Influence of Leadership and Communication on Employees Performance through Motivation in PT. Trimitra

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---ABSTRACT---
This study aimed to determine the effect of leadership and communication to the employee performance through motivation simultaneously and partially. The study was conducted on the employees of PT. Trimitra. The sampling technique using saturated samples involving 70 people. Analysis of data using path analysis.
Based on the results showed that leadership and communication affect the employee's performance simultaneously and partially. The indirect effect of leadership and communication to the employee performance through motivation smaller than the direct effect so that it can be said that the motivation variable not as an intervening variable.
KEYWORDS:Leadership, Communication, Motivation and Employee Performance
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I.   INTRODUCTION

Performance is shown every person's behavior as the resulting performance by employees in according to its role within the company. The results of the work or activities of an employee in quality and quantity within an organization to achieve the objectives in carrying out the tasks and work assigned to him. Performance is the result of the quality and quantity of work that can be accomplished by an employee in performing its duties in accordance with the responsibilities given to him.

Employee performance is the result of the quality and quantity of work achieved by an employee in performing their duties in accordance with the responsibilities given to him. Therefore it can be concluded that the performance of HR is job performance or the work (output) of both quality and quantity of human resources achievable per unit time period in performing its duties in accordance with the responsibilities given to him. Performance appraisal has led an effort to assess the work of subordinates.

II.   LITERATURE REVIEW

Employee Performance

Rivai (2005: 309) says that the performance of a real behavior shown by everyone as the resulting performance by employees in accordance with its role within the company. The results of the work or activities of an employee in quality and quantity within an organization to achieve the objectives in carrying out the tasks and work assigned to him.

Meanwhile, according to Mathis (2002: 78) as indicators for assessing the performance or achievements of employees is as follows:
1. The quantity of work, namely the volume of work generated under normal conditions.
2. Quality work, which can be a neatness accuracy and relevance of results not ignore the volume of work.
3. Utilization of time, namely the use of working time adapted to the discretion of the company or government agency.
4. Cooperation, which is the ability to handle relationships with others at work.

Leadership

Fiedler in Hanafi (2002) explains that leadership is the ability to provide direction and coordination to subordinates in achieving organizational goals, and a willingness to be the primary responsibility of the activities of the group he leads.

According to Rivai (2005: 2), the definition of leadership broadly, is covering the process of influence in determining the organization's goals, motivating the behavior of followers to achieve the objective, affect the

interpretation of the events of his followers, organizing and activities to achieve goals, maintain a working relationship and teamwork, gain support and cooperation from people outside the group or organization.

According to Hasibuan (2003: 170) "Leadership is a way of influencing the behavior of subordinate leaders to cooperate and work effectively and efficiently to achieve the goals of the organization". Leadership as the ability to influence a group toward the achievement of targets. The source of this influence is formal, such as presented by ownership managerial rank in the organization for a management position coincided designed a number of levels of authority formally, one can run a leadership role simply because of the position within the organization.

Communication

Gibson and Ivan (2012: 84) argue "Communication is the transmission of information and understanding, regarding verbal or non-verbal symbols ". "Communication is the transfer in the form of ideas or information from one person to another.

Luthan (2011) gives the sense that directly led to the change and development of the organization which can only happen through human resource development in their respective environments. To achieve the goals of the organization will require a good communication, where there is a tangle of understanding of the communication so as to understand and implemented between the parties one by the other party of communication is a very important role in an organization to achieve its objectives. Newstrom and Davis (2004: 151) argues that "If there are no communication employees cannot know what his co-workers, leaders cannot accept the input of information, and other supervisors cannot give instructions"

Motivation

Motivation is an impulse that will cause a person to perform an act in order to achieve certain goals. Motivation comes from the word motive which means "encouragement" or stimulation or "driving forces" that exist in a person. According to Weiner (1990), quoted Elliot et al. (2000), motivation is defined as an internal condition that raises us to act, encouraged us to reach certain goals, and keep us interested in a particular activity.

According to Uno (2007), the motivation can be defined as an internal and external impetus in a person who indicated the presence; desires and interests; encouragement and needs; hopes and ideals; awards and honors. According to Weiner (1990), quoted Elliot et al. (2000), motivation is defined as an internal condition that raises us to act, encouraged us to reach certain goals, and keep us interested in a particular activity. Motivation is a result of the interaction of a person with the situation (Siagian, 2004).

III.   RESEARCH METHODS

Population and Sample Research

The population is a generalization region consisting of the objects/subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions (Sugiyono, 2005). Samples were towing the majority of the population to represent the entire population, (Surakhmad, 2000).

The sample used by the author in this study are employees of the company.The total number of employees by 70 and this sampling method saturated samples.

Data Collection Technique

To obtain a concrete and objective data that must be made a study of the problems examined, while the steps that researchers take in data collection is the primary data. Primary data is data obtained directly from the object of research. In this case, the primary data obtained from field research is the method of data collection can do research premises directly on the object of study in question.

Quality Test Data

The questionnaire will be used in research, to produce a valid and reliable instrument first tested the validity and reliability of the instrument. According to Sugiyono (2007: 219) "Validity is a statement that describes the level of the relevant instruments able to measure what should be measured". While reliability is a value indicating a measure of consistency in measuring the same symptoms (Riduwan, 2003: 86). By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

IV.   RESULTS AND DISCUSSION

Validity and Reliability Test Data

Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with a total score of which is the number of each item scored. Of all valid question items.

Looking for instrument reliability whose score is not 0-1, but is a range between several values, eg 0-10 or 0-100 or scales 1-3, 1-5, or 1-7, and so on can use alpha coefficients (α) from Cronbach. Of all the research variables are reliable.

Classic Assumption Testing

The regression equation generated from calculations using SPSS version 21 must be tested quality by using the classical assumption that qualifies Best Linear Unbiased Estimated (BLUE). Some classic assumption test that must be met is the normality test, autocorrelation, multicollinearity, and heteroskedasticity.

1. Normality Test

Testing normality of the data used to draw conclusions whether the data were examined distribution normally so if described would form a normal curve. Test data normality using the Kolmogorov-Smirnov with the results shown in the following table.

Table 1. Results of the calculations Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test		LEADERSHIP	COMMUNICATION	MOTIVATION	PERFORMANCE
N		70	70	70	70
Normal Parametersa, b	Mean	23.0714	18.4714	18.6143	42.2429
	Std. Deviation	3.76606	5.27703	4.53423	5.62972
Most Extreme Differences	Absolute	,169	,111	,177	,084
	Positive	,090	,088	,121	,056
	Negative	-,169	-,111	-,177	-,084
Test Statistic		,169	,111	,177	,084
Asymp. Sig. (2-tailed)		,000	,031	,000	,2000
a. Test distribution is Normal.					
b. Calculated from data.					
c. Significance Lilliefors Correction.					
d. This is a lower bound of the true significance.					

Based on the above table it is known that the data meet the assumptions of normality if the value of the significance of having a number greater than 0.05. The data in the table above illustrates that the data has significant numbers above 0.05 so it can be said that the data on the results of the questionnaire have a normal distribution.

2. Autocorrelation Test Data

This test includes testing whether the data in one variable has a significant correlation or not. Testing autocorrelation can be viewed by using the value of Durbin Watson as follows.

Table 2. Results of the calculations Durbin Watson

Model Summaryb					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	, 518a	, 268	, 246	4.88849	1,091
a. Predictors: (Constant), COMMUNICATION, LEADERSHIP					
b. Dependent Variable: PERFORMANCE					

Based on the above table the value of Durbin Watson was at the reception did not happen autocorrelation data.

3. Multicollinearity Test Data

Data multicollinearity test is a test to see whether there is a high correlation between the independent variables. Assuming the testing is done using VIF. If VIF is less than 5 then does not occur between independent variables multicollinearity. VIF calculation results can be seen in the following table.

Table 3. Results of the calculations VIF

Model		Collinearity Statistics	
		tolerance	VIF
1	LEADERSHIP	, 982	1,018
	COMMUNICATION	, 982	1,018
a. Dependent Variable: PERFORMANCE			

Based on the above table it is known that VIF is less than 5 so that it can be said that the independent variables are not correlated.

4. Heteroscedasticity Test Data

Data heteroscedasticity test is a test to assess whether the predictive value of the data is correlated with the value of the independent variable. If it happens then the resulting equation does not behave as a good estimator. This test can use the model curve resulting from the equation between X Pred on variable Y and D Resid in the variable X in SPSS. Based on the results of the data analysis show no symptoms of heteroscedasticity.

V.   DISCUSSION

1. Leadership and communication influence on employee performance

Linear analysis model can be based on calculations using SPSS program as follows.

Table 4. Results of the analysis of the first equation

Model		Coefficients Unstandardized		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	23.151	3.984		5.811	,000
	LEADERSHIP	,567	,158	,379	3,597	.001
	COMMUNICATION	,325	,113	,305	2,890	,005
a. Dependent Variable: PERFORMANCE						

Based on the tables above, the simultaneous structural equations can be described as follows

$Y = 0,379X1 + 0,305X2$

F count can be obtained from the following table

Table 5. Calculate the F value equations simultaneously

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	585.751	2	292.875	12.256	, 000b
	Residual	1601.120	67	23.897		
	Total	2186.871	69			
a. Dependent Variable: PERFORMANCE						
b. Predictors: (Constant), COMMUNICATION, LEADERSHIP						

Based on the above table it is known that the calculated F value of 12.256 and significance of 0.05. This value is less than 0.05. This means the leadership and communication variables affect the performance of employees simultaneously. The magnitude of the effect of the independent variable on the dependent variable can be seen from the following values of r squared.

Table 6. Values r squared regression model first

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	, 518a	, 268	, 246	4.88849	1,091
a. Predictors: (Constant), COMMUNICATION, LEADERSHIP					
b. Dependent Variable: PERFORMANCE					

Based on the above table it is known that the value of r squared by 26.8% means that leadership and communication variables affect the performance of employees by 26.8% while the rest influenced by other variables that are not incorporated into the model equations.

2. Analysis of the influence of leadership on employee performance partially

The analysis results on the performance of partial leadership can be seen in the following table.

Table 7. Results of the analysis of the second regression equation

Coefficients					
Model	Coefficients Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	27.749	3.845		7.218	,000
LEADERSHIP	,628	,164	,420	3,819	,000
a. Dependent Variable: PERFORMANCE					

The structural equation of the above data can be seen as follows

$Y = 0,420X1$

Based on the chart above analysis it is known that the leadership coefficient of 0.420. T value of 3.819. The significant value of 0.00. The significance value smaller than 0.05. This means that the leadership variables affect the performance of employees partially. Leadership amount of influence on employee performance can be seen in the following table.

Table 8. The value r squared second equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	, 420a	, 177	, 164	5.14590
a. Predictors: (Constant), LEADERSHIP				

Based on the above table it can be seen r squared value of 0.177. This means that the effect of leadership variables on the performance of employees is 17.7% and the rest influenced by other variables not included in the model equations.

3. Analysis of communication influence on employee performance partially

The analysis results in partial communication of the performance can be seen in the following table.

Table 9. Results of the analysis of the third regression equation

Coefficients					
Model	Coefficients Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	35.235	2,322		15.177	,000
COMMUNICATION	,379	,121	,356	3.138	,003
a. Dependent Variable: PERFORMANCE					

The structural equation of the above data can be seen as follows

$Y = 0,356X2$

Based on the chart above analysis it is known that the coefficient of communications at 0.356. T value of 3.138. The significant value of 0.00. The significance value smaller than 0.05. This means that the communication variables affect the performance of employees partially. The amount of communication influence on employee performance can be seen in the following table.

Table 10.Value quadratic equation r third

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,356a	,126	,114	5.30025
a. Predictors: (Constant), COMMUNICATION				

Based on the above table it can be seen r squared value of 0.126. This means that the communication variables influence employee performance by 12.6% and the rest influenced by other variables not included in the model equations.

4.   Analysis of the influence of motivation on employee performance partially

The analysis results on the performance of partial motivation can be seen in the following table.

Table 11. Results of the fourth regression equation analysis

Coefficients					
Model	Coefficients Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	32.840	2,634		12.467	,000
MOTIVATION	,505	,138	,407	3,672	,000
a. Dependent Variable: PERFORMANCE					

The structural equation of the above data can be seen as follows

Y = 0,407X3

Based on the chart above analysis it is known that motivation coefficient of 0,407. T value of 3.672. The significant value of 0.00. The significance value smaller than 0.05. This means that the motivation variable influence on the performance of employees partially. The magnitude of the effect of motivation on employee performance can be seen in the following table.

Table 12. Value r squared fourth equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,407a	,166	,153	5.18045
a. Predictors: (Constant), MOTIVATION				

Based on the above table it can be seen r squared value of 0.166. This means that the motivation variable influence on employee performance and the remaining 16.6% is influenced by other variables that are not incorporated into the model equations.

5.   Analysis of the influence on employee performance leadership through motivation variable

Coefficient influence on communication leadership can be seen in the following table

Table 13.Effect of leadership on motivation

Coefficients					
Model	Coefficients Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	10.742	3,273		3.282	,002
LEADERSHIP	,341	,140	,283	2,437	,017
a. Dependent Variable: MOTIVATION					

Based on the picture above can be seen that the influence of leadership on employee performance is 0.420. Leadership influence on the performance of employees through motivation is 0,283 x 0,407 = 0.115. In this case, the direct effect is greater than the indirect effect so that it can be said that the motivation variable not as an intervening variable.

6.   Analysis of communication influence on employee performance through motivation variable

The coefficient of motivation towards communication can be seen in the following table

Table 14.Coefficient communications effect on motivation

Coefficients					
Model	Coefficients Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	18.040	1,999		9.023	,000

	COMMUNICATION	,031	,104	,036	,299	,766
a. Dependent Variable: MOTIVATION						

Based on the picture above it can be seen that the direct effect of communication on the performance of employees is 0.356. While the influence of communication on the performance of employees through motivation is 0,036 x 0,407 = 0.0146. In this case, the direct effect is greater than the indirect effect so that it can be said that the motivation variable not as an intervening variable.

VI. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Leadership and communication variables affect the performance of employees simultaneously. Calculated F value of 12.256 and significance of 0.05. This value is less than 0.05. R squared value by 26.8% means that leadership and communication variables affect the performance of employees by 26.8% while the rest influenced by other variables that are not incorporated into the model equations.

Leadership variables affect the performance of employees partially. T value of 3.819. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.177. This means that the effect of leadership variables on the performance of employees is 17.7% and the rest influenced by other variables not included in the model equations.

Communication variables affect the performance of employees partially. T value of 3.138. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.126. This means that the communication variables influence employee performance by 12.6% and the rest influenced by other variables not included in the model equations.

Motivation variable influence employee performance partially. T value of 3.672. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.166. This means that the motivation variable influence on employee performance and the remaining 16.6% is influenced by other variables that are not incorporated into the model equations.

Leadership influence on employee performance is 0.420. Leadership influence on the performance of employees through motivation is 0,283 x 0,407 = 0.115. In this case, the direct effect is greater than the indirect effect so that it can be said that the motivation variable not as an intervening variable.

The influence of communication on the performance of employees through motivation is 0,036 x 0,407 = 0.0146. In this case, the direct effect is greater than the indirect effect so that it can be said that the motivation variable not as an intervening variable.

Recommendations

Leadership is applied to the organizations need to develop a better way concerned about how to lead and leadership behaviors. The attitude of the employees expected leader is a leader who behaves fairly and understands the problems experienced by employees.

In addition, employees should also be able to communicate well. Good communication can be improved in a way to make improvements to the way we communicate, understand the message to be communicated and understand the audience will be given the message so that the message can be delivered properly.

Motivation is also can be enhanced to improve performance. Motivation enhanced by meeting the needs of employees and spur job satisfaction of employees such as employees' attention to the environment and the communication that occurs in an organization.

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