

## DETERMINATION OF EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION AS INTERVENING VARIABLE

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**ABSTRACT.** The purpose of this research is to analyze the influence of empowerment, interpersonal communication job involvement, on performance employee's performance, through work motivations. Sample in this research totaled 101 employee's. Sampling techniques using census method with saturated sampling technique, so the whole population is used as a sample. Variable this research consisting empowerment, interpersonal communication, job involvement, work motivation, employee's performance. Data collection methods used were questionnaires. Analysis of the data used is multiple linear regression analysis and path analysis using SPSS 24. The results showed direct influence on employee's performance indicates empowerment and job involvement are supported, but for interpersonal communication is not supported. The Results of research indirect effect on employee's performance through work motivation showed empowerment dan job involvement are not supported, but interpersonal communication supported. This research is expected to be beneficial for PT. Leo Hupindo to improve employee performance.

**Key words:** Empowerment; Interpersonal Communication; Job involvement; Work Motivation; Employee's Performance

### DETERMINASI KINERJA KARYAWAN DENGAN MOTIVASI KERJA SEBAGAI VARIABEL INTERVENING

**ABSTRAK.** Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh pemberdayaan, komunikasi interpersonal dan keterlibatan kerja terhadap kinerja dengan motivasi kerja sebagai mediasi. Sampel dalam penelitian ini berjumlah 101 orang karyawan PT. Leo Hupindo Medan. Teknik pengambilan sampel menggunakan metode sensus dengan Teknik sampel jenuh, jadi seluruh populasi digunakan sebagai sampel. Analisis data yang digunakan itu analisis regresi linear berganda dan analisis jalur dengan menggunakan SPSS 24. Hasil penelitian pengaruh langsung pada kinerja karyawan menunjukkan pemberdayaan dan keterlibatan kerja di dukung, namun komunikasi interpersonal tidak didukung. Hasil penelitian pengaruh tidak langsung pada kinerja karyawan melalui motivasi kerja menunjukkan komunikasi interpersonal didukung, sedangkan pemberdayaan dan keterlibatan kerja tidak didukung. Penelitian ini diharapkan bermanfaat bagi PT. Leo Hupindo untuk meningkatkan kinerja karyawan.

**Kata Kunci:** Pemberdayaan; Komunikasi Interpersonal; Keterlibatan Kerja; Motivasi Kerja; Kinerja Karyawan.

### INTRODUCTION

In the era of globalization and intense competition lately, the business world is required to create high employee performance for company development. Companies must be able to build and improve performance in their environment. The success of the company is influenced by employees namely human resources (HR), human resources are central factors that play a role in processing the input (input) into output (output) produced by the organization. Therefore more efforts are needed in improving the quality of human resources, in an effort to improve employee performance and company performance. For that every company needs to pay attention and regulate the the existence of its employees in an effort to improve performance.

As stated by Gomes, Faustino Cardoso (2003: 135) that organizational performance is determined by the performance of employees in the organization itself, for that every organization will try to improve the performance of employees who are human resources in achieving organizational goals that have been set. In improving performance, employees must be motivated to work first. Work motivation is the strength

or encouragement that exists in employees to act or behave in certain ways. The strength is in the form of an individual's willingness to do something or according to their individual abilities (Robbins, 2011: 135). Ernest J. Mc Cormick in Mangkunegara (2012: 94), states that work motivation is defined as a condition that influences arousing, directing, and maintaining behaviour related to the work environment. Every person who is part of an organization and engages in organizational activities has a certain motivation, partly because he believes that by being involved in the organization, he can fulfill his needs, hopes and desires. Having motivation and not being motivated can be reflected in the behavior it exhibits. Employees with high work motivation love their jobs, while employees with low work motivation are those who are lazy, tend to violate organizational rules, such as disciplinary violations and also have no work motivation and lack of love for their work

A person's work motivation can be shaped by empowerment, work involvement and good interpersonal communication. A person's work motivation can be influenced by how the empowerment system implemented by the company, how management conditions the organization of the company to be a suitable place for

the growth of employee involvement, and the existence of good communication so as to create and maintain motivation by explaining what must be done by employees, about the level of work achievement that can be achieved and provides input to improve employee performance, if it is still considered unsatisfactory. One effort to increase company productivity is through employee empowerment programs. Because employee empowerment is an effort to encourage and enable individuals to assume personal responsibility for their efforts to improve the way they do their work and connect to the achievement of organizational goals. Employee empowerment carried out by the company to its employees can not only spur to increase creativity but also the motivation and innovative power possessed by each employee in carrying out their duties and responsibilities. With the empowerment program, it is expected that employee performance will improve and company goals will be achieved. Thus every employee in the company requires high motivation to be willing to carry out work enthusiastically, passionately, and dedicated. Also employee empowerment will benefit and benefit the organization. Therefore, empowerment is seen as an important part of ensuring the survival of the organization in a competitive environment.

PT. Leo Hupindo (LH), a company engaged in the upstream-downstream broiler chicken breeding industry, is currently also implementing an employee empowerment program as one of the steps of the organization to participate more actively and make things work well, because the benefits of empowerment are possible the workforce is more responsive and adaptive in the ever changing business environment, Swenson (2008: 13). At PT. LH where employees should be empowered and involved in a job in accordance with the duties of their superiors is expected that all employees participate actively in accordance with their abilities so they can work more motivated and improve performance. But in reality, there are still employees who often do not come to work for personal reasons and low work discipline, high employee turnover even though it has been empowered and involved in a job tends to be less motivated to work because employees who work not with the capabilities they have.

Organization is a social system in which there is a process of human interaction. This process is a very important thing that needs attention so that the goals of an organization can be realized in accordance with the expectations set. In the communication process there is an exchange of information, opinions or ideas and experiences between members of the organization so that one another enriches and complements each other in collaborative activities for the achievement of objectives. Interpersonal relations can only be realized through the communication process. Good and healthy communication will determine the quality of relationships that will make someone motivated in doing their work. Misunderstandings in

communication will result in different perceptions which if not immediately dealt with will have an impact on the quality of relationships and work motivation which ultimately also determines organizational productivity.

Within an organization or company communication activities are among the very important activities. Goldhaber (1993:14) states that communication activities in organizations are called organizational communication, defined as the process of forming and exchanging messages in a network whose relationship is interdependent to overcome environmental uncertainty. Communication that exists between individuals in an organization is interpersonal communication. Interpersonal communication as the most basic form of communication in an organization, if maintained its intensity, will have a positive effect on the organization, especially superiors and subordinates. Effective interpersonal communication will succeed if it creates good effects, such as understanding, changing attitudes, better relationships will foster trust and openness, and can foster enthusiasm in employees so as to foster high work motivation (Priliantari, 2010: 3).

The lack of interpersonal communication between employees is shown by the still obstacles in interpersonal communication between colleagues, and lack of openness between leaders and employees, and several indicators of interpersonal communication are still not good, there is still mutual mistrust among fellow employees, there is still a lack of mutual assistance between fellow the employee.

Work involvement is an important thing in achieving employee performance in a company or organization. According to Isjanto (2005) employees who have high work involvement give the best efforts in their work, including giving more than is required for their work, and always thinking of the best ways to work. Employees with high work involvement will have concern and understand the business context, and work with colleagues to improve performance in their work teams for the good of the company, Rich and Lepine (2010). Employees who have high work involvement in their work are characterized by having a high concern for work, a feeling of being psychologically attached to the work they do, and a strong belief in their ability to complete, Robbins (2001: 91). Therefore, organizations should more often involve employees in every job, so that employees involved become more motivated in work and improve performance, thus saying that the organization is successful. Problems in work involvement at PT. LH is still a lot of employees less involved employees less fully involved in completing work because the work is considered less important and can be done with the help of others. The employees also do not use the time to finish work, they are more relaxed and talking with other employees. Employees also feel burdened when given other assignments because they cannot complete their previous assignments on time.

Empowerment refers to the ability of people/ groups/ communities that are vulnerable and weak, so

they have the strength or ability to meet their basic needs so they have freedom from ignorance and participate in the development process and decisions that affect them, Muljono and Burhanuddin (2016: 123). According to Khan (2007: 54), employee empowerment is one of the mandatory efforts to create quality human resources, have the ability to utilize, develop and master science and technology, as well as management capabilities, improve the quality of human resources to be able to meet the challenges of increasing development the faster, more efficient and productive, it must be done continuously so that it still makes productive human resources. Empowerment is interpreting people, means encouraging them to become more involved in decisions and activities that affect their work, Wibowo (2008: 112).

The same thing was stated by Greenberg and Baron (2003: 448) that empowerment is a process where workers are given an increased amount of autonomy and flexibility in relation to their work.

According Atmosoeparto (2002:64), empowerment of human resources through learning activities must lead to the realization of people who are able to actualize themselves. Yukl in Supriyanto (2009: 18) argues that empowerment provides a participatory and employee engagement program that does not reduce the feeling of not having or allowing people feel that their work is meaningful and valuable. From some of these definitions it can be concluded that empowerment is the involvement of employees who really matter, so that they are truly able to carry out work and are involved in decision making and in problem solving. Employee empowerment is done by exploring the potential within each employee, so that it is not only in the form of the distribution of power that already exists and has been owned by the organization, but also is the development of power.

#### Interpersonal Communication

Dewi and Pratamawati (2018: 191) in their writings mentioned that communication is an event that is experienced internally, which is purely personal, shared with others; or transferring information from one person or group to another. Communication is a method used in establishing relationships with others both inside and outside the organization which is in the category of oral and written communication methods. Communication plays a very important role in determining the extent to which people can work together effectively to achieve the goals that have been determined (Rivai, 2004: 273). The importance of communication in relation to work is shown by the amount of time spent communicating on the job. Organizations or companies must have human resources to carry out their activities, so that these activities can run well, a good relationship between the members of the organization and the company will be opened. Good relations can occur with communication. Communication that exists between individuals in an organization is interpersonal communication. Effective interpersonal

communication will succeed if it has good effects, such as typing, pleasure, attitude changes, better relationships, and can provide positive and real work motivation, Priliantari (2010: 3).

On the research of Ngatinah, Purnami (2019:24) found that interpersonal communication contributes positively on teacher performance and is needed to establish close relationships, so as to create the principle of filling each other's deficiency, generating relationships, creating and maintaining meaning.

Based on the description above it can be concluded that interpersonal communication a sense of friendship and build mutual trust, respect the opinions of others and develop new ideas / ideas. the price of respect in protecting other people's feelings.

#### Work Involvement

Work has great meaning for individuals in terms of life satisfaction and their work provides a clue about individual status. Rivai and Mulyadi (2012: 246) state that work involvement is the degree to which a person is psychologically impartial to his work and considers the level of performance important for self-esteem. Shragay and Tziner (2011: 145) state that the relationship between work involvement and the individual is deep and complex, working well and how to achieve the value of work as a source of income. Working is part of the individual, among others self-image, and therefore work involvement is an important means of satisfying deep and possible needs through self-expression.

Lodahl and Kejner in Shun Liao and Lee Wen (2009: 24) define work engagement as the level of absorption of an employee's experience by integrating affirmations in his work activities. Shragay and Tziner (2011: 146) stated that work involvement is how much psychological identification of an individual towards his work. The greater the individual identifies himself with his work, the higher work involvement. In essence, work involvement means employees are emotionally involved in their work. He considers his work in a company not just to earn income, but also helps deliver the company to achieve its goals. According to Chughtai (2008:180), work engagement factor, is indicated as a factor in improving performance, A high level of job involvement plays a role in shaping performance, increasing the quality and quantity of work, high work efficiency. As the results of the research Rizwan and Khan (2011), it was found that work involvement had a significant positive effect on performance.

Based on the description above it can be concluded that work involvement is a form of employee behavior that has a high work motivation and actively participates in carrying out the duties and responsibilities where the place works and the sense of ownership, trust and responsibility and support that has an impact on improving individual performance and increasing performance organization.

### Work motivation

According to Luthans (2006: 270), motivation is interpreted or close to words such as desires, hopes, target goals, needs, encouragement, and incentives. Jones and Goerge (2008: 519, 617) say that; "Motivation is psychological forces that determine the direction of a person's level of effort, and a person's level of persistence." Motivation is a psychological force that determines the direction of one's level of effort and perseverance and is also central to management, because it explains how people behave and how they do work within the organization. Motivation is an activity to foster a situation that can directly direct the impulses that exist in a person to activities to achieve predetermined goals, Hersey and Balanchard (2008). The basic process of motivation occurs from the need. Needs form an impulse that is followed at a goal. In the context of the motivation system includes three elements that interact and are interdependent namely; needs, encouragement and goals.

Based on the description above, it can be concluded that work motivation is a set of positive work behavior with a willingness to spend a high level of effort towards organizational goals, which are conditioned by the ability of the effort to meet an individual's needs, drive to develop and make progress in the workplace, the level of relationships with the leadership, and the level of relationships with fellow co-workers and the level of opportunity to channel / utilize the ability of self.

### Employee performance

Employee performance is the work that can be achieved by someone in carrying out the tasks assigned to him both in quality and quantity based on skills, which are based on work results and processes in carrying out work, (Mangkunegara, 2012: 67). Performance according to Wirawan (2013: 5), is the output produced by the functions or indicators of a job or a profession within a certain time. In general the dimensions of performance can be grouped into three types, namely: work results, work behavior, and personal characteristics related to work. Bohlander et al. (2010: 81) states that "employee performance has been associated with the ability of the individual employees realizing their respective work goals, fulfilling expectations as well as attaining job targets and / or accomplishing a standard that is set by their organizations". Employee performance is linked to the ability of individual employees to realize their work goals, meet expectations and achieve work targets and / or achieve the standards set by their organizations. Whereas Mathis and Jackson (2002: 78) state that employee performance is how much they contribute to organizations which include: work quantity, work quality, time utilization and cooperation.

Based on the description above, it can be concluded that employee performance is the result of work quantity, quality of work, cooperation and service, knowledge in

carrying out work, level of attendance, independence, loyalty to the organization, initiative in work, trust worthiness in work, enthusiasm in completing work. Based on the theory and the results of previous studies it can be concluded that empowerment, interpersonal communication and work motivation involvement have an influence on employee performance through work motivation as mediation.

## METHOD

The object of research that becomes the independent variable in this study is Empowerment, Interpersonal Communication and Job Involvement. While the dependent variable is Work Motivation and Employee Performance. The nature of this research is descriptive and verification. Descriptive research is research that aims to obtain a description of the characteristics of variables.

The nature of verification research basically wants to test the truth of a hypothesis carried out through data collection in the field. Where in this study will be tested whether empowerment, interpersonal communication and job involvement effect work motivation and employee performance.

Considering the nature of this research is descriptive and verification carried out through data collection in the field, the research method used is descriptive survey method and explanatory survey method.

The unit of analysis in this study is individual, namely the employees of PT. LH. The time horizon in this study is cross-sectional, where the research is carried out at one time simultaneously. The sample in this study amounted to 101 employees. The selection of samples from the population is to use total sampling, namely sampling by taking the population as a sample, (Arikunto, 2010). The data technique used is linear regression analysis and multiple path analysis using SPSS 24.

## RESULTS AND DISCUSSION

### Regression Estimation Results

#### *Coefficient of determination*

Researchers using the SPSS 24 Program, present the results of data processing for the coefficient of determination in the Table 1.

**Table 1. Coefficient of determination test results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881 <sup>a</sup>	.776	.767	2.267

a. Predictors: (Constant), Y1:MK, X2:KI, X3:KT, X1:PD

b. Dependent Variable: Y2:KK

*Simultaneous or simultaneous test (F-test)*

Simultaneous or simultaneous test or *F test* aims to test the first hypothesis which is to find out the effect



or not significantly of the independent variables together (simultaneously) on the dependent variable.

**Table 2. Simultaneous or simultaneous test results (Test F)**

ANOVA <sup>a</sup>					
Model		Sum of Squares	df	Mean Square	F
1	Regression	1712.853	4	428.213	83.319
	Residual	493.385	96	5.139	
	Total	2206.238	100		

a. Dependent Variable: Y2:KK  
b. Predictors: (Constant), Y1:MK, X2:KI, X3:KT, X1:PD

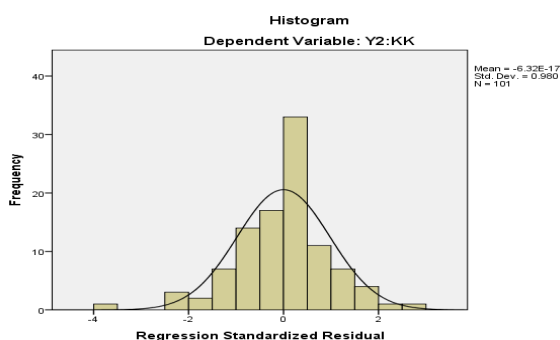
Based on the data in Table 2 it can be seen that  $F_{count} = 63.277$  with a significance level of 0.000b. When compared with  $F_{table}$  at a 5% confidence level ( $\alpha = 0.05$ ) which is only 2.47, the  $F_{count}$  value is greater than the  $F_{table}$  value ( $F_{count}(63.277) < F_{table}(2.47)$ ) so that it can be said that empowerment, interpersonal communication, job involvement and work motivation Simultaneous are significant explanatory variable for the Employee Performance of PT. LH.

#### Classical assumption test

##### Normality test

Normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution (Ghozali, 2005). As it is known that the F-test and t-test assume that the residual value follows the normal distribution. This test can be done with the histogram approach. The results of the normality test use the histogram approach.

In the histogram graph Figure 1 shows that the variables are normally distributed.



**Figure 1. Histogram graph**

##### Multicollinearity test

The multicollinearity test results of the independent variables namely empowerment, interpersonal communication, job involvement and work motivation, according to Table 3.

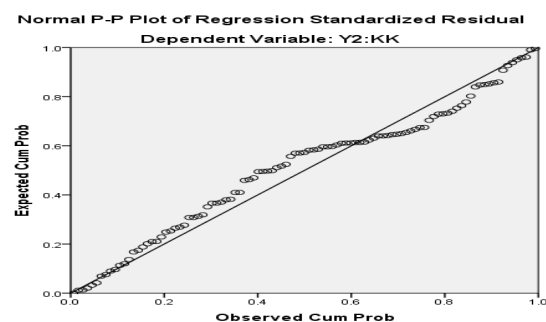
It can be seen that the tolerance value is still below the number 1 or above 0.1. This shows the correlation coefficient between the independent variables does not occur multicollinearity, also if seen from the value of the Variance Inflation Factor (VIF) is also still below 5, then

it means no multicollinearity occurs on the independent variables.

##### Heteroscedasticity test

This test is carried out in a regression model whether in a regression model there is an inequality of variance from residuals from one observation to another. If the variance of the residuals from one observation to another is fixed. Conversely, if the variance is different, it is called heteroscedasticity. The good regression model is a regression model that does not occur heteroscedasticity. From the graph presented in the image below, visible points spread randomly and do not form certain patterns and clearly in Figure 2.

##### Partial test (t-test)



**Figure 2. Scatterplot graph**

Partial test or t-test has the aim to test the second hypothesis, which is to find out the influence or not significantly of the independent variables individually (partial) on the dependent variable. The following are the results of the F-test and t-test in Table 3.

To determine whether  $H_0$  or  $H_1$  is rejected or accepted, then the value of  $t_{count}$  compares with the value of  $t_{table}$  at a significance level of 5% ( $\alpha = 0.05$ ), where the value of  $t_{table}$  at a significance level of 5% ( $\alpha = 0.05$ ) is 1,660, as seen in Table 6, it can be the following conclusions are drawn:

Empowerment variable ( $X_1$ ) has a significance value of  $0.004 < \alpha = 0.05$  with a regression coefficient of 2.160. Based on these results, then  $H_1$  is accepted which means there is an influence of empowerment on employee performance.

Interpersonal communication variable ( $X_2$ ) has a significance value of  $0.352 > \alpha = 0.05$  with a regression coefficient of -0.113. Based on these results, then  $H_2$  is rejected, which means there is no positive effect of interpersonal communication on employee performance.

Job involvement ( $X_3$ ) has a significance value of  $0.004 < \alpha = 0.05$  with a regression coefficient of 3.265. Based on these results, then  $H_1$  is accepted which means there is an influence of job on employee performance.

Work motivation variable ( $Y_1$ ) has a significance value of  $0.000 < \alpha = 0.05$  with a regression coefficient of 5.825. Based on these results,  $H_4$  is accepted which means there is a positive influence of work motivation on employee performance.

*Regression model (linear model)*

Based on the estimation or regression results, the regression equation can be formulated as follows:

$$Y_2 = 4.423 + 0.182 X_1 - 0.008 X_2 + 0.251 X_3 + 0.328 Y_1$$

From the above equation can be interpreted that is a constant value of 4.423 means that if the empowerment variable, interpersonal communication, job involvement, work motivation together with 0, it will be followed by employee performance of 4.423. Empowerment variable ( $X_1$ ) of 0.182 means that if there is an increase in empowerment every one unit, it will be followed by an increase in employee performance by 0.182.

Interpersonal communication variable ( $X_2$ ) of -0.008 means that if every interpersonal communication

increases every one unit, it will be followed by a decrease in employee performance by 0.008.

Job involvement variable ( $X_3$ ) of 0.251 means that if there is an increase in job involvement every one unit, it will be followed by an increase in employee performance by 0.251.

Work motivation variable ( $Y_1$ ) of 0.328 means that if there is an increase in work motivation every one unit, it will be followed by an increase in employee performance by 0.328.

*Path test (path analysis)*

Path test is used to test the effect of intervening variables. Path analysis is an extension of multiple linear regression analysis, (Ghozali, 2011. p. 249).

**Table 3. Partial test results (t-test)**

Coefficients <sup>a</sup>							
Model B	Unstandardized Coefficients		Standardized Coefficients	t	Sig. Tolerance	Collinearity Statistics	
	Std. Error	Beta				VIF	
1 (Constant)	4.423	1.340		3.301	.001		
X1:PD	.182	.084	.205	2.160	.033	.259	3.864
X2:KI	-.008	.074	-.009	-.113	.910	.347	2.882
X3:KT	.251	.077	.280	3.265	.002	.317	3.153
Y1:MK	.328	.056	.483	5.825	.000	.338	2.957

a. Dependent Variable: Y2:KK

**Table 4. Direct effects results**

Coefficients <sup>a</sup>							
Model B	Unstandardized Coefficients		Standardized Coefficients	t	Sig. Tolerance	Collinearity Statistics	
	Std. Error	Beta				VIF	
1 (Constant)	5.006	1.546		3.237	.002		
X1:PD	.232	.097	.261	2.389	.019	.261	3.825
X2:KI	.076	.084	.084	.904	.368	.361	2.772
X3:KT	.505	.073	.563	6.881	.000	.467	2.142

a. Dependent Variable: Y2:KK

**Table 5. Path I test results**

Coefficients <sup>a</sup>						
Model B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	Std. Error	Beta				
1 (Constant)	1.779	2.412			.737	.463
X1:PD	.152	.151	.116	1.002	.319	
X2:KI	.256	.131	.193	1.964	.052	
X3:KT	.775	.115	.585	6.768	.000	

a. Dependent Variable: Y1:MK

**Table 6. Path II test results**

Model B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Std. Error	Beta			
1					
(Constant)	4.423	1.340		3.301	.001
X1:PD	.182	.084	.205	2.160	.033
X2:KI	-.008	.074	-.009	-.113	.910
X3:KT	.251	.077	.280	3.265	.002
Y1:MK	.328	.056	.483	5.825	.000

a. Dependent Variable: Y2:KK

Path analysis is the use of regression analysis to estimate causality relationships between variables (causal models) that have been predetermined based on theory.

Based on the three Tables 4-6 above, the path test result can be interpreted that the result of direct influence (0.261) are greater than indirect effects (0.056) so it can be concluded there is no influence of empowerment on employee performance through work motivation as mediation and H5 is rejected.

The results of direct influence (0.084) are smaller than indirect effects (0.093) so it can be concluded that there is an influence of interpersonal communication on employee performance through work motivation as mediation and H6 is accepted. The results of direct influence (0.563) are greater than indirect effects (0.282) so it can be concluded that there is no influence of empowerment on employee performance through work motivation as mediation and H7 is rejected.

### CONCLUSION

Based on the test results, the results of the analysis and discussion that have been described in the previous chapter, it can be concluded that the results of the study indicate that the first found positive and significant influence of empowerment toward employee performance. This means that a high empowerment will increase employee performance. Both results show that there is no positive effect of interpersonal communication toward employee performance, meaning that getting high interpersonal communication may not necessarily have high employee performance. Third, the results of the study indicate that there is a positive and significant influence of job involvement toward employee performance. This means that high job involvement, employee performance will be higher. Fourth, the results of the study indicate that there is a positive and significant influence of work motivation toward employee performance. This means that high work motivation, employee performance will be higher. Fifth, the hypothesis test results work motivation were unsuccessfully to mediate the empowerment toward employee performance. Sixth, the test results show that the interpersonal communication toward employee performance were successfully mediated by

work motivation. Seventh, the mediation test results that work motivation unsuccessfully mediated the job involvement on employee performance

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