



## The Influence of Leadership, Motivation, and Communication On Employee Performance

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### ABSTRACT

This study aims to see the influence of leadership, motivation, and communication that employees have on the performance of CV employees. Mitra Dunia Palletindo. This research is included in the category of explanatory research because it aims to explain the causal relationship (cause-effect) between variables by testing the hypotheses that have been formulated. The sampling technique used in this study is saturated sampling or census, namely the determination of the sample when all members of the population are used as samples. So the total sample is 50 employees. The type of data used in this research is quantitative qualitative data. Quantitative data is data in the form of numbers or numbers obtained from scores of respondents' answers.

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## **INTRODUCTION**

Human resources are the most important factor for the success of companies, both small and large. Human resources are the main element of an organization compared to other resource elements such as capital and technology, because humans themselves control other factors. In essence, human resources are humans who work in an organization as movers, thinkers, and planners to achieve the organization's goals. A company is founded because it has big goals to achieve, and these goals require people who have big responsibilities and good performance abilities. Quality human resources can make a good contribution to the company so that the company can compete in this era of rapid development and gain many benefits so that the company can develop.

According to Sutrisno (2011), leadership plays an important role because a leader must be able to lead and move the organization in order to achieve its objectives, and he or she must have the ability to influence and motivate his employees that will affect their performance. With high leadership ability, it is hoped that subordinates or employees will have better performance because the leader will better understand how to respond and motivate subordinates to work better, more effectively, and efficiently. A company or organization is said to be successful when the leader can lead the company well and can improve individual performance and organizational performance. However, apart from leaders who have quality human resources, employees must be motivated at work in order to reach their full potential and enhance performance. Motivation is a determining factor in whether employee performance is high or low. Improving employee performance also requires motivation from company leaders. Motivation can also encourage or act as a driver for employees to act actively in achieving goals so that encouragement can come from other people or individuals. Motivation is formed from one's encouragement and the person's encouragement. If a person has the drive to move forward, that's where motivation grows. So motivation is needed by people in the work environment. Companies need people who have high motivation so that they can achieve high achievements and good performance.

The problem statement used in this study is to test whether leadership, motivation, and communication influence the performance of CV employees. Palletindo World Partners. It is hoped that the results of this research will be useful for the companies studied as a consideration in human resource management, especially in terms of leadership, motivation, and communication regarding employee performance. Apart from that, it is hoped that the results of this research can become a benchmark for similar research to provide a new perspective.

## **LITERATURE REVIEW**

### **Leadership**

The definition of leadership is the skill or practice of motivating and guiding others to work toward the objectives that a group or organization has set out. Fulfill the objectives that the company has set forth. Meanwhile, according to Wibowo (2012), leadership is about trying people from top to bottom in the organization to improve their performance. According to Robbins (in Suwatno and Juni Priansa, 2013), leadership is the ability to influence a group towards achieving targets. There are several types of leadership stated by Terry which were again quoted by Suwatno and Donni Juni Priansa (2011), namely personal leadership, non-personal leadership, authoritarian leadership, and fatherly leadership. (paternal leadership), democratic leadership, and talent leadership (indigenous leadership).

### **Motivation**

The elements of motivation include creating, guiding, maintaining, displaying intensity, being continuous, and having a purpose. Wibowo (2010) defines motivation as an encouragement to a series of human behavioral processes in accomplishing goals. Motivation is derived from the Latin word *movere*, which means to encourage or move, according to Hasibuan in Sunyoto (2012). In management, motivation only targets subordinates and human resources in general. Motivation is the study of how to effectively harness the potential and power of subordinates in order to encourage them to collaborate effectively and reach predefined objectives. Human behavior is driven, influenced, and sustained by motivation, which makes people want to put in the necessary effort to attain the best possible outcomes. As stated by Gibson (2013), motivation is the energy that propels a worker and influences and guides actions. In contrast, Daft (2010) defines motivation as a force that can originate from within or without a person and spurs zeal and tenacity to accomplish a goal. Employee motivation impacts output, and one of a manager's responsibilities is to direct motivation toward accomplishing company objectives.

### **Communication**

Mangkunegara (2013) defines communication as the process of conveying thoughts, ideas, and knowledge from one individual to another in the hopes that the recipient will understand and interpret it for the intended use. Conversely, communication, in the words of Haryani (2010), is the process by which one transmits something to influence the behavior of another. Wibowo (2015) asserts that communication is a tool that people use to make clear expectations and plan tasks so they may accomplish corporate objectives more quickly and successfully. Individuals who work in an organization are a collection of people who depend on one another to accomplish a variety of goals; reliance can only be managed through communication. The aspects of communication in organizational life, according to Romli (2011), are internal communication and external communication.

### **Performance**

Sinambela (2011) defines employee performance as a worker's capacity to carry out a specific task. Employee performance is crucial since it will reveal how well an employee can do the responsibilities that have been given to him. Performance, according to Moehariono (2012), is the outcome of work that an individual or group of individuals in an organization can accomplish both quantitatively and qualitatively by virtue of their respective authority and duties of responsibility to achieve the goals of the organization in question legally, by virtue of morality and ethics, and without breaking any laws. Mangkunegara (2011) states that an employee's job achievement or performance is the outcome of the quality and amount of work they complete while performing their obligations. Performance, according to Mahsun (2013), is a description of how well an activity program or policy is implemented in terms of achieving the organization's mission, vision, goals, and objectives as outlined in its strategic planning plan. The accomplishment or degree of success of a person or group of people is frequently referred to as performance. Only when an individual or group of individuals has predefined success criteria can performance be determined. These success criteria take the shape of specific objectives or benchmarks that must be met. Without objectives or targets, there are no standards by which to measure an individual's or an organization's success. Davis (2012) states that the elements that affect performance are "ability factors and motivational elements." Employee talents are made up of both real (Knowledge + Skill) and potential (IQ) abilities psychologically. This implies that it will be simpler for workers with above-average IQs, sufficient schooling for their positions, and job-specific abilities to meet performance standards.

## **METHODOLOGY**

This research is included in the explanatory research category because this research aims to explain causal relationships between variables through testing hypotheses that have been formulated. The nature of this research is qualitative which is quantitative with the object being CV employees Mitra Dunia Palletindo. The population used in this research was all CV employees. CV Mitra Dunia Palletindo has 50 employees. This population consists of contract employees and permanent employees. The sampling technique in this research is saturated sampling or census, namely determining the sample if all members of the population are used as samples. So the total sample is 50 employees. This saturated or census sampling technique was used because the population was less than one hundred people, so the author could reach the entire population. The type of data used in this research is quantitative qualitative data. Quantitative data is data in the form of numbers or numbers obtained from the scores of respondents' answers. The figures or numbers obtained will be analyzed further in data analysis using SPSS software which will then be explained for further research. The data sources in this research come from primary data and secondary data. The primary data obtained in this research are the results of observations, interviews, and data obtained from distributing questionnaires directly to CV employees Mitra Dunia Palletindo. Secondary data from this research comes from journals, books, and internet data which is appropriate to the problem to be researched. Secondary data used in this research

is the company background and organizational structure of CV. Mitra Dunia Palletindo. The data collection method used in this research is by using questionnaires and a literature study.

Arikunto (2010: 161), states that variables are research objects, or what is the point of attention of a study. Based on the main problem and analysis model proposed, the variables used in this research are the following independent variables (X), namely independent variables that do not depend on other variables. The independent variables in this research are Leadership (X1), Motivation (X2), and Communication (X3). Dependent variable (Y), namely a variable that is tied to other variables. Included in the dependent variable in this research is employee performance.

## RESEARCH RESULT

### Respondent Characteristics

The respondents of this research are CV employees Mitra Dunia Palletindo are categorized based on gender, age, status, length of work and level of education.

**Table 1. Characteristics of Respondents Based on Gender**

Gender	Frequency	Percentage
Man	48	96%
Woman	2	4%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Data primer diolah, 2024

Based on Table 1, it can be seen that the number of respondents who were male was 48 people or 96% and female respondents were 2 people or 4%. This shows that there are more male employees than female employees due to CV. Mitra Dunia Palletindo needs more male employees. Men are considered to be stronger in completing physical work, and able to work under pressure so that it suits the type of work on the CV. Mitra Dunia Palletindo, the majority of which require employees to be able to work outside the office or in the field.

**Table 2. Characteristics of Respondents Based on Age**

Age	Frequency	Percentage
20 - 25 years	10	20%
26 - 30 years	25	50%
31 - 35 years	10	20%
Lebih dari 35 years	5	10%

<b>Total</b>	<b>50</b>	<b>100%</b>
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Source: Data primer diolah, 2024

Based on Table 2, it can be seen that the number of respondents aged 20 - 25 years was 10 people or 20%, aged 26 - 30 years was 25 people or 50%, aged 31 - 35 years was 10 people or 20% and aged over 35 years was as many as 5 people or 10%. This shows that there are more employees between the ages of 20 and 25 years than other age ranges due to CV. Mitra Dunia Palletindo's age is considered to be included in the adult and productive age category so that they can think and act according to company directions and can support operational activities to achieve predetermined targets.

**Table 3. Characteristics of Respondents Based on Status**

<b>Status</b>	<b>Frequency</b>	<b>Percentage</b>
Not married yet	31	62%
Married	19	38%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Data primer diolah, 2024

Based on Table 4.3, it can be seen that the number of respondents with unmarried status was 31 people or 62%, and married was 19 people or 38%. This shows that the majority of employees are single employees due to the CV company. Mitra Dunia Palletindo considers that employees who are unmarried or single will prioritize self-training to work well in a company and have the desire to progress further and gain more experience in their careers.

**Table 4. Characteristics of Respondents Based on Length of Service**

<b>Length of work</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 1 year	21	42%
1-3 years	16	32%
More than 3 years	13	26%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Data primer diolah, 2024

Based on Table 4, it can be seen that the number of respondents with work experience of less than 1 year was 21 people, or 42%, 16 people, or 32% for 1 - 3 years, and 13 people, or 26% for more than 3 years. This shows that there are more employees with less than 1 year of service because there is no career path on a CV. Mitra Dunia Palletindo means that some employees choose to move after their contract expires and do not extend the contract period.

**Tabel 5. Characteristics of Respondents Based on Educational Level**

Education	Frequency	Percentage
SMA/SMK	47	94%
D3	1	2%
S1	2	4%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Data primer diolah, 2024

Based on Table 4.5, it can be seen that the number of respondents with an SMA/SMK education level was 47 people or 94%, D3 was 1 person or 1.5% and S1 was 2 people or 6.1%. This shows that there are more employees with SMA/SMK education levels than higher education levels due to CV. Mitra Dunia Palletindo has more employees in the warehouse and product distribution department than employees in other positions and employees in these positions do not require a high level of education because the work they are responsible for is more physically related work. The majority of SMA/SMK education levels are the minimum limit for employee recruitment at CV. Mitra Dunia Palletindo because it is hoped that this age group will have good work abilities and skills.

### Multiple Linear Regression Analysis

Multiple linear regression analysis is a linear relationship between two or more independent variables and the dependent variable. This research uses multiple linear regression analysis to determine the relationship between the variables leadership (X1), Motivation (X2), Communication (X3), and Employee Performance (Y).

**Tabel 6. Results of Multiple Linear Regression Analysis**

Variable	Regression Coefficients	Sig.	Information
Constant	1,041	-	-
Leadership (X1)	0,923	0,01	Signifikan
Motivation (X2)	0,781	0,16	Signifikan
Communication (X3)	0,520	0,05	Signifikan

Source: Software SPSS

Based on the results of the multiple linear regression analysis, the following regression model was obtained.

$$Y = 1,041 + 0,923X_1 + 0,781X_2 + 0,520X_3 + e$$

The leadership variable's coefficient value is 0.923, which is positive. As a result, there is a correlation between stronger leadership and greater staff performance and lower employee performance and weaker leadership, respectively. The motivation variable has a positive coefficient value of 0.781. This implies that an employee's performance increases with increased motivation and vice versa. In the meantime, the communication variable has a positive coefficient value of 0.520. Accordingly, an employee's performance will increase with improved communication and decrease with poorer communication, respectively.

### Hypothesis testing

In this study, the t-test was used for hypothesis testing. The t-test in multiple linear regression analysis aims to determine whether the independent variable (X) partially has a significant effect on the variable (Y). This partial hypothesis test uses a significance level of 5%, with the test criteria being that if the significance value of  $t < 0.05$ , then there is a significant influence between one independent variable on the dependent variable, whereas if the significance value of  $t > 0.05$ , then there is no there is a significant influence between one independent variable on the dependent variable.

**Table 7. Hypothesis Testing**

Variable	T Count	T Tabel	Sig	Information
Leadership (X1)	3.515	2,012	0,001	H0 ditolak
Motivation (X2)	2.489	2,012	0,016	H0 ditolak
Communication (X3)	2.960	2,012	0,005	H0 ditolak

Source: Software SPSS

Table 7 shows the results of examining the impact of leadership variables on worker performance. It shows that H0 is rejected because the t count of 3,515 is higher than the t table's value of 2.012, and the significance value of 0.001 is less than the predefined level of 0.05. H1 is acknowledged, indicating that for CV employees, leadership significantly affects worker performance. Mitra Palletindo Dunia. The next step was evaluating the impact of motivation variables on employee performance. The results showed that H0 was rejected with a t count of 2,489, which is higher than the t table's value of 2.012, and a significance value of 0.016, which is lower than the predefined significance level of 0.05. Acceptance of H2 indicates that motivation has a significant effect on employee performance for CV employees Mitra Dunia Palletindo.

The results of testing the influence of motivational variables on employee performance obtained a t count of 2,489 which is greater than the t table, namely

2.012, and a significance value of 0.016 which is smaller than the predetermined significance level of 0.05 so that H0 is rejected. H3 is accepted meaning that motivation has a significant effect on employee performance of CV employees Mitra Dunia Palletindo.

## **DISCUSSION**

### **The Influence of Leadership on Employee Performance**

By examining the significance level, which is 0.001, the findings of the multiple regression analysis in the t-test on the first hypothesis (H1) demonstrate that performance is impacted by leadership. According to the regression coefficient's favorable results, performance will rise under good leadership (H1 is accepted), while performance will fall under poor leadership more severely. Employee performance will significantly improve if a leader provides complete trust to their subordinates, can effectively coordinate their work, actively communicates direction and guidance, and effectively supervises their job. The leader of CV. Mitra Dunia Palletindo must create a conducive atmosphere at work, meaning that leaders and subordinates become one strong system and need each other, mobilize, and carry out to achieve common targets so that the atmosphere in the office or company becomes pleasant, difficult and difficult, and happy and happy. done together. Leaders must humanize their employees by respecting them, respecting, being important and needed for their existence. On the other hand, employees must also act like that towards their leaders.

The research results related to the leadership variable are CV leadership. Mitra Dunia Palletindo is wise in dealing with the company and its employees by being a good listener when employees provide opinions while working. Head of CV. Mitra Dunia Palletindo provides good direction and coordination of work to its employees because of the relationship between leaders and employees at CV. Mitra Dunia Palletindo is connected like a family so that when employees have problems, the leadership immediately acts and provides solutions to employees. The results of this research are in line with previous research conducted by Maria, et al. (2016) shows that work motivation, leadership, and organizational climate have a positive and significant effect on employee performance. So it can be concluded that leadership affects employee performance.

### **The Effect of Motivation on Employee Performance**

The results of multiple regression analysis in the t-test on the first hypothesis (H2) show that motivation affects employee performance by looking at the significance level, which is 0.016. The results shown by the regression coefficient are positive, meaning that the better the motivation, the more employee performance will increase (H2 is accepted) and conversely, the worse the motivation, the lower the performance will be. If the probability is felt by an individual that exerting a given amount of effort will exert high performance, the individual believes that carrying out at a certain level will lead to achieving the desired results, the individual's needs and interest in potential rewards, then this is very influential in improving performance employee.

CV. Mitra Dunia Palletindo does not always adhere to theory, but the company must get closer personally to its employees so that sustainable relationships can be established. With a closer relationship, the company can see the characters of each employee so that when there is a problem the company can provide the right motivation and with the right attitude. This means that when there are employees who have a quiet and sensitive character, the company must provide motivation slowly. CV. Mitra Dunia Palletindo must give rewards to employees when they provide positive things to the company, for example by giving rewards to employees who are disciplined and increasing work benefits when they produce good achievements and vice versa.

The research results are related to the motivation variable that CV. Mitra Dunia Palletindo at the end of the year usually gives several rewards to outstanding employees so that they compete with each other to advance the company. Apart from that, companies usually also carry out team building activities so that employees can refresh themselves for a moment from work at the company, such as recreation and outbound activities. The results of this research are in line with previous research conducted by Nancy, et al. (2017) shows that compensation, motivation, and communication on employee performance have a positive and significant effect on employee performance. So it can be concluded that motivation influences employee performance.

### **The Effect of Communication on Employee Performance**

The results of multiple regression analysis in the t-test on the first hypothesis (H3) show that communication affects employee performance by looking at the significance level, which is 0.005. The results shown by the regression coefficient are positive, meaning that the better the communication, the more employee performance will increase (H3 is accepted) and conversely, the worse the communication, the lower the performance will be. If the meaning of communication can be understood by employees as communicators and communicants, communication takes place in an open and comfortable atmosphere, communication encourages behavior in a better direction, communication can foster or strengthen good family relationships, and both parties communicating take action by the message communicated, then this has a big influence on improving employee performance.

CV. Mitra Dunia Palletindo must hold regular meetings between employees during working hours and outside working hours. For example, outside of work hours, we can have lunch together so that we can talk more casually and relax without any restrictions between employees and subordinates. With this meeting, the relationship between leaders and subordinates can be established well. Within the company, communication must always be formal and formal between employees and employees or employees and superiors. Companies must also provide opportunities and respect their employees when they provide opinions.

The research results related to the communication variable show that CV. Mitra Dunia Palletindo has good communication between employees and management. This is because the communication carried out there occurs openly and comfortably. If employees make mistakes at work, usually the CV leadership. Mitra Dunia Palletindo immediately reprimanded them gently so that employees could accept it openly. CV employees. Mitra Dunia Palletindo also receives messages given by the leadership usually via social media accounts and creates a group on that account. The results of this research are in line with previous research conducted by Sutarno, et al. (2019) shows that communication on employee performance has a positive and significant effect on employee performance. So it can be concluded that communication influences employee performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

Employee performance in every company is the beginning of employment problems. The success of a company is closely related to employee performance. Companies need to pay attention to this because of the level of employee performance within the company because it can disrupt activities which can create instability in the condition of the company itself. In this research, employee performance is closely related to leadership, motivation, and communication. Based on the analysis carried out in this research, it can be concluded that leadership influences employee performance among CV employees. Mitra Dunia Palletindo, motivation influences employee performance for CV employees. Mitra Dunia Palletindo, and communication influence employee performance for CV employees. Palletindo World Partners.

Based on the analysis carried out in this research, there are several suggestions, namely, first, companies are expected to give full trust to their employees so that employees also behave honestly and responsibly when working. Second, the company continues to provide rewards or innovations for employee performance achievements so that employees are more enthusiastic about increasing work productivity. Third, the company must be a good listener when employees provide opinions and exchange opinions well. Suggestions for future research that chooses a research theme similar to this research, it is best to add new, more varied variables so that the results of the research carried out can be even better and can provide something new.

## **ADVANCED RESEARCH**

Still conducting further research to find out more about The Influence of Leadership, Motivation, and Communication on Employee Performance.

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