
INFLUENCE OF LEADERSHIP QUALITY, MOTIVATION, COMMUNICATION, AND LOYALTY TO EMPLOYEE PERFORMANCE IN PT. SARI WARNA ASLI II

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Abstract: *The purpose of this study is to determine the effect of leadership quality, motivation, communication, and loyalty on employee performance in the office department at PT Sari Warna Asli II. This research is quantitative research and the type of research used in this research is explanatory research. The data source used in this study is derived from primary data, namely questionnaires that are shared with employees of PT. Sari Warna Asli II Boyolali. The time used in this study is January 24 to February 6, 2021. The population in this study is the entirety of pt office department employees. Sari Warna Asli unit II, Boyolali. The population in this study was 81 employees and all were sampled. Data collection techniques in this study include, documentation, questionnaires, interviews, and library studies. Data analysis using multiple linear regressions, model feasibility tests, hypothesis tests, determination coefficient tests using SPSS. The results showed that the variables of leadership quality, motivation, communication, had a positive and significant effect on the performance of employees in the office department of PT Sari Warna Asli II, but the loyalty variable had no effect on the performance of employees in the office department of PT Sari Warna Asli II. The coefficient of determination test or Adjusted R Square in this study is 75%.*

Keywords: *employee performance, leadership quality, motivation, communication, loyalty*

INTRODUCTION

The Covid-19 pandemic in Indonesia has had a negative impact on the textile industry. This is due to the decrease in purchasing power of the community, thus making demand decrease, causing the company's financial condition to be unstable. This also happens to PT companies. Sari Warna Asli II is located in Randusari sub-village, Teras sub-district, Boyolali regency. In dealing with the Covid-19 pandemic, the company implemented a corporate load reduction strategy. The strategy is to reduce employee salary expenditure by disconnecting employees in each department, ranging from production departments that include spinning departments, and weaving departments, to non-production departments that include logistics departments, utility departments, and office.

The office department is a department that has a vital role in the company's operations. The department is fully responsible for the incoming goods data for production, until the goods come out after they are produced for sale. Although the role is considered vital, employees in the office department must still comply with the company's policy of participating in mass layoffs. This is certainly very influential to the performance of employees. departments.

The performance of office department employees can be said to be good. Such good employee performance can be seen in the after-layoffs. The impact of mass layoffs makes employees have to work extra hard. Before mass layoffs, employees could do one type of work. Mass layoffs of employees can be up to doing some kind of work, because doing their own type of work and concurrently having to do the type of work of employees affected by mass layoffs. In effect employees should learn the types of jobs left by employees affected by mass layoffs.

It takes employees to be able to do 2 types of work in less than 1 month. able to do 2 types of work with a predetermined target time. This makes employee performance can be created well after mass layoffs. Good employee performance can be influenced by several factors, including leadership quality, motivation, communication, and loyalty.

The first factor is leadership quality. The success of employee performance in meeting the objectives of an organization or company is inseparable from the quality of its leaders. The better the leadership quality can be ensured the performance of employees in the company can be created well, and vice versa. In order to achieve an organizational goal, a leader is not enough to direct his employees alone, a leader must be able to set an example to his employees by creating good work productivity, and be able to work well with his employees (Larasati, 2018). According to (Tampubolon, 2019) a good quality leader certainly has the ability to direct the activities of his subordinates who lead, anticipating any changes that occur in order to bring the organization to the agreed goals within the set period of time.

The second factor that affects employee performance is motivation to create a positive employee contribution to the achievement of the company's goals. According to (Sanjaya, 2018), a motivated employee must carry out substantial efforts to support the goals of the unity of work and the organization in which he works. Conversely, if an

unmotivated employee only gives minimum effort in terms of work. The motivation given by the leadership for employees can take the form of an award given to employees for performance that is done beyond standards, promotion of positions in the framework of career development, employee salary increases, and other incentives

in order to realize employee welfare (Yulius, 2017).

The third factor that affects employee performance is communication. Communication connects between leaders and employees and between employees to carry out their respective duties (Heryanto, 2019). Whether or not this communication process can be seen in terms of the recipient of the message.

The last factor affecting employee performance is loyalty. According to (Silalahi, 2019) loyal employees can be seen from how much their thoughts, attention, ideas, and dedication are fully poured out to the company. Employees with high loyalty always have a passion, and a high responsibility in carrying out their every task and always think to advance the organization as much as possible.

The Importance of Employee Performance at PT. Sari Warna Asli II and the results of previous research on the factors that influence it, this study tested the influence of leadership quality, motivation, communication and loyalty to employee performance. The research was conducted on employees of PT. Sari Warna Asli II.

METHOD

This research is quantitative research and the type of research used in this research is explanatory research. The data source used in this study is derived from primary data, namely questionnaires that are shared with employees of PT. Sari Warna Asli II Boyolali. The time used in this study is January 24 to February 6, 2021. The population in this study is the entirety of pt office department employees. Sari Warna Asli unit II, Boyolali. The population in this study was 81 employees and all were sampled. Data collection techniques in this study include, documentation, questionnaires, interviews, and library studies. . Data analysis using multiple linear regressions, model feasibility tests, hypothesis tests, determination coefficient tests using SPSS.

FINDINGS AND DISCUSSION

A. *Multiple Linier Regression*

Table 1. Multiple Linier Regression

Variable	Coeff Regression	t statistic	Sig. t
(Constant)	0,689	0,625	0,534
leadership quality	0,251	3,576	0,001
Motivation	0,255	4,063	0,000
Comunication	0,287	3,414	0,001
loyalty	0,048	1,486	0,141
Adj R square	0,750		
F statistic	60,846		
Sig. F	0,0000		

The results of the Multiple Linier Regression above the regression equation formed in this study are as follows:

$$Y = 0,689 + 0,251X_1 + 0,255X_2 + 0,287X_3 + 0,048X_4$$

The **regression** equation of the panel data can be explained as follows:

1. Constant (α) = 0.689

This means that if the variable values of leadership quality (X1), motivation (X2), communication (X3), and loyalty (X4) are considered constant or equal to zero, then the employee performance variable will increase by 0.689 and show a positive result.

2. Leadership Quality (b_1) = 0.251

This means that if the value of leadership quality variable coefficient increases by one – unit, while the motivation variable (X2), communication (X3), and loyalty (X4) remain, then the employee performance value will increase by 0.251 and show a positive result.

3. Motivation (b_2) = 0.255

This means that if the value of motivation variable coefficient increases by one unit, while the variable of leadership quality (X1), communication (X3), and loyalty (X4) remains, then the employee performance value will increase by 0.255 and show a positive result.

4. Communication (b_3) = 0.287

This means that if the value of communication variable coefficient increases by one – unit, while the variable of leadership quality (X1), motivation (X2), and loyalty (X4) is assumed to be the value of the regression model is fixed, then the employee performance value will increase by 0.287 and show a positive result.

5. Loyalty (b_4) = 0.048

This means that if the value of loyalty variable coefficient increases by one – unit, while the variable of leadership quality (X1), motivation (X2), and communication (X3) is assumed to be fixed, then the employee performance value will increase by 0.048 and show a positive result.

B. F-Test

Based on table 1 the F Score value is 60.84, with a sig value of 0.00 and a F table value of 2.49. This means the value F score > the F table value, and the significant value < 0.05. Judging from the results of the feasibility test model above can be concluded the regression model has met the feasibility test

C. Hypothesis Test

Based on the t test in Table 1 above, what can partially interpret it the influence below:

1. Leadership quality (X₁) positively and significantly affects employee performance (Y)

Based on the above 1 can be known t-count variable leadership quality of 3,576, while the value of t-table of 1991, this means t-count > t-table. Leadership quality variables have a significant value of 0.001, which means a significant value of less than 0.05. Based on the coefficient table on partial test results, it can be concluded that leadership qualities have a positive and significant effect on employee performance.

2. Motivation (X₂) positively and significantly affects employee performance (Y).

The t-table value in this study is known to be 1,991, while the value of t-count motivation variable is 4,063. Judging from the t-table value used in this study and the t-count value of the motivation variable it can be said that the motivation variable has a t-count value > the t-table value. Motivation variables have a significant value of 0.000 which means the significant value of the motivation variable is less than 0.05. Based on the results of t-count, t-table and significant value, it can be concluded that motivation has a positive and significant effect on employee performance.

3. Communication (X₃) positively and significantly affects employee performance.

The coefficient table shows that the t-count value of the communication variable is 3,414. The t-table value in this study was 1,991. Judging from the t-count and t-table values indicate that the t-count value > the t-table value. The significant value of the communication variable is 0.001, which means the significance value of the communication variable is less than 0.05. Judging from the t-count value, t-table and significant value on the partial test results it can be said that communication positively and significantly affects employee performance.

4. Loyalty (X₄) has no effect on employee performance (Y).

The t-count value of loyalty variabel in the partial test result was 1,486, while the t-table value in this study was 1,991. Judging from the t-count and t_{table} values can be said t-count < t-table. The significant value of the loyalty variable is 0.141 which means the significant value in the partial test result of the loyalty variable is less than 0.05. Based on the results of the partial test, it can be concluded that loyalty has no effect on employee performance

D. R-Square Test

According to table 1 about the test result of the coefficient of determination can be known adjusted R Square value of 0.750, which means when it issensenkan to 75%. Based on adjusted R Square values, it can be concluded that leadership

quality (X₁), motivation (X₂), communication (X₃), and loyalty (X₄) influenced 75% of employee performance, while the remaining 25% can be explained by other variables not included in this study.

DISCUSSION

1. ***Hypothesis 1: The influence of leadership quality on the performance of employees of PT. Sari Warna Asli II. The results showed that leadership qualities have a positive and significant effect on employee performance.***

Leadership quality has an influence on the performance of employees of PT. Sari Warna Asli II. Leadership qualities possessed by leaders can affect employees in work. Employee performance can be created well, if supported by good leadership qualities. The results showed the head of the department of office has good leadership qualities. This is evidenced that the criteria of good leadership quality owned by the current head of the office department among others, have a laughter attitude towards God Almighty, able to be fair, have an honest attitude, have a visionary view, able to inspire employees, and work with ikhlas or selfless. Good leadership quality, able to create optimal employee performance. The results of this study are in line with previous research conducted (Tampubolon, 2019), (Ardiyani, Nurul Ana, and Nugrahaeni, 2017), (Larasati, 2018), and (Muizu, Wa Ode Zusnita. Kaltum, Umi. and Sul, 2019) which states leadership qualities have a positive and significant effect on employee performance.

2. ***Hypothesis 2: The influence of motivation on the performance of employees of PT. Sari Warna Asli II. The results showed that motivation has a positive and significant effect on employee performance.***

Motivation can affect the performance of employees of PT. Sari Warna Asli II. Employees who have high motivation in work, make employees spirited in work. Office department employees are currently highly motivated in their work. This is evidenced in the motivation needs of employees consisting of physiological needs of employees, needs of security and comfort, social needs, needs of honor, needs of self-actualization can be met by the leadership and employees themselves well. High motivation employees are always well-maintained employees at work, so that employees are able to work optimally and able to create good performance. Motivation can affect the performance of employees of PT. Sari Warna Asli II. Employees who have high motivation in work, make employees spirited in work. Office department employees are currently highly motivated in their work. This is evidenced in the motivation needs of employees consisting of physiological needs of employees, needs of security and comfort, social needs, needs of honor, needs of self-actualization can be met by the leadership and employees themselves well. High motivation employees are always well maintained employees at work, so that employees are able to work optimally and able to create good performance.

3. ***Hypothesis 3: The effect of communication on the performance of employees of PT. Sari Warna Asli II. The results showed that communication had a positive and significant effect on employee performance.***

Communication is able to affect the performance of employees of PT. Sari Warna Asli II. The creation of good employee performance, supported by good

communication. The communication that happens in the office department can be said to be good. It can be proven that the communication that runs in the office department is able to meet the communication criteria, among others, the frequency of information delivery goes well between the leadership and employees, and between fellow employees, the leadership is able to provide counseling and solutions to employee problems that occur, and employees are always active in providing advice and proposals on the company's progress. Communication that has been running well, has an impact on the creation of cooperation between leaders and employees and between fellow employees. The impact of employees is able to get the job done well, so as to create a good employee performance. The results of this study are in line with previous research conducted by (Fauziyyah, 2017), (Srimiatun, Prihatinta, 2017), and (Heryanto, 2019) which stated that communication has a positive and significant effect on employee performance.

4. Hypothesis 4: The effect of loyalty on the performance of employees of PT. Sari Warna Asli II. The results showed that loyalty did not have a positive and significant effect on employee performance.

Loyalty has no effect on the performance of employees of PT. Sari Warna Asli II. According to the results of the study, employees have less good loyalty. It is proven that the loyalty of employee's department office has not been able to meet the criteria of good employee loyalty. For example, the lack of employee adherence to company regulations, the lack of employee responsibility towards the company, having a picky attitude in cooperation, lack of attitude to have, not having a full liking for his work, and the strain of relationships between employees. Bad loyalty is not able to create good employee performance. It is proven that the work is not able to be completed properly. A lot of work is unfinished. This makes employee performance not optimal. The results of this study are not in line with previous research conducted by (I, Lydia Gomes and Sutanto, 2017), (Lasari, 2019), (Silalahi, 2019), and (Erlangga, 2020) that expressed loyalty to positive and significant influence on employee performance

CONCLUSION

Based on the hypothesis testing in table 3 of the hypothesis test can be concluded that leadership quality variables have a positive and significant effect on employee performance, motivation variables have a positive and significant effect on employee performance, communication variables have a positive and significant effect on employee performance, loyalty variables have no effect on employee performance.

Based on adjusted R Square values, it can be concluded that leadership quality, motivation, communication, and loyalty influenced 75% of employee performance, while the remaining 25% can be explained by other variables not included in this study. For example, environment variables, workloads, incentives, etc.

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