

Communication moderate influences motivation and leadership, motivation, discipline work towards performance

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Abstract:

Employees are important aspects to achieve of reaching company objective. Company has to pay attention to leadership, motivation, discipline work, and communication variables, in order to increase employee performance. Leaders with positive attitude towards the employees enhance employee's self confidence to execute company job. Employees that receive leader's attention will execute the company job discipline without any pressure.

The aim of this research is to explore the influence of leadership, motivation, discipline work and communication variable towards employee performance of Limited Company Taspen (Persero) which has 39 employees. This research is explaining exactly the influence of leadership, motivation, discipline work toward the company employee performance.

This research used regression technique to dig up influence of the independent variables. This research supports the conclusion that motivation and discipline work influence significantly on employee performance, motivation influence significantly on discipline work and leadership doesn't significantly on employee performance and motivation, communication is not moderation on motivation at Limited Company Taspen (Persero) Yogyakarta.

Keywords:[Leadership, Motivation, Disipline Work, Communication, Employes Performance]

INTRODUCTION

Research Background

Global competition requires companies to move forward in order to survive in the business world. Humans have an important role for companies to achieve goals. The businessperson believe that the success of a business organization depends on the investment and assets but human Resources (HR) determines the success of the business. Hartley (1991) explained that human resources are the most important part of an organization or company. So that human resource management must be good and company must have knowledgeable and skillfull employees's to increase employee performance.

PT Taspen is a State Owned Enterprises (BUMN) assigned to manage Social Insurance Program consisting of Pension Fund Program and Old Age Savings (ENT)/ Tabungan Hari Tua (THT). Founded on April 17, 1963 under the name was State Savings and Insurance Companies. The background of PN Taspen to improve the welfare of the civil

servants and their families who were initiated through the Civil Service Welfare Conference on 25-26 July 1960 in Jakarta and 1981 underwent a name change to the Company Persero PT Dana Tabungan dan Asuransi Pegawai Negeri shortened by PT Taspen.

(Thoha 1983) explained that leadership is one of the most important aspects of a company because the leader has the power to influence employees, with good or bad leadership in PT Taspen (Persero), will affect employee performance. Good leadership will improve employee performance, but bad leadership will degrade employee performance, PT Taspen (Persero) Yogyakarta changed leader on january 2018 which indicated existence of degradation of performance employees such as frequent meetings conducted by leaders and other officials so that it can take time to do the job, the leader in the previous was easily mingle with the cloud so that employees feel comfortable to express opinions with leaders it was no

distance between leader and employees, so that it is easy to create family atmosphere.

Discipline is one important aspects in the company. If employees or leaders in the company are not discipline properly for instance coming late or stalling for rest. PT Taspen has a high level of discipline but there are still disciplinary actions in the workplace, some employees who are less discipline such as the wasted of the rest period.

Motivation is one way to improve the performance of employee leaders and the head of the field should provide motivation to employees. The motivation gives employees power's to do their job, and the employees will feel close to the leader, after the observation of the three heads give motivation to employees formally and informally at PT Taspen (Persero), but leaders seldom motivate their employees.

Communication is one way to have a good work. Excessive communication or inadequate communication will decrease employee performance, communication also serves to strengthen the motivation of employee performance. because good communication will create motivation both horizontally and vertically. Communication at PT Taspen (Persero) is good but there has some problems that cause errors such as excessive talk with colleagues who will interfere with other employees, providing information that sometimes causes misunderstanding between employees.

The phenomena gap this researches is leader often hold meeting and doesn't close to employees, violation of discipline work, lack of motivation and excessive communication at workplace which doesn't correlate with the job.

Febiningtyas and Ekaningtyas (2014) explain that motivation is to provide direction and strength that create happiness to employees, so that employees are willing to cooperate effectively and integrately with all employees to achieve company goals. Febiningtyas and Ekaningtyas (2014) explained that the discipline of work is the awareness and willingness of a person to comply with applicable laws and social norms. Employee discipline can be seen from responsibilities, attitudes, behaviors and actions in accordance with the wishes of an employee. They explained that leadership and work discipline have a significant positive effect on employee performance, while motivation has a negative effect on employee performance. Besides that, they said leaders have a role to improve employee performance and company performance.

Suwuh (2015) described several factors that can improve employee performance. Those were leadership and work discipline. Leadership as a leader process affects employees to achieve common goals. Employees tend to like leaders who communicate job goals and decisions. Employees are also very proud to have leaders who value employee performance well. Richard D. Calhoon explains that discipline can be

regarded as a force that encourages individuals or groups to comply with the rules and procedures. Suwuh (2015) explains that leadership and motivation have a significant positive effect on employee performance, but discipline work has a negative effect on employee performance.

Good leaders are those who understand employees and motivate employees to achieve company goals. Motivation that leaders give to employees. Tumillar (2015) explains that leadership, motivation, discipline of work have a significant effect on employee performance. Discipline work that is not implemented properly will bring the results of performance that is less satisfactory and not in line with expectations. Leadership and motivation are equally important in improving employee performance. Leadership, motivation, work discipline have been met to improve employee performance.

Binhor et.al (2013) explains that only a few people have a leadership spirit, most leaders are concerned only with non-leadership positions, but leadership can be trained and taught by anyone. To achieve the goals of the company required leaders who pay attention to employee performance that can be measured by leadership and motivation. Failure in the process of improving employee performance is caused by the actions of authoritarian leaders and provide unclear job direction. Employees expect leaders who provide clear job direction with attention to management and coaching, the approach that leaders can take is to create a family environment and a high level of concern, which will lead to a comfortable working environment and it will improve employee performance. The results showed that leadership and motivation positively significant on employees performance.

Zameer et.al (2014) explains that employees are an important asset to the company and employees are creatures that have feelings, so employees need motivation and attention from the company to improve performance. Although employees have competitive ability, if they do not get and motivated, the employee will feel neglected and loss of loyalty to the company. Many leader tend to like the output and often neglect employee psychic so employee can be depressed with the condition of the company that only prioritizes the output or reach consumers. From the results of research shows that the motivation has a positive and significant impact on employee performance.

Donkoh (2016) explained that aid can improve teacher performance but occurs in state schools and schools. It often happens in private companies and public corporations. Motivation remains one of the factors in improving employee performance.

Juma and Moronge (2015) explain that Discipline is the bridge of corporate purpose. Management seeks to correct employee errors with persuading employees to behave well in the future. Managers have the option of traditional options to change unexpected employee behaviour such as

reprimands and suspensions. Companies have a choice (in many situations) to use alternative methods to improve behaviour by employing employees that have discipline procedures. Juma and Moronge (2015) explain that disciplinary procedures are positively related to employees' performance

Aunga and Massare (2017) describe leadership style as an important part of the company, because the leadership style affects employee performance. Leadership performs management functions to influence employees, while existing tasks develop, control and employee control activities to achieve company goals. Aunga and Masare (2017) describe leadership styles and transformational leadership styles, significant to teacher performance. Leadership is indispensable to unite, economic, and technology to achieve existing goals.

Khuong (2015) describes the so-called example of motivation and compensation is one of the decisive factors is the most effective and effective for employees. This concept will lead to a positive work attitude. Mai Ngoc Khuong (2015) describes the leadership.

LITERATURE REVIEW AND HYPOTHESES

Literature Review

Definition Employee Performance

Mathis and Jackson (2006: 78), employee performance is the contribution that employees provide to the company that can be identified from the work of employees.

Definition Leadership

Robbins (2014) explains that leadership is the ability to influence a group to achieve its goals. Yulk (2007) explains that leadership is the process of emphasizing and guiding employees, creating structures, facilitating corporate activities. Thus leadership is a process to influence others to achieve the goals that have been set.

Definition Motivation

Mathis (2006) explains that motivation is a desire or a reason someone acts of achieving the goal. Robbins (2013) explains that motivation is the strength, direction, and perseverance of a person to achieve goals. So, motivation is a way to achieve goals.

Definition Discipline work

Chien (2004) explained that the discipline of work is the process of directing or controlling the desire to achieve corporate goals. Learning provides an understanding discipline in orderly situations, so employees adhere to the rules that have been given by the company. Davis (1985) explains that work

discipline is a management action upholding company standards. So the discipline of work is the process of directing and controlling the desire to achieve corporate goals by acting in accordance with company regulations.

Definition Communication

Robbins (2014) explains that communication is the transfer of understanding and meaning. Thoha (2011) explains that communication is a process of delivering and receiving news or information from one person to another. So communication is a way for conveying ideas, facts, thoughts, feelings, and values to leaders and co-workers.

Research Hypotheses

The hypotheses of this research are:

H1: the better the leadership is, the better employee performance will improve.

H2: the better the motivation is, the better employee performance will improve.

H3: the better the work discipline is, the better employee performance will improve.

H4: the better the leadership is, the better the employee motivation will improve.

H5: the better the motivation is, the better the work discipline.

H6: the better the communication is, the better the employee motivation.

RESEARCH METHODOLOGY

Research Design

This research can be classified as survey research using explanatory approach. Singarimbun (1981) explains that the explanatory approach is to explain the causal relationship and hypothesis testing. The research was conducted by using quantitative method. Sugiyono (2013) explains that the quantitative method is called the traditional method because this method has been used long Method

RESULT AND DISCUSSION

This study used primary data analysed by distributing questionnaires to 39 employees and only 34 returned questionnaires. The analysis technique used in this research is descriptive analysis and quantitative analysis.

**Table 2. Multiple Regression Result
Leadership, Motivation, Discipline Work, Communication as moderation**

Model	Unstandardized Coefficients		Standardized Coefficients	Information		
	B	Std. Error	Beta	T	Sig.	
(Constant)	0.213	0.643		0.331	0.743	-
Leadership	-0.164	0.122	-0.211	-1.345	0.189	No Sig
Motivation	0.482	0.116	0.582	4.166	0.000	Sig
Discipline Work	0.554	0.248	0.410	2.238	0.033	Sig
Absx2_m	-0.028	0.120	-0.026	-0.238	0.814	No Sig
Dependent Variabel	= Kinerja Karyawan					
R Square	= 0,675					
Sig F	= 0,000					

Multiple Regression Analysis

1. Coefficient of determination (R^2) of 0.675 or 67.5% means ability model of leadership determination, motivation, work discipline as independent variables and communication as a moderation variable to motivation are able to explain 67.5% Employee performance and the remaining 32.5% influenced by variables beyond this study.
2. A constant of 0.213 means the score of leadership, motivation, work discipline, and communication moderate motivation equal to 0 (no change), then the value of employee performance is 0.213.
3. Leadership regression coefficient of -0.164 (negative) and the result is not significant.
4. Motivation regression coefficient of 0.482 (positive) means that motivation increases, then employee performance will be increase and vice versa.
5. Regression coefficient of Discipline Work equal to 0.554 (positive) means work discipline increases. It will be increase employee performance and vice versa.
6. The coefficient of communication regression as a moderation variable to motivation is obtained at -0.028 (negative) and the result is not significant and communication is not moderation.

**Table 3. Multiple Regression Result
Leadership between Motivation**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,945	0,703		7,035	0,000
Leadership	-0,030	0,165	-0,032	-0,182	0,857
Dependent Variabel	= Motivation				
R Square	= 0,001				
Sig F	= 0,857				

1. The coefficient of determinasi (R^2) of 0.001 or 0.01% means the ability of leadership determination model to explain 0.01% motivation and the remaining 99.99% influenced by variables outside this study.
2. Constants obtained for 4.945 means the leadership score is equal to 0 (no change) then the motivation value 4.945.
3. Leadership regression coefficient obtained at -0.030 (negative) and the results are not significant.

Table 4. Simple Regression Result
Motivation between Discipline work

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	2.895	0.462		6.271	0.000
Motivation	0.296	0.095	0.482	3.112	0.004
Dependent Variabel	= Discipline Work				
R Square	= 0.232				
Sig F	= 0.004				

1. Coefficient of determination (R²) of 0.232 or 23.2% mean the ability of motivation determination model are able to explain 23.2% to the motivation of work discipline and the remaining 76.8% influenced by variables outside this study.
2. The constant is obtained at 2.895 means the motivation score is equal 0 (no change) then the motivation value is 2.895.
3. Regression coefficient of motivation is obtained by 0.296 (positive) and the results are significant which means the motivation increases the work discipline, it will increase and vice versa.

Test F

Table 2. Obtain significance of 0.000 The results of this analysis indicates that the variables of leadership, motivation, work discipline, communication and motivation together significantly influence the performance of employees of PT Taspen (Persero) Yogyakarta. Thus, the test of this model is correct and no variable is left behind.

Test T

1. Leadership is obtained Sig t 0.189 > 0.05, and t arithmetic -1,345 < t table 2.0452 then the leadership variable is not significant to the performance of employees of PT Taspen (Persero) Yogyakarta.
2. Motivation is obtained Sig.t 0,000 <0.05, and t arithmetic 4.166 > t table 2.0452 then the variable of motivation has a significant positive effect on employee performance of PT Taspen (Persero) Yogyakarta.
3. Work discipline is obtained Sig.t 0.033 <0.05, and t count 2.238 > t table 2.0452>. Hence variable of work discipline have positive and significant influence to employee performance of PT Taspen (Persero) Yogyakarta.
4. Leadership is obtained Sig t 0.857 > 0.05, and t arithmetic -0.182 < t table 2.0452 then the leadership variable has no significant effect on employee motivation PT Taspen (Persero) Yogyakarta.

5. Motivation obtained Sig.t 0.004 <0.05 and t arithmetic 3.112 > t table 2.0452 then the variable of motivation have an effect on signifikan to work discipline of PT Taspen (Persero) Yogyakarta.
6. Communication as a moderating variable to motivation is obtained Sig.t 0.814 > 0.05, and t arithmetic -0.238 < t table 2.0452 then the communication variable as a moderation variable to motivation has no significant effect on employee performance of PT Taspen (Persero) Yogyakarta.

RESULTS AND CONCLUDING DISCUSSION

Discussion

1. The influence of leadership on employee performance.

The result of multiple regression analysis shows that leadership variable has no significant effect on employee performance. It can be interpreted that currently the presence of the leader does not affect the employee to work or the absence of a leader in the location such as the leader who is on duty outside the city will not affect the employee's work. The employee will still work in accordance with the SOP of each field set by the company leaders as the facilitator and the coordinator to facilitate communication and work in PT Taspen (Persero) Yogyakarta.

2. The influence of motivation on employee performance.

The result of multiple regression analysis shows that motivation variable significantly influence employee performance. This can be interpreted that the motivation of employee performance PT Taspen (Persero) Yogyakarta is better. This motivation can come from within the employees as well as the motivation of the company, the opportunity given by the company to the employee has been used as well as possible such as the opportunity to develop career, get the facilities of the company in accordance with the expectations of employees such as scholarships for employees' children's education, employees will strive with the maximum to achieve that goal. The company will usually make a tourist visit with employee families here the company does not only demand employees to work but also provide an opportunity for employees to refresh and provide motivation to employees. This study shows that the increasing and improving motivation will improve the performance with employees and employees will feel comfortable to their work. This study supports research conducted by Meisy Suwuh (2015), Hazhim Zameer et.al (2014), and Ruth Donkoh (2016).

3. Effect of work discipline on employee performance.

Multiple regression analysis result showed that work discipline variable significantly influence to employee performance. Work discipline is one of the most important things in a company that must be owned by leaders and employees. Without having any discipline will cause chaos in the company. Work discipline is a form of complying with the rules and standards applicable in the company so that work can be completed on time and employees' performance standards will be achieved or exceeded the predefined standards. This study shows that the increasing work discipline will avoid the chaos within the company and performance in PT Taspen (Persero) Yogyakarta can increase. This study supports Rista and Diah (2014) and Brigita (2015).

4. The influence of leadership on motivation.

The result of multiple regression analysis shows that leadership variable has no significant effect on motivation. Motivation is one of the most important parts in the company, the leader has an important role to motivate employees in the company. Motivation derived from the leader can increase the spirit of the employees because employees will feel that leaders have a concern and the leader is not a figure feared by employees. The leader will be a respected figure. The proximity of employees and leaders must be built, but excessive attachment will cause new problems, when leaders are too close to certain employees, it will cause a sense of jealousy towards other employees because it is considered too discriminatory and the proximity can be blamed from improving the position so that leaders are remained to have a distance from the employees. leaders motivate employees to function awareness-raising to work without coercion and motivation may take the form of either verbal or physical support and assist the employee's work when problems are not addressed.

5. Influence of motivation to work discipline.

The result of multiple regression analysis shows that motivation variable has a significant effect to work discipline. Motivation is a form of something that is formed from within the human being of desire, hope, and encouragement that comes from individuals who are affected by himself and the outside environment. To improve discipline, awareness and ownership of rules must be built, such as giving a present when completing a job on time or overtime and giving punishment when breaking the rules.

6. The influence of communication moderates the motivation on employee performance.

Communication is a way of delivering information both in the form of oral and written and communication is the key to increase motivation because of the interaction between the message and the message receiver so that the necessary understanding between the two sides. Motivation is communication implanted in the subconscious to increase the spirit or encouragement of the employee so that when employees already have the drive and a purpose to do something they want, the employee will try maximally to get that such as position, salary or bonus, and other additional facilities from the company.

Conclusion

1. Leaders are advised to pay more attention to employees and assisted employees when facing difficulties in order to keep employee performance monitored and improved.
2. Employees are better to complain to leaders and to communicate in a good way. Leaders are advised to be more open to employees and more informal so that employees are not reluctant to express opinions or complaints and leaders to more often ask about employee-related employment conditions.
3. Companies need to pay attention to their employees while working with leaders regularly monitoring, motivating employees, and assisting employees in times of trouble. That way employees will feel noticed by the leader will create a sense of comfort without any pressure and employee performance will remain good.

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