



The Influence of Leadership and Communication on Motivation and Performance of Educational Authority Employees Nagekeo Municipality

Irmgardis Wea Menge[✉], Sungkowo Edy Mulyono, Sukirman Sukirman

Universitas Negeri Semarang, Indonesia

Article Info

Article History:

Received 22th December 2020

Accepted 22th February 2021

Published 30th April 2021

Keywords:

The leadership of the agency head, Communication, Motivation, Performance

Abstract

Poor employee performance needs further investigation. Ideally, employees that perform optimally indicate their qualified self-identities. This research aims to find out, explain, and analyze the leadership of the head of service and communication toward motivation and performance of educational authority employees in Nagekeo municipality, NTT. This research is quantitative research with Path Analysis. The quantitative approach allows this research to investigate the causalities of several influential factors toward employees' performances. The population of this research consisted of forty educational authority employees in Nagekeo municipality. The data were collected through questionnaire and documentary study. Then, the data would be validated to check their reliability. The applied data analysis technique was hypothesis test assisted by SPSS. Then, the data were analyzed by Path Analysis and assisted by SPSS. The findings showed that the head of the agency, communication, and motivation influenced directly to the employees' performances. Leadership and communication, moderated by motivation, did not directly influence the performance. Therefore, this research recommends that: (1) the head of service and communication, with all his authorities, could improve his supervision toward the employees, (2) the employees should optimally perform for the sake of better educational advancement in Nagekeo.

[✉]Correspondence:

Kampus Pascasarjana UNNES Jl Kelud Utara 3 Sampangan,
Semarang, Indonesia

E-mail: irmgardisweamenge@gmail.com

p-ISSN 2252-7001

e-ISSN 2502-454X

INTRODUCTION

Employee performance is a factor that improves the effectiveness of a specific organizational operation. Performance significantly influences organizational success. Therefore, excellent employees' performances are proportional to outcomes in organizational development. Overall, all employees should be consistent with the expected ideal levels to be achieved in an organization. All of them depend on the applied quantity and time by the employees while executing their jobs. Unfortunately, the fact showed that the educational authority of Nagekeo had not achieved this institutional vision and mission. Thus, the employees' performance that should have been the indicator of an organizational success could not reach the planned vision and mission, for example, lack of employees, older employees, irresponsible employees, indiscipline employees, lack of attendance, and lateness. Several employees were found to have insufficient discipline, such as having much absent permission. This made the organization lack workforce. Lower employees' numbers lead to the lateness of accomplishing the task. On the other hand, employees that are already older than 40 years old also have different performance qualities to those younger employees.

Performance is also influenced by motivation. Each action done by an individual is encouraged by this individual domination. This factor is called motivation. Luthans (2012) defines motivation as an initial process of the individual to act due to physical and psychological limitations. In other words, it is an encouragement to meet certain objectives. Motivation creates excellent performance. When it is provided continuously, then it will turn into positive natures and vice versa. For example, when an employee's performance is still low, his motivation will end to a solution.

To support this organizational objective effectively, there is a need for proper and qualified human source based on the field of

expertise. Soekidjo (2009) argues that an organization should be supported by reliable human resource because it plays important roles to run a business or activities in the organization. The World Bank (2018) showed that Indonesian human resource quality was in 87th rank from all 157 participating countries. On the other hand, in the same year, *Business World* explained that the competitive power of Indonesian human source was in the 45th rank from all 63 countries (the social relationship of secretariat ministry of Republic Indonesia, 2019). Indonesian IPM (Indeks Pembangunan Manusia) showed an increasing percentage of 0.9% from 2016-2017. Central Bureau of Statistics recorded that the Imp of Indonesia has been increasing from the moderate level until high level since 2016. As recorded by the Central Bureau of Statistics, Indonesia's IPM increased from 66.53 in 2010 into 70.81 in 2017. During the period, Indonesia's IPM increased with a percentage of 0.89% annually. Then, in 2017, it reached 70.81. That IPM was divided into health, education, and social necessity fulfilment qualities that experienced improvement (Faizah, 2018).

Although the IPM was successfully improved, the human establishment in Indonesia has been distributed fairly in each province, municipality, and city. It could not be separated from various indicators. Other factor dealt with unequal human development for each region. Based on data from the Central Bureau of Statistics for each province in Indonesia, the IPM of Nusa Tenggara Timur (NTT) province was categorized low, with a percentage score of 64.39%. Indonesia was also in the 32nd rank from 37 provinces (CNN Indonesia, April 15, 2019). Besides that, the data from NTT Central Bureau of Statistics also showed that Nagekeo municipality, as the research site, had an IPM percentage of 65.35%, indicating the low category.

Communication also assists organizational members or employees to reach

individual objectives and to perform better. It is realized to responses and implementation of organizational change as well as to play the roles for all relevant organizational actions. Sumarsan (2013) defines communication as a conveying message process from a *sender* to a *receiver*. Communication between ordinate and subordinate in the educational authority of Nagekeo municipality has been built properly. Even, the relationship among the employees seems like as a family. They share and discuss the various experience in their jobs. However, on the other hand, several employees were still not confident while sharing their intention to the ordinate. They were still afraid to commit an error while sharing. Communication is an important part and support to achieve an organizational vision and mission success.

Also supported by previous research in Bello research (2012) shows that leadership is one of the influencing factor on employee performance. The results of the study reveal that leaders must create ethical and responsible behavior. Leaders assess employee performance and oversee program policies and leaders must ensure a strong organizational culture to improve employee performance. Equation in this study is both researching calm leadership that affects employee performance. The difference in this study is the independent variable, where the researcher only uses one independent variable, namely leadership which affects the dependent variable on employee performance. Bello's research emphasizes leadership that is tribal in nature, whereas in this study it examines leadership in general.

The results of research conducted by Katiandagho et al. (2014) show that simultaneously work discipline, leadership and motivation have a significant influence on employee performance. However, partially only work discipline and leadership have a significant effect, while motivation does not have a significant effect on employee performance. Sumaki (2015) research results show that simultaneously work discipline, organizational culture and communication have an effect on employee performance. However,

partially communication has no effect on employee performance. From the results of previous research on the influence of leadership, communication and motivation on performance, it still gives different results. Therefore, further research is needed with the hope of explaining the causal relationship between leadership, communication and motivation on performance.

There are many problems that occur in the Nagekeo district education office employees related to performance. These problems include the factors of leadership, communication, motivation that have a big role in performance. Performance is influenced by the leader who commands and directs his subordinates to achieve individual, group and organizational work goals. The leader will convey all functions and duties of management through the communication with employees is still at a distance and leaders are rarely angry if there are employees who make mistake in their work. The ability of employees has decreased because there are some employees who are 40 years old. There are still some employees who feel less confident when they want to convey their aims and objectives to the leader. Still feeling afraid that there is something wrong to say. Employee performance has not been maximal in carrying out its duties and functions and employee awareness is still lacking in work because there are still employees who are often engrossed in talking with their peers by themselves.

Based on the description above, the hypothesis in this study is as follows and Figure 1.

H1: Leadership has a positive effect on the work motivation of the Educational Authority Employees in Nagekeo Municipality.

H2: Leadership has a positive effect on the employee performance of the Educational Authority Employees in Nagekeo Municipality.

H3: Communication has a positive effect on the motivation of employees of Educational Authority Employees in Nagekeo Municipality.

H4: Communication has a positive effect on the employee performance of the Educational Authority Employees in Nagekeo Municipality.

H5: Motivation has a positive effect on the employee performance of the Educational Authority Employees in Nagekeo Municipality.

H6: Leadership through motivation to the performance of the Educational Authority Employees in Nagekeo Municipality.

H7: Communication through motivation has a significant effect on the performance of the Educational Authority Employees in Nagekeo Municipality.

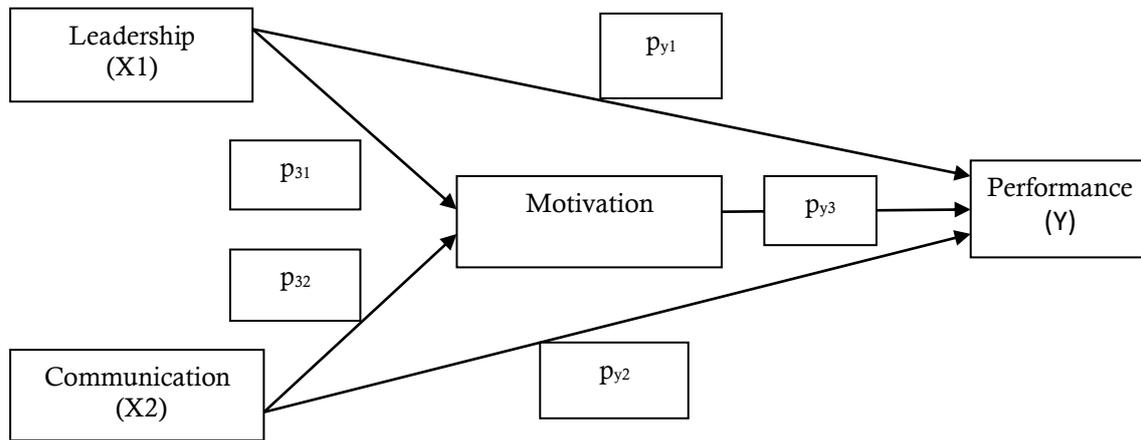


Figure 1. Causality Correlation among Variables

Classification:

- 1). Independent Variables: Leadership of the authority head (X1), Communication (X2)
- 2). Dependent Variable: Performance (Y)
- 3). Mediate variable: Motivation (X3)

This research investigated various determinant factors about successful employees' performances in Nagekeo Educational Authority. The researcher expected this research to contribute as a reference for further researches, especially dealing with employee performance improvement. The reason is a performance problem in an organization has to be solved specifically. The explanations show a *gap* between the expectation to have performance improvement after a lot of realized efforts and reality. It showed many problems concerning less maximum motivation and performance occurred. This made the researcher investigated and analyzed the influence of leadership and communication toward motivation and performance of Educational Authority employees in Nagekeo, NTT. Based on the problems, the researcher investigated

employees' performances to fill the gaps from the previous studies. Thus, the researcher conducted this research titled "the Influences of Head of Service and Communication Leadership toward Motivation and Performance of Educational Authority Employees in Nagekeo Municipality, Nusa Tenggara Timur (NTT)"

METHOD

The applied method for this research was the quantitative method. It is a method to define numbers. The applied quantitative data analysis was *pat*. The population of this research consisted of forty educational authority employees in Nagekeo municipality. The analyzed variables consisted of: (1) leadership of the authority head, consisting of his skills to guide, direct, and empower all employees. It

covered *supervisor, leader, and innovator*; (2) communication. It defines as the leader's perception to recognize his efforts in conveying a notion to receive feedbacks from what he shares. Communication consisted of verbal and non-verbal communication. (3) motivation is employee's perceptions toward his leader while his leader fairly empowers, mobilizes, and organizes the employees to cooperate. Thus, the employees' expectations and organizational purposes could be achieved. Motivation consists of security feeling, pride, needs of achievement, needs of the facility, physical related necessity, interpersonal necessity, and personal development necessity. (4) performance is employee's perceptions about his jobs and function. It consists of performance quality, performance quality, time accuracy, cooperative skill, and attendance. Each question item was measured by Likert scale Sugiyono (2014) and each answer of the item had an interval scale from 1 until 5.

RESULTS AND DISCUSSION

Direct Influence of Leadership toward the Employees' Performances

The leadership of the authority head positively and directly influenced Nagekeo educational authority employees' performances. The prove was the greater significant score than the determined level. The coefficient score of leadership path toward performance was 0.299 with t_{count} 2.234 and Sig. probability score (0.032) < significant score (0.05). Thus, H_0 is denied while H_1 is accepted. It meant there was a significant influence of leadership toward performance.

Frayudha et al. (2016) research results show that leadership style has a positive and significant effect on employee performance and leadership style has a dominant influence on employee performance compared to job satisfaction on employee performance. Referring to several opinions about leadership style and employee performance, it can be concluded that leadership style has a strong correlation with employee performance and cannot be separated because if

it is applied appropriately to an organization it will create job satisfaction which in turn encourages the creation of superior employee performance. and in accordance with the vision, mission and goals of the organization. From the description above, it can be concluded that the better or more effective the leadership, the better the employee's performance, or in other words, leadership has a positive effect on employee performance.

Direct Influence of Communication toward the Employees' Performances

The finding showed that communication directly and positively influenced employees' performances at Nagekeo Educational Authority. It was proven by the greater significant score that the determined significant level. The coefficient score of communication path toward performance was 0.304 with t_{count} 2.334 and Sig. probability score (0.025) < significant score (0.05). Thus, H_0 is denied while H_1 is accepted. It meant there was a significant influence of communication toward performance.

The results of Hartono and Rotinsulu (2015) research show that communication has a positive and significant effect both simultaneously and partially on employee performance. Referring to several opinions drawn understanding communication is the process of transferring meaning in the form of ideas or information. Communication within the organization is a determinant of success in achieving goals, with communication there will be a reciprocal relationship from each person in the company in the form of orders, suggestions, opinions and criticism. Various decisions and business policies that are decided, various plans and work programs to be implemented require communication. From the description above, it can be concluded that good communication can improve good relations between colleagues, or in other words communication has a positive effect on performance.

Direct Influence of Motivation toward the Employees' Performances

The finding showed that motivation positively and directly influenced Nagekeo educational authority employees' performances. The coefficient score of motivation path was 0.320 with t_{count} 2.272 and Sig. probability score (0.029) < significant score (0.05). Thus, H_0 is denied while H_1 is accepted. It meant there was a significant influence of motivation toward performance.

The results of research conducted by Baskoro (2014) stated that motivation is one of the factors that affect employee performance, training and development and motivation has a significant effect on employee performance. The results showed that one way to improve performance was giving motivation, motivation could be given when training and developing employee performance. From the description above, it can be concluded that motivation will improve employee performance at work, or in other words, motivation has a positive effect on employee performance.

Direct Influence of Leadership toward the Employees' Motivation

The finding showed that leadership positively and directly influenced Nagekeo educational authority employees' motivation. The coefficient score of leadership path toward motivation was 0.396 with t_{count} 2.791 and Sig. probability score (0.008) < significant score (0.05). Thus, H_0 is denied while H_1 is accepted. It meant there was a significant influence of leadership toward motivation.

The results of research conducted by Kurniawan (2018) show that leadership has a significant effect on employee performance.

Leadership means influencing others, (motivating) to take action, meaning that a leader tries to influence his followers in various ways. Referring to the opinion regarding the influence of leadership on motivation, it can be concluded that leadership is highly correlated with motivation, because in an organization the leader will always provide support to his subordinates.

Direct Influence of Communication toward the Employees' Motivation

The finding showed that communication positively and directly influenced Nagekeo educational authority employees' motivation. The coefficient score of communication path toward motivation was 0.336 with t_{count} 2.368 and Sig. probability score (0.023) < significant score (0.05). Thus, H_0 is denied while H_1 is accepted. It meant there was a significant influence of communication toward motivation.

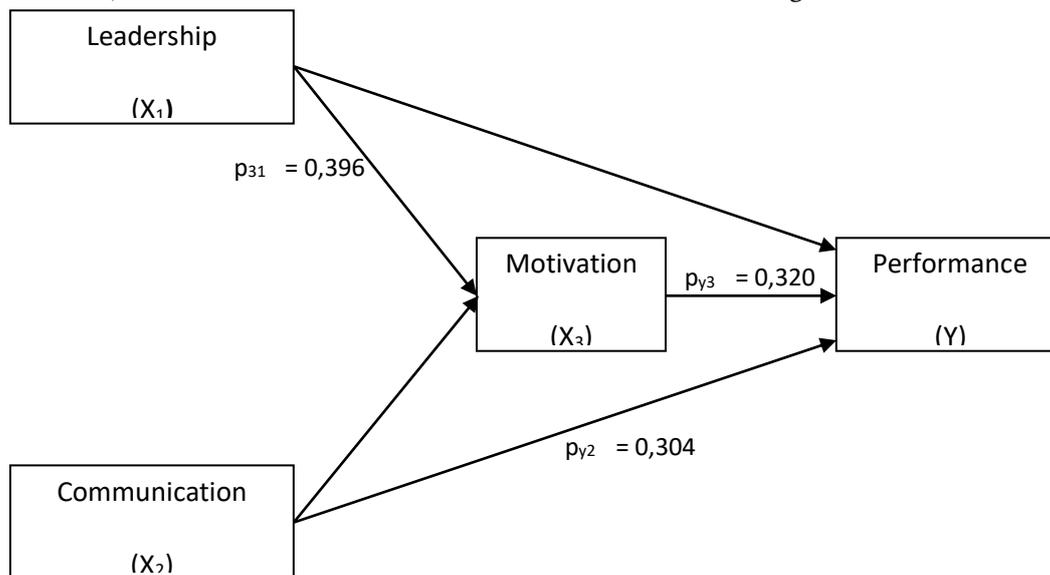
The results of this study are in line with the opinion of several experts, including Ardana et al. (2012) arguing that communication is the key to opening collaboration between other human resources in the company. With communication, someone is motivated to convey his desire that is buried deep in his heart to others, either through voice or movement, gestures of limbs and so on. Leaders in an organization have a very important role in leading activities by using non-coercive influence in motivating employees to achieve certain goals through the communication process of a vision.

The summary of the analysis result and calculation process of a directly influenced part could be seen at Table 1.

Table 1. Direct Influences among Variables

No.	Direct Influence	Path Coefficient	Sig.	α	Remark
1.	Leadership toward Performance	0.299	0.032	0.05	Significance
2.	Communication toward Performance	0.304	0.025	0.05	Significance
3.	Motivation toward Performance	0.320	0.029	0.05	Significance
4.	Leadership toward Motivation	0.396	0.008	0.05	Significance
5.	Communication toward Motivation	0.336	0.023	0.05	Significance

In addition to the analysis of the direct influence of leadership and communication on performance, there is an indirect effect of leadership and communication on performance through motivation. The whole path analysis model is shown at Figure 2.

**Figure 2.** Empirical Model among Variables

In addition to the analysis of the direct influence of leadership and communication on performance, there is an indirect effect of leadership and communication on performance through motivation.

Indirect Influence of Leadership toward the Employees' Performances Moderated by Motivation

From the partial correlation coefficient calculation result between leadership toward performance moderated by motivation, the significant and calculation results of the Sobel test obtained z_{count} 2.461 greater than z_{table} with a significant level of 0.05. It was 1.96, proving that motivation could mediate leadership correlation toward performance. The indirect influence of

leadership toward the employees' performances through motivation was the result of a leadership path coefficient result toward motivation (p_{31}) with motivation path coefficient toward performance (p_{y3}). The amount of indirect influence of leadership toward the employees' performances through motivation was: $(0.396)(0.320) = 0.127$. Thus, the total leadership influence toward the performance was 0.426.

Indirect Influence of Communication toward the Employees' Performances Moderated by Motivation

From the partial correlation coefficient calculation result between communication toward performance moderated by motivation,

the significant and calculation results of the Sobel test obtained $z_{\text{count}} 2.439$ greater than z_{table} with a significant level of 0.05. It was 1.96, proving that motivation could mediate communication correlation toward performance. The indirect influence of communication toward the employees' performances through motivation was the result of a communication path coefficient result toward motivation (p_{32}) with motivation path coefficient toward performance

(p_{y3}). The amount of indirect influence of communication toward the employees' performances through motivation was: $(0.336)(0.320) = 0.108$. Thus, the total communication influence toward the performance was 0.412.

The summary of the analysis result and calculation process of the indirectly influenced part could be seen at Table 2.

Table 2. The Indirect and Total Influences

The Variable Influences	Direct Influences	The Indirect Influences through X_3	Total Influence
Leadership toward Performance	0.299	0.127	0.426
Communication toward Performance	0.304	0.108	0.412

Based on the literature review that has been discussed and the empirical study above, the following results obtained after conducting model analysis are used as a basis for answering hypotheses and drawing conclusions in this study. The results of the analysis of the first hypothesis resulted in the finding that leadership has a positive direct effect on performance of 0.299 which means that increased leadership will result in increased performance. The results of this study are in line with the opinion of several experts, including Hasibuan (2017), which states that leaders are a measure of improving performance and influencing the behavior of materials so that they are willing to cooperate and work productively to achieve organizational goals. This shows that leaders have the influence to influence subordinates in an organization so that they are motivated to work well for performance.

The results of the second hypothesis analysis result in the finding that communication has a positive direct effect on performance of 0.304 which means that increased communication will result in increased performance. The results of this study are in line with the opinion of several experts, including Robbins (2010), saying that one of the most inhibiting strengths for the success of employee

performance is the lack of effective communication. Effective communication will make it easy for employees to survive working in their environment. Only through effective communication or the transfer of meaning from one person to another can information and ideas be conveyed properly.

The results of the third hypothesis analysis result in the finding that motivation has a positive direct effect on performance of 0.320 which means that increased motivation will result in increased performance. The results of this study are in line with the opinion of several experts including Mangkunegara (2011), Mathis and Jackson (2011), Munandar (2012) stated that one of the factors that influence performance is the motivation and performance factors sought by the company. from someone depending on the ability, motivation and environment received. As well as for work (performance) is the result of the interaction between work motivation, abilities and opportunities.

The results of the analysis of the fourth hypothesis provide the findings that leadership has a positive direct effect on motivation of 0.396 which means that increased leadership will result in increased motivation. The results of this study are in line with the opinion of several

experts, including Clawson and Haskins (2006), Hughes et al. (2012) that employee motivation will be high if the leader has the awareness and desire to influence others, then provides motivation to follow it. Leadership is a process to influence and provide support or motivate an organized group to achieve their goals.

The results of the fifth hypothesis analysis result in the finding that communication has a positive direct effect on motivation of 0.336 which means that increased communication will result in increased motivation. The results of this study are in line with the opinion of several experts, including Ardana et al. (2012), arguing that communication is the key to opening collaboration between other human resources in the company. With communication, a person is motivated to convey the desire that is hidden in his heart to others, either through sound or movement, gestures of limbs and so on. Leaders in an organization have a very important role in leading activities by using non-coercive influence in motivating employees to achieve certain goals through the communication process of a vision.

The results of the sixth hypothesis provide the finding that there is an indirect effect of leadership on performance through motivation of 2.461. So that to improve performance can be done by increasing leadership so that motivation increases. This means that leadership is important to improve performance.

The results of the seventh hypothesis provide the finding that there is an indirect effect of communication on performance through motivation of 2.439. So that to improve performance can be done by increasing communication so that motivation increases. This means that communication is important to improve performance.

Increasing the performance of employees in the Nagekeo district education office will have a positive impact on the development of human resources, especially related to the advancement of the education system in Nagekeo district. The reason for conducting this research is expected to produce a thesis/ synthesis regarding the factors that determine the success of employee

performance in the Nagekeo District Education Office.

CONCLUSION

From the results of research and discussion, it can be concluded that leadership has a direct and positive effect on performance. This means that better leadership improves the performance of the Nagekeo municipal education authority employees. Direct and positive communication also affects performance. That is, communication that occurs within the authority environment makes employees share and listen to information about organizational goals, work schedules, regulations, and procedures that are implemented, to improve performance. Motivation directly and positively affects performance. That is, better communication increases performance. Leadership affects motivation directly and positively. That means better leadership increases the motivation of the Nagekeo municipal education authority employees. Communication directly and positively affects motivation. That is, better communication increases motivation and vice versa.

Leadership also indirectly affects employee performance through motivation. This means that motivation mediates the relationship between leadership and employee performance at the Nagekeo Educational Authority. Communication also indirectly affects employee performance through motivation. This means that motivation mediates the relationship between communication and employee performance in the Nagekeo Education Authority.

SUGGESTION

From the conclusions, it is recommended that: The Educational Authority head of Nagekeo municipality should carry out his roles and functions as a leader. Thus, he could improve the supervision for the employees' performances and considers several important

dimensions of the employees' jobs to create better performance. For Educational Authority employees of Nagekeo municipality, they should perform optimally for the sake of the qualified educational advancement in Nagekeo. For the Future Researchers, this research could be a reference for further investigation dealing with employees' performances.

REFERENCE

- Baskoro, C. A. (2014). Pengaruh Kepemimpinan Transformasional Disiplin Kerja terhadap Kinerja Karyawan. *Management Analysis Journal*, 3(2), 1-12.
- Badan Pusat Statistik Provinsi Nusa Tenggara Timur (*BPS-Statistics of Nusa Tenggara Timur Province*) (2019) Dalam Angka.
- Badan Pusat Statistik Kabupaten Nagekeo (*Statistic of Nagekeo Regency*). (2019) Dalam Angka.
- Bello, S. M. (2012). Impact of Ethical Leadership on Employee Job Performance. *International Journal of Business and Social Science*, 3(11), 228-236.
- Clawson, J. G., & Haskins, M. E. (2006). Teaching management: A field guide for professors, consultants, and corporate trainers. England: Cambridge university press.
- CNN Indonesia (2019). *Indeks Pembangunan Manusia 2018 Naik Tapi Masih Jomplang*. 15 Maret 2019. (Diakses 16 September 2019)
- Frayudha, A. D., Slamet, A., & Awalya, A. (2016). Pengaruh Kepmimpinan Kepala Dinas Dan Kompensasi Melalui Motivasi Kerja Terhadap Kinerja Pegawai Dinas Pendidikan Kabupaten Rembang. *Educational Management*, 4(4), 1-8.
- Hartono, W. F., & Rotinsulu, J. J. (2015). Pengaruh Gaya Kepemimpinan, Komunikasi dan Pembagian Kerja Terhadap Kinerja Karyawan pada PT. Prima Inti Citra Rasa Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 3(2), 908-916.
- Hasibuan, M. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Askara.
- Hughes. R. L., Ginnet, R. C., & Curphy, G. J. (2012). *Leadership: Memperkaya Pelajaran Dari Pengalaman*. Edisi ketujuh. Jakarta: Salemba Humanika.
- Katiandagho, C., Mandey, S. L., & Mananeke, L. (2014). Pengaruh Disiplin Kerja Kepemimpinan dan Motivasi terhadap Kinerja Pegawai pada PT. PLN (Persero) Wilayah Suluttenggo Area Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 2(3), 1592-1602.
- Kurniawan, A. W. (2018). Pengaruh Kepemimpinan dan Pengembangan Sumber Daya Manusia terhadap Kepuasan Kerja, Motivasi Kerja, dan Kinerja Karyawan Bank Sulselbar. *EKUITAS (Jurnal Ekonomi dan Keuangan)*, 16(4), 391-408.
- Luthans, F. (2012). *Perilaku Organisasi, Edisi Sepuluh*. Yogyakarta: Andi
- Mangkunegara, P. A. (2011). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosda Karya Offset.
- Mathis, L., & Jackson. (2011). *Human Resource Management* (edisi 10). Jakarta: Salemba Empat.
- Munandar, S. (2012). *Psikologi Industri dan Organisasi*. Jakarta: Universitas Indonesia
- Robbins. (2010). *Perilaku Organisasi Organizational Behavior*. Buku 2 Edisi 12. Jakarta: Salemba Empat.
- Sugiyono. (2014). *Statistik Untuk Penelitian*. Bandung: Alfabeta
- Sumarsan, T. (2013). *Sistem Pengendalian Manajemen*. Jakarta: Indeks.
- Sumaki, W. (2015). Pengaruh Disiplin Kerja, Budaya Organisasi, dan Komunikasi Terhadap Kinerja Karyawan PT. PLN (Persero) Wilayah Suluttenggo Area Manado. *Jurnal Berkala Ilmiah Efisiensi*, 15(5), 538-549.
- Soekidjo, N. (2009). *Pengembangan Sumber Daya Manusia*. Jakarta: Rineka Cipta.