

The Effect of Leadership, Communication, and Motivation On Employee Performance: A Literature Review

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Abstract

This paper is a literature study to analyze the effect of leadership, communication, and motivation on employee performance. This type of research is explanatory research, looking at the relationship of free variables is leadership, communication, and motivation on employee performance. This study aim to gather and analyze published articles regarding the effect of leadership, communication, and motivation on employee performance. The research design is a literature review. Articles published in the last five years appearing in six different academically. Based on the results of the review literature that leadership, communication, and motivation has positive and significant effect on employee performance. The results of this review are only a conceptual starting point for starting an integrated discipline.

Keyword: leadership, communication, motivation, employee performance

Introduction

Performance is an action, not an event. The performance action itself consists of many components and is not a result that can be seen right away. Various kinds of obstacles will surely be encountered by individual agencies to be able to work well, so that their performance can be well received by organizations and society. Many factors can affect performance, including: motivation, leadership, work environment, incentives, work culture, communication, position, discipline, education and training, and many others. All of these factors must be influential, some are dominant, some are not, one of which is about the duties of employees in government.

Rivai (2009) revealed that performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company. Furthermore Mangkunegara (2008) states that performance is the work quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Feelings of dissatisfaction and desire for achievement or power are more motivators for some people. Everything will depend on the people concerned and their working environment.

According to Dharma (2008) the factors that influence performance are as follows: 1) employees, namely the ability and willingness to carry out the work, 2) work that is concerning the design of work, description of work and resources to carry out the work, 3) work mechanism that includes the system, delegation procedures and organizational structure, 4) the work environment includes location factors and working conditions, organizational climate and communication.

Leadership is a very important factor in the organization, because without leadership, the organization is difficult to achieve goals, and the performance of employees is also not optimal. According to Robbins (2006) leadership is the ability to influence a group towards achieving goals. Furthermore Siagian (2007) argued that the role of leader or leadership in the organization or company there are three forms, namely interpersonal roles, informational roles, and decision-making roles. So leadership will affect the performance produced by employees, with a democratic and attentive leadership to employees, will spur employees to work seriously and ultimately will produce high performance for the organization where they work. Based on the above description there is influence of leadership on performance employees are reasonable.

Besides leadership, communication is one of the factors that influence employee performance. Good communication can solve problems that occur within the organization. According to

Mangkunegara (2001) communication is an activity that causes others to interpret an idea. In communication, the leadership factor becomes very dominant because leaders must understand how to provide messages or ideas that are easily understood by employees with different levels of understanding. A communication leader can give work orders, work motivation, appreciation of work, work discipline to employees. Furthermore, work motivation is a factor that influences employee performance. Work motivation according to (Sarwoto, 2007) is a driving force that directs employees to work better and better quality, has a sense of responsibility and strives to improve work performance. Motivation becomes a driver for someone to carry out an activity to get the best results. For this reason employee motivation needs to be raised, so that employees can produce good performance. Subordinates will not be motivated to achieve a high level of productivity, unless they consider the high expectations of the leader to be truly realistic and achievable. If they are encouraged to try to achieve goals that cannot be achieved, chances are they will stop trying and set results that are lower than their abilities.

An organization that is said to be successful if it can effectively and efficiently utilize existing resources, especially existing employees optimally and professionally. For this reason, the existing human resources need to be managed properly and correctly, because the success of the management of the Manpower and Transmigration Office of West Sumatra Province is determined by the quality of the performance of its employees and their leaders. The success of leaders in managing the organization is determined by high and low employee performance, while employee performance is related to leadership, communication and work motivation. The relationship can be drawn on the frame of mind which can be seen in the following figure:

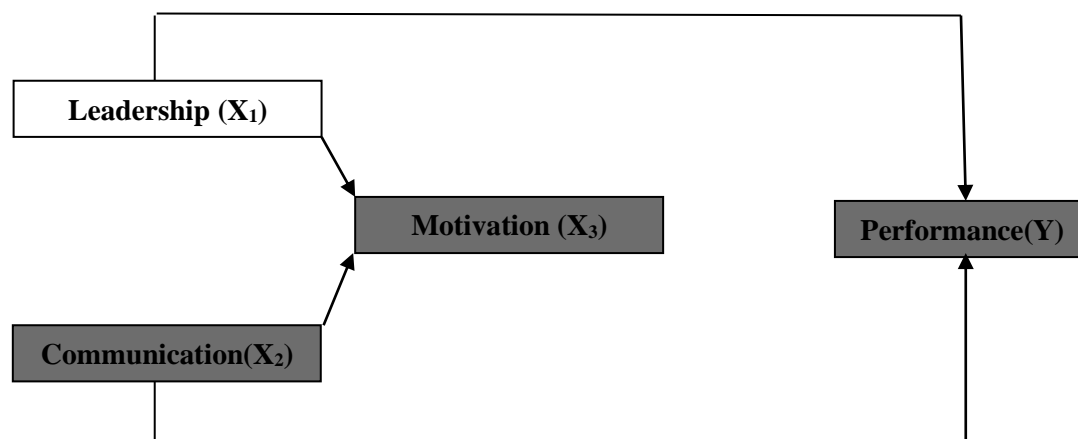


Figure 1 Conceptual Framework

The method used in this literetur study adopts Systematic Literature Review (SRL) proposed by Biolchini, et al., (2005). SLR is defined as a way of identifying, evaluating and interpreting all available research that is relevant to the question or domain of research topics or phenomena of interest to researchers. Biolchini et al. (2005) divided the guidelines for implementing SLR into 3 phases, namely: (1) planning; (2) execution; and (3) analysis of results.

In this literature review the data sources that will be used are papers available on the website page: (1) Emerald Insight; (2) Wiley InterScience; and (3) Science Direct. The strategy in conducting a search is built through the determination of keywords and synonyms from the focus of the study. Keywords and synonyms are connected to the logical OR and OR conector.

The paper selection procedure was carried out with the speed reading technique of all primary study candidates. Fast reading is reading the abstraction section of the available paper. Furthermore, based on the inclusion and exclusion criteria made, it can be determined whether the paper can be used as a primary study. Based on the planned review, the next step is to execute the plan. Execute search strings on web pages that are used as sources.

Based on the search results on the website page which made the data source produced as many as 1763 articles which were primary study candidates, then made one, then screened whether the title in the article was the same or not. After screening, 50 articles were the same as the title. Of the 50 articles then screened based on eligibility according to the inclusion and exclusion criteria obtained 20 articles for further review.

Classification of the Literature

1. The influence of Leadership on Employee Performance

Leadership is a very important factor in the organization, because without leadership, the organization is difficult to achieve goals, and the performance of employees is also not optimal. leadership will affect the performance produced by employees, with a democratic and attentive leadership to employees, will spur employees to work seriously and ultimately will produce high performance for the organization where they work. Based on the above description there is influence of leadership on performance employees are reasonable.

Some studies show that leadership has a positive and significant influence on employee performance (Basit, Sebastian, & Hassan, 2017); (Syafii, Thoyib, Nimran, & Djumahir, 2015); (Ali, Elmi, & Mohamed, 2013); (Taty & Basir, 2016); (Paracha, Qamar, Mirza, Hassan, & Waqas, 2012); (Prabowo, Noermijati, & Irawanto, 2018).

2. The Influence of Communication on Employee Performance

A communication leader can give work orders, work motivation, appreciation of work, work discipline to employees. Communication has a big impact on achieving good performance. Errors in communication may result in low employee performance. Some studies show that communication has a positive and significant effect on employee performance such as research conducted by (Kusumandari, Suharto, & Silitonga, 2018); (Femi, 2014); (Hermawan, Rivai, & Suharto, 2018); (Atambo & Momanyi, 2016); and (Kuncorowati & Rokhmawati, 2018).

3. The Influence of Work Motivation on Employee Performance

Motivation becomes a driver for someone to carry out an activity to get the best results. For this reason employee motivation needs to be raised, so that employees can produce good performance. Subordinates will not be motivated to achieve a high level of productivity, unless they consider the high expectations of the leader to be truly realistic and achievable. If they are encouraged to try to achieve goals that cannot be achieved, chances are they will stop trying and set results that are lower than their abilities. Some studies show that work motivation has a positive and significant effect on employee performance such as research conducted by (Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014); (Syafii, Thoyib, Nimran, & Djumahir, 2015); (Mohamud, Ibrahim, & Hussein, 2017); (Ali, Bin, Piang, & Ali, 2016); (Kusumandari, Suharto, & Silitonga, 2018); (EK & Mukuru, 2013); (Olusadum & Anulika, 2018) and (Prabowo, Noermijati, & Irawanto, 2018).

Results and Analysis of The Classification

After a study of the quality of the study, data extraction is then carried out. Data extraction is done by analyzing data based on years of publication, journal, and country.

Table 1 Articles distribution by Year

No	Publication Years	Number of Articles
1	2014	6
2	2015	2
3	2016	4
4	2017	3
5	2018	5
	Total	20

As shown in the figure, the number of review studies has grown rapidly since 2014 and is likely to continue increasing in the next five-year interval. The publication trend of review studies evidences the increasing importance of review type studies in employee performance research and reflects the maturity of the discipline.

Table 2 Article distribution between 2013-2018

No	Journal	Number of Articles
1	<i>International Journal of Development Research</i>	1
2	<i>International Journal of Development Research</i>	1
3	<i>International Journal of Business and Applied Social Science</i>	1
4	<i>Journal of Arts, Science & Commerce</i>	1
5	<i>International Journal Trade, Economics and Finance</i>	1
6	<i>International Journal of Business and applied Social Science (IJBASS)</i>	1
7	<i>International Journal of Research in Business Management</i>	1
8	<i>Journal of Humanities and Social Science</i>	1
9	<i>International Journal of Advance in Management and Economics</i>	1
10	<i>International Journal of Accounting & Business Management</i>	1
11	<i>Imperial Journal of Interdisciplinary Research (IJIR)</i>	1
12	<i>Journal of Business and Management.</i>	1
13	<i>Education Research International</i>	1
14	<i>International Journal of Academic Research in Business and Social Science</i>	1
15	<i>International Journal of Economics and Business Administration,</i>	1
16	<i>International Journal of Engineering & Technology</i>	1
17	<i>Journal of Management and Strategy</i>	1
18	<i>Global Journal of Management and Business Research</i>	1
19	<i>European Journal of Business and Management</i>	1
20	<i>Galore International Journal of Applied Sciences and Humanities</i>	1
Total		20

Table 3 Articles distribution by Country

No	Country	Number of Articles
1	Kenya	3
2	Indonesia	4
3	India	1
4	Thailand	2
5	Vietnam	3
6	Jepang	2
7	Bangladesh	2
8	Malaysia	3
Total		30

Figure 3 shows the number of publications by country in ten-year intervals from 2013 to 2018. Overall, 3 review studies were published from Kenya Country, and 4 review studies were published from Indonesia Country, review studies were published from India Country, and review studies were published from Vietnam Country.

Conclusion

Based on the results of the review literature that leadership, communication, and motivation has positive and significant effect on employee performance. The results of this review are only a conceptual starting point for starting an integrated discipline. It is realized that this literature study has several shortcomings, including the minimum number of publication provider websites that are

used as data sources. In addition to the three websites that are used as data sources in this literature review there are actually many more websites that provide scientific publications. However, the website cannot be included because of the limited access that the author has. Thus further studies need to be improved on the wider literature sources to gain an understanding of the implementation of concepts in more diverse case studies.

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