malayu S.P. 2011. *Manajemen: Dasar, Pengertian, dan Masalah*. PT Aksara. Jakarta.
- [13]. Hutapea, Paruliandan Nurianna Thoha. 2008. *Kompetensi Plus*. PT Gramedia Pustaka Utama. Jakarta.
- [14]. Ignatius, Wursanto. 2003. *Dasar-Dasar Ilmu Organisasi*, Andi Yogyakarta. Yogyakarta.
- [15]. Kartono Kartini., 2010. *Pemimpinan dan Kepemimpinan*. PT. Raja Grafindo Perkasa. Jakarta.
- [16]. Kreitner, Robert dan Kinicki, Angelo. 2005. *Perilaku Organisasi*, buku 1 dan 2, Salemba Empat. Jakarta.
- [17]. Malayu S.P. Hasibuan., 2008. *Manajemen Sumber Daya Manusia*. PT. Bumi Aksara. Jakarta.
- [18]. Mangkunegara. A.A. Prabu. Anwar. 2009. *Manajemen Sumber Daya Manusia Perusahaan*. Penerbit Remaja Rosdakarya. Bandung.
- [19]. Mangkunegara. A.A. Prabu. Anwar. 2008. *Evaluasi Kinerja Sumber Daya Manusia*. Penerbit Refika Aditama. Bandung.
- [20]. Matondang, 2008. *Kepemimpinan: Budaya Organisasi Dan Manajemen Strategik*. Edisi Pertama. Graha Ilmu. Yogyakarta.
- [21]. Muhammad, Mufid., 2004. *Komunikasi dan Regulasi Penyiaran*. Erlangga. Jakarta.
- [22]. Mulyana, Dedi. 2001. *Ilmu Komunikasi, Suatu Pengantar*. Remaja Rosdakarya. Bandung.
- [23]. Nawawi, Hadari., 2008. *Manajemen Sumber Daya Manusia Untuk Bisnis Yang Kompetitif*. Gadjah Mada University Press Yogyakarta.
- [24]. Nunnally, Jum C. 1978. *Psychometric Theory*. New Delhi: Tata McGraw-Hill Publishing Company Limited.
- [25]. Pace R. Wayne and Faules, Don F, 2000. *Komunikasi Organisasi*, ROSDA, Bandung.
- [26]. Priansa, Donni Junidan H. Suwanto., 2011. *Manajemen Sumber Daya Manusia Dalam Organisasi Publik dan Bisnis*. Alfabeta. Bandung.
- [27]. Riniwati, Harsuko. 2011. *Mendongkrak Motivasi dan Kinerja: Pendekatan Pemberdayaan SDM*. UB Press: Malang.

- [28]. Rivai, Veithzal. &Sagala, Ella. Jauvani. 2009. *ManajemenSumberDayaManusiaUntuk Perusahaan*. RajagrafindoPersada. Jakarta.
- [29]. Rivai, Veithzal. 2004. *ManajemenSumberDayaManusiaUntuk Perusahaan: Dari TeoriKePraktik*. PT. Raja GrafindoPersada, Jakarta.
- [30]. Robbins, Stephen P, Timothy A. Judge 2008. *PerilakuOrganisasi*, PT. SalembaEmpat, Jakarta.
- [31]. Ruslan, Rosady. 2002. *ManajemenHumasdanManajemenKomunikasi*, EdisiRevisi. PT. Raja GrafindoPersada. Jakarta.
- [32]. Sedarmayanti. 2001. *SumberDayaManusiadanProduktivitasKerja*. MandarMaju, Bandung.
- [33]. Soekarso, AgusSoso, IskandarPutong, CecepHidayat, 2010. *TeoriKepemimpinan*, MitraWacana Media, Jakarta.
- [34]. SoekidjoNotoatmodjo. 2009. *PengembanganSumberDayaManusia*. RinekaCipta. Jakarta.
- [35]. Sudarmanto. 2009. *KinerjadanPengembanganKompetensi SDM (Teori, DimensiPengukuranImplementasidalamOrganisasi)*. PustakaPelajar. Yogyakarta.
- [36]. Sugiyono.,2010. *MetodePenelitianKuantitatifKualitatifdan R& D*. AlfabetaBandung.
- [37]. Sugiyono., 2009. *MetodePenelitianKuantitatif, Kualitatifdan R&D*. Alfabeta. Bandung.
- [38]. Sugiyono., 2007. *MetodePenelitianKuantitatifKualitatifdan R&D*. Alfabeta. Bandung.
- [39]. Sutrisno, Edy. 2009. *ManajemenSumberDayaManusia*. Kencana: Jakarta.
- [40]. Thoha, Miftah, 2010. *KepemimpinanDalamManajeme*.Rajawali Pers. Jakarta.
- [41]. Travers, M. W. Robert, 1978, *An Introduction to Educational Research*, Mac Milan Publising Co, Inc, New York.
- [42]. Umar, Husein., 2008. *MetodePenelitianuntukSkripsidanTesisBisnis*. EdisiKedua. PT RajaGrafindoPersada. Jakarta.
- [43]. Umar, Husein. 1999. *MetodologiPenelitianAplikasiDalamPemasaran*. PT. GramediaPustakaUtama. Jakarta.
- [44]. Wibowo., 2008. *ManajemenKinerja*. Penerbit: RajagrafindoPersada. Jakarta.
- [45]. Winardi, J., 2002. *MotivasiandanPemotivasiandalamManajemen*. PT. RajagrafindoPersada. Jakarta.