

The Influence Of Leadership Behavior, Communication And Work Motivation On The Employees' Performance At Kopertis Religion I In The North Of Sumatera

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Abstract: Kopertis Religion I in the North of Sumatera is a work unit in the Ministry of Research and Higher Education. Its main tasks are supervision, control and coaching all private universities in North of Sumatera. Kopertis encounters the problems related to work performance in carrying out its tasks. This research is an effort to describe and these problems, particularly those related to the employees' performance. It is studied to discover whether every employee has carried out their tasks well meeting the expectation of the organization. In this case, the employees' performance is taken as a dependent variable that is influenced by three other independent variables. Firstly, leadership behavior; a leader is demanded to organize and coordinate all employees, so that this behavior is considered to have an important influence on the employees' performance. Secondly, communication is defined as a process of sending and receiving messages among employees either directly or indirectly, in oral or written form, or even in nonverbal language. Finally, motivation; it is a desire to perform a task with the best effort in accordance with the vision and mission determined by the organization. The samples were 67 people taken from the whole population by a census (100% of the population). The data were collected through research questionnaires. The data were analyzed by employing the multiple linear regression analysis. The results of the research concluded that: 1) Leadership Behavior had positive and significant influence on the employees' performance, because it was effective to create a good relationship between the leader and the employees in order to improve their performance; 2) Communication had appositive and significant influence on the employees' performance; it was effective to create a two way communication that can facilitate their work and improve their performance; 3) Work Motivation had positive and significant influence on the employees' performance; it is sourced from both themselves (intrinsically) and the outside as an individual (extrinsically), that could influence the employees' performance; 4) Leadership Behavior, Communication and Work Motivation simultaneously had positive and significant influence on the Employees' Performance.

Index Terms: Leadership Behavior, Communication, Work Motivation, Employees' Performance, Kopertis I.

1 INTRODUCTION

Coordination of Private Higher Education Region I (Kopertis Region I) is a government institution that plays a role in supervising and fostering private universities in North Sumatra. In this government institution, the activities of the employees are expected to play a role in realizing a pattern of supervision and guidance to Private Universities in North Sumatra and able to overcome all problems related to the quality of private universities education in North Sumatra level. Employees of Kopertis Religion I in the North of Sumatera should work optimally for the advancement of quality of Private Higher Education education. Research on leadership behavior, communication and work motivation on employee performance has been done with different results. As the research conducted by Abdurrakhman (2017), Utami (2015), Ismiyanto and Riyadi (2014), Susanto and Anisah (2013), Nor (2013), and Widono (2012) show the result that leadership, communication and work motivation have positive and significant to employee performance. Then there is also research with result indicate that work motivation have positive influence but not very strong influence to employee performance like research done by Susanty and Baskoro (2012). While in research of Botez et al. (2013) entitled: The Theory and Practice of Human Resources Motivations in Hospital Units concludes that motivation with elements of biological, psycho-social, organizational and cultural factors has an influence on employee performance. Based on the aforementioned matters, the writer would like to know more and to examine the behavior of Fiqa Darmawanty, Prihatin Lumbanraja, Arlina Nurbaity Lubis, Management Science, Faculty of Economics, Universitas Sumatera Utara leadership, work motivation and organizational communication, so that the writer is interested to conduct research entitled "The Influence

of Leadership Behavior, Communication and Work Motivation on Employee Performance in Kopertis Region I" .

1.2. Identification Problems

The problems that will be formulated in this research are: Is the behavior of leadership, communication, work motivation will have positive and significant effect on employee performance in Kopertis Region I in the North of Sumatera?

1.3. Research Purposes

Based on the formulation of the above problem, the purpose of this study is to know and analyze the influence of leadership behavior, communication, work motivation on employee performance in Kopertis Region I in the North of Sumatera.

II. RESEARCH METHODS

2.1. Types and Nature of Research

The type of this research is quantitative descriptive research that aims to create a description of the facts and characteristics of a population or a particular area in a systematic, factual, and meticulous. Quantitative descriptive research is a research that aims to describe or describe the properties (characteristics) of a state or object of research that has been mentioned. The results are then presented in the form of research (Sugiyono, 2012). The nature of this research is explanatory research, which is a research that intends to explain the position of variables studied and the relationship between variables with one another variable. Explanation of the position of these variables is done through hypothesis testing (Sugiyono, 2012).

2.2. Location and Time of Study

The location of the research was conducted at the office of Kopertis Region I, at Jalan Setia Budi Tanjung Sari Medan. The study period is from May 2017 until August 2017.

2.3. Population and Sample

1. Population

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics set by the researchers to be studied and then drawn conclusions (Sugiyono, 2012). In this study population amounted to 67 people (the total administrative staff Kopertis Region I in the North of Sumatera).

2. Sample

Sinulingga (2013) states that the sample is a subset of the population. A subset consists of a number of elements of a population drawn as a sample through a particular mechanism with a specific purpose. The sample in this study is all the existing population withdrawal taken by census that is 100% of the population. The reason for census sampling is due to the small number of populations present. Sampling using census techniques, in this case all members of the population to be sampled.

2.4. Data Collection Technique

The technique used to collect data is by:

1. Interview

The process of obtaining information for the purpose of research by way of question and answer with the respondents are employees Kopertis Region I in the North of Sumatera.

2. Questionnaire

A way of collecting data by distributing questionnaires to respondents. In this study, questionnaires were distributed to respondents to measure the attitudes of respondents to each statement to be measured by Likert Scale 1-5, as follows Table 1:

Tabel 1. Likert Scale

Likert Scale	Score
Strongly agree (SS-SA)	5
Agree (S-A)	4
Moderate agree (KS-LA)	3
Disagree (TS-D)	2
Strongly Disagree (STS-SD)	1

3. Documentation

Researchers seek information by studying various sources of documentation such as books, journals, articles, magazines, and the Internet and other libraries.

4. Respondents Answer Scale

In this study, many interval classes of 5 (five) with the following formula: Based on the above formula, the interval class length is the criteria of the assessment are as follows Table 2.

Table 2. Interpretation of Average Score of Respondents' Answer against Each Variable

Score	Information
1,00-1,79	Strongly Disagree (SD)
1,80-2,59	Agree (A)
2,60-3,39	Moderate Agree (MA)
3,40-4,19	Disagree (DA)
4,20-5,00	Strongly agree (SA)

Source : Results of Processing Data (2017)

2.5.Types of Data

The data used in this research are:

1. Primary Data

Primary data is data obtained directly from the source, ie data obtained from Kopertis Religion I in the North of Sumatera employees through questionnaires.

2. Secondary Data

Secondary data is data obtained from the literature or sources of reading and the results of scientific publications, such as: journals and related articles that support this research.

2.6. Identification and Operationalization of Variables

Variables used in this study amounted to four variables:

1. Free Variable

Variables that affect the onset of dependent variables, called independent variables because it is free in influencing other variables, namely:

a. Leadership Behavior (X1)

The specific actions of a leader in directing and coordinating the work of members of his subordinate groups.

b. Communication (X2)

The process of delivering or receiving messages from one person to another, either directly or indirectly, in writing, oral or sign language.

c. Work motivation (X3)

The desire to do something as a willingness to spend high levels of effort for organizational goals, conditioned by the ability of that effort to meet an individual's needs.

2. Dependent variables

Variables that are affected or which become due to the presence of independent variables. Called the dependent variable because this variable is influenced by independent variables, namely: Employee performance (Y) is the achievement of work achieved by a person, the implementation of work, achievement or results of work, job appearance. The Table 3 description such as:

Table 3. Operationalization of Research Variables

Variable	Operational description	Dimension	Indicator	Measurement Scale
1. Leadership behaviour (X ₁)	An individual's actions in influencing a group of people to achieve common goals.	1. Behavior that governs (Directive)	Give instruction; a. Setting an example; b. Provide a deadline for completion of work; c. Act firmly for violation of the rules.	Interval
		2. Supportive behavior	a. Treating subordinates like co-workers; b. Friendly; c. Guide; d. Supports career enhancement of employees.	Interval
		3. Participatory behavior	a. Channeling subordinate ideas; b. Integrate subordinate suggestions into meeting decisions; c. Dialogue with subordinates.	Interval
		4. Achievement-oriented behavior	a. Evaluate the achievements of subordinates b. Pushing subordinates to work exceeds the standard; c. Give rewards.	Interval
2. Communication (X ₂)	The process of reciprocal exchange of signals to inform, persuade, or rule a person based on the same understanding and influenced by their relationship in the social context.	1. Completeness	a. Complete information delivery; b. Improved job implementation standard (SOP).	Interval
		2. Conciseness	a. Objectives are clear; b. Brief information.	Interval
		3. Consideration	a. Information is easy to understand; b. Interesting information.	Interval
		4. Concreteness	a. Information is not multi-interpretation; b. Can be implemented.	Interval
		5. Clarity	a. Using simple language; b. Has a clear meaning.	Interval
		6. Courtesy	a. Do not press (intimidate); b. Use polite language.	Interval
		7. Correctness	a. Accurate; b. Official Language.	Interval
3. Work motivation (X ₃)	The power that drives a person to cause and direct behavior.	Intrinsic Motivation	a. Achievement; b. Self-development; c. Responsible; d. Appreciation.	Interval
		2. Extrinsic Motivation	a. Benefits; b. Working conditions; c. Policy; d. Interpersonal relationships.	Interval
4. Employee Performance (Y)	The results of work in quality and quantity achieved by an employee by performing their duties in accordance with the responsibilities given.	Quantitative	a. Completed work in accordance with the target; b. Completed work on time.	Interval
		Qualitative	a. Rapid in work; b. Rarely errors in working.	Interval

Source: Results of Processing Data (2017)

2.7. Testing Statistics

2.7.1. Validity test

Validity test is used to measure valid or validity of a questionnaire in Kopertis Religion I in the North of Sumatera in the North of Sumatera as much as 32 respondents. A questionnaire is said to be valid if the question on the questionnaire is able to reveal something that will be measured by the questionnaire (Ghozali, 2013). The validity indicator is only to show the truth of something specifically for its purpose, but it may be invalid for something else. The core of the validity measurement is the level between the desired constants and the indicators obtained. Validity test can be done by looking at correlated item-total correlation or comparing r count with r table. The validity test criteria are as follows:

- a. Valid if correlated item-total correlation value is positive (+), and correlated item-total correlation $> r$ table;

- b. Invalid if correlated item-total correlation value is negative (-), or if correlated item-total correlation is positive (+), but correlated item-total correlation $< r$ table.

Result of validity test conducted in Kopertis Religion I in the North of Sumatera in North of Sumatera, from all statement on employee performance variable, leadership behavior, communication, and work motivation are valid (valid) because correlated item-total correlation value is positive (+), and correlated item- total correlation $> r$ table seen in Table 4 below.

Table 4. Validity Test Results

	Corrected Item-Total Correlation	r table	Justifikasi
P1	,834	0,3494	Valid
P2	,737	0,3494	Valid
P3	,873	0,3494	Valid
P4	,781	0,3494	Valid
P5	,582	0,3494	Valid
P6	,617	0,3494	Valid
P7	,655	0,3494	Valid
P8	,674	0,3494	Valid
P9	,689	0,3494	Valid
P10	,711	0,3494	Valid
P11	,711	0,3494	Valid
P12	,700	0,3494	Valid
P13	,780	0,3494	Valid
P14	,804	0,3494	Valid
P15	,804	0,3494	Valid
P16	,784	0,3494	Valid
P17	,734	0,3494	Valid
P18	,691	0,3494	Valid
P19	,804	0,3494	Valid
P20	,843	0,3494	Valid
P21	,869	0,3494	Valid
P22	,873	0,3494	Valid
P23	,854	0,3494	Valid
P24	,749	0,3494	Valid
P25	,729	0,3494	Valid
P26	,810	0,3494	Valid
P27	,805	0,3494	Valid
P28	,741	0,3494	Valid
P29	,832	0,3494	Valid
P30	,903	0,3494	Valid
P31	,841	0,3494	Valid
P32	,810	0,3494	Valid
P33	,570	0,3494	Valid
P34	,480	0,3494	Valid
P35	,537	0,3494	Valid
P36	,484	0,3494	Valid
P37	,443	0,3494	Valid
P38	,539	0,3494	Valid
P39	,539	0,3494	Valid
P40	,539	0,3494	Valid

Source: Results of Processing Data by SPSS Version 21.00 (2017)

Based on Table 3.4 it is seen that all values in the corrected item-total correlation > r table, so it can be concluded that all statements on the questionnaire are valid.

2.7.2. Hypothesis Testing

Hypothesis testing is done by using multiple regression analysis model that aims to predict how much power influence of independent variable to independent variable. The regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y = Employee Performance

a = Intercept

b₁, ... b₂ = Regression coefficients

X₁ = Leadership Behavior

X₂ = Communication

X₃ = Work Motivation

e = error

For the next steps in the test of independent influence, namely the variables of leadership behavior, communication and

motivation and dependent variable is the performance of employees performed by simultaneous test and partial test.

III. RESULTS AND DISCUSSION

3.1. RESULTS

3.1.1. Analysis and Evaluation of Descriptive Analysis

Descriptive statistics is a statistical science that studies the ways of collecting, composing and presenting data of a study. The goal is to make it easier for people to read the data and understand the meaning. The following descriptive statistics of the research data can see into Table 5.

Table 5. Descriptive statistic

	N	Mini mum	Maxi mum	Mean	Std. Deviation
Employee performance	67	12,00	20,00	16,6567	2,42807
Leadership behavior	67	35,00	68,00	51,5224	10,31086
Communication	67	36,00	70,00	55,0448	12,86931
Work motivation	67	24,00	40,00	33,7761	4,54546
Valid N (listwise)	67				

Source: Result of Processing Data by SPSS Version 21.00 (2017)

Table 5 shows the leadership behavioral variable (X₁) with the number of data (N) of 67 having an average score of 51.5224, a minimum score of 35 and a maximum of 68 while the standard deviation of 10.31086. Communication variables (X₂) with the amount of data (N) 67 has an average score of 55.0448, a minimum score of 36 and a maximum of 70 while the standard deviation of 12.86931. Job motivation variable (X₃) with amount of data (N) 67 have average score 33,7761, minimum score 24 and maximal 40 whereas standard deviation equal to 4,54546. Employee performance variable (Y) with amount of data (N) 67 have average score equal to 16,6567 with minimum value 12 and maximum 20 whereas deviation standard equal to 2,42807. The instrument used for this study is a questionnaire with a certain interval. This research was conducted by interviewing and distributing questionnaires to 67 respondents. The total number is 40 items of statement, consisting of 14 items of statements for leadership behavioral variables (X₁), 14 points for communication variables (X₂), 8 statements for work motivation variables (X₃), and 4 point statements for performance variables employee (Y) with a certain interval. Here are the characteristics of 67 respondents in this study.

3.1.2. Description of Respondent's Characteristics

Characteristics of respondents that will be described below is a reflection of how the circumstances of respondents studied include age, sub-section, long education work and gender. The following data were obtained through a dioretic distribution taken from 67 respondents.

a. Characteristics of Respondents by Age

Based on Table 6, it can be seen that the majority of Kopertis RELigion I in the North of Sumatera in the North of Sumatera employees are in the age range > 51 years, ie as many as 36 people or as much as 53.7% of the total respondents.

Table 6. Characteristics of Respondents by Age

Ages	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	5	7,5	7,5	7,5
31-40	16	23,9	23,9	31,3
41-50	10	14,9	14,9	46,3
>50	36	53,7	53,7	100,0
Total	67	100,0	100,0	

Source: Result of Processing Data by SPSS Version 21.00 (2017)

b. Characteristics of Respondents by Subdivision

Table 7 showed the characteristics of respondents by Sub division is below.

Table 7. Characteristics of respondents by Sub division

Sub division	Frequency	Percent	Valid Percent	Cumulative Percent
Staffing	12	17,9	17,9	17,9
Administration	9	13,4	13,4	31,3
Finance	7	10,4	10,4	41,8
Manpower	9	13,4	13,4	55,2
Student Affairs	12	17,9	17,9	73,1
Institutional	8	11,9	11,9	85,1
Information Systems	10	14,9	14,9	100,0
Total	67	100,0	100,0	

Source: Result of Processing Data by SPSS Version 21.00 (2017)

c. Characteristics of Respondents by Education

Table 8 shows that the employee of Kopertis Religion I in the North of Sumatera in the North of Sumatera has the highest level of undergraduate education, which is 28 people or 41.8% of the total respondents.

Table 8. Characteristics of Respondents by Education

Education	Frequency	Percent	Valid Percent	Cumulative Percent
Junior High School	3	4,5	4,5	4,5
Senior High School	14	20,9	20,9	25,4
Vocational	8	11,9	11,9	37,3
Undergraduate	28	41,8	41,8	79,1
Postgraduate	13	19,4	19,4	98,5
Doctoral	1	1,5	1,5	100,0
Total	67	100,0	100,0	

Source: Result of Processing Data by SPSS Version 21.00 (2017)

d. Characteristics of Respondents by Worker Time

Based on Table 9 showed the majority of employee in Kopertis Religion I in the North of Sumatera has worker time more than 15 years, such as 46 individuals or the score is 68,7% from total respondents.

Table 9. Characteristics of Respondents by Worker Time

	Frequency	Percent	Valid Percent	Cumulative Percent
2-5 Year	8	11,9	11,9	11,9
6-10 Year	13	19,4	19,4	31,3
>15 Year	46	68,7	68,7	100,0
Total	67	100,0	100,0	

Source: Result of Processing Data by SPSS Version 21.00 (2017)

e. Characteristics of Respondents by Sex

Based on Table 10 showed the majority of employee in Kopertis Religion I in the North of Sumatera has male more than 44 individuals or 65,7%, from total respondents.

Table 10. Characteristics of Respondents by Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	23	34,3	34,3	34,3
Male	44	65,7	65,7	100,0
Total	67	100,0	100,0	

Source: Result of Processing Data by SPSS Version 21.00 (2017)

3.1.3. Description of the Variabel**a. Frequency Distribution of Respondents Answer For Variable Performance Employee**

The respondents Answer For Variable Performance Employee can described into Tabel 11 below.

Table 11. Distribution Respondents Answer for Variable Performance Employee

Indicator	SD	A	MA	D A	SA	Tota l	Min	Max	Mod	Mean	Noted
	F	F	f	f	f	f					
	%	%	%	%	%	%					
Finished the job suitable with the target	33	29	5	0	0	67	3	5	5	4,42	SA
	49,3	43,3	7,5	0	0	100					
Finished the job In exactly time	16	43	8	0	0	67	3	5	4	4,12	A
	23,9	64,2	11,9	0	0	100					
tidy in the work	25	28	14	0	0	67	3	5	4	4,16	A
	37,3	41,8	20,9	0	0	100					
Rarely errors in work	19	26	22	0	0	67	3	5	4	3,96	A
	28,4	38,8	32,8	0	0	100					

Source: Result of Processing Data (2017)

Based on Table 4.7 it can be seen that in general the majority of respondents tend to answer strongly agree to the statement of completing the work in accordance with the target of 33 people (49.3%), 29 respondents agreed (43.3%) and 5 people answered less agree (7.5%). This indicates that most of the employees in Kopertis Religion I in the North of Sumatera completed the work in accordance with the target. The majority of respondents tend to answer agreed to the statement of completing the work on time as many as 43 people (64.2%), 16 people answered strongly agree (23.9%) and 8 people answered less agree (11.9%). This indicates that most of the employees in Kopertis Religion I in the North of Sumatera completed the work on time. The majority of respondents tend to answer agree to neat statement in the work of as many as 28 people (41.8%), 25 people answered strongly agree (37.3%) and 14 people answered disagree (20.9%). This shows that some of the employees in Kopertis Religion I in the North of Sumatera still pay attention to neatness in working. The majority of respondents tend to answer agree to rarely

make mistakes in the work that is as many as 26 people (38.8%), 19 people answered strongly agree (28.4%) and 22 people answered disagree (32.8%). This shows that some of the employees in Kopertis Religion I in the North of Sumatera rarely make mistakes in completing the work. Based on the results of respondents in Table 4.7 shows that the average respondents' answers about employee performance of 4.17 and if we interpretasikan average value of respondents in Table 3.2 is agree. In conclusion that some of the employees in Kopertis Religion I in the North of Sumatera refer to the target in completing the work, efficient in using the time, pay attention to neatness in work, and rarely make mistakes in completing the job.

b. Frequency Distribution of Respondents in Leadership Behaviour

The respondents Answer For Variable in Leadership Behaviour can be described into Tabel 12 below.

Table 12. Distribution Respondents Answer for Variable in Leadership Behaviour

Indicator	SD	A	MA	D A	SA	Total	Min	Max	Mod	Mean	Noted
	f	f	f	f	F	f					
	%	%	%	%	%	%					
Give instruction	37	14	16	0	0	67	3	5	5	4,31	SA
	55,2	20,9	23,9	0	0	100					
Give Example	33	18	16	0	0	67	3	5	5	4,26	SA
	49,3	26,9	23,9	0	0	(100)					
Give deadline for completion of work	27	23	17	0	0	67	3	5	5	4,15	A
	40,3	34,3	25,4	0	0	100					
Acting firmly on violation of the rules	14	31	22	0	0	67	3	5	4	3,88	A
	20,9	46,3	32,8	0	0	100					
Treat employees like co workers	12	24	31	0	0	67	3	5	3	3,72	A
	17,9	35,8	46,3	0	0	100					
Friendly	12	23	28	4	0	67	2	5	3	3,64	A
	17,9	34,3	41,8	6	0	100					

Guide	12	23	28	4	0	67	2	5	3	3,64	A
	17,9	34,3	41,8	6	0	100					
Support staff career	9	17	27	14	0	67	2	5	3	3,31	DA
	13,4	25,4	40,3	20,9	0	100					
Chanelling subordinate ideas	12	22	25	8	0	67	2	5	3	3,57	A
	17,9	32,8	37,3	11,9	0	100					
Integration of subordinate suggestions in meeting decisions	8	26	24	9	0	67	2	5	4	3,49	A
	(11,9	38,8	35,8	13,4	0	100					
Dialogue with employee	8	26	24	9	0	67	2	5	4	3,49	A
	11,9	38,8	35,8	13,4	0	100					
Evaluated employee performance	8	27	27	5	0	67	2	5	3	3,57	A
	11,9	40,3	40,3	7,5	0	100					
Pushing subordinate to work exceeds the standrad	0	33	31	3	0	67	2	4	4	3,45	A
	0	49,3	46,3	4,5	0	100					
Give the reward	0	16	38	13	0	67	2	4	3	3,05	DA
	0	23,9	56,7	19,4	0	100					

Source: Result of Processing Data (2017)

Based on Table 4.8 shows that in general the majority of respondents tend to answer strongly agree to the statement giving instructions, seen from the number of respondents who answered strongly agree as many as 37 people (55.2%), 14 respondents agreed (20.9%) and 16 people answered less agree (23.9%). This indicates that the leader always gives instructions in completing the work. The majority of respondents tend to answer strongly agree to give 33 respondents (49.3%), 18 responders agree (26.9%) and 16 respondents agree less (23.9%). This shows that leaders always set an example to subordinates. The majority of respondents tend to answer strongly agree to the statement to give the deadline of completion of work that is as many as 27 people (40.3%), 23 people agreed (34.3%) and 17 people answered less agree (25.4%). This shows that leaders make deadlines in every work completion. The majority of respondents tended to answer agreeing to the statement of acting decisively for violations of the regulations, seen from the number of respondents who agreed as 31 people (46.3%), 14 people answered strongly agree (20.9%) and 22 people answered less agree (32, 8%). This suggests that leaders act decisively for employees who violate regulations. The majority of respondents tend to respond less agree to the statement of treating subordinates like colleagues, seen from the number of respondents who answered less agree as many as 31 people (46.3%), 24 respondents agreed (35.8%) and 12 responded strongly agree (17, 9%). This suggests that employees are less likely to be treated like co-workers. The majority of respondents tend to respond less agreeable to friendly statements seen from respondents' answers as many as 28 people (41.8%), 23 respondents agreed (34.3%), 12 respondents strongly agreed (17.9%) and 4 people answered no agreed (6%). This indicates that the leadership is less friendly to employees. The majority of respondents tend to answer less agree to guiding statements, seen from the

number of respondents who answered less agree as many as 28 people (41.8%), 23 respondents agreed (34.3%), 12 people answered strongly agree (17.9%) and 4 people answered disagree (6%). This indicates that the leadership lacks guidance to employees. The majority of respondents tend to respond less agree to the statement support the employee career improvement, seen from the number of respondents who answered less agree as many as 27 people (40.3%), 14 people answered disagree (20.9%), 17 people agreed (25, 4%) and 9 respondents strongly agree (13.4%). This indicates that leaders are less supportive of employee career improvement. The majority of respondents tended to answer less agree on the statement of channeling the idea of subordinates, seen from the number of respondents who answered less agree as many as 25 people (37.3%), 8 respondents disagree (11.9%), 22 people agreed (32.8 %), and 12 respondents strongly agree (17.9%). This suggests that leaders do not channel subordinate ideas. The majority of respondents tend to answer agree to the statement to integrate the advice of subordinates into the decision of the meeting that is as many as 26 people (38.8%), 8 people answered strongly agree (11.9%), 24 respondents disagree (35.8%) and 9 people answered disagree (13.4%). This suggests that leaders integrate subordinate suggestions into meeting decisions. The majority of respondents tend to answer agree to the statement of dialogue with subordinates, seen from the number of respondents who answered agree as many as 26 people (38.8%), 8 people answered strongly agree (11.9%), 24 people answered less agree (35.8 %) and 9 respondents disagree (13.4%). This indicates that leaders are willing to spend time dialogue to hear employee complaints. The majority of respondents tend to answer agreed and less agree to statement evaluate achievement of subordinate, seen from number of respondents who answer agreed and less agree respectively as many as 27 people (40,3%), 8 people

answered strongly agree (11,9%) and 5 people answered disagree (7.5%). This indicates that the leader evaluates the achievements achieved by the employee. The majority of respondents tend to answer agree to the statement encouraging subordinates to work exceeds the maximum standard, seen from the number of respondents who answered agree as many as 33 people (49.3%), 31 people answered less agree (46.3%) and 3 respondents disagree (4, 5%). This indicates that the leadership encourages subordinates to work exceeds the maximum standard. The majority of respondents tend to answer less agree to the statement of giving rewards, seen from the number of respondents who answered less agree as many as 38 people (56.7%), 13 people answered disagree (19.4%) and 16

respondents agreed , 9%). This indicates that the leadership does not provide rewards to employees who work in high spirits and earnestly.

c. Frequency Distribution of Respondents in Communication

The respondents Answer For Variable in Communication can described into Tabel 13 below.

Table 13. Distribution Respondents Answer for Variable in Communication

Indicator	SD	A	MA	D A	S A	Tota l	Mi n	M ax	M od	Mea n	Note d	Ket
	f	F	F	F	F	F						
	%	%	%	%	%	%						
Delivery of information in full	32	22	13	0	0	67	3	5	5	4,28	SA	Sangat Setuju
	47,8	32,8	19,4	0	0	100						
Fix Standard Operasional Procedure (SOP)	32	15	20	0	0	67	3	5	5	4,18	A	Setuju
	47,8	22,4	29,9	0	0	100						
Clear purpose	31	22	14	0	0	67	3	5	5	4,25	SA	Sangat Setuju
	46,3	32,8	20,9	0	0	100						
Short information	28	24	15	0	0	67	3	5	5	4,19	A	Setuju
	41,8	35,8	22,4	0	0	100						

Understand information	28	16	23	0	0	67	3	5	5	4,08	A
	41,8	23,9	34,3	0	0	100					
Interesting information	10	22	30	5	0	67	2	5	3	3,55	A
	14,9	32,8	44,8	7,5	0	100					
Information did not many definition	28	5	34	0	0	67	3	5	3	3,91	A
	41,8	7,5	50,7	0	0	100					
Can done	28	3	28	8	0	67	2	5	3	3,76	A
	41,8	4,5	41,8	12	0	100					
Use easy language	28	5	27	7	0	67	2	5	5	3,81	A
	41,8	7,5	40,3	10	0	100					
Has clear menaing	28	5	29	5	0	67	2	5	3	3,84	A
	41,8	7,5	43,3	7,5	0	100					
No intimidation	28	6	25	8	0	67	2	5	5	3,81	A
	41,8	9	37,3	12	0	100					

Use polite language	28	19	17	3	0	67	2	5	5	4,08	A
	41,8	28,4	25,4	4,5	0	100					
Accurate	19	13	23	12	0	67	2	5	3	3,58	A
	28,4	19,4	34,3	18	0	100					
Legal language	28	1	30	8	0	67	2	5	3	3,73	A
	41,8	1,5	44,8	12	0	100					

Source: Result of Processing Data (2017)

Based on Table 4.9 it can be seen that in general the majority of respondents tend to answer strongly agree to the statement of complete information, seen from the number of respondents as many as 32 people (47.8%), 22 respondents agreed (32.8%) and 13 people answered less agreed (19.4%). This indicates that the information provided is complete. The majority of respondents tend to answer strongly agree to the statement of improving the standard of job implementation (SOP), seen from the number of respondents as many as 32 people (47.8%), 15 respondents agreed (22.4%) and 20 respondents disagree (29, 9%). This indicates that the SOP has been fixed. The majority of respondents tend to answer strongly agree to the statement of clear goals, seen from the number of respondents who answered strongly agree as many as 31 people (46.3%), 22 respondents agreed (32.8%) and 14 people answered less agree (20.9%). This shows that employees know clearly the goals to be achieved. The majority of respondents tend to answer strongly agree to the statement of brief information, seen from the number of respondents who answered strongly agree as many as 28 people (41.8%), 24 respondents agreed (35.8%) and 15 people answered less agree (22.4%). This indicates that the information provided uses a short language. The majority of respondents tend to answer strongly agree to the statement easily understood information seen from the number of respondents as many as 28 people (41.8%), 16 respondents agreed (23.9%) and 23 people answered less agree (34.3%). This indicates that the information provided is easy to understand. The majority of respondents tend to answer less agree to the statement of interesting information seen from the number of respondents as many as 30 people (44.8%), 5 people answered disagree (7.5%), 22 respondents agreed (32.8%) and 10 people answered strongly agree (14.9%). This indicates that the information provided lacks the attention of employees. The majority of respondents tend to answer less agree to the statement of information is not multi-interpretation, seen from the number of respondents who answered less agree as many as 34 people (50.7%), 28 respondents strongly agree (41.8%) and 5 people agreed (7, 5%). This indicates that the information provided by multiple interpretations leads to misunderstandings. The majority of respondents tend to answer strongly agree and less agree to the statement of information can be done, seen from the number of respondents who answered strongly agree and less agree each of them as many as 28 people (41.8%), 8 people answered disagree (11.9% and 3 people agreed (4.5%). This indicates that the information provided is not clear enough to be implemented. The majority of respondents tend to respond strongly agree to the information statement using simple language, seen from the number of respondents who answered strongly agree as many as 28 people (41.8%), 5 people agreed (7.5%), 27 people answered less agree (40, 3%) and 7 respondents disagree (10.4%). This indicates that

the information conveyed using language is simple. The majority of respondents tend to answer less agree to the statement has a clear meaning of the number of respondents as many as 29 people (43.3%), 5 people answered disagree (7.5%), as many as 28 people answered strongly agree (41.8% and 5 people answered less agree (7.5%) and. This indicates that the information submitted does not contain a clear meaning. The majority of respondents tend to answer strongly agree to the statement of not pressing (intimidating), seen from the number of respondents who answered strongly agree as many as 28 people (41.8%), 6 people agreed (9%), 25 people answered less agree (37.3 %) and 8 respondents disagree (11.9%). This shows that employees feel no emphasis or intimidation. The majority of respondents tend to answer strongly agree to statements using polite language, seen from the number of respondents who answered strongly agree as many as 28 people (41.8%), 19 people agreed (28.4%), 17 people answered less agree (25, 4%) and 3 respondents disagree (4.5%). This indicates that the information submitted always uses polite language. The majority of respondents tend to answer less agree to accurate statements, seen from the number of respondents who answered less agree as many as 23 people (34.3%), 12 respondents disagree (17.9%), 19 people answered strongly agree (28.4%), and 13 respondents agreed (19.4%). This indicates that the information submitted is less accurate. The majority of respondents tend to respond less agree to the remsi language statement, seen from the number of respondents who answered less agree as many as 30 people (44.8%), 8 people answered disagree (11.9%), 28 people answered strongly agree (41.8 %), and 1 person agreed (1.5%). This shows that information is delivered accurately and based on the latest facts, delivered in a clear and formal sentence.

d. Frequency Distribution of Respondents in Worker Motivated

The respondents Answer For Variable in Worker Motivated can described into Tabel 14 below.

Table 14. Distribution Respondents Answer for Variable in Worker Motivated

Indicator	SA	A	MA	D A	S A	Total	Min	Max	Mod	Mean	Noted
	f	F	f	F	F	f					
	%	%	%	%	%	%					
Performance	44	18	5	0	0	67	3	5	5	4,58	SA
	65,7	26,9	7,5	0	0	100					
Self Development	44	13	10	0	0	67	3	5	5	4,51	SA
	65,7	19,4	14,9	0	0	100					
Responsibility	24	34	9	0	0	67	3	5	4	4,22	SA
	35,8	50,7	13,4	0	0	100					
Reward	24	31	12	0	0	67	3	5	4	4,18	A
	35,8	46,3	17,9	0	0	100					
Allowance	15	51	1	0	0	67	3	5	4	4,21	SA
	22,4	76,1	1,5	0	0	100					
Work condition	15	40	12	0	0	67	3	5	4	4,05	A
	22,4	59,7	17,9	0	0	100					
Rules	13	42	11	1	0	67	2	5	4	4	A
	19,4	62,7	16,4	1,5	0	100					
Interpersonal relationship	13	43	11	0	0	67	3	5	4	4,03	A
	19,4	64,2	16,4	0	0	100					

Source: Result of Processing Data (2017)

Based on Table 4:10 it can be seen that in general the majority of respondents tend to answer strongly agree to the statement of achievement, seen from the number of respondents as many as 44 people (65.7%), 18 people answered strongly agree (26.9%) and 5 people answered less agree (7.5%). This shows that employees show their level of achievement. The majority of respondents tend to answer strongly agree to self-improvement statements, seen from the number of respondents as many as 44 people (65.7%), 13 respondents agreed (19.4%), and 10 people answered less agree (14.9%). This indicates that employees want to be given the opportunity to follow education / training for career advancement. The majority of respondents tend to answer agree to the statement of responsibility, seen from the number of respondents who answered agree as many as 34 people (50.7%), 24 people answered strongly agree (35.8%), and 9 people answered less agree (13.4%). This shows that employees work with full responsibility. The majority of respondents tend to answer agree to the statement of appreciation, seen from the number of respondents who answered agree as many as 31 people (46.3%), 24 respondents strongly agree (35.8%), and 12 people answered less agree (17.9%). This shows that employees are working maximally and expect recognition / reward for work that has been done well. The majority of respondents tend to answer agree for the statement of benefits, seen from the number of respondents who answered agree as many as 51 people (76.1%), 15 people answered strongly agree (22.4%), and 1 person answered less agree (1.5%). This indicates that the performance allowance grade has been adjusted to the employee's performance burden. The majority of respondents tended to answer agree to the statement of working

conditions, seen from the number of respondents who agreed as many as 40 people (59.7%), 15 people answered strongly agree (22.4%), and 12 people answered less agree (17.9%). This shows that the current working environment condition is good. The majority of respondents tend to answer agree to the policy statement, seen from the number of respondents who answered agree as many as 42 people (62.7%), 13 people answered strongly agree (19.4%), 11 people answered less agree (16.4%), and 1 person answered disagree (1.5%). This suggests that workplace policies do not impede employment. The majority of respondents tend to answer agree to the statement of interpersonal relationships, seen from the number of respondents who answered agree as many as 43 people (64.2%), 13 people answered strongly agree (19.4%), and 11 people answered less agree (16.4%). This shows that relationships with fellow employees are well established. Based on the results of respondents can be seen that the average respondents' answers about work motivation of 4.23 and if we interpretasikan average value of respondents in Table 3.2 is strongly agree. The conclusion is that employees show their level of achievement, want to be given the opportunity to follow education / training for career advancement, work responsibly, expect the recognition / reward for work which have done well, grade performance allowance adjusted to burden of employee performance, work has been good, relationships with fellow employees have been well established, employees also expect a rise in future performance (grade) in the future, and policies in the workplace does not hinder work.

3.1.4. Classical Assumption Testing

3.1.4.1. Test Data Normality

The normality test aims to test whether in a regression, the disturbing or residual variable is normally distributed or not. Good regression model The distribution of data is normal or near normal. To find out, the author uses graph analysis consisting of Histogram and Normal P-P Plot such as Figure 1 below.

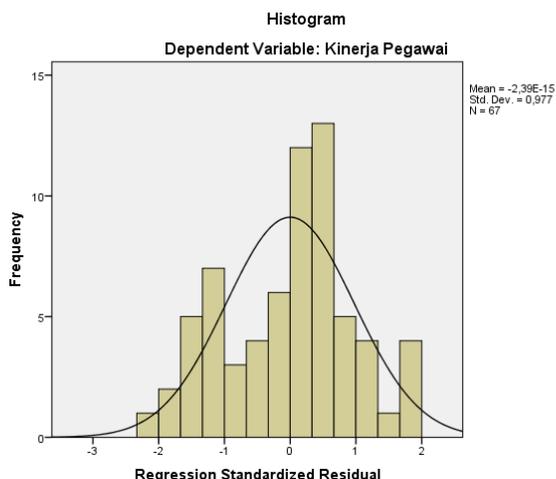


Figure 1. Histogram of Normality Test
Source: Results of Processing Data by SPSS Version 21.00 (2017)

Figure 1 shows the results of normality testing employee performance data, leadership behaviors, communication and work motivation has been distributed normally, because the histogram image has a bell-shaped line and has a balanced bump in the middle. Similarly, the normality test results using the following P-P chart plot into Figure 2.

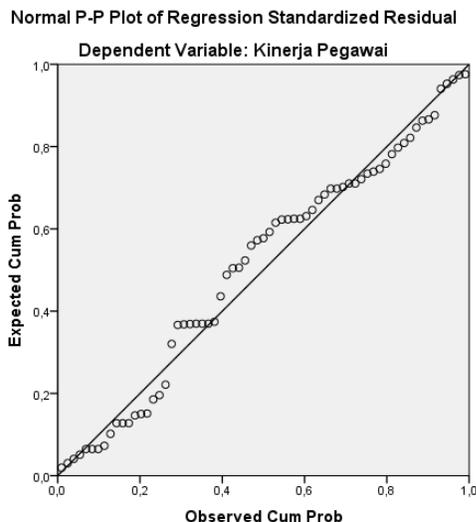


Figure 2. P-Plot Normality Test
Source: Results of Processing Data by SPSS Version 21.00 (2017)

Figure 2 showed the result of data Normality test with figure pp-plot which the data scatter for performance employee

variable is randomized between around normality line, so the assumption which data normality test for performance employee variable, leadership behavior, communication and worker motivation which distributed in normality.

3.1.4.2. Pengujian Hipotesis

This research used by hypothesis test by analysis multiple linier regression. The Analysis multiple linier regression used for to determine which influence or significant of independent variable on dependent variable. Based on the result of data with SPSS version 21.0, so the results of regression can showed into Table 15 below.

Table 15. The Results of Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	4,699	,599		7,839	,000
1 Perilaku Kepemimpinan	,022	,009	,094	2,537	,014
Komunikasi	,164	,007	,869	22,720	,000
Motivasi Kerja	,053	,019	,099	2,814	,007

Source: Results of Processing Data by SPSS Version 21.00 (2017)

Based on the calculation of SPSS in Table 4.12, then obtained multiple linear regression equation as follows:

$$Y = 4,699 + 0.022X_1 + 0,164X_2 + 0,053X_3 + \epsilon$$

Based on the regression equation, can be analyzed the influence of each independent variable to dependent variable, that is as follows:

- If everything in the independent variables is considered constant then the employee performance value (Y) is 4,699, or in other words if the behavior of leadership, communication and work motivation does not change then the performance has a value of 4.699.
- If leadership behavior continues to be increased by 1 unit then employee performance (Y) will increase by 0,022 units.
- If the communication continues to increase by 1 unit then the performance of employee (Y) will increase by 0.164 units.
- If work motivation continues to increase by 1 unit then employee performance (Y) will increase by 0,053 unit.

Based on the calculation of SPSS in Table 4.12, then obtained multiple linear regression equation as follows:

$$Y = 4,699 + 0.022X_1 + 0,164X_2 + 0,053X_3 + \epsilon$$

Based on the regression equation, can be analyzed the influence of each independent variable to dependent variable, that is as follows:

- If everything in the independent variables is considered constant then the employee performance value (Y) is 4,699, or in other words if the behavior of leadership,

communication and work motivation does not change then the performance has a value of 4.699.

- b. If leadership behavior continues to be increased by 1 unit then employee performance (Y) will increase by 0,022 units.
- c. If the communication continues to increase by 1 unit then the performance of employee (Y) will increase by 0.164 units.
- d. If work motivation continues to increase by 1 unit then employee performance (Y) will increase by 0,053 unit.

3.2 DISCUSSION

3.2.1. Leadership Behavior Influential Positive and Significant to Employee Performance

As previously described about the phenomenon that occurs in leadership behavior, one of the problems that occurs is the difficulty of meeting and communicating directly with top leaders, causing communication deadlock. While the daily problems that must be resolved concerning services to lecturers / guests are not always the same and very varied, so it requires the decision of the leader, for example about the legalization of diplomas whose college is closed, or the status of NIDN lecturers who move college. With such difficulty the work that should have been completed on the same day when the problem was found could not be done. As a result of this delay in settlement, the lecturer / guest must return the next day, until the required decision is given by the leader. Such circumstances would be detrimental to lecturers / guests, especially those coming from outside the city, because they are forced to return again on another day or have to stay. Such circumstances result in additional cost and time consuming (cost and time consuming). Various suggestions or ideas put forward by employees based on their experience in the field, when told employees to the leadership are often not considered and channeled properly, in other words not created a two-way communication relationship between employees and leaders. Decisions given by the leaders are more often based on the ideas and logic of the leader but not necessarily can be implemented in the field causing new problems that cause reduced service levels affecting the lecturer / guest. The absence of appreciation (reward) given by the leadership on tasks and jobs that have been resolved properly by employees, resulting in employees feel the results of his work is not appreciated, thus lowering the morale of employees to perform better. The conditions described above have been corroborated by the findings of the study shown in Table 4.8, some employees (46.3%) say that the leadership does not treat employees as co-workers. Nearly half (49.2%) of employees also stated that the leadership did not dialog with employees, did not channel subordinate ideas and did not integrate employee suggestions into the decision of the meeting. This finding supports the initial problem described above, that the leadership does not consider employee suggestions and prefer policies based on the leadership logic that is not always practicable in the field. In line with the lack of dialogue and communication between leaders and employees, almost half of the respondents (42.4%) stated that the lack of leadership provided guidance to employees. This finding is in accordance with the problem of the phenomenon of difficulties to meet and communicate directly with the top leadership, so the daily problems that concern the service and must be completed immediately can not be done because it requires

guidance and decisions of the leader. However, according to most of the respondents (74.6%), the leadership gives the deadline for completion of work. This situation will certainly make employees frustrated and will result in decreased employee performance. Most of the employees (61.2%) stated that the leadership did not support their career improvement. Furthermore, the majority of employees (70.1%) stated that the leadership did not reward the high performing employees. This finding explains the appreciation (reward) that concerns the welfare given by the leader on the task and work that has been completed well by the employees in accordance with the standards that have been determined, resulting in employees feel the results of his work is not appreciated so as to lower morale. It is unlikely that rewards or rewards for employee achievement are important because managers do not seriously evaluate employee performance as perceived by nearly half of employees (47.8%). In other words, the leadership does not encourage subordinates to work to exceed the maximum standard as stated by more than half of respondents (50.8%). The above explanation has shown the influence of leadership behavior on employee performance in line with previous research conducted by Thamrin (2012). In his research, it was found that transformational leadership behaviors have a positive and significant effect on the shipping company. Ali et al. (2013), Mihrez and Armanu (2014) also stated that leadership behavior has a positive and significant effect on employee performance. In other words leadership behavior is very strong influence on employee performance, good leadership will improve employee performance and vice versa. In line with previous phenomena and research, the results of this study indicate that leadership behaviors have a positive and significant effect on employee performance in Region I Kopertis. If leaders are willing to take time to dialogue with employees, listening and channeling their ideas, employees feel valued. Moreover, if seen in Table 4.2 shows the number of respondents aged over 50 years of 36 people or 53.7% of the total respondents, who have experienced saturation in work. By evaluating the work performance achieved by employees and giving recognition / award then employees feel encouraged to work better again so that will improve employee performance. Thus, based on the phenomenon, previous research and the results of this study clearly illustrated the positive influence of leadership behavior on employee performance. Leadership is a process for influencing others, to understand and agree with what needs to be done and how it is done effectively, as well as a process to facilitate individual and collective efforts to achieve common goals. Leadership behavior is a typical pattern of behaviors that leaders demonstrate when dealing with their employees. Leadership that is shown and applied to a leadership behavior is one of the factors in improving the performance of employees, because basically as the backbone of organizational development in encouraging organizational success. For that the leader needs to think and show appropriate leadership behavior in its application. Good leadership attitudes will improve employee performance whereas inappropriate attitudes and actions, in turn, lead to misunderstandings, frustrations and even quarrels, disagreements between employees and lecturers / guests served, which will degrade employee performance.

3.2.2. Communication Influential Positive and Significant to Employee Performance

One of the main conditions for developing effective communication between leaders and subordinates is respect. Every individual becomes the target of the message delivered. In principle, employees want to be respected and considered important. Even when criticizing or scolding a person, must keep a person's dignity and pride. Only with a sense or attitude of mutual respect and respect can be established cooperation that will improve the effectiveness of the performance of employees as a whole as a team. Another requirement is the ability of leaders to put themselves in the situation or conditions faced by employees (empathy). One of the main prerequisites for empathy is the leader's ability to listen or understand first before asking employees to listen to leaders. A sense of empathy will facilitate the delivery of messages and will facilitate employees as the recipient of the message to understand and implement the message received. A sense of empathy will generate respect or appreciation, so it will build trust that is a key element in building teamwork. If these two conditions are matched by pre-survey findings and research results on leadership behaviors, it is found that communication between leaders and employees does not go both ways, often leaders do not respond and listen to suggestions from employees, and employees feel not properly rewarded from the leadership so that employees who have problems in completing the work but can not convey to the leadership to take the right solution in solving the problem. Opportunities meet to discuss the problem is also not smooth, this is certainly a bad impact on employee performance. In addition, communication meet to discuss the problem is also not smooth, this is certainly a bad impact on the performance of employees. In addition, ineffective communication has also resulted in misunderstanding between employees with leadership and subsequently lower employee performance. Pre-survey results show that employees experience communication problems with the leadership, among them the difficulty of meeting with the leadership, not creating two-way communication between the leadership and employees, and the leadership does not give appreciation to the aspirations of employees. In line with the phenomenon, the results of this study support that communication has a positive and significant effect on employee performance in Kopertis Region I. The results showed that the information submitted was less interesting, unclear and multi interpretation expressed by the majority of respondents. So it is very reasonable if the instructions and directives submitted by the leadership to employees can not be implemented in the field as expressed in the problem. This condition gets worse because the leadership does not consider the aspirations conveyed by employees who should be considered through good communication. The results of research also found almost all respondents stated that the information submitted complete and task or work has been referring to SOP with clear purpose in the form of brief information, polite and easy to understand. By evaluating SOPs and updating and informing the changes to all employees, it will make it easier for employees to complete the job because it can be used as a guide in carrying out routine work. This SOP will also direct employees to be equally disciplined in working. It will also help employees improve their work. The results of this study are also supported by previous studies conducted by Femi (2014), indicating poor communication has affected low performance

in some organizations in Lagos, Nigeria. Utami (2015) in his research shows how good communication has improved the performance of corporate travel agency employees so that the company is able to compete in the business environment of the travel agency. Similar results were also found by Muda et al. (2014), Susanto and Anisah (2013), and Nor (2013) show a positive relationship between communication and employee performance. All of them explain that good communication will improve employee performance and vice versa. Communication is a behavior, deed, or activity of transmitting symbols or symbols and symbols of meaning or meaning and revealing that a leader capable of creating effective communication through the delivery of symbols and symbols to the employee in a manner appropriate to the communication requirements, the employee will easily receive the information. Thus, good communication will make employees better, and vice versa.

3.2.3. Work Motivation Influential Positive and Significant to Employee Performance

In the discussion of performance, lately there is a tendency choice the employee motivation to encourage the performance needed for the progress of the organization. From several previous studies, it was found that the main instrument for improving motivation was done through improvement of employee payroll system, allowance, leave and holiday as well as pension or old age guarantee. For a case study in Kopertis Region I, the employee's motivation should be well in accordance with the results of the employee performance appraisal (SKP) and employee behavior that has reached 85 so that the employee's performance allowance has been paid in full or 100%. However, the expected motivation is not in accordance with the pre-survey results, which indicates the low motivation of employees resulting in low quality of service provided by employees, evidenced by complaints lecturers / guests for work that is not completed or long resolved, complaints that should be associated with performance achievement employees. As many as 70% of employees also argue that the increase in performance allowances can spur employees to be more active in work. In addition, the phenomenon of leadership that according to pre-survey results that the leadership lacks appreciation of the work of employees and weak communication, which psychologically cause employees feel not received enough appreciation. The condition causes their work motivation to decline, causing boredom that decreases the passion of work, so many employees spend time chatting, sit back in the canteen and carry out other activities by leaving the office during working hours. All these things contribute to the decline in employee performance. The results of the study found that almost all employees believe they have achieved and said that they have worked with full responsibility. On the other hand, employees still expect recognition / reward for work that has been completed properly. Although they agree that performance benchmarks have been adjusted to the performance burden of employees, they are not yet satisfied with the grade, so they are still demanding increased ability to obtain higher grades in order to obtain better benefits. As many as 85.1% of respondents said they would like to be given the opportunity to follow education / training for their career progress. Unfulfilled desire will affect the motivation of work and will further impact the declining performance of employees. Thus the results of this study indicate the

influence of work motivation on employee performance Kopertis Region I. By providing opportunities for employees to follow the education / training will increase knowledge and insight and improve the ability of these employees. The recognition / award given to employees who have completed the job well will also encourage them to work harder and feel their work is appreciated. Moreover, supported by the condition of conducive working environment and good interpersonal relationship. In line with the pre-survey and the results of this study, previous research also shows that there is a relationship of motivation to performance. As found in the Botez et al. (2013) indicating that motivation with elements of biological, psycho-social, organizational and cultural factors have an influence on employee performance. Furthermore Kwapong et al. (2015) found results of research showing a positive relationship between motivation and employee performance within faculty members in Polytechnic of Ghana. A positive correlation between motivation and performance is also reflected in the results of Zameer et al. (2014), Young et al. (2014), Nor (2013), Widono (2012), Susanty and Baskoro (2012). Motivation is an important variable that needs to get big attention also for organization in improving employee performance. Motivation of work is encouragement or enthusiasm that arise in a person or employee to do something or work, because of the stimulation from outside both from the boss and the work environment, as well as the foundation to meet the needs and a sense of satisfaction, and fulfill responsibilities for the duties given and done within the organization. Motivation is also an influential condition for generating, directing, and maintaining behaviors associated with the workplace. Based on the description, it can be seen that the motivation of the employee has a positive influence on employee performance.

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