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Veröffentlichungsversion / Published Version

Zeitschriftenartikel / journal article

#### Empfohlene Zitierung / Suggested Citation:

Tining Kusumandari, G., Suharto, & Silitonga, P. E. S. (2018). The Effect of Communication and the Ability of Employee Performance through Motivation in PT CGGS Indonesia. *International Journal of Business and Applied Social Science*, 4(6), 19-33. <https://nbn-resolving.org/urn:nbn:de:0168-ssoar-57863-6>

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**The Effect of Communication and the Ability of Employee Performance through Motivation in PT CGGS Indonesia**

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**Abstract**

Entering the 21st century is a necessity for the business world that the wave of globalization is happening; every country must participate or forced to participate in the global trade arena. On the other hand, human resources in the company's business sector have an important role in the achievement of the objectives of the company to participate in this global trade competition. The human resources within a company cover all employees within the company, from the highest level of the hierarchy to the lowest. Every individual who is in the company has their respective roles that need to be addressed continuously so that creativity and innovation do not stop and die suspended in its development. This study aims to analyze the influence of communication, workability to employee performance through motivation. Population and sample of research are employees of PT. CGGS Indonesia are 40 employees with simple random sampling technique.

The results showed that motivation variable as an intervening variable can be proved perfectly that motivation variable gives indirect influence on communication variable to employee performance and variable ability to employee performance. This statement can be proven by the amount of indirect influence communication on employee performance and ability to employee performance through motivation identified as an intervening variable.

**Keywords: communication, workability, motivation and employee performance**



## INTRODUCTION

Performance or outcome is the level of achievement of results on the execution of the duties of each individual, units of work and then lead to the performance of the organization or company itself. Performance greatly affects the company's goals (Simanjuntak, 2011). Achieving results on short-term tasks in the company's working groups will have an effect on the company's overall long-term objectives so that efficiency and effectiveness are important indicators that need attention.

In carrying out its operational activities, the production process development phase for new products should be carefully considered, both in the preparation phase which includes human resource preparation on the production line, preparation of production equipment, production documents, supplier involvement for new products and their use. This is deemed necessary because short-term programs for the development of new products require high investment related to the amount of budget and bids submitted to previous customers. Individual performance, group performance, and company performance are influenced by many internal and external factors.

PT CGGS Indonesia was established on June 7, 1984, in Jakarta. PT CGGS Indonesia is engaged in oil and gas support services. These services are Services in the field of seismic data acquisition and Processing Data Seismic. In achieving its goals and objectives PT CGGS Indonesia must have effective and efficient management on the management of all resources owned, especially human resources. The corporate work units consisting of individual employees communicate with each other in the execution of their duties. Communication plays an important role because without communication there will be no interaction in the work units.

Verbal and non-verbal communication within a company can take place vertically from top to bottom of the structure or vice versa, and can also take place horizontally. The similarity of meaning both to the sender and the recipient of the message in communicating is the ultimate goal of the communication process flow, so that other factors that interfere with the smooth communication should be avoided and/or removed to achieve the effectiveness of the implementation of tasks, both individuals and work units then boils down to company goals. Communication in the broad sense serves

as a tool of control, expression, information and motivation (Robbin, 2010).

Work units perform internal control over their achievements by communicating, either among members of the work unit or other related units, so that deviations to the specified target do not occur, and work efficiency is maintained. The barriers to communicating are still felt high in this research site, both in frequency, media, and content of a communication. One of the factors that determine an individual to achieve high performance in a company is the motivation of the related individuals or each employee who is inside the company. Individual driving force or individual drive to work and achieve expected results is none other because every individual has the wishes and needs that can be realized by the company. The role of leadership both in the work unit and the leadership of other high hierarchy affect the high or low motivation of employees who are in the units work. By doing good communication, there will be a reliable employee motivation in accordance with short-term and long-term goals in the work unit.

The level of attainment of an important company is examined primarily related to human resource management since several factors as mentioned above have little effect. Communication and employee motivation are factors that reside in the company's own resource population that interacts in conducting organizational activities.

Performance is theoretically influenced by how a company can manage or "to manage" elements within the company. These elements are known as 6M or Man. Money, Method, Materials, Machine and Market. These elements are governed by the leaders of the organization through instructions or solicitation so that 6M and all management processes are directed and directed to the desired goal. The arrangements within the company include the sequence of management functions in planning, organizing, directing and controlling.

## LITERATURE REVIEW

### *Communication*

Communication is the exchange of verbal and non-verbal messages between the sender and the recipient of the message to change behavior (Muhammad, 2007). With the communication, it will enable someone to coordinate an activity with others to achieve common goals. However, communication is not merely a transfer of meaning, but it contains a transactional process, which is closely related



where people communicate with others in an effort to form a meaning and develop their expectations (Ruslan, 2002).

*Based on the above description can be explained each of the cores of the above statement, namely:*

1. To exchange symbols, meaning that in a communication process, there will be a symbol exchange between communicator with the communicant. The symbol has the same meaning and can be delivered either orally or in writing.

2. Shaping a certain meaning, meaning that the communication is transactional, where people will learn from each other, the task of experience or knowledge through symbols that are both understood and form a certain meaning that can be understood by both parties. The more people communicate the more it will have the same meaning. The more communicating in an organization the more likely it will be to develop an agreement (consensus) and to be able to create opinions and perceptions.

3. Developing expectations, learning the symbols and then connecting with the experience gained and observing and analyzing what the other party did when using the symbols.

Too many information flows that come or enter in a row in the current era of globalization and computerization, without knowing the territorial limits of a country, whether launched through several print media and electronic media channels are sophisticated, and quickly and precisely is faced with three ways to anticipate it (Ruslan, 2012) are:

1. Should follow the flow by ignoring the attitude of consistency and more accommodating.

2. Conflicting the current confrontative-emotive or defensive.

3. "How" tips for managing the flow of information are argumentative-rational, both incoming (input) and out and linked in the interest, which may be advantageous to positions or beneficial to the organizations and including in the national interest.

Based on the understanding of communication above it can be seen that communication is a transactional process, where there is a relationship between individuals who sat with each other. Therefore, in order for an individual to effectively communicate his message to others, the ability to understand interpersonal communication is necessary.

### **Ability**

Ability to work according to Hasibuan(2009:94) defined as the work achieved by a person in carrying out tasks assigned to him based on the skills, experience and

sincerity and time. While Soelaiman(2007:112) defines the ability is the nature that brought birth or learned that allows a person who can complete the work, both mentally and physically. Employees in an organization though motivated well, but not all have the ability to work well. Abilities and skills play a major role in individual behavior and performance. Skills are skills related to the tasks that a person possesses and uses at the right time.

Robbins (2008: 46) ability is the capacity of individuals to perform various tasks in a particular job. The whole ability of an individual is essentially composed of two sets of factors namely intellectual ability and physical abilities. Mc. Shane and Glinow (in Buyung, 2007: 37) define the ability as the natural aptitude and learned capabilities required to successfully complete a task. Intelligence is a natural talent that helps employees learn certain tasks faster and work better. According to Greenberg and Baron (in Buyung, 2007: 38) defines the ability is the mental and physical capabilities to perform various tasks. Ability consisting of two main groups most relevant to behavior in work is the intellectual ability that includes the capacity to perform various cognitive tasks and physical abilities referring to the capacity to perform physical actions.

From some sense of workability proposed by the experts above can be concluded that the ability of the work is someone who has the ability or ability to carry out tasks that are realized through his actions to improve the results of his work.

### **Motivation**

Rivai and Sagala, Jauvani (2009: 837) reveal that motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. Attitudes and values are invisible that gives the power to encourage individuals to behave in achieving that goal. Basically, motivation can trigger employees to work hard so that it can achieve employee goals that can improve the productivity of the employee's individual employees so as to affect the achievement of corporate objectives.

Notoatmodjo (2009: 114) defines the motivation to work as a desire that is in an individual who encourages him to do the deeds. Another opinion expressed by Notoatmodjo (2009: 115) defines motivation is a thing that causes and supports one's actions or behavior. Based on that opinion motivation can be summed up as an impulse that exists in man in behaving which can generate spirit as effort





fulfillment requirement, which influenced by situation and condition of the environment.

Hasibuan(2008:146) the purpose of the motivation of work include the following:

- Increase morale and job satisfaction
- Increase employee work productivity
- Maintaining employee stability within the company
- Improve employee work discipline
- Creating a good atmosphere and working relationship
- Increase employee loyalty, creativity, and employee participation
- Improve employee welfare
- Enhance employees' sense of responsibility for their duties
- Improving the efficiency of the use of facilities and infrastructure

From the above statement can be concluded that the provision of motivation can be said is very important because the leader in a company requires good cooperation with subordinates to carry out the tasks of companies in achieving the goals set. The importance of motivation to subordinates is that employees still willing and willing to carry out their duties in accordance with the skills or skills possessed.

**Employee Performance**

Riniwati (2011: 50) states that the real foundation in a company is performing. If there is no performance, then all parts of the company will not achieve its objectives. Performance is necessary as an evaluation material for a leader or manager. Performance is also a record of outcomes generated by certain employees or activities performed over a period of time. Where a person is required to play his part in carrying out the company's strategy.

Build (2012: 231) defines performance as a result of work achieved by employees based on job requirements. An employee is a person who does the job by getting rewards in the form of salary and benefits from the company. This employee is doing all the work or activities

of the company's operations. So understanding the performance of employees is the work of individuals in a company. Company performance is the totality of work achieved by a company. Employee performance and company performance have a very close relationship, the achievement of corporate goals.

Another opinion expressed by Wibowo (2008: 67) that defines performance as a process of how the work takes place to achieve the work. However, the work itself also shows performance. Suwanto and Donni (2011:196) state that performance is a performance or performance. Performance can also be interpreted as work performance or the implementation of work or performance results. According to August W. Smith (cited by Suwanto and Donni, 2011:196) states that "performance is output drives from processes, human otherwise". Based on this statement can be interpreted that the performance is a result achieved by a person based on the size of the application within a period of time and with respect to work and its behavior and actions.

From some definition of employee performance presented by the experts above, it can be concluded that the employee performance is the work (output) both quality and quantity achieved by employees per unit time period in carrying out its work duties in accordance with the responsibilities given to him.

**RESEARCH METHODS**

**Research Design**

This study uses Explanatory Analysis and Descriptive Analysis, which aims to determine the influence between independent variables and bound. The findings will then be described by observing and researching and describing the ongoing nature or events at the time of the study and examining the causes of certain symptoms (Travers: 1978). In this study examines the influence between communication variables and ability to employee performance either directly or indirectly through employee motivation.

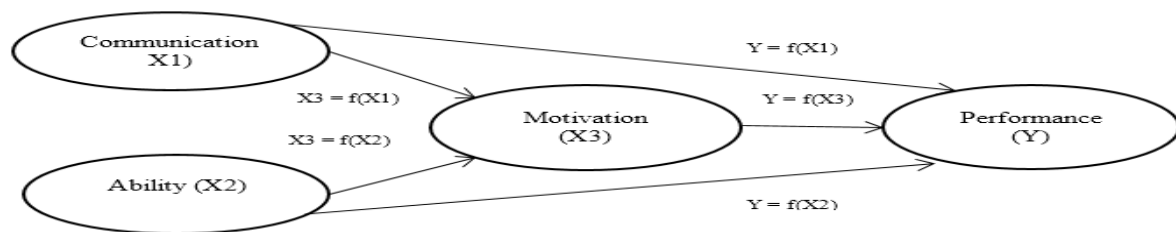


Figure 1. Research Design



## **Population**

Population according to Umar (2008:137) is defined as a collection of elements having the same particular characteristics and having equal opportunity to be selected as a sample member. The population in this research is all employees at PT CGGS Indonesia as many as 40 employees.

## **Sample**

Suharsimi (2009: 131) defines the sample as a partial or representative of the population under study. In order to obtain a representative sample of the population, each subject in the population is attempted to have equal opportunity to be a sample. The sampling technique used in this study is probability sampling and simple random sampling. According Sugiyono (2009: 66) is a probability sampling is a sampling technique to provide the same opportunity in each member of the population to be elected as a member of the sample. While the simple random sampling is the way of sampling from members of the population by using random regardless of the level within the members of the population. The number of sampling is 40 employees.

## **Data Collection Technique**

Data collection method used in this research is the questionnaire. Questionnaires can be open questions that include the identity of respondents and closed questions along with alternative answers so that respondents just choose one of the alternative answers. Respondents were asked to fill out the questionnaire answers by checking (√) on the measurement scale listed below according to the respondents' correct assessment of the statements in the questionnaire.

## **Data Processing Techniques**

The data obtained in this research needs to be further processed in order to be able to analyze and taken a proper conclusion. Therefore it is necessary to set data processing techniques in accordance with the purpose of research to be achieved, also to test the truth of the hypothesis. The stages of data processing performed are:

1. Conduct instrument test / questionnaire
2. Test the classical assumptions
3. Conducting hypothesis testing

## **Test Instrument / Test Questionnaire**

Before performing data analysis and interpretation, a questionnaire needs to be tested in advance of its validity and reliability. It is intended to know the extent to which

the accuracy and accuracy of a tool in performing the function of the measuring instrument or provide a measurement that matches the level of validity and reliability that meet the required limit. It is necessary to distinguish between valid and reliable research results. The results of valid research when there is similarity between the data collected with the actual data occurred on the object under study. The research results are reliable if there are similarities of data in different time.

## **Validity Test**

Validity is intended to test the accuracy of an instrument in measuring the concept to be measured or performing its measuring function. A measuring instrument is said to be valid if the instrument measures what should be measured (Sugiyono,1999). Testing the validity of each item used item analysis of the instrument in this study is done internal consistency approach that correlates the score of each item with a total score which is the number of each item score. The correlation used is Pearson's Product Moment correlation.

To facilitate the calculation of this validity used computer aids with SPSS (Statistical Package for Social Science) program. Testing using Pearson correlation is done by correlating the score of each question item with the total score of the variable. The decision rule of decision is if there is a relation between the question item with the total question as a whole and the value of P-value below the real level ( $\alpha$ ) 0.05, then the questionnaire is valid.

## **Test Reliability**

Reliability tests the consistency of an instrument in measuring the concept to be measured or performing its measuring function. Reliable instruments are instruments that when used multiple times to measure the same object will produce the same data (Sugiyono,1999). In this research, the reliability test is done by calculating Cronbach's Alpha from each instrument in a variable. Instruments used in variables are said to be reliable when having Cronbach's alpha greater than 0.6 (Nunnally, 1978). To facilitate the calculation of this validity used computer aids with SPSS (Statistical Package for Social Science) program. Testing using Pearson correlation is done by correlating the score of each question item with the total score of the variable. The decision rule of decision is if there is a relation between the question item with the total question as a whole and the value of P-value below the real level ( $\alpha$ ) 0.05, then the questionnaire is valid.



**Data Analysis Technique**

The data used in this study is the primary data. Data related to employee performance as dependent variable, communication, ability, motivation as the independent variable were collected from the respondents.

**RESEARCH RESULT AND DISCUSSION**

**Research Result**

**Validity Test**

Validity test is used to test each research variable, where the entire research variable contains 40 statements

answered by 40 respondents. The criteria used in determining whether or not valid statements used in this study are as follows: trust level = 95 percent (probability or  $\alpha = 5\%$ ), degrees of freedom (DK) =  $n - 2 = 40 - 2 = 38$ , obtained  $r$  table = 0.320. If  $r$  count is greater than  $r$  table and the value of  $r$  is positive, then the statement item is said to be valid (Ghozali, 2007: 17). Based on the analysis that has been done, the test results validity can be shown in the table below.

**Table 1. Test Results of Instrument Validity of Communication Variables**

Variable	Statement	R arithmetic	R table	Description
Communication (X1)	Question 1	0,892	0,320	Valid
	Question 2	0,877	0,320	Valid
	Question 3	0,923	0,320	Valid
	Question 4	0,907	0,320	Valid
	Question 5	0,834	0,320	Valid
	Question 6	0,902	0,320	Valid
	Question 7	0,801	0,320	Valid
	Question 8	0,865	0,320	Valid
	Question 9	0,857	0,320	Valid
	Question 10	0,878	0,320	Valid

Source: Primary Data, processed in 2017

**Table 2. Validity Test Results Instrument Variable Ability**

Variable	Statement	R arithmetic	R table	Description
Ability (X2)	Question 1	0,893	0,320	Valid
	Question 2	0,909	0,320	Valid
	Question 3	0,875	0,320	Valid
	Question 4	0,947	0,320	Valid
	Question 5	0,893	0,320	Valid
	Question 6	0,901	0,320	Valid
	Question 7	0,929	0,320	Valid
	Question 8	0,936	0,320	Valid
	Question 9	0,907	0,320	Valid
	Question 10	0,932	0,320	Valid

Source: Primary Data, processed in 2017

**Table 3. Validity Test Results Instrument Variable Motivation**

Variable	Statement	R arithmetic	R table	Description
Motivation (X3)	Question 1	0,843	0,320	Valid
	Question 2	0,925	0,320	Valid
	Question 3	0,890	0,320	Valid
	Question 4	0,951	0,320	Valid
	Question 5	0,918	0,320	Valid
	Question 6	0,924	0,320	Valid
	Question 7	0,833	0,320	Valid
	Question 8	0,789	0,320	Valid
	Question 9	0,942	0,320	Valid
	Question 10	0,921	0,320	Valid

Source: Primary Data, processed in 2017



**Table 4. Instrument Validity Test Results Employee Performance Variables**

Variable	Statement	R arithmetic	R table	Description
Employee Performance (Y)	Question 1	0,867	0,320	Valid
	Question 2	0,928	0,320	Valid
	Question 3	0,957	0,320	Valid
	Question 4	0,937	0,320	Valid
	Question 5	0,915	0,320	Valid
	Question 6	0,910	0,320	Valid
	Question 7	0,821	0,320	Valid
	Question 8	0,780	0,320	Valid
	Question 9	0,956	0,320	Valid
	Question 10	0,943	0,320	Valid

Source: Primary Data, processed in 2017

Based on the above table, it can be seen that from 40 items of question variable used (communication variable, ability, motivation, and employee performance) the result is valid.

**Test Reliability**

Test reliability to know the extent to which the measurement results are reliable and consistent. In the table, the following test results note that all variables have alpha above 0.6 which means that all variables in this study reliable.

**Table 5. Instrument Reliability Test Results**

Variable	Cronbach Alpha ( $\alpha$ )	Description
Communication (X1)	0,973	Reliable
Ability (X2)	0,981	Reliable
Motivation (X3)	0,976	Reliable
Employee Performance (Y)	0,977	Reliable

Source: Primary Data, processed in 2017

Based on the above Cronbach alpha reliability figures can be seen that all existing statements form a reliable measure of the variables of communication, ability, motivation and employee performance form a reliable measure of each dimension.

**Normality Test**

Normality testing is done by using P-P plot test for the residual test of regression model shown in the picture below.

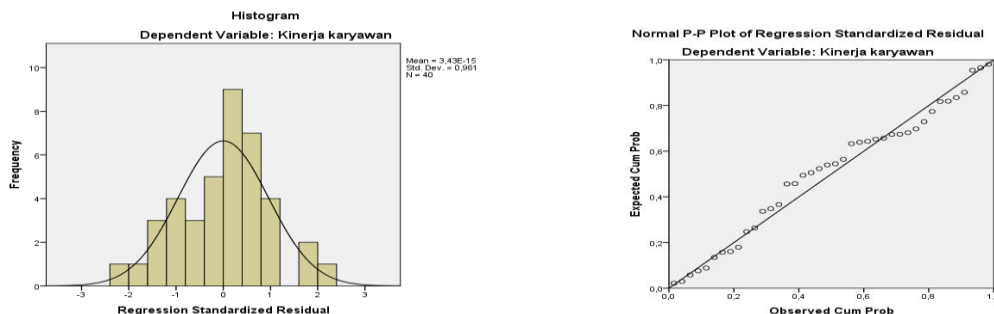


Figure 2. Graph of Histogram and Normal Graph of Probability Plot

The normal probability plot graph shows that the data spread around the diagonal line and follows the direction of the diagonal line, and then the regression model meets the assumption of normality. The histogram graph shown in the image above gives a normal distribution pattern as it

spreads evenly to both left and right. In addition to graphical analysis, the normality test can be done by looking at significant numbers of Kolmogorov-Smirnov test, which is by Kolmogorov-Smirnov test on the residual





data, the normality test results were seen in the table as follows:

**Table 6. Normality Test Results  
 One-Sample Kolmogorov-Smirnov Test**

		Communication	Ability	Motivation	Employee Performance
N		40	40	40	40
Normal Parameters <sup>a,b</sup>	Mean	41,65	37,53	41,10	40,63
	Std. Deviation	2,070	2,375	2,560	2,382
Most Extreme Differences	Absolute	,168	,158	,116	,122
	Positive	,103	,115	,116	,112
	Negative	-,168	-,158	-,088	-,122
Kolmogorov-Smirnov Z		1,062	,998	,735	,769
Asymp. Sig. (2-tailed)		,210	,273	,652	,596

- a. Test distribution is Normal.
- b. Calculated from data.

In the normality test table, all variables are normally distributed, this can be seen from the Kolmogorov-Smirnov significance of the test of the communication variable of 0.210, the ability variable of 0.273, the motivation variable of 0.652 and the employee performance variable of 0.596, where the figures from Kolmogorov-Smirnov the variable used is greater than  $\alpha = 0.05$ .

**Test Autocorrelation**

Autocorrelation in the regression model means that there is a correlation between sample members sorted by time mutually correlated. Algifari, (1997: 39) to know the existence of autocorrelation in a regression model is done by testing the value of Durbin Watson test. Durbin Watson value obtained is 1.753, where the value of Durbin Watson can be seen in the table below.

**Table 7. Autocorrelation Test Results Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,746 <sup>a</sup>	,557	,520	1,651	1,753

- a. Predictors: (Constant), Motivation, Communication, Ability
- b. Dependent Variable: Employee performance

From Durbin Watson results obtained when juxtaposed with the criteria proposed then the autocorrelation test that can be concluded the absence of autocorrelation.

**Multicollinearity Test**

This test aims to test whether the regression model found a correlation between independent variables. A good regression model should not be correlated with

independent variables. If independent variables are correlated, these variables are not orthogonal (Ghozali 2007: 91). To detect the presence of multicollinearity, it can be seen from the Value Inflation Factor (VIF). If the value of  $VIF > 10$  occurs multicollinearity. Conversely, if  $VIF < 10$ , there is no multicollinearity (Wijaya, 2009: 119).

**Table 8. Multicollinearity Test Results Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1,329	,164		2,559	,000		
1 Communication	,176	,138	,153	4,281	,000	,861	1,161
Ability	,419	,138	,418	3,043	,000	,653	1,531
Motivation	,747	,131	,802	5,698	,000	,622	1,609

- a. Dependent Variable: Employee performance

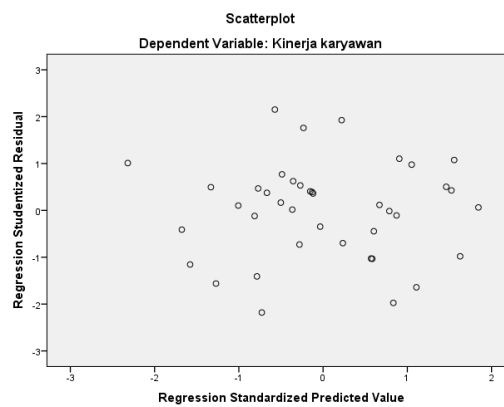


From the output data above, it is found that the value of all VIF values <10 this means no multicollinearity and concluded that the multicollinearity test is fulfilled.

**Heteroskedastic Test**

To determine whether or not the heteroskedastic in this research is done by looking at the scatter plot graph between the predicted value of the dependent variable (ZEPRED) and its residual (SRESID). The basis of the

analysis (1) if there is a certain pattern, such as the existing dots form a certain pattern that is regular (wavy, widened then narrowed) then indicates there have been heteroskedastic, (2) if there is no clear pattern and spreading points above and below the number 0 on the Y axis, there is no heteroskedastic (Ghozali, 2007). For more details can be seen on the scatter plot chart below.



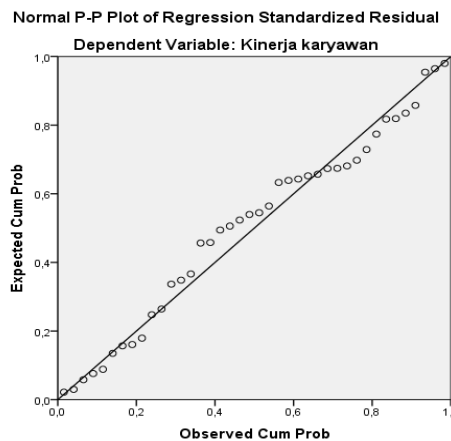
**Figure 3. Graph Scater Plot**

From the picture above can be seen that there is no heteroskedasticity because there is no clear pattern and the spots spread above and below the number 0 on the Y axis so that it can be said heteroskedasticity test is met.

**Test Linearity**

Linearity test is used to ascertain whether the relationship between the independent variable and the dependent variable is linear or not. The relationship between the variables X and Y is said to be linear when the rate of

change in Y (employee performance) associated with the change of one unit X (communication, ability, and motivation) is constant for a range of values. Figure 15. the normal graph plot below shows that the points spread around the diagonal line, and the spreading follows the direction of the diagonal line. From the two graphs above can be concluded that the regression model meets Linearity assumption.



**Figure 4. Normal Graph Plot Linearity Test**



**Hypothesis Testing**

**1. The influence of communication on employee performance**

R square value on the partial influence of communication variable on employee performance that is equal to 0,716. This value can be interpreted that variation of change of employee performance variable can be explained by the variation of communication variable change equal to 71,6% while the rest that is equal to 28,4% influenced by another variable outside of communication.

The result of t arithmetic is 2,641 when compared with t table (alpha = 0,05 DF = 2; 38), then t table value equal to 1,697. From the results, t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. The value of partial influence of communication on employee performance can be seen in table 8.

**Table 9. Summary Model Influence Partial Communication Against Employee Performance**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,739 <sup>a</sup>	,716	,713	,219

a. Predictors: (Constant), Communication

Partial influence of communication variables on employee performance can be seen from the equation is  $Y = 0.394x1$

**Table 10. Partial Influence Analysis of Leadership on Employee Performance Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,744	,157		3,038	,000
1 Communication	,453	,172	,394	2,641	,000

a. Dependent Variable: Employee Performance

In table 10, it can be seen that partially communication variables have a positive effect on employee performance. The value of standardized Coefficients communication is the coefficient of regression of communication variable which gives meaning if keep the attention of factors influencing communication in work hence the performance of employee increase equal to 0,394. From the analysis described in the analysis of the partial influence of communication variables on employee performance can be concluded that the hypothesis stating "there is influence communication on employee performance on PT CGGS Indonesia" hypothesis proved and accepted.

The value of R square on the partial influence of the ability variable on employee performance is equal to 0.600. This value can be interpreted that variation of employee performance variable change can be explained by the variation of change of ability variable equal to 60% while the rest that is equal to 40% influenced by another variable beyond ability. The result of t arithmetic is equal to 7,031 when compared with t table (alpha = 0,05 DF = 2; 38), hence t table value equal to 1,697. From the results, t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. The value of partial influence of the ability to employee performance can be seen in table 10.

**2. Effect of ability on employee performance**

**Table 11. Summary Model Partial Effect of Ability on Employee Performance**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,605 <sup>a</sup>	,600	,503	,414

a. Predictors: (Constant), Ability



The partial effect of the ability variable on employee performance can be seen from the equation which is composed that is  $Y = 0,301x_2$

**Table 12. Partial Effect Analysis Ability to Employee Performance Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,817	,119		6,671	,000
Ability	,511	,163	,301	7,031	,000

a. Dependent Variable: Employee Performance

In table 12, it can be seen that the partial variable of the ability to positively affect employee performance. The value of standardized Coefficients capability is a variable regression coefficient of ability. If you keep in mind the factors that affect the increase in employee ability impact on employee performance improvement of 0.301. From the analysis described in the analysis of the partial influence of the variable ability to employee performance can be concluded that the hypothesis stating "there is influence ability to employee performance on PT CGGS Indonesia" can be proven and hypothesis accepted.

**3. The influence of communication on motivation**

R square value on the partial influence of communication variable to motivation that is equal to 0,606. This value can be interpreted that variation of change of motivation variable can be explained by the variation of change of communication variable equal to 60,6% while the rest that is equal to 39,4% influenced by another variable outside of communication. The result of t arithmetic is 4.550 when compared with t table (alpha = 0,05 DF = 2, 38), hence t table value equal to 1,697. From the results, t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. The value of partial influence of communication on motivation can be seen in table 13.

**Table 13. Summary Model Partial Influence of Communication Against Motivation Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,524 <sup>a</sup>	,606	,503	,515

a. Predictors: (Constant), communication

Partial influence of communication variables on motivation can be seen from the equation that is compiled that is  $X_3 = 0,624x_1$

**Table 14. Influence Analysis of Partial Communication Against Motivation Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,538	,114		3,517	,000
Communication	,302	,195	,624	4,550	,000

a. Dependent Variable: Motivation

In table 14, it can be seen that partially communication variables have a positive effect on motivation. The value of standardized Coefficients communication is the coefficient of regression of communication variables. If the factors that influence the success of communication will increase employee motivation of 0.624. From the analysis described in the analysis of the partial influence of

communication variables to motivation can be concluded that the hypothesis stating "there is an influence of communication on employee motivation at PT CGGS Indonesia" can be proven and hypothesis accepted.

**4. Influence ability to motivation**

R square value on the partial influence of variable ability to motivation that is equal to 0,286. This value can be



interpreted that variation of change of motivation variable can be explained by the variation of change of ability variable equal to 28,6% while the rest that is equal to 71,6% influenced by another variable beyond ability. The result of t arithmetic is 4,819 when compared with t table (alpha = 0,05 DF = 2, 38), hence t table value equal

to 1,697. From the results, t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. The value of partial influence of ability to motivation can be seen in table 15.

**Table 15. Summary Model Partial Influence Ability on Motivation**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,535 <sup>a</sup>	,286	,268	2,191

a. Predictors: (Constant), Ability

Partial influence of communication variables on motivation can be seen from the equation that is compiled that is  $X_3 = 0,616x_2$

**Table 16. Partial Effect Analysis Ability Against Motivation**  
**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,452	5,554		3,503	,001
	Ability	,577	,148	,535	3,905	,000

a. Dependent Variable: Motivation

In table 16, it can be seen that the partial variable ability to positively affect the motivation. The value of standardized Coefficients capability is a variable regression coefficient of ability. If the company is paying attention to the improvement of employee's ability, employee motivation will increase by 0,535. From the analysis described in the analysis of the partial influence of variable ability to motivation can be concluded that the hypothesis stating "there is influence ability to employee motivation on PT CGGS Indonesia" can be proven and hypothesis accepted.

**5. The influence of motivation on employee performance**

R square value on the partial influence of motivation variable on employee performance that is equal to 0.379.

This value can be interpreted that variation of employee performance variable change can be explained by the variation of change of motivation variable equal to 37,9% while the rest that is equal to 62,1% influenced by another variable outside of motivation.

The result of t arithmetic is 4,819 when compared with t table (alpha = 0,05 DF = 2, 38), hence t table value equal to 1,697. From the results, t arithmetic and t table obtained when compared can be concluded that the value of t arithmetic greater than t table. The value of partial influence of motivation on employee performance can be seen in table 17.

**Table 17. Summary Model Influence Partial Motivation Against Employee Performance**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,616 <sup>a</sup>	,379	,363	1,902

a. Predictors: (Constant), Motivation

Partial influence of motivation variable on employee performance can be seen from the equation which is composed that is  $Y = 0,930x_3$





**Table 18. Partial Influence Analysis Motivation Against Employee Performance Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,068	4,898		3,485	,000
1 Motivation	,573	,119	,930	4,819	,000

a. Dependent Variable: Employee Performance

In table 18, it can be seen that the partial motivation variable has a positive effect on employee performance. The value of standardized Coefficients motivation is a regression coefficient of motivation variables. If companies pay attention to the motivation of each individual employee will improve employee performance of 0.930. From the analysis described in the analysis of the partial influence of motivation variable on employee performance can be concluded that the hypothesis stating "there is an influence of motivation on employee performance at PT CGGS Indonesia" can be proved and hypothesis accepted.

**6. The indirect effect of communication on employee performance through motivation**

From the results of data processing has been done then can be described some equations that can be prepared on the variables discussed as follows.

Equation 1,  $y = f(x_1) = b_1x_1$

$Y = 0.394x_1$

Equation 2,  $y = f(x_2) = b_2x_2$

$Y = 0.301x_2$

Equation 3,  $x_3 = f(x_1) = b_3x_1$

$X_3 = 0.624x_1$

Equation 4,  $x_3 = f(x_2) = b_4x_2$

$X_3 = 0.535x_2$

Equation 5,  $y = f(x_3) = b_5x_3$

$Y = 0.930x_3$

The immediate effects that can be composed are

$Y = 0.394x_1$

$Y = 0.301x_2$

The indirect effect of communication on employee performance through motivation that can be arranged are:  
 $(0,624) (0,930) = 0,580.$

From the direct and indirect influence described can be explained that the magnitude of direct influence of communication on employee performance that is equal to 0.394, while the magnitude of the indirect effect of communication on employee performance through motivation that is equal to 0,580. From the above explanation can be concluded that the value of direct influence is smaller than the value of indirect influence which gives the meaning that the motivation variable is able to mediate communication on employee performance. With the proving of this value, the hypothesis that "there is an indirect influence of communication on employee performance through motivation at PT CGGS Indonesia" can be proven and hypothesis accepted.

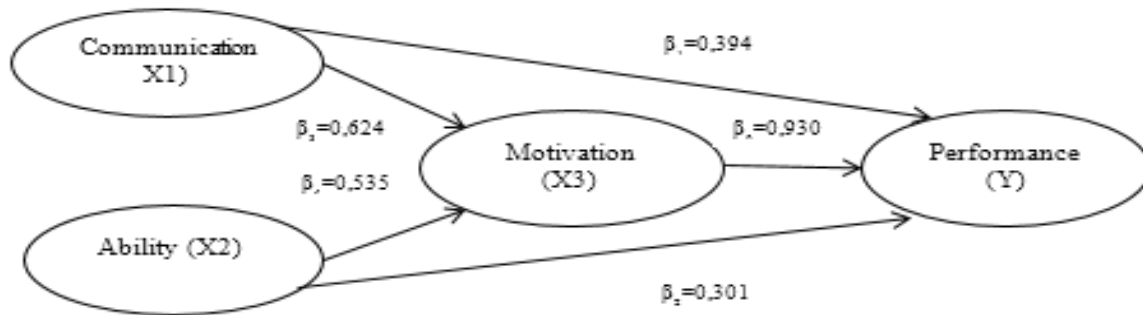
**7. Indirect influence on employee performance through motivation**

The indirect influence of ability to employee performance that can be arranged that is:

$(0,535) (0,930) = 0,497.$  From the direct and indirect

influence described can be explained that the magnitude of the direct influence of the ability to employee performance that is equal to 0.301, while the magnitude of the indirect effect of the ability to employee performance through the motivation of 0.497. From the above explanation can be concluded that the value of direct influence is smaller than the value of indirect influence which gives the meaning that the motivation variable is able to mediate the ability to employee performance. With the proving of this value, the hypothesis stating that "there is an indirect influence of the ability on employee performance through motivation at PT CGGS Indonesia" is accepted and proven.

To see the direct and indirect effects of the compiled equations can be seen in the picture below.



*Figure 12. Path Analysis Model*

**CONCLUSIONS AND SUGGESTION**

**Conclusion**

Departing from the result of analysis and discussion which can be concluded that partially each independent variable of communication, ability, and motivation have the influence on employee performance at PT CGGS Indonesia. Then the result of analysis of motivation variable as an intervening variable can be proved perfectly that motivation variable gives indirect influence on communication variable to employee performance and variable ability to employee performance. This statement can be proven by the amount of indirect influence (communication on employee performance and ability to employee performance) through motivation identified as an intervening variable.

**Suggestion**

As the input material refers to the analysis and discussion that has been done in the previous chapter, the recommendation in the form of suggestions. Where the description of the suggestion can be described as follows.

1. In maximizing the role and function of communication to run two-way and effective, the company through the leadership is expected to continue to socialize relating to the importance of communication at work. With the

hope, if this is taken into account can further encourage the ability and motivation of employees which in turn can improve employee performance.

2. Another factor in the formation of high-low employee performance is the ability of the employees themselves. Improved employee skills cannot run maximally without being supported by motivation from the leaders of PT CGGS Indonesia. Providing motivation for employees will form a positive working behavior of each individual, so as the implementation, if the ability to increase and motivated by high employee motivation in carrying out the task of achieving the target of work given the leadership and the company can be achieved with the maximum.

For further research that wants to raise the same variable more attention to the determination of research indicators wherein the determination of indicators can be adjusted to the place or object of research set. Then, on the other hand, the weakness of this study can be seen from the use of the number of samples used. Where the limited number of respondents in this study can have an impact on accuracy.

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