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**THE EFFECT OF COMMUNICATION AND LEADERSHIP  
MOTIVATION MEDIATION ON EMPLOYEE PERFORMANCE  
AT PT. PUTRA KERITANG SAWIT KEMUNING DISTRICT  
INDRAGIRI HILIR REGENCY**

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**ABSTRACT**

*The research was conducted to test and analyze the influence of communication and leadership on employee performance mediated by motivation at PT. Putra Keritang Sawit Kemuning District Indragiri Hilir Regency. This study uses primary data and secondary data by distributing questionnaires to 35 selected samples, the authors process the data using the Smart PLS application. The conclusion of the study is that communication influences employee performance, leadership influences employee performance, motivation mediates the effect of communication on employee performance and motivation mediates the influence of leadership on employee performance*

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

**INTRODUCTION**

Human resources owned by every company is an important capital, because quality human resources will be able to make the company achieve its goals and be able to win the increasingly fierce competition. To get employees with good performance, a measure is needed, performance measures are assessed from the realization of employees against planned targets.

The Big Indonesian Dictionary states that performance is achievement or achievement. Mangkuprawira and Hubeis (2017: 160) state that there are intrinsic and extrinsic factors that affect performance. Intrinsic factors include education, motivation, experience, health, skills, age, emotion and spirituality. Environment, vertical horizontal communication, leadership, compensation, facilities, training, control, workload, punishment, work procedures and others are extrinsic factors.

One that can be used as a measure of employee performance is the achievement of targets set by the company. For employee performance at PT. Putra Keritang Sawit from 2016 to 2020, the target has not been reached by employees. The lowest achievement occurred in 2017 with an achievement of 88.67% and the highest achievement occurred in 2020 of 92.29%.

Good communication within the organization will be able to provide many benefits to the organization, including: being able to avoid misunderstandings between employees which will lead to conflict and superiors being able to convey information either in the form of work instructions or strategies to achieve organizational goals which ultimately increases performance. Research on communication on performance was conducted by Desani, et al (2019); Morsen (2020) and Wandu, et al (2019) with the results of communication research affecting performance. Different results were put forward by Isnaryanto and Burhanudin (2020); Nuswantoro, et al (2013) and Sari (2019) who obtained communication results did not affect performance.

Another factor influencing performance is leadership. Robbins and Judge (2015: 217) assess leadership as the ability to encourage a group to achieve a vision or goal. A leader in an organization has an important role in ensuring that every employee is able to carry out their functions and responsibilities and can assist any problems that arise quickly and effectively so as not to disrupt the running of the organization. A leader must also be able to communicate and motivate each of his employees so that they perform well. Research on leadership has been conducted by Bahrum and Sinaga (2015); Barkhawa, et al (2017) and Suprpta, et al (2015) stated that the results of research on leadership affect performance.

In addition to communication and leadership, motivation is also a factor that can influence employee performance. Motivation according to Robbins and Judge, (2006: 156) is a process that causes individual intensity to direct continuously to achieve goals. Providing motivation to employees will be able to foster enthusiasm at work, employees will become loyal, disciplined, responsible and increase creativity. According to Handoko (2001: 193) Performance factors can be influenced by job satisfaction, motivation, stress levels, compensation systems, physical conditions of work, job design, technical, commitment to the organization and other economic and behavioral aspects. Hikmah (2020) conducted research on performance mediated by motivational variables, with the results of self-efficacy influencing performance through mediation of motivation;

Based on the background, it can be seen that employees are still not able to realize targets and the authors also see that previous research is still inconsistent with communication and leadership on performance. This research gap is a gap for the author to return to conducting research and it is hoped that motivation as a mediating variable will be a solution to the research gap. The research title is "EFFECT OF COMMUNICATION AND LEADERSHIP ON EMPLOYEE PERFORMANCE MEDIATED IN MOTIVATION AT PT. PUTRA KERITANG SAWIT KECAMATAN KEMUNING DISTRICT INDRAGIRI HILIR REGENCY".

## LITERATURE REVIEWS

### Performance

Prawirosentono (2012:120) explains performance is the result of work that can be achieved by employees both individually and in groups within the organization, based on their responsibilities and authority in achieving goals.

According to Wibowo (2012: 50) there are many goals in an organization. Goals by level:

- a. *Corporate Level*
- b. *Senior Management Level*
- c. *Business-unit, Functional*
- d. *Team Level*
- e. *Individual Level*

## Communication

According to Marwansyah (2016: 321) what is meant by communication is the exchange of messages with the aim of understanding the same. Gitosudarmo and Sudita (2008:211) states that the flow of formal communication in the organization is divided into top-down communication; bottom up; horizontally and diagonally. Which are indicators for communication variables: Skills, Knowledge, Attitude (Riswandi, 2009:42)

## Leadership

Leadership is a person's ability to be able to influence other people to achieve goals (Pasolong, 2013: 107). According to Hasibuan (2003: 170) leadership is the way leaders influence the behavior of subordinates to work together and work effectively and efficiently in achieving goals. Leadership indicators in this study: Appreciation of subordinates' ideas, Attention to work comfort for subordinates, Taking into account the feelings of subordinates, A climate of mutual trust, Taking into account the factors of job satisfaction in subordinates, Attention to the welfare of subordinates and Recognition of the status of subordinates in a proper and professional manner (Siagian, 2003:97)

## Motivation

Motivation is a driving force to make members of the organization want and willing to spend their skills and expertise, energy and time for various activities that are responsible and fulfilling obligations, in order to achieve predetermined goals. (Siagian, 2003: 106)

Meanwhile Harinandja (2005: 321) says that motivation is a factor directing and encouraging someone to carry out activities that are proven in hard or weak effort.

Variable motivation in this study uses indicators from Mangkunegara (2013: 111): task/goal orientation, persistence, future orientation, hard work, effort to progress, utilization of time, selected colleagues and high level of aspirations.

The hypothesis in this study is:

1. Allegedly communication affects the performance of employees at PT. Putra Keritang Sawit Kemuning District Indragiri Hilir Regency.
2. It is suspected that leadership influences the performance of employees at PT. Putra Keritang Sawit Kemuning District Indragiri Hilir Regency.
3. It is suspected that motivation mediates the effect of communication on employee performance at PT. Putra Keritang Sawit Kemuning District Indragiri Hilir Regency.
4. It is suspected that motivation mediates the influence of leadership on employee performance at PT. Putra Keritang Sawit Kemuning District Indragiri Hilir Regency

## RESEARCH METHODS

This research was conducted at PT. Putra Keritang Sawit Kemuning District Indragiri Hilir Regency, while the time needed to carry out the research was 7 months. Determining the number of samples uses Arifin's opinion (2011: 224), because the study population is 116 people, meaning above 101-500 people, the authors take a sample of 30% with the formula:

$$116 \text{ people} \times 30\% = 34.8 \text{ people}$$

So this study has a sample of 35 employees of PT. Putra Keritang Sawit Kemuning District Indragiri Hilir Regency. Researchers used a variant-based application with the Smart PLS (Partial

Least Square) statistical technique. The reason the author uses PLS is because the data is not normally distributed and uses ordinal data.

## FINDINGS AND DISCUSSION

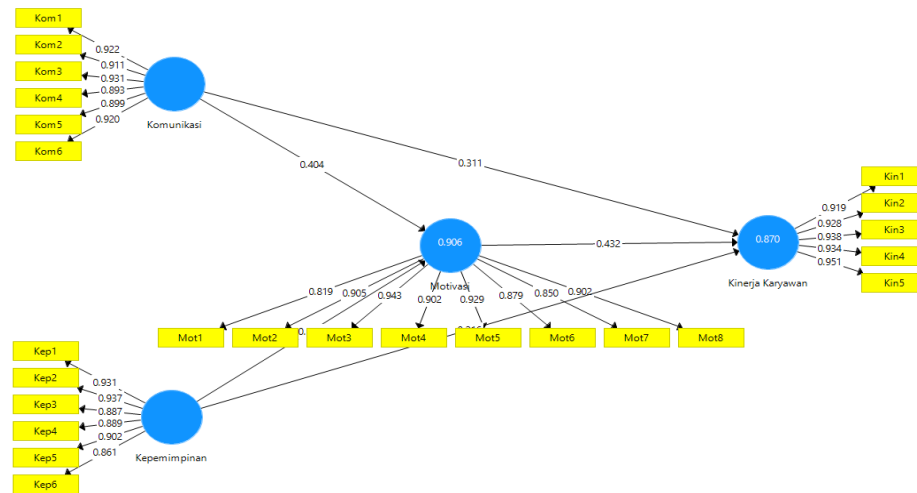
### FINDINGS

#### a. Measurement Model Analysis (Outer Model)

##### 1. Construct Validity Test

In the following, we can see the outer loading indicator test in the research model:

**Image 1**  
**Outer Loading Key Variables**



Source: Appendix 6

#### 1.1. Convergent Validity Test

The following is the convergent validity for the outer loading indicator values for each variable:

Table 1: Validity Test

Variable	Statement	Outer Loading	Critical Value	Conclusion
Communication (Kom)	Kom 1	0.922	0.5	Valid
	Kom 2	0.911	0.5	Valid
	Kom 3	0.931	0.5	Valid
	Kom 4	0.893	0.5	Valid
	Kom 5	0.899	0.5	Valid
	Kom 6	0.920	0.5	Valid
Leadership (Kep)	Kep 1	0.931	0.5	Valid
	Kep 2	0.937	0.5	Valid
	Kep 3	0.887	0.5	Valid
	Kep 4	0.889	0.5	Valid
	Kep 5	0.902	0.5	Valid
	Kep 6	0.861	0.5	Valid
Motivation	Mot 1	0.819	0.5	Valid

Employee performance (Kin)	(Mot)	Mot 2	0.905	0.5	Valid
		Mot 3	0.943	0.5	Valid
		Mot 4	0.902	0.5	Valid
		Mot 5	0.929	0.5	Valid
		Mot 6	0.879	0.5	Valid
		Mot 7	0.850	0.5	Valid
		Mot 8	0.902	0.5	Valid
		Kin 1	0.919	0.5	Valid
		Kin 2	0.928	0.5	Valid
		Kin 3	0.938	0.5	Valid
		Kin 4	0.934	0.5	Valid
		Kin 5	0.951	0.5	Valid
		Kin 6	0.438	0.5	Invalid

Source: Appendix 1

The outer loading value in Table 1 on exogenous variable indicators has an outer loading value greater than 0.50 so that these indicators are valid for measuring the measured variables and meet convergent validity and can be used for further analysis. While the endogenous variable, namely employee performance, there are only five indicators with *outer loading* greater than 0.50 and meets validity, while the employee performance indicator (Kin 6) has a small outer loading value of 0.50 and does not meet validity. The following table 2 explains the average variance extracted:

**Table 2: Average Variance Extracted (AVE)**

Variable	Average Variance Extracted(AVE)
Communication (Kom)	0.833
Leadership (Kep)	0.813
Motivation (Mot)	0.795
Employee Performance (Kin)	0.872

Source: Appendix 2

Table 2 shows that the Average Variance Extracted (AVE) value is above 0.5 so that it can be stated to have good validity, meaning that the large variance that can be contained by latent constructs is good.

### 1.2.Discriminant Validity Test

The discriminant validity test was carried out to ensure that the variables are not correlated and measure different constructs. To measure discriminant validity, a calculation is carried out based on the cross loading value as shown in table 3:

**Table 3: Cross Loading Value**

Indicator	Communication	Leadership	Motivation	Employee performance
Kom 1	0.922	0.838	0.868	0.851
Kom 2	0.911	0.783	0.819	0.822
Kom 3	0.931	0.881	0.881	0.839
Kom 4	0.893	0.709	0.747	0.743
Kom 5	0.899	0.740	0.784	0.786

Kom 6	0.920	0.907	0.899	0.872
Kep 1	0.898	0.931	0.901	0.873
Kep 2	0.923	0.937	0.918	0.899
Kep 3	0.775	0.887	0.817	0.811
Kep 4	0.798	0.889	0.846	0.813
Kep 5	0.731	0.902	0.804	0.733
Kep 6	0.662	0.861	0.749	0.699
Mot 1	0.722	0.821	0.819	0.750
Mot 2	0.840	0.848	0.905	0.811
Mot 3	0.854	0.898	0.943	0.876
Mot 4	0.836	0.840	0.902	0.828
Mot 5	0.863	0.861	0.929	0.846
Mot 6	0.773	0.764	0.879	0.783
Mot 7	0.744	0.731	0.850	0.736
Mot 8	0.881	0.884	0.902	0.905
Kin 1	0.883	0.884	0.915	0.919
Kin 2	0.887	0.907	0.911	0.928
Kin 3	0.803	0.798	0.819	0.938
Kin 4	0.803	0.786	0.801	0.934
Kin 5	0.810	0.798	0.828	0.951

Source: Appendix 3

Table 3 shows that all the correlation values of indicators to the constructs are large compared to the correlation values between indicators and other constructs.

## 2. Construct Reliability Test

Following are the results of Cronbach's alpha calculations and composite reliability:

**Table 4: Composite Reliability and Cronbach's Application Results**

Variable	Cronbach's Alpha	Composite Reliability
Communication (Kom)	0.960	0.968
Leadership (Kep)	0.954	0.963
Motivation (Mot)	0.963	0.969
Employee Performance (Kin)	0.963	0.972

Source: Appendix 3

Table 4 shows that the value of Cronbach's alpha and composite reliability has a value greater than 0.70, thus the construct of the research model consisting of communication, leadership, motivation and employee performance is reliable/reliable.

### b. Structural Model Analysis (Inner Model)

The results of the analysis of the Coefficient of Determination (R-Square) of 0.67, 0.33 and 0.19 in the structural model indicate a good, moderate and weak model (Ghozali and Latan, 2015). Based on table 5, the coefficient of determination is obtained:

**Table 5: R-Square Value**

Variable	R Square
Motivation (Mot)	0.906
Employee Performance (Kin)	0.870

Source: Appendix 4

*Goodness of fit* the PLS model, it is known from the value of R<sup>2</sup> that the higher the R<sup>2</sup>, the more fit the model is. The results of calculating R<sup>2</sup> for the employee performance variable show a value of 0.870 more than 0.67, meaning that the diversity of data can be explained by the structural model and has a good relevant value because the value is close to one.

c. Hypothesis

In testing the hypothesis, the researcher uses t-statistics values. The effect of the research results is by comparing the large t-statistics value of 1.96, conversely if the t-statistics value is smaller than 1.96 then there is no effect. Following are the results of hypothesis testing:

**Table 6: Hypothesis Testing Results**

Influence Between Variables	Original Sample(O)	T Statistics (O/STDEV)	P Values	Information
Communication -> Employee Performance	0.311	4,346	0.000	Received
Leadership -> Employee Performance	0.216	2,129	0.034	Received
Motivation -> Employee Performance	0.432	4,257	0.000	Received
Communication -> Motivation -> Employee Performance	0.175	3,318	0.001	Received
Leadership -> Motivation -> Employee Performance	0.248	3,914	0.000	Received

Source: Appendix 5

Table 6 shows the results of hypothesis testing which can be explained as follows:

1. Testing the 1st hypothesis  
 The magnitude of the influence of the communication variable on employee performance is 0.311 with a t-statistics value of 4.346, where the t-statistics value is greater than 1.96, it can be concluded that the communication variable has an effect on employee performance variables.
2. Testing the 2nd hypothesis  
 The influence of the leadership variable on employee performance variables is 0.216 with a t-statistics value of 2.129, where the t-statistics value is greater than 1.96 so it can be concluded that the leadership variable influences employee performance variables.
3. Testing the 3rd hypothesis  
 The magnitude of the influence of the communication variable on employee performance through the motivational variable is 0.175 with a t-statistics value of 3.318, where the t-statistics value is greater than 1.96 so it is concluded that motivation mediates the effect of communication on employee performance.
4. Testing the 4th hypothesis

The magnitude of the influence of the leadership variable on employee performance through the motivational variable is 0.248 with a t-statistics value of 3.914, where the t-statistics value is greater than 1.96 so it can be concluded that motivation mediates the influence of leadership on employee performance.

## DISCUSSION

The results of the hypothesis testing carried out show that communication has a significant effect on employee performance, because the P-Value is smaller than 0.05, which means that communication has a significant effect on improving employee performance, in other words, the more communication is enhanced, the employee performance will increase. Communication owned by employees of PT. Putra Keritang Sawit is good based on the average index score in the high category. These results are in line with research Desani, et al (2019); Morsen (2020) and Wandi, et al (2019) who obtained communication has an effect on performance.

The results of the hypothesis test show that leadership has a significant effect on employee performance, because the P-Value is smaller than 0.05, meaning that leadership has a significant influence in improving employee performance, in other words, the more leadership is enhanced, the employee performance will increase. Leadership at PT. Putra Keritang Sawit is good, based on the average index score in the high category. These results are in line with research Bahrum and Sinaga (2015); Barkhowa, et al (2017) and Suprpta, et al (2015) who argued that leadership influences employee performance.

The results of the hypothesis testing conducted show that motivation mediates the effect of communication on employee performance, this can be seen from the t statistic value greater than 1.96, in other words, the more motivation is increased, the employee performance will increase. Employee motivation at PT. Putra Keritang Sawit is good, based on the average index score in the high category. Hikmah (2020) conducted research on performance mediated by motivational variables with the results of self-efficacy influencing performance through motivational mediation.

The results of the hypothesis testing carried out show that motivation mediates the influence of leadership on employee performance, this can be seen from the t statistic value greater than 1.96, in other words, the more motivation is increased, the employee performance will increase. Employee motivation at PT. Putra Keritang Sawit is good, based on the average index score in the high category. Research on performance mediated by motivational variables was conducted by Awaluddin, et al (2019) to obtain results of research on the ability to influence employee performance through work motivation and research conducted by Fahlefi (2015) with the results of motivation being able to mediate the effect of empowerment on performance.

## CONCLUSION

Based on the results of the research conducted, conclusions are drawn:

- a. Communication variables affect the performance of employees at PT. Putra Keritang Sawit. The hypothesis that reads communication affects performance employees at PT. Putra Keritang Sawit Sondeclared accepted.
- b. Leadership variables affect the performance of employees at PT. Putra Keritang Sawit. The hypothesis that reads leadership influences performance employees at PT. Putra Keritang Sawit Sondeclared accepted.
- c. The motivational variable mediates (part mediation) the effect of communication on performance employees at PT. Putra Keritang Sawit. The hypothesis that says motivation mediates the effect of communication on performance employees at PT. Putra Keritang



Sawit Sondeclared accepted.

- d. The variable of motivation mediates (part mediation) the effect of leadership on performance employees at PT. Putra Keritang Sawit. This means the hypothesis that motivation mediates the influence of leadership on performance employees at PT. Putra Keritang Sawit Sondeclared accepted.

### **LIMITATION AND FURTHER RESEARCH**

The limitations in this study are the limited number of respondents which are not too large and the indicators that are not too many that might affect employee performance.

For further research, the authors hope that there will be a much larger number of respondents using different indicators. In addition, further research is also expected to raise different variables that can affect employee performance.

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