The Influence of Transformational Leadership, Career Path and Comunication Toward Employee Perfomance at Contruction Company Harkon Persada Sukoharjo

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Abstract*:*   Infrastructure growth can boost economic growth. It can be the opportunities for construction companies to gain more omset which is the company's goal. Human resources become an important asset owned by the company to achieve corporate goals. The success of achieving company goals is influenced by employee performance. The components of transformational leadership, career path and communication are important in managing human resources that can affect employee performance. The purpose of this study is determining transformational leadership, career path and communication affect employee performance. This research was conducted at construction company CV. Harkon Persada, Sukoharjo. The population is 50 people. The sampling method used is a saturated sampling which means all populations are used as samples. The method of analysis is using multiple linear regression. The results of this study indicate that transformational leadership and communication have a positive and significant impact on employee performance. The career path has a negative and significant impact on employee performance.

.Keyword: Transformational Leadership, Career Path, Communication And Employee Performance

1. INTRODUCTION

Infrastructure growth can encourage economic growth. It becomes the land for construction companies to acquire more turnover which is the purpose of the company. In line with that, the company should be able to follow the development, where infrastructure is being built is always innovating. The company must be able to manage the resources, including human resources that are an important asset to determine the achieved objectives and the progress of a company. Human resources owned must have good skills and abilities in order to support the achievement of the objectives of the company. The company is obligated to pay attention to the wishes and needs of the employee's duties or to support their work. Employee performance is a factor noted to see the quality and quantity of human resources at the company.

Employee performance affects the rate of growth of the company itself. Qualified employees have good performance because they have the ability to complete the task and the responsibility. Employees who do not have quality performance is not good and able to inhibit operational work in achieving company goals. Employee performance can be maximized by

having a good attitude of leadership communication goes well and smoothly as well as the presence of his company in providing career for employees.

The purpose of the research is knowing the influence of transformational leadership, career path and communication on performance of employees of contruction company. Harkon Persada Sukoharjo partially (1); Knowing the influence of transformational leadership, career path and communication on performance of employees of contruction company Harkon Persada Sukoharjo simultaneously (2).

2. LITERATURE REVIEW

2.1. Performance

Improving human resource management is good, i.e. by means of improving the performance of employees, as the deciding factor in the progress and success of the company to achieve its goals. Performance is the result of work produced by employees in accordance with its role in the Organization (Hariandja, 2007:194). Maulizar (2012) declares the employee's performance is the result of work achieved by the employee within an organization in accordance with the authority and responsibility of the given organization in an attempt to achieve the vision, mission, and goals of the organization concerned in legal, does not violate the law and in accordance with the moral or ethical.

2.2. Transformational Leadership

Transformational leadership is a leadership that is able to motivate his subordinates in a way enhance the sense of the importance and value of work of subordinates to grind more than expected (Bass in Hanafi, 1997). A good leader capable of giving instructions to his subordinates in the running of a job or task. Nugroho (2006) states that, transformational leaders must evaluate the abilities and potential of each of his subordinates, as well as see the possibilities to expand the responsibilities and authorities of the subordinates in the future.

2.3. Career Path

The rank is often defined by levels, while a career is made up of all the work around for someone at work, or career can be said to constitute the entire position occupied by a person in a life it works (Rivai, Vethzal and Basri, 2009). Tan (2008:2) career path regarding a formal effort planned and organized to achieve a balance between the needs of an individual's career with the demands of the job in an organization. The company can provide development opportunities to meet the needs of employees personal development by facilitating the establishment of such organizations support (Liu, 2004:20). Succession is needed to enhance the competence and skills of employees to help the progress of the company.

2.4. Comunication

Communication is a process between individuals with individuals, groups, organizations and communities in delivering, sending and using the information to co-ordinate their surroundings and others (Hasibuan, 2007:47). Muhammad (2009) stated communication is verbal or nonverbal message exchange between a sender with the recipient of the message to change behavior. Communication in any form should be well underway and delivering information clearly in order to create an optimal working results.

2.5. The Hypothesis

The hypothesis in this research are:

H1: Transformational leadership and significant positive effect on performance of the construction company employee Harkon Persada Sukoharjo.

H2: Career path of positive and significant effect against the performance of construction company employee Harkon Persada Sukoharjo.

H3: communication a positive and significant effect against the performance of construction company employee Harkon Persada Sukoharjo.

H4: Transformational leadership, career path and simultaneous communication a positive and significant effect against the performance of construction company employee Harkon Persada Sukoharjo.

3. RESEARCH METHODS

3.1. Locatian and Time Research

The place of this research will be carried out in the company of the construction company Harkon Persada in Pucangan, RT 003/ RW 12 Kartasura, Kartasura. The reason is that in the construction company Harkon Persada has the expert and competent human resources that have worked at the company long enough. The research is conducted during 3 (three) months, from beginning of November 2017 until January 2018.

3.2. This type of research

This research uses approach to hypothesis testing to explain the nature of the relationship, or give a difference between groups or the freedom of two or more factors in a given situation (Sekaran, 2006). This study seeks to test the influence of transformational leadership, career and communication construction company employees on performance Harkon Persada Sukoharjo. Data sources used are primary data and quantitative data type that is either the data in the form of numbers that can be computed and obtained from a questionnaire which had been distributed in accordance with what is researched.

3.3. Population and Sample Research

The overall population is a research object (Arikunto: 1998). The population in this study are all employees of the construction company Harkon Persada Sukoharjo totaling 50 people. The sample is representative of the population partially or examined (Arikunto, 2009). Arikunto (2006:134) says that if a population of less than 100 people, we can use everything as a sample. The object of the research population under 100, then the samples used are all employees of the construction company Harkon Persada Sukoharjo totalling 50 people.

3.4. Data Analysis Techniques

3.4.1. Multiple Linear Regression Analysis

Ghozali (2013:96) states that the regression analysis was used to measure the strength of a relationship between two or more variables, also shows the direction of the relationship between a dependent variable with the independent. Multiple linear regression analysis is used to measure the influence of the variable bound against free. The model used is the regression equation as follows:

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

Description:

a : constan

X_1 : variable *transformational leadership*

b_1, b_2, b_3: the correlation coefficient

X_2 : variable career path

Y : variable performance

X_3 : variable communication

e : *error term*

3.4.2. F-Test

The F-test basically shows are all independent variables included in the model of influence simultaneously against a dependent variable (Ghozali, 2013:98). The F-test is used by this study to find out the simultaneous influence of transformational leadership, career path and communication on performance of employees.

3.4.3. t-Test

Statistical tests t basically shows how far the influence of one independent variable individually in a dependent variable explained (Ghozali, 2013:98). This test is used to find out the influence of transformational leadership (transformational leadership), succession, communication that are partial and used to measure the significance of free variables influence against the variable.

4. THE RESULTS OF THE RESEARCH AND THE DISCUSSION

4.1. Test Result Data Analysis

4.1.1. Multiple Linier Regression

This research uses a multiple linear regression to prove the hypothesis of the study. This analysis will use the input based on the data obtained from the questionnaire. The results of the data is processd by using the SPSS program and more information is exists on the attachment and then summarized as follows:

Table IV.1 Multiple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	7.718	2.241	
	Transformational Leadership	.745	.141	.597
	Jenjang Karir	-.560	.089	-.580
	Komunikasi	.434	.095	.454

Coefficients^a

Multiple linear regression equations model data can be described by language that is easily understood as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 \ ;$$

$$Y = 7{,}718 + 0{,}745X_1 + (-0{,}560) X_2 + 0{,}434X_3$$

Based on the table above the results can be explained as follows:

- Y = the performance of employees; X_1 = transformational leadership; X_2 = career path and X_3 = communication.
- The value of a constant (a) = 7.718, which means that if the variable (X_1), (X_2) and (X_3) is zero or is considered as a constant, then the employee's performance will be worth of 7.718.
- The coefficient of X_1 (b_1) = 0.745, which means that if the variable X_1 went up by 1 (one) unit of then affecting the variable performance of employees is rose by 0.745.
- The coefficient of X_2 (b_2) = -0.560, which means that if the variable career (X_2) went up by 1 (one) unit of then affecting the variable performance of employees is dropped by -0.560.
- The coefficient of X_3 (b_2) = 0.434, has meaning that if a communication variables (X_3) is rose by 1 (one) unit of then affecting the variable performance of employees rose by 0.434.

4.1.2. t-Test and F-Test

The result of the t-test and F test using SPSS 17 laptops program assistance and analysis data can be seen as follows:

Table IV.2 The t-Test Analysis Results

Coefficients[a]

Model		t	Sig.	Collinearity Statistics	
				Tolerance	VIF
1	(Constant)	3.444	.001		
	Transformational Leadership	5.269	.000	.466	2.146
	Jenjang Karir	-6.298	.000	.706	1.417
	Komunikasi	4.578	.000	.607	1.647

a. Dependent Variable: Kinerja Karyawan

Table IV.3 The F-test analysis results

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	131.391	3	43.797	40.383	.000[a]
	Residual	49.889	46	1.085		
	Total	181.280	49			

a. Predictors: (Constant), Komunikasi, Jenjang Karir, Transformational Leadership

b. Dependent Variable: Kinerja Karyawan

Source: SPSS Data processed by the researcher, 2018

As for data tables IV.2 and IV.3 above can be it described as follows:

a. The t-test results show that the partially variable transformational leadership (X_1) has a value of $t_{calculate}$ of 5.269 meaning influential positive significance and value of $0.001 < 0.05$ (5%) which means a significant effect. This means 1 hypothesis (H_1) stating the transformational leadership (X_1) positive and significant effect on performance of employees (Y) accepted or proven.

b. The t-test results show that the partially succession variables (X_2) $t_{calculate}$ has a value of -6.298 which means negative effect and significance value $0.000 < 0.05$ (5%) which means a significant effect. This means the hypothesis 2 (H_2) stating career (X_2) a positive and significant effect on performance of employees (Y) are denied or not proven.

c. The t-test results show that the partially variable communication (X_3) has a $t_{calculate}$ value of 4.578 meaning influential positive significance and value $0.000 < 0.05$ (5%) which means a significant effect. This means 3 hypothesis (H_3) stating communications (X_3) a positive and significant effect on performance of employees (Y) are accepted or proven.

d. The F-test results showing that in simultant variables of transformational leadership (X_1), career path (X_2) and communications (X_3) have a $t_{calculate}$ value of F_{table} (40.383) > 2.81 which emphasizes the positive and influential significance value $0.000 < 0.05$ (5%) that means a significant effect. This means the hypothesis 4 (H4) stating the transformational leadership (X_1), career path (X_2) and communications (X_3) positive and significant

effect on performance of employees (Y) are accepted or proven.

4.1.3. R²-Test

The result of the test R^2 using the help of SPSS 17 laptops and program analysis data can be seen as follows:

Table IV.4 The R²-Test Analysis Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.851^a	.725	.707	1.041

a. Predictors: (Constant), Komunikasi, Jenjang Karir, Transformational Leadership

b. Dependent Variable: Kinerja Karyawan

Model Summary^b

Model	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change
1	.725	40.383	3	46	.000

Source: SPSS Data processed by the researcher, 2018

As for the data table IV.4 above can be described as follows:

Test results (R^2) shows the Adjusted R Square = 0.707 meaning shows that the variable transformational leadership, career and communication have an impact on employee performance variables (Y) construction company Harkon Persada of 70.707% and the rest is 100%-70.707% = 29.293% can be explained by other variables outside of the study variables, such as work environment, compensation, work discipline and so on.

The results obtained show that this research can be used to predict the performance of a model employee with his bound variables which is transformational leadership, career and communication especially for construction company Harkon Persada Sukoharjo.

4.2. Discussion

Partially variable of transformational leadership in a positive and significant effect against construction company employee performance variables Harkon Persada Sukoharjo. This research in accordance with the results of research conducted by I Putu Putra Perdana Yuda and I Gusti Ayu Adnyani Dewi (2011), which States that transformational leadership is positive and significant effect on performance of employees. Partial communication variables also effect positively and significantly to the performance of the construction company employee variable Harkon Persada Sukoharjo. This research in accordance with the results of research is conducted by Nurhayati (2014), who states that the communication a positive and significant effect on performance of employees. It is because the leaders

capable of motivating its employees to thrive, keep the commitment and communication that exists in companies as well as the presence of caring and comfort in the work so that the work can be run well. Succession partially variable effect negatively and significantly to the performance of the construction company employee variable Harkon Persada Sukoharjo. Research results according research conducted by Faradistia r. Paputungan (2013 who states that the succession to the performance of the employee. Negative effect here occurs because the giving opportunities increased his career in companies in the development and self-actualization are less attractive to employees because of the convenience of the employee to the position of the work now and do not want to receive more responsibility. It can occur due to a mismatch between expectations of compensation with the workload that will they receive. Simultaneously variable transformational leadership, career and communication a positive and significant effect against the performance of construction company employee Harkon Persada Sukoharjo. Boost transformational leadership, career and communication together will be a positive effect on performance of employees.

5. CONCLUSIONS AND RECOMENDETIONS

5.1. Conclusions

Partially transformational leadership and communication a positive and significant effect is against the performance of construction company employee Harkon Persada Sukoharjo. Succession of negative and significant effect against the performance of construction company employee Harkon Persada Sukoharjo.

In simultant transformational leadership, career and communication a positive and significant effect is against the performance of construction company employee Harkon Persada Sukoharjo.

5.2. Recomendations

Further research could examine the object of research and the use of the item of question. For other researchers it can be used as a reference in conducting research related to transformational leadership, career and communication.

For leader of construction company Harkon Persada Sukoharjo, should pay attention to succession of employees, by means of the granting of information and detail to clearly position promotion to be the encouragement of employees

to improve the performance of employees, if wrong granting of information then able to negatively affect performance for employees. Keep good communication with employees, giving free time to listen to the complaints of employees over their fate, thus leading to harmonization between the relationship of superiors and subordinates who could create a conducive working conditions and is capable of being a minimal model good for her, so there is the figure of the leader of the Foundation of the role models in doing the work.

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