

The Influence of Motivation, Communication, Leadership Style on employee performance at the Office of Supervision and Customs Service & excise Type C Bontang

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ABSTRACT

This research investigates and analyzes the influence of variables of Motivation, communication, leadership style on employee performance on employee performance variables at the Office of Supervision and Customs & Excise Service Type C Bontang Customs. These variables in this study are referred to simultaneously, for example, endogenous variables: Motivation (X1), Communication (X2), Leadership Style (X3), (While endogenous or dependent variables (dependend variables) are Performance (Y). using primary data, namely data obtained from respondents directly from interview results or the results of filling out questionnaires collected through field surveys. And secondary data is data that is taken indirectly, namely data that has been processed by agencies, in the form of reference books, reports. The data analysis used in this study is qualitative analysis and quantitative analysis. The population used is employees at the Bontang Customs Supervision and Service Office type C Customs Which amounts to 113 people. By using the jebuh sample method, that is, all populations become samples. using spss for Windows programs ver 22.0 and AMOS ver 22.0. Motivation has a significant effect on employee performance, this shows that the higher the motivation, the more it will improve employee performance. Communication has a significant effect on performance, this shows that the better the communication will make the higher the employee's performance. Leadership Style does not have a significant effect on employee performance, this shows that leadership style does not have a direct effect on employee performance.

Keywords:

Leadership Style, Communication, Performance, Motivation

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INTRODUCTION

The Office of Supervision and Service of Customs & Excise Type C Bontang is a government agency whose mission is to facilitate trade and industry, guard the borders and protect the people of Indonesia from smuggling and illegal trade and optimize state revenues in the Customs and Excise sector. With this mission, high performance is required from all employees in the Office of Supervision and Customs & Excise Service Type C Bontang Customs. To optimize the performance of employees, it is necessary to improve their performance. In an effort to dig deeper into those related to employee performance, researchers conducted a preliminary survey of employees of the Bontang C Customs Supervision and Service Office. It turns out that the survey results indicate that there are still problems related to Communication, Motivation, Leadership. Research identification of this research is that although in this office has done various things such as improving communication relationships, namely through information or announcements, increasing motivation by providing basic mentality training, increasing leadership by providing leadership training, but all of them have not been able to improve employee performance. Such as freedom of opinion, information feedback, support for work situations, providing service rewards to employees both financial and non-financial, job suitability with expertise and insufficient leadership support.

THEORETICAL DESCRIPTION

Motivation towards performance. Many variables that affect performance include work motivation. According to Henry Simamora (in 2005:14) states that there is a relationship between work motivation and performance. Factors that affect performance include work motivation. This can be seen from Henry Simamora's statement regarding factors that affect performance, including psychological factors, in this factor there is a variable of work motivation towards his own work. Based on the statement above that there is a relationship between work motivation and performance.

Maslow states that human beings are motivated to satisfy a number of needs inherent in each human being that tend to be innate (Marihot Tua E.H., 2002). Maslow's hypothesis says that the five levels of needs that reside in man consist of :

1. Physiological, including the need for clothing, food, shelter and other physical needs.
2. Security, among other things the need for safety and protection against physical and emotional losses.
3. Social, among other things affection, mutual belonging, well-received, friendship.
4. Awards, among others, include factors of self-respect such as self-esteem, autonomy and achievement. As well as factors of external self-respect such as status, recognition and attention.
5. Self-Actualization, is the drive to become a person or according to his ambitions which includes growth, achievement of potential, and fulfillment of

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self-needs.

The theory of hope from Victor Vroom (Robbins 2013:238) gives a statement about the existence of a relationship between motivation and performance, the statement is as follows : "That an employee will be willing to make greater efforts if he believes that the effort will result in a good performance appraisal, and that a good performance appraisal will result in salary increases and promotions, and all of them allow the person concerned to achieve his personal goals".

The relationship of Communication variables to performance.

This research is entitled The Relationship between Organizational Communication and Employee Performance at the Sabang City Education Office. This study aims to find out how much influence the relationship between organizational communication and employee performance in the Sabang City Education Office. Organizational communication is the sending and receiving of various organizational messages within formal and informal groups of an organization. Organizational communication is very functional in organizational activities, namely to connect fellow employees, be it leaders to staff, or other fellow staff, which will lead to the achievement of quality employee performance. Good organizational communication relationships can encourage and provide responsibility in their duties. With a good organizational communication relationship with the performance of employees in an organization, the expected common desires and goals will be perfectly achieved. This research is a correlational research with a quantitative approach. This study used a survey research method, namely by using a questionnaire as a research instrument with a total of 68 respondents. The statistical technique used is Pearson's Product Moment correlation analysis. The results showed the value of the correlation coefficient between organizational communication variables and employee performance variables of 0.678 which means that the relationship shows a strong correlation. The calculated value of 7.494 with a probability value of $\alpha = 0.05$ (2-sided test), then a significant test of 7.494 (thitung) > 1.996 (ttabel), H_a received or a correlation of two significant variables was obtained. So the relationship between organizational communication and employee performance at the Sabang City Education Office is positive and significant. Keywords: Organizational Communication, Employee Performance

The relationship of leadership style variables to performance. According to Tampubolon (2007:42), leadership style is behavior and strategy as a result of a combination of philosophy, skills, traits, attitudes, which a leader often applies when he tries to influence his subordinate performance. Mulyadi and Rivai (2009;73), state that leaders in their leadership need to think about and show the leadership style that will be applied to their employees. Leadership style is a behavioral norm used by a person at the time when the person is trying to influence the behavior of others. In the Path Goal Theory developed by House (1971:321) in Kreitner and Kinicki (2005:313) states that the leader encourages higher performance by providing activities that influence his subordinates to believe that valuable results can be achieved with serious effort. Universally applicable leadership results in a high level of performance and satisfaction of subordinates. Effective leadership can be obtained through his leadership style that is applied appropriately in an effort to encourage and influence his subordinates, so as to improve the performance of subordinates

RESEARCH METHODS

This research uses two approaches, namely a descriptive approach (descriptive research) and an explanatory approach (explanatory research). The descriptive approach

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is carried out because the researcher seeks to explain the results of the study by using tables, figures and graphs regarding data or numbers that have been processed through the statistical tools of the SPSS for Windows ver 22.0 program. While the explanatory approach is used to explain the influence of exogen variables or what is often called variables that affect (independent) on endogenous variables or known as dependent variables (dependend) processed with AMOS ver 22.0. These variables in this study are referred to simultaneously, for example, endogenous variables: Motivation (X1), Communication (X2), Leadership Style (X3), (While endogenous or dependent variables (dependend variables) are Performance (Y). using primary data, namely data obtained from respondents directly from interview results or the results of filling out questionnaires collected through field surveys. And secondary data is data that is taken indirectly, namely data that has been processed by agencies, in the form of reference books, reports. The data analysis used in this study is qualitative analysis and quantitative analysis. The population used is employees at the Bontang Customs Supervision and Service Office type C Customs Which amounts to 113 people. By using the jebuh sample method, that is, all populations become samples. using spss for Windows programs ver 22.0 and AMOS ver 22.0.

ANALYSIS

Independent Variables	Dependent Variables	Direct Effect				
		Standardized	SE	CR	p-value	Information
Motivation	Employee Performance	0,381	0,197	-1,984	0,047	Significan
Communication	Employee Performance	0,651	0,287	2,684	0,007	Significan
Leadership Style	Employee Performance	0.072	0,142	0.528	0,597	Insignificant

Source : Data processing results, 2020

Motivation has a significant influence on employee performance with $p = 0.047 < 0.05$ with a coefficient value of 0.381, this coefficient shows that the higher the motivation will make the higher the employee performance.

Communication has a significant influence on performance with $p = 0.007 < 0.05$ with a coefficient value of 0.651, this coefficient shows that the better the communication will make the higher the employee performance.

Leadership style has no effect on employee performance with $p = 0.398 > 0.05$ with a coefficient value of 0.072, this coefficient indicates that leadership style does not have a direct effect on employee performance. The Effect of Motivation on Performance

The results of the hypthesis test show that motivation has a significant influence on employee performance, this shows that motivation has a direct effect on employee performance. This is supported by work attitudes, achievement needs and fulfillment of needs are perceived very well by respondents, with this good perception contributing positively to the improvement of employee performance. The results of this study are the same as those conducted by Buraidah (2013) which found that motivation affects employee performance. The results of this study are in line with what was stated by Henry Simamora (in mangkunegara 2005:14)

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Based on the results of the analysis of respondents' answers, it shows that linkages are something that can motivate employees of The Bontang Customs Supervision and Service Type C Customs In improving their performance. Linkage is satisfaction in interacting in the work environment. A very well-established working relationship between fellow employees can be done by establishing a harmonious relationship between fellow employees. Bontang Customs & Excise Supervision and Service Office routinely holds family gatherings every 6 months, in addition to holding capacity building that provides motivation in employees. This aims to strengthen relations, and increase solidarity between employees. A good relationship between superiors and subordinates must also be well established, leaders must pay more attention to relationships with subordinates by establishing harmonious relationships, leaders blend in with subordinates, do not limit themselves and close themselves, increase closeness to subordinates. The leader values subordinates and subordinates respect the leadership, so that good cooperation and harmonious relations are established in carrying out their duties and functions as employees in the Office of Supervision and Customs & Excise Service Type C Bontang Customs.

RESULTS

The Effect of Motivation on Performance

The results of the hypothesis test show that motivation has a significant influence on employee performance, this shows that motivation has a direct effect on employee performance. This is supported by work attitudes, achievement needs and fulfillment of needs are perceived very well by respondents, with this good perception contributing positively to the improvement of employee performance. The results of this study are the same as those conducted by Buraidah (2013) which found that motivation affects employee performance. The results of this study are in line with what was stated by Henry Simamora (in mangkunegara 2005:14)

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The Effect of Communication on Performance

The results of the hypothesis test show that communication has a significant influence on performance, the results of this study show that the better the communication will make the higher the employee performance. The results of the study are in line with research

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conducted by Elsa (2015) which states that communication affects the performance of employees at PT. Iskandar Indah Printing Textile Surakarta. Likewise, Dimas Okta Ardiansyah (2016) stated that there was a positive influence of communication on employee performance in the production department of pt. Setia Kawan Makmur Sejahtera Tulungagung. This research is supported by Robbins theory (2013) which posits that Communication helps the development of motivation by explaining to employees what to do, how they work well and what is done to improve performance if it is substandard.

Organizational communication is the sending and receiving of various organizational messages within formal and informal groups of an organization. Organizational communication is very functional in organizational activities, namely to connect fellow employees, be it leaders to staff, or other fellow staff, which will lead to the achievement of quality employee performance. Good organizational communication relationships can encourage and provide responsibility in their duties. With a good organizational communication relationship with the performance of employees in an organization, the expected common desires and goals will be perfectly achieved.

The Influence of Leadership Style on Performance

The results of the hypothesis test show that leadership style has an insignificant influence on employee performance, this shows that leadership style is not directly significant to employee performance. The results of this study are not in line with the results of research conducted by Elsa (2015) which states that leadership style affects employee performance. However, the results of this study are in line with the results of research conducted by Emu (2012). This shows that the application of leadership style by superiors is not able to improve employee performance, therefore it is necessary to find an alternative leadership style that is considered suitable to be applied so that the application of this leadership style can improve employee performance.

Based on the results of the analysis of respondents' answers, it shows that leadership at the Customs Office is achievement-oriented leadership, in this case it is explained about the attitude of the leader towards his subordinates in achieving achievements as optimally as possible, such as providing job challenges to stimulate work achievements. The challenges in question include finding findings of violations committed by service users, both services and inspections and supervision. The examination in question is a physical examination and documents. Physical examination includes checking the integrity of the goods, matching between the seal number and the packaging number, checking the integrity of the seal. Furthermore, the opening of the seal and the production of goods are carried out to be checked and adjusted to the packing list. If the goods do not match the packing list, then there will be a violation of the imported goods. The findings of this violation are set forth in the form of reports on the results of the examination and photo evidence. Document checks include checking PIB, invoices, and other supporting documents, checking the classification of goods, seeing the price stated whether under invoicing (selling price is cheaper than market price) or not, if under invoicing if there is a finding of violation. Checking the SPPB (Goods Expenditure Approval Letter), and others. In addition, the provision of a schedule from the leadership to subordinates, for example, is related to the processing of applications submitted by service users (exporters, importers) for bonded areas. In this case, PKC employees use the licensing inhouse application to conceptualize permits, to then assign external service duties by superiors so that subordinates install new applications related to bonded area permits by going directly to the field. The provision of schedules by the leadership is also carried out related to overtime and picket tasks carried

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CONCLUSION

Motivation has a significant effect on employee performance, this shows that the higher the motivation, the more it will improve employee performance. Communication has a significant effect on performance, this shows that the better the communication will make the higher the employee's performance. Leadership Style does not have a significant effect on employee performance, this shows that leadership style does not have a direct effect on employee performance.

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