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The Influence of Leadership, Communication, Personality, Motivation, and Competence on Employee Performance PT. Traya Tirta Cisadane

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Abstract

Improving the quality of human resources makes performance more competitive for the sustainability of the company. The purpose of this research is to determine and analyze the influence of leadership on employee performance, communication on employee performance, personality on employee performance, motivation on employee performance, competence on employee performance and leadership, communication, personality, motivation, competence together on employee performance. The population of this research is employees of PT. Traya Tirta Cisadane, numbering 55 people. The sample consisted of 55 respondents, samples were taken using the census method. Data analysis used multiple regression and hypothesis testing using the SPSS version 25 test tool. The results of this study concluded that leadership had a positive and significant effect on employee performance, communication had a positive and significant effect on employee performance, personality had a positive and significant effect on employee performance, motivation had an effect positive and significant impact on employee performance, competency has a positive and significant impact on employee performance Leadership, communication, personality, motivation, competence together have a positive and significant impact on employee performance

Keywords: Leadership, Communication, Personality, Motivation, Competence, Employee Performance

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INTRODUCTION

Improving the quality of human resources is carried out so that the organization becomes more competitive and able to respond to external challenges for the existence and sustainability of the company (Tanady et al., 2024). Achieving the goals of the organization requires good performance, the process of implementing work according to the standards set by the organization and then it becomes a benchmark for those who have good performance (Siswadi & Fahmi, 2023). If they cannot carry out the duties or obligations that have been given in the work according to the request of the leader, it can be said that they have poor performance (Bancin et al., 2023; Susanto et al., 2023). Field findings that there has been a decline in employee performance in the last 3 years (Syaifuddin et al., 2023). The decline that occurred was not in a significant condition, but it shows that continuous evaluation in terms of employee performance is certainly the main focus of the company (F. R. A. Lubis et al., 2023).

Leadership leaders must be able to create good personal relationships between leaders and subordinates, so that there is a sense of mutual respect, trust, mutual help and a sense of unity (Handayani & Khairi, 2022; Qalati et al., 2022). A leader must be able to think constructively, have experience and knowledge and be able to make plans for what will be done (Tianingrum, 2021). Humans are creatures whose desires are unlimited, which encourages them to do activities that can satisfy their needs and satisfaction (Hidayati & Zulher, 2022). The relationship between leadership and performance is highly dependent on the quality of leadership in the organization in question (Y. Lubis et al., 2023). Based on the results of the observations made, it can be seen that the leaders of PT. Traya Tirta Cisadane has not been involved in all things in the company because the leader has entrusted each division leader. So that indirectly there is a separation between leaders and subordinates. Research (Nasib, 2020) There is an influence of leadership on employee performance, while research (Handayani & Khairi, 2022) There is no influence of leadership on employee performance.

Communication is a means to improve team performance to be more efficient. Communication is not just the process of exchanging information between two or more people. In the world of work, communication will be very helpful in providing positive values for both yourself and the company (Luthfi et al., 2022). Good communication allows each employee to be able to interact with each other both between employees and supports the improvement of the performance of each individual who works (Sutrisno, 2022). Healthy communication has the characteristics of a democratic atmosphere so that every individual has full opportunities to participate, and the principle of fairness in both

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coaching and employee empowerment (Huda et al., 2023). Based on the results of the observations made, it can be seen that not all employees are able to communicate freely because the way of communicating between office employees and field employees is different, so that the familiarity of employees between divisions has not been maximized. Of course, when there are things that are considered important to talk about about work, employees have difficulty coordinating with each other. Then the way of delivering information related to work is also incomplete, making information delays. Research (Huda et al., 2023; Luthfi et al., 2022) There is an influence of communication on employee performance, while research (Andrapuri et al., 2023) There is no influence of communication on employee performance.

Personality also plays an important role in determining a person's strengths and weaknesses (Andrapuri et al., 2023). Measurement of employee personality and performance will be carried out well regardless of employee honesty shown by self-reporting by employees (Connelly et al., 2022). The individual personality of an employee affects a person's attitude and behavior, including his or her attitude and work behavior. Personality has an influence on employee performance, so it is quite reasonable when the management seeks to improve the performance of its employees must first understand how the condition or personality type of the employee is (Nurrohmat, 2022; Young & Dulewicz, 2023). Based on the results of the observations made, there are still some employees who have difficulty adapting to new things in the workplace and there are still employees who are vulnerable to making decisions too quickly that should be communicated first with the leadership. Research (Connelly et al., 2022; Young & Dulewicz, 2023) There is an influence of personality on employee performance, while research (Andrapuri et al., 2023) There is no personality influence on employee performance.

Providing motivation appropriately will be able to create enthusiasm, passion and sincerity in a person (Nasution & Priangkatara, 2022). Increased enthusiasm and willingness to work voluntarily will result in better work, which will improve performance (Hidayati & Zulher, 2022). Employee motivation with a mindset in doing work because they are instructed by their superiors and willing to do work if they are continuously monitored or monitored by leaders during work due to self-awareness or on their own initiative are also still factors that affect the implementation of daily tasks (Siswadi & Fahmi, 2023; Yuniarti & Hikmah, 2023). Increasing work motivation for a person is a task and obligation of management (Andreas, 2022; Wandansari et al., 2023). Based on the results of the observations made, there is still a low motivation of employees to give their

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maximum ability to work. This can be seen when there is additional work, employees tend to postpone work and there are some employees who like to complain about the workload they have. Research (Retnowati et al., 2022; Susanto et al., 2023) There is an influence of motivation on employee performance, while research (Luthfi et al., 2022) There is no influence of motivation on employee performance.

Competencies can deepen and expand work abilities (Wandansari et al., 2023). The more often a person does the same work, the more skilled and the faster he or she completes the job (Bancin et al., 2023). Competencies describe what employees do in the workplace at different levels and detail the standards of each level, identifying the characteristics of the knowledge and skills required by the individual that allow carrying out duties and responsibilities effectively so as to achieve professional quality standards in work and produce good performance (Sutaguna et al., 2023; Yuniarti & Hikmah, 2023). Based on the results of the observations made, there are still several employees who have a low educational background who do not have competency certification. Then there are some employees who feel that higher education seems reluctant to improve their competence through non-formal education. Research (Bancin et al., 2023; Yuniarti & Hikmah, 2023) competencies have an influence on employee performance, while research (Wandansari et al., 2023) competence has no effect on employee performance.

RESEARCH METHOD

This research method with a quantitative approach and the type of research in this study is causality research, which is research that is prepared to examine the possibility of causal relationships between variables. With a *survey method* that aims to determine the influence of leadership, communication, personality, motivation, and competence on employee performance. Furthermore, the measurement of these variables in the presentation of a questionnaire or a list of statements using *the Likert* scale. The population in this study is permanent employees of PT. Traya Tirta Cisadane as many as 55 people. Sampling in this study is by the saturated sample method, which is to make the entire population into a sample. Based on that, the sample in this study is 55 people. The schedule for this research is from January-June 2024. The data analysis techniques used in this study are descriptive statistical analysis and inferential statistical analysis. Descriptive statistical analysis was used to describe the characteristics of the research sample. Inferential statistical analysis is used to test the research hypothesis.

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RESULT

To obtain data in this test, the authors distributed a questionnaire to 55 respondents. The number of questionnaire samples was generated from the formula for calculating the number of samples and the questionnaire was distributed to employees of PT. Traya Tirta Cisadane. The number of female respondents was 5 people and 50 men. Respondents aged 21-30 years totaled 19 people, respondents aged 31-40 years totaled 16 people. The respondents aged 41-50 years were 20 people. Thus, the majority of respondents in this study were 41-50 years old. The number of respondents who had a working period of > 5 years was 37 people, and the working period < 5 years was 18 people. the number of respondents who graduated from high school was 34 people. Respondents who graduated from Diploma amounted to 4 people and respondents who graduated from S1 amounted to 17 people. This study has met the standard criteria for validity, reliability, normality, multicollinearity and heteroscedasticity testing.

Table 1. Test Results t

Coefficient						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	19.994	5.014		3.987	.000
	Leadership	.353	.108	.288	3.279	.002
	Communication	.533	.139	.372	3.826	.000
	Personality	.223	.086	.226	2.590	.013
	Motivation	.283	.115	.206	2.454	.018
	Competence	.142	.064	.141	2.205	.032
a. Dependent Variable: Employee Performance						

Based on the results, the regression equation was obtained, namely $Y= 19.994 + 0.353X_1 + 0.533X_2 + 0.223X_3 + 0.283X_4 + 0.142X_5 + e$…….

The t-count value of leadership is 3.279 and the sig value is 0.002 < 0.05 so that H1 is accepted for the leadership variable. The t-count value of communication is 3.826 and the sig value is 0.000 < 0.05 so that H2 is accepted for the communication variable. The t-count value of personality was 2.590 and the sig value was 0.013 < 0.05 so that H3 was accepted for the personality variable. The motivation t-count value was 2.454 and the sig value was 0.018 < 0.05 so that H4 was accepted for the motivation variable. The t-value of the competency calculation is 2.205 and the value of the sig is 0.032 < 0.05 so

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that H5 is accepted for the competency variable. Partially, the communication variable is the most dominant variable affecting employee performance.

Table 2. Test Result F

ANOVA						
Model		Sum of Squares	f	Mean Square	F	Sig.
	Regression	896.056	5	179.211	49.879	.000b
	Residual	176.053	49	3.593		
	Total	1072.109	54			
a. Dependent Variable: Employee Performance						

The F-count value is 49,879 and the significance value is 0,000, so the decision taken is H0 rejected and H6 accepted.

Table 3. Determination Test Results

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914a	.836	.819	1.89550
a. Predictors: (Constant), Competence, Motivation, Personality, Leadership, Communication				
b. Dependent Variable: Employee Performance				

The percentage of contribution of leadership, competence, motivation and work discipline variables in the regression model was 81.9% and the relationship that occurred was very strong.

DISCUSSION

Leadership has a positive and significant effect on the performance of employees of PT. Traya Tirta Cisadane. This is because employees feel that the leadership provides clear directions regarding the tasks given. Clear direction from the leadership serves as a guide that helps employees work more effectively, efficiently, and motivated, ultimately contributing to the improvement of the overall performance of the organization. Of course,

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this is what makes employees get better performance. This research is in line with the research of (Zhang et al., 2021)(Klein, 2023)(Nurabadi, 2021)

Communication has a positive and significant effect on the performance of employees of PT. Traya Tirta Cisadane. Employees feel that good communication makes it easier to understand each other in achieving goals. The messages conveyed by the leaders become easy to accept and communication between fellow employees increases trust in each other. Good communication is the foundation of productive and harmonious work. This helps ensure that all employees work in synergy to achieve a common goal and feel supported in their roles. This research is in line with the research of (Heriyanti, 2021)(Khan et al., 2022)(Hoffmann & Thommes, 2024).

Personality has a positive and significant effect on the performance of employees of PT. Traya Tirta Cisadane. This is due to the presence of employees who have a personality that can work together, obey the rules and be sensitive to new things. The combination of the ability to work together, compliance with rules, and sensitivity to change creates flexible, responsible, and proactive employees, which are valuable assets for any organization. This research is in line with the research of Connelly *et al* (2022) and Young & Dulewicz (2023).

Motivation has a positive and significant effect on the performance of PT. Traya Tirta Cisadane. This is because employees feel that the company strives for a comfortable work environment and rewards the work of employees. By creating a comfortable work environment and providing well-deserved rewards, companies can build stronger, productive, and loyal team motivation, which ultimately contributes to the company's long-term success. This research is in line with the research of Yuniarti & Hikmah (2023) and Wandansar *et al* (2023).

Competence has a positive and significant effect on the performance of employees of PT. Traya Tirta Cisadane. This is because employees feel that they work according to their skills, based on procedures, responsible and confident in the work given. This is an important strategy to create superior employees and support the company's growth and employee performance. This research is in line with the research of Bancin *et al* (2023) and Yuniarti & Hikmah (2023).

Overall, good leadership, effective communication, supportive personality, high motivation, and strong competence are important pillars that simultaneously improve employee performance and contribute to the long-term success of the company. This research is in line with the research of Huda *et al* (2023), Susanto *et al* (2023), Retnowati *et al* (2022), Andrapuri *et al* (2023), Luthfi *et al* (2022), Connelly *et al* (2022), Young &

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Dulewicz (2023), Yuniarti & Hikmah (2023), Wandansar *et al* (2023), and Bancin *et al* (2023).

CONCLUSION

Overall, good leadership, effective communication, supportive personality, high motivation, and strong competence are important pillars that partially and simultaneously improve employee performance, as well as contribute to the long-term success of the company. Based on the results of this study, the leaders of PT. Traya Tirta Cisadane must always provide clear communication, encourage employee participation, development, collaboration with employees, provide alternative solutions when employees are facing problems that can interfere with work, consider the input put forward by employees for the company, wise attitude from leaders in conveying important information to employees. Then it is hoped that employees can build positive communication so that they have positive reciprocity between fellow employees, always use more intense two-way communication, be able to commercialize themselves, collaborate skills, communication, empathy, problem solving and creativity, work with a firm attitude, be responsible, firm in their stance, work with enthusiasm, enthusiasm for new things, willing to add additional skills. Then provide safety guarantees when employees work, follow procedures and provisions in paying salaries to employees. Further research can add other variables that can affect employee performance, namely innovative culture and talent management.

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