

The Influence Of Leadership, Communication And Motivation On Employee Performance At PT. Tjipta Rimba Djaja

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ABSTRAK

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This study aims to determine the effect of leadership, communication, and motivation on employee performance at PT. Tjipta Rimba Djaja. This type of research is explanatory research. The population in this study were all employees who work at PT. Tjipta Rimba Djaja, totaling 205 people. Due to the large number of population, the sampling technique will be reduced by using the Slovin formula with an error tolerance level of 5% so that there are 136 respondents. In the study which will be distributed with questionnaires measured by a Likert scale. The data analysis used multiple linear regression analysis and the coefficient of determination as well as simultaneous test and partial test. The results showed that leadership, communication, and motivation partially or simultaneously have a positive and significant effect on employee performance at PT. Tjipta Rimba Djaja. Based on the results of this study, the implications for management are to further improve leadership, improve a better communication, improve the motivation.

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1. Introduction

Human resources have an important meaning because humans play an active and dominant role in every organizational activity. Humans in organizations act as determinants, actors, and planners in achieving company goals as well as determining the progress or decline of the company. A good organization is an organization that seeks to improve the capabilities of its human resources, because this is a key factor in improving employee performance. To be able to improve the performance of employees for the company to be able to survive in an unstable business environment competition, it is necessary to pay attention to leadership, communication and motivation in order to improve employee performance.

PT. Tjipta Rimba Djaja is a company engaged in the wood industry, where the main product is plywood (plywood). In its operations, this company is experiencing performance problems that are starting to be seen in the decline in production and the percentage difference in achieving production targets.

Leadership is a factor that plays an important role in the company, because it is the leader who will drive and direct the company to achieve its goals and is also a difficult task. In other words, the success or failure of achieving company goals is determined by the quality and quantity of the leadership style. At PT. The leadership of Tjipta Rimba Djaja did not hold meetings according to plan so he did not know the problems that occurred in the company and the handling of problems that occurred in the company and the handling of problems that occurred was very slow because no leader could decide. Leaders in imposing less strict sanctions because not all employees who make the same mistakes get sanctions.

Communication is very important for all company functions, because operational and management systems are driven by communication. Companies must be able to cover activities between employees in carrying out their duties so that there is no miss communication. The purpose of communication itself is to equalize perceptions or understandings between employees and superiors and their employees. However, in reality, PT Tjipta Rimba Djaja did not communicate well, for example the production department did the wrong size of wood due to poor communication with the head of production, there was an error in the amount of accounts receivable so that when invoicing to customers there was a difference, the production department did not convey it properly. clear when the deadline for the preparation of work. The communication media that is often used is the telephone where the problem that occurs is a misunderstanding of information received between fellow employees or employees and customers, the recipient of the information is not able

to understand the information conveyed because the signal or communication network is not good (intermittent), so that employees those who convey or receive information are not clear about the direction of the intended information, then employees who receive information often do not understand the meaning of the orders given because they do not pay attention properly and the language used is not standard (difficult to understand).

Decreased employee work motivation if left unchecked will have an effect on the employee's performance which in turn will have an impact on the overall performance of the organization. Motivation problems, namely an indication of a lack of motivation experienced by employees causing a number of employees to resign over the past few months. Based on the problems that have occurred in this company, researchers are interested in conducting research in this company entitled "The Effect of Leadership, Communication and Motivation on Employee Performance in PT. Tjipta Rimba Djaja".

2. Research Method

2.1 Data Collection Method

Collecting data through a questionnaire is done by asking questions to parties related to the problem under study. To assess respondents' responses, the author uses the Likert scale which uses several question items to measure individual behavior by responding to 5 choice points on each question item.

2.2 Validity and Reliability Test

The data obtained needs to be tested for its accuracy and reliability so that the results of data processing can be more precise and accurate. Therefore, it is necessary to know how high the validity and reliability of the measuring instrument (instrument) used. Based on the research, each variable of the questionnaire item that was tested for validity, all the questionnaires had met the valid criteria and were eligible to be used as a questionnaire in further research. While in reliability test, all variable questionnaire item is reliable and can be used as research instrument.

3. Research and Analysis

3.1 Normality Test

The residual normality test is used to test whether the residual value resulting from the regression is normally distributed or not. A good regression model is to have residuals that are normally distributed. There is some method to do the normality test such as histogram graphic, normal probability plot of regression graphic and one sample Kolmogorov Smirnov statistic.

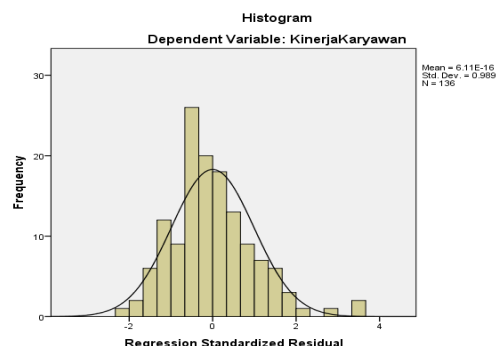


Fig 1 Histogram Graphic

Based on the picture above, it can be seen that the line forming a bell, not going left or right. This shows that the data is normally distributed and meets the assumptions of normality.

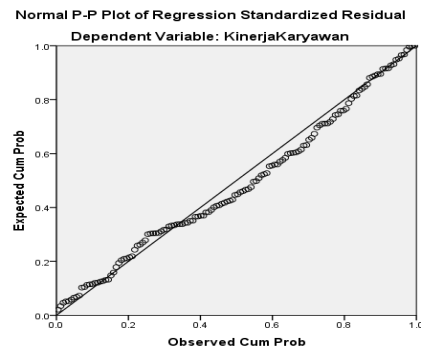


Fig 2 Normal Probability Plot of Regression Graphic

Based on the picture above, it shows that the data (dots) spreads around the diagonal line and follows the diagonal line. So from this figure it is concluded that the regression model residuals are normally distributed.

**Table 1
One-Sample Kolmogorov Smirnov Test**

		Unstandardized Residual
N		136
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.327239222
Most Extreme Differences	Absolute	.069
	Positive	.069
	Negative	-.049
Kolmogorov-Smirnov Z		.804
Asymp. Sig. (2-tailed)		.538

a. Test distribution is Normal.
b. Calculated from data.
Source: Research Result, 2021

Based on the table above, the results of the Kolmogorov-Smirnov normality test prove that the significant value is greater than 0.05, namely 0.538, it can be concluded that the data is classified as normally distributed.

3.2 Multicollinearity Test

Multicollinearity is a condition in the regression model where there is a perfect or near perfect correlation between independent variables where a good regression model should not have a perfect or nearly perfect correlation between the independent variables. The commonly used test method is to look at the Tolerance and Variance Inflation Factor (VIF) values in the regression model where the VIF value is less than 10 and has a Tolerance value of more than 0.1.

**Table 2
Multicollinearity Test**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership	.664	1.507
Communication	.921	1.086
Motivation	.674	1.484

a. Dependent Variable: Employee performance
Source: Research Result, 2021

Based on the table aboveshow that all the variables have a tolerance value more than 0.1 and VIF value less than 10 which can be concluded that there is no problem found in multicollinearity test.



3.3 Heteroscedasticity Test

Heteroscedasticity is a condition where in the regression model there is an inequality of variants from the residuals from one observation to another where a good regression model does not occur heteroscedasticity.

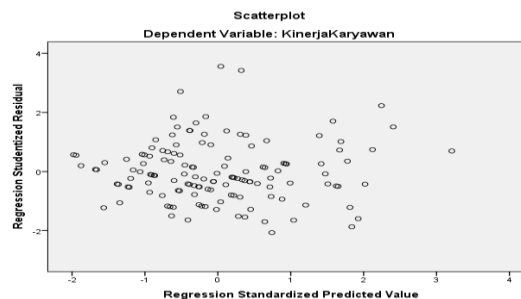


Fig 3 Scatterplot Graphic

Based on the scatterplot graph presented, it can be seen that the dots spread randomly and do not form a clear pattern and are spread either above or below zero on the Y axis. This means that there is no heteroscedasticity in the regression model, so the regression model can be used to predict performance based on the input of the independent variable.

Table 3
 Glejser Test

Model		t	Sig.
1	(Constant)	.175	.861
	Leadership	1.930	.056
	Communication	.653	.515
	Motivation	-.348	.728

a. Dependent Variable: Employee performance
 Source: Research Result, 2021

Based on the table above, it can be seen that the level of significance of each variable is greater than 0.05. From the calculation results and the level of significance above, it is not found that there is heteroscedasticity.

3.4 Multiple Linear Regression Analysis

Multiple regression analysis is an analysis to determine whether there is a significant influence between two or more independent variables on one independent variable.

Table 4
 Multiple Linear Regression Analysis Test

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	13.046	1.942	
	Leadership	.247	.071	.315
	Communication	.141	.062	.175
	Motivation	.156	.071	.197

a. Dependent Variable: Employee performance
 Source: Research Result, 2021

$$\text{Employee Performance} = 13,046 + 0,247 \text{ Motivation} + 0,141 \text{ Discipline} + 0,156 \text{ Competency} + e(1).$$

Based on the above equation, then: Constant (a) = 13.046. This means that if the independent variable, namely leadership, communication, and motivation is 0, then the employee performance at PT. Tjipta Rimba Djaja is 13.046. Where if there is an improvement in leaderships, there will be an increase in employee performance by 0.247. Likewise with communications where if there is an improvement in the communication, the employee performance will increase by 0.141. If there is an improvement in the motivation, the employee performance will increase by 0.156.



3.5 Coefficient Determination

Analysis of determination or also called R Square symbolized by R^2 is used to determine the magnitude of the influence of the independent variable (X) together on the dependent variable (Y) where the smaller the coefficient of determination, this means the effect of the independent variable (X) on the dependent variable (Y) is getting weaker. Conversely, if the coefficient of determination is closer to number 1, then the effect of the independent variable on the dependent variable is getting stronger.

Thus, if coefficient determination is 0, this indicates that there is no percentage contribution of influence given by the independent variable to the dependent variable. However, if the coefficient of determination is 1, then there is a contribution that the independent variable gives to the dependent variable is perfect.

Table 5
Coefficient Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533 ^a	.284	.267	3.309

a. Predictors: (Constant), Motivation, Communication, Leadership

b. Dependent Variable: Employee performance

Source: Research Result, 2021

Based on the table above, the value of the R Square coefficient of determination is 0.267. This shows that the variable ability of leadership, communication, and motivation explains the effect on employee performance at PT. Tjipta Rimba Djaja by 26,7%. While the remaining 73,3% is the influence of other independent variables not examined in this study such as work environment, stress, culture and various other variables.

3.6 Simultaneous Hypothesis Test (F Test)

F test or regression coefficient test is used to determine whether simultaneously the independent variable has a significant effect on the dependent variable. In this case, to find out whether simultaneously the independent variable has a significant effect on the dependent variable or not. The test uses a significance level of 5%.

The criteria for evaluating the hypothesis in this F test are:

H_0 Accepted if: $F_{count} < F_{table}$

H_a Accepted if: $F_{count} > F_{table}$

Table 6
ANOVA Test

Model		F	Sig.
1	Regression	17.418	.000 ^b
	Residual		
	Total		

a. Predictors: (Constant), Com petency, Communication, Leadership

b. Dependent Variable: Employee performance

Source: Research Result, 2021

Based on the table above, it is found that the value of F_{table} (2.67) and significant $\alpha = 5\%$ (0.05), namely F_{count} (17.418) and sig.a (0.000a). This indicates that the results of the study accept H_a and reject H_0 . Comparison between F_{count} and F_{table} can prove that simultaneously leadership, communication, and motivation have a positive and significant effect on consumer employee performance at PT. Tjipta Rimba Djaja.

3.7 Partially Hypothesis Test (t Test)

The t test or partial regression coefficient test is used to determine whether partially the independent variable has a significant effect on the dependent variable or not. In this case, to find out whether partially the independent variable has a significant effect on the dependent variable or not. The test uses a significance level of 0.05 and a two-sided test.

The criteria for evaluating the hypothesis in this t test are:

H_0 Accepted if: $t_{count} < t_{table}$

H_a Accepted if: $t_{count} > t_{table}$



Table 7
Coefficient Test

	Model	t	Sig.
1	(Constant)	6.717	.000
	Leadership	3.480	.001
	Communication	2.285	.024
	Motivation	2.197	.030

a. Dependent Variable: Employee performance
 Source: Research Result, 2021

Based on the table above, it can be concluded that leadership, communication, and motivation partially have a positive and significant effect on consumer employee performance at PT. Tjipta Rimba Djaja which can be seen at the t_{count} is greater than t_{table} (1,978) and the significant is less than 0,05.

4. Conclusions

The conclusions that researchers can draw from the results of this study are as follows:

- Leadership has a positive and significant effect on the performance of the employees of PT. Tjipta Rimba Djaja.
- Communication has a positive and significant effect on the performance of the employees of PT. Tjipta Rimba Djaja.
- Motivation has a positive and significant effect on the performance of the employees of PT. Tjipta Rimba Djaja.
- Leadership, communication and motivation have a positive and significant effect on employee performance at PT. Tjipta Rimba Djaja. The coefficient of determination test results showed 26.7% of the variation in the dependent variable of employee performance which could be explained by the independent variables of leadership, communication and motivation, while the remaining 73.3% was explained by other variables not examined in this study.

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