

## EMPLOYEE PERFORMANCE REVIEWED FROM LEADERSHIP, MOTIVATION, COMPETENCE AND COMMUNICATION IN TRUCUK SUBDISTRICT KLATEN

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**Abstract :** *This research aims to be able to know the influence of leadership, motivation, competence and communication on variables called the performance of employees of Trucuk Subdistrict Klaten. This research has been conducted using an approach called quantitative. The population in this study is all employees in Trucuk Subdistrict Klaten which all numbered 49 people. Sampling techniques use census techniques. Techniques for the analysis of this research data have been used multiple linear regression analysis. The results of the research that has been done show that leadership, motivation, competence and communication have a positive and also significant to the variable called Employee Performance in Trucuk Subdistrict Klaten. It is expected that Trucuk Subdistrict Klaten district in the future will maintain and improve the quality of leadership, motivation, competence and communication of existing employees so that the performance of employees will also continue to improve and certainly become better than before.*

**Keywords:** *Employee Performance, Leadership, Motivation, Competence and Communication*

### 1. Introductions

In the life of public organizations or government organizations, it takes a lot of human resources that are trained reliably to perform or carry out their functions as development administrators as well as public servants. Therefore, in achieving these goals, government organizations need to develop, both institutionally and individually. Every company or organization must always put the needs of its human resources first to achieve an excellent and expected performance.

Employee performance is very important for the continuity of the company or organization in the present and future. Sriwidodo & Haryanto (2010) performance is a goal of the process of working with quality and also the amount of quantity that can certainly be achieved by workers when doing their work in line with a responsibility that has been handed to him. Mariam (2016) performance can certainly be seen as how a person when working to carry out his duties that will all be supported by self-reliance, creativity, commitment, responsibility and also the confidence of an individual when working.

Leadership becomes a factor that can certainly influence the performance of employees of a company or organization. Hayati et al. (2016) have the opinion that leadership has an effort to

persuade many people to use communication in order to achieve a goal by persuading people with a direction or also order so that later the goals of the organization can be achieved immediately.

This motivation is also a factor that can affect the performance of an employee of a company or organization. Hayati et al. (2016) have the opinion that motivation is a process that can explain, intensity, direction, and also a diligent level of a person to achieve a goal.

Competence is also an influence on the performance of employees of a company or organization. Bintang et al. (2012) competence itself is an ability that is needed by human resources to be able to do a job based on science, skills and also the attitude in work so that later can achieve a predetermined goal.

In addition to leadership, motivation and competence, communication is also a thing that can certainly affect the performance of employees of a company or organization. Sriwidodo & Haryanto (2010) communication was also a process in delivering notifications or also delivery to be addressed to the recipient of the information. Communication is one of the sources of job satisfaction that can affect an employee's performance. Communication can know the satisfaction and also the performance of employees through good supervision in which the supervisor communicates with workers, makes directions and also technical assistance to workers.

## **2. Literature Review**

### **A. Employee Performance**

Priansa (2014: 270) states that a performance is the result that has been obtained from activities in a particular work and also during a certain period of time. Sriwidodo (2010) the employee performance indicators consist of the following:

- 1) About the quality of the results of a work
- 2) Quantity of the results of a work
- 3) A clear understanding of a job
- 4) Cooperation between employees

### **B. Leadership**

Wibowo (2015: 279) leadership is a way to invite a worker to do the right thing, achieve a commitment and also encourage them to achieve a result together. Leadership is defined as an ability of a person to be able to persuade others, through a communication either directly or indirectly that has the meaning to be able to move existing workers to carry out the work with full sense of understanding, awareness and also happy and then want to follow all the commands of the leader. Mulyadi (2014) as for leadership indicators including:

- 1) Competence as an analytical
- 2) Creativity to communicate
- 3) Bold nature
- 4) Competence to Hear
- 5) Assertive nature

### **C. Motivation**

Wibowo (2014: 121) work motivation is a desire to be able to do something. Everyone is certainly able to be excited by some aspects of strength that are certainly different. Work motivation is the purpose of an internal and external force that can certainly make work to choose a path to do an appropriate job and also use a certain behavior. The motivation of work is a psychological process that is able to make, direct and also perseverance in carrying out an action voluntarily which will be aimed at achieving an outcome. Hamzah (2012: 72) suggests that some motivational indicators are:

- 1) Definite responsibility in doing the work
- 2) Achievements to be or have been achieved
- 3) Self-development
- 4) Good self-reliance in acting

### **D. Competency**

Moehariono (2014: 5) means that a characteristic that has existed of a person that relates to an effective performance of the person in carrying out his duties or also the basic characteristics of a person who has a good interaction or also as a cause with certain provisions used for a reference, effective or also working well or also good in a place where work. Moehariono (2014: 5) dimensions and indicators that exist in the following competencies:

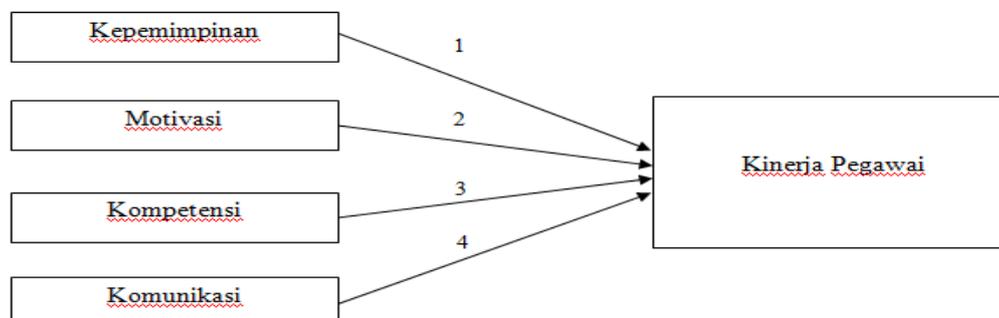
- 1) Character
- 2) Motive
- 3) The Concept of OneSelf
- 4) Knowledge
- 5) Skills

### **E. Communication**

Wandi et al. (2019) communication is defined as a process of sharing meaning through a verbal and non-verbal behavior carried out by two or more people. Suranto (2010: 105) states communication indicators, among others:

- 1) Able to understand
- 2) Enjoying his work
- 3) Have an influence on an attitude
- 4) Have a better relationship between employees
- 5) Able to act

## Research Framework And Hypothesis



### 1. There is an Influence of Leadership Variables on An Employee Performance Variable

Hayati et al. (2016) revealed that the leadership variable has a positive influence and also very significant to a variable employee performance in CCP employees at the Office of Supervision and Service of Customs and Excise Type Tanjung Perak Surabaya Customs. This has shown that the higher the level of leadership, the greater the level of employee performance. Based on the description that has been presented, the hypothesis that will be tested in this study is:

**H1: Leadership has an influence on the variable performance of employees in Trucuk Subdistrict Klaten.**

### 2. There is an Influence of Motivation Variables on An Employee Performance Variable

Widayati et al. (2016) stated that the motivation variable has a positive influence and is also very significant to variable employee performance at PT Bank Mandiri Kcp Jakarta Kota. With a great motivation from within the employee, the automatic performance that will or has been produced will also be better. Based on the description that has been presented, the hypothesis that will be tested in this study is:

**H2: Motivation influences the variable performance of employees in Trucuk Subdistrict Klaten.**

### 3. There is an Influence of Competency Variables on An Employee Performance Variable

Pramularso (2018) stated that the competency variable has a positive influence and also very significant to variable employee performance at CV Inaura Anugerah Jakarta. Competence is an essential aspect to support employee performance. With the competence of each employee, it will make it easier to complete their tasks. Based on the description that has been presented, the hypothesis that will be tested in this study is:

**H3 : Competence influences the variable performance of employees in Trucuk Subdistrict Klaten.**

### 4. There is an Influence of Communication Variables on An Employee Performance Variable

Wandi et al. (2019) stated that the communication variable has a positive influence and also very significant to a variable employee performance in the Regional Disaster Management Agency (BPBD) banten province. Good communication between employees or with superiors will make a comfortable working atmosphere and can improve the performance of all employees. Based on the description that has been presented, the hypothesis that will be tested in this study is:

**H4 : Communication has an influence on the variable performance of employees in Trucuk Subdistrict Klaten.**

**3. Research Methodology**

This research has been done using a quantitative approach. Quantitative research itself is a scientific method because following scientific rules that are very concrete or empirical, objective, measurable, and rational and systematic (Sugiyono, 2016: 7). The population can also be called the entire subject in the study (Arikunto, 2010: 173). The population in all employees who work in the Office of Trucuk Subdistrict Klaten amounts to 49 people. The sample is also part or representative of a population studied (Arikunto, 2010: 109). The number of samples that have been taken for the study as many as 49 people or respondents. Sampling techniques that will be used in this study with census techniques.

**4. Results And Discussion**

**A. Multiple Linear Regression Test**

**Table 1**  
**Multiple Linear Regression Test**

No	Variable	Unstandardized B	Description
1	( Constant )	3,538	Positive
2	Leadership	0,349	Positive
3	Motivation	0,249	Positive
4	Competency	0,402	Positive
5	Communication	-0,159	Negative

Based on the results of the table listed above can be known an equation of regression that has been formed, namely:

$$Y = 3,538 + 0,349 X_1 + 0,249 X_2 + 0,402 X_3 + (-0,159) X_4$$

From the results of the existing equation can be explained that:

a. Constant (a)= 3.538

If the value (a) = 3,538 while from the variables of leadership, motivation, competence, and communication is considered unchanged or (=0), then the result of the employee performance variable is 3,538 and provides information that there is a positive value.

b. Leadership Coefficient (X1) = 0.349

Suppose the coefficient of the leadership variable increases, while the motivation, competency, and communication variables are estimated to be the value of an existing regression model is of a fixed value. In that case, the value of an employee's performance will continue to increase by 0.349 and information that there is a positive value.

c. Motivation Coefficient (X2) = 0.249

Suppose the coefficient of motivation variables increases, while the variables of leadership, competence and communication are estimated, the value of an existing regression model is of

fixed value. In that case, the results of employee performance value will continue to increase by 0.249 and also information that there is a positive value.

d. Coefficient competence (X3) = 0.402

If the coefficient of competency variables increases, while from the leadership, motivation and communication variables, it is estimated that the value of an existing regression model is of fixed value, then the value of an employee's performance will continue to increase by 0.402 and also information that there are positive value results.

e. Communication Coefficient (X4) = -0.159

If the coefficient of communication variables increases, while from the variable leadership, motivation and competence is estimated the value of an existing regression model is of fixed value, then the result of the value of an employee's performance will continue to decrease by -0.159 and also information that there is an outcome of negative value.

## B. Model Feasibility Test

**Table 2**  
**F-Test Result**

Model	F <sub>score</sub>	F <sub>table</sub>	Sig.	Standart	Description
Regression	33,689	2,58	0,000	0,05	accepted

The feasibility test result of the model obtained F score > F table of 33,698 > 2.58 with a significance of 0.000 means that the results of this analysis are significant with the current signification rate < 0.05 then the value of H<sub>0</sub> will be rejected and also H<sub>a</sub> will be accepted. This means there is an influence between a leadership variable, motivation variable, competency variable and communication variable in a simultaneous way and significant to the employee performance variable in the Office of Trucuk Subdistrict Klaten and meet for the feasibility test model.

## C. Hypothesis Test

**Table 3**  
**T-Test**

Hypothesis	T <sub>score</sub>	t <sub>table</sub>	Sig.	Standart	Description
H1	2,650	>2,015	0,011	0,05	accepted
H2	2,148	>2,015	0,037	0,05	accepted
H3	3,683	>2,015	0,001	0,05	accepted
H4	-2,335	<-2,015	0,024	0,05	accepted

Based on the calculation of the results of the t-test in the table above can be explained in the hypothesis shaped like this:

### 1) The Effect of a Leadership on An Employee's Performance

The Leadership Variable has a t score > t table (2,650 > 2,015) and also Sig 0.011 < 0.05 then it can be concluded that H<sub>0</sub>'s results will be rejected and also H<sub>a</sub> will be accepted. There is a very positive influence and significant leadership on employees' performance in the Office of Trucuk Subdistrict Klaten.

## 2) The Influence of a Motivation on an Employee's Performance

The Motivation variable has t score  $>$  t table ( $2,148 > 2,015$ ) and also Sig  $0.037 < 0.05$  then it can be concluded that Ho's results will be rejected and also Ha will be accepted. A positive influence result very ago also significant motivation to the performance of employees in the District Office Trucuk Klaten.

## 3) Influence of a Competency on an Employee Performance

Variable Competency it has t score  $>$  t table ( $3,683 > 2,015$ ) and also Sig  $0.001 < 0.05$  then it can be concluded that ho results will be rejected and also Ha will be accepted. There are very positive influence results and also significant competence to the performance of employees in the Office of Trucuk Subdistrict Klaten.

## 4) The Effect of a Communication on an Employee's Performance

The Communication Variable has -t score  $>$  -t table ( $-2,335 < -2,015$ ) and also Sig  $0.024 < 0.05$  then it can be concluded that Ho's result will be rejected and also Ha will be accepted. There are very positive influence results and significant communication on employees' performance in the Office of Trucuk Subdistrict Klaten.

## D. Coefficient TestDetermination ( $R^2$ )

**Table 4**  
**Result Koefisien Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,686	0,754	0,732	1,29702

The above calculation result has been done and has been obtained the result of adjusted R square 0.732. Means from the variables of leadership, motivation, competence, and communication contributed to the performance by 73.2%, while there are the remaining 26.8% explained by several other variables that are not proposed in this study, such as environment, discipline, education, and others.

## Discussion

### 1. The influence of leadership on an employee's performance in the Trucuk Subdistrict Office of Klaten Regency.

The tests presented in Table 3 show that leadership factors have a very positive and significant influence on employee performance. The results prove that the higher the leadership, the better the employee performance will also experience a real improvement. The results of this research that has been carried out are in line with the results of previous research that has been conducted by (Ardilla & Pramusinto, 2015) ; (Widayati et al., 2016) leadership has a very positive and significant influence on employee performance.

### 2. The influence of motivation on an employee's performance at the Trucuk Subdistrict Office in Klaten Regency.

The tests presented in Table 3 show that motivational factors have a very positive and significant influence on an employee's performance. The results prove that the higher the motivation, the better the employee's performance will also experience a real improvement. The results of this research that have been carried out are also in line with previous research results that have been conducted by (Sriwidodo & Haryanto, 2010) ; (Hayati et al., 2016) motivation has a very positive and significant influence on employee performance.

### **3. The influence of a competency on an employee's performance in the Trucuk Subdistrict Office of Klaten Regency.**

Based on the tests presented in Table 3 shows that competency factors have a very positive and also significant influence on an employee's performance. The results prove that the higher the competence, the better the employee's performance will also experience a real improvement. The results of this research that has been carried out is in line with the results of previous research that has been conducted by (Bintang et al., 2012) ; (Pramularso, 2018) competence has a very positive and significant influence on employee performance.

### **4. The influence of a communication on an employee's performance at the Trucuk Subdistrict Office in Klaten Regency.**

Based on the tests presented in Table 3 shows that communication factors have a very positive and also significant influence on employee performance. The results prove that if the communication is high, the employee's performance will also experience a real improvement. The results of this research that has been carried out is in line with the results of previous research that has been conducted by (Ardilla & Pramusinto, 2015) ; (Wandi et al., 2019) communication has a very positive and significant influence on employee performance.

## **5. Conclusion**

Based on several hypothetical test results and also detailed discussions that have been conducted in the following research from 49 questionnaires that have been distributed to employees of Trucuk Subdistrict Klaten, it has been determined that from the variables of leadership, motivation, competence and communication has a very positive influence and also significant to the performance variables in Trucuk Subdistrict Klaten.

## **Suggestion**

### **1. Theoretically**

It is expected that the next research to be able to develop this research will use other free variables besides leadership, motivation, competence and communication that can affect the performance of employees, considering that there are still some influences of 26.8% outside the variables of this research that has been done such as work ability, work discipline, education and others.

### **2. Practically**

a. It is expected that Trucuk Subdistrict klaten in the future will maintain and improve the quality of leadership, competence and communication. The high quality of leadership, competence and communication in Trucuk Subdistrict klaten makes the performance of employees will also continue to improve and will also be better than the previous condition.

- b. Trucuk Subdistrict should also increase the motivation of employees so that employees feel satisfied and more enthusiastic in working. The motivation makes employees more agile in work, feel happy to do their jobs and the existing work is faster to reach the target
- c. For other researchers employee performance variables can also be used for research outside organizations or government agencies because it can be used for the progress of a careful object. Can also be used in companies, banks, factories and others.

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