The Effect of Communication, Leadership, Incentives and Competence on Performance of Transportation Service Employees, Labuhanbatu District

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Abstract

This research was conducted at the Department of Transportation of Labuhanbatu Regency, with the aim of analyzing the effect of communication, leadership, incentives, and competence on employee performance. This study uses quantitative methods with the following analytical techniques, classical assumption test, multiple linear regression test, hypothesis testing, and coefficient of determination test. The results of data analysis in this study can be described with the following explanation, vThe communication variable (X1) has a value of tcount (3.06) > ttable (1.66) with a significantly smaller value than the probability value of 0.05 or a significant value of 0.003 <0.05. Thus, it can be concluded that the communication variable (X1) has an effect on positive and significant on employee performance. Leadership (X2) has a value of tcount (3.44) > ttable (1.66) with a significantly smaller value than the probability of 0.05 or 0.001 <0.05. Thus, it can be concluded that leadership (X2) has a positive and significant effect on performance. employee. Incentive (X3) has a value of tcount (5.39) > ttable (1.66) with a significantly smaller value than the probability of 0.05 or 0.000 <0.05. Thus, it can be concluded that the incentive (X3) has a positive and significant effect on performance. employee. Competence (X4) has a value of tcount (10.30) > ttable (1.66) with a significantly smaller value than the probability of 0.05 or 0.000 <0.05. Thus, it can be concluded that competency (X4) has a positive and significant effect on performance. employee. The results of the F test have an Fcount of 172.59 > Ftable 2.49 with a significance value of 0.000 <0.05. From these results, it can be concluded that communication, leadership, incentives, and competence simultaneously have a positive and significant effect on employee performance.

I. Introduction

Human resources are planning, organizing, supervising, developing, and coordinating employees to achieve organizational goals (Choiriyah, et al, 2021: 1022). Human resources are assumed to be the most important factor for an organization in achieving its goals, this is because human resources act as operators who operate all work processes of an organization. In order to achieve organizational goals, adequate human resources are needed with good performance as well. Performance can be influenced by several factors, one of which is communication. Communication is an important factor in organizing and directing work in order to achieve the goals, vision and mission of the organization (Kalogiannids, et al, 2020: 215). Communication can be defined as the process of disseminating or transmitting information related to the organization, from one employee to another or can reach a wider scope, namely from a stakeholder to other interconnected organizations (Kalogiannidis, 2020: 1). Nurismilida, et al (2019: 547) state

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that there are two types of communication, namely verbal communication and nonverbal communication, verbal communication in its delivery is carried out using language that has meaning, while nonverbal communication in its delivery is only done through expressing feelings through facial expressions, and also the movement of members body. Good communication between employees will have an impact on the performance of the employee. because the existence of communication can make it easier for employees to exchange information and help each other when they encounter a problem while doing work. From the results of a pre-survey conducted on employees of the Labuhanbatu Regency Transportation Service, several phenomena related to communication were found, including personal problems between employees, causing a feeling of discomfort when communicating, besides that there were also some employees who had difficulty receiving information and then have an impact on the unequal perception of the information received.

In addition to communication, leadership also has a role in improving employee performance. Leadership has a close involvement in improving employee performance, this is due to the nature of tolerance that must be embraced by every leader who wishes to exceed work targets, both in terms of time and other things, so it is obligatory for subordinates to receive guidance from superiors as stated in the leadership system he adheres to (Mattalatta, 2019: 36). Kalsoom, et al (2018: 23) define leadership as a process in which a leader interacts with his superiors, which aims to motivate his subordinates and assist his subordinates in achieving predetermined work targets. Subordinates need to be given the right direction and according to their psychological needs, it aims to make subordinates feel involved in an organization, thereby making them improve the performance it produces. Leadership has several types and their respective functions which can then be applied according to the needs of employees in the organization. At the Labuhanbatu Regency Transportation Service, there are several phenomena related to leadership, such as the lack of delegation of tasks from the leadership to their employees, which can then make obstacles at work difficult to deal with, besides that leaders are also less able to help their subordinates when experiencing problems in completing their work, this will certainly hinder employees from doing their jobs, which then has an impact on the performance produced by employees.

Incentives also have an impact on employee performance. Incentives are defined as encouragement that arises from within employees to be able to work well and be able to achieve higher performance targets than those that have been determined so that they can trigger intrinsic motivation from an employee, incentives in principle will benefit both parties, the organization expects a passion for work harder that arises from within the recipient of incentives, while for employees incentives are used as one of the things that can meet their needs (Almaududi, et al, 2021: 98). Incentives are used as an award given to employees as feedback on the performance they have produced. Awards can be in the form of financial or non-financial given by the leadership of the organization to its employees, this is done so that employees get a sense of satisfaction with their work which can then motivate themselves to produce better performance than before. Incentives are given in addition to the basic salary received by employees. Incentives are given fairly to employees, with a benchmark for the performance they produce. Incentives are usually given if employees can produce performance above the predetermined target. By giving incentives fairly, it is hoped that it can trigger other employees to be more enthusiastic about improving their performance. At the Labuhanbatu Regency Transportation Office there are several phenomena related to incentives.

Competence is also one of the factors that can determine employee performance. Competence is defined as the ability of an employee to carry out the work for which he is responsible, based on the skills and knowledge he has (Choiriyah, et al, 2021: 1023). Competence is a basic characteristic of an employee who produces output in the form of performance (Syah, et al, 2021: 17). Competence possessed by an employee is characterized by the skills and knowledge he has. The higher the level of competence possessed by employees, the better the performance it produces, and vice versa, the lower the level of competence possessed by employees, the less good the performance it produces. After the pre-survey was conducted, at the Labuhanbatu Regency Transportation Service there were several phenomena related to competence, such as some employees who had inadequate skills and knowledge related to the work they were responsible for, it made the employee experience difficulties in working, which in turn would provide impact on the resulting performance.

II. Review of Literature

Soleh, et al (2020: 42) define communication as a process of conveying an idea, idea, and value from one employee to another. According to Kalogiannids, et al (2020: 215) communication is an important factor in mobilizing and organizing and directing work to achieve organizational goals, missions, and visions. Communication within the organization is defined as a process of disseminating or transmitting information related to the organization from an employee to another employee or from one stakeholder to another interrelated organization (Kalogiannidis, 2020: 1). Sudarijati, et al (135: 2021) stated that communication can be measured through several indicators, such as: 1) understanding of the message conveyed; 2) a sense of comfort in communicating; 3) common perception; 4) success in doing work. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Leadership is a process in which an individual interacts with employees of the organization to motivate them and assist them in achieving targets (Kalsoom, et al, 2018: 23). Leadership can play an important role in the preparation and integration of mergers and acquisitions by helping organizational members achieve common goals and minimizing the adverse effects associated with culture, organizational size, diversity, conflict, change, role modeling, team building, communication, planning and preparation, corporate reputation and demographics (Thuy, et al, 2020: 5). Leadership can be measured through the following indicators: 1) exemplary; 2) authority; 3) task delegation; 4) decision making; 5) motivation (Guru, et al, 2021: 79).

Incentive is an award that can encourage an employee to work better and achieve performance above predetermined standards (Ardian, 2019: 122). Incentives can be measured through several indicators, including: 1) performance, employee performance improvement can be used as a benchmark and has a big relationship with incentives that can be obtained by employees; 2) length of work, the value of the incentive is determined from how long the employee has worked for the organization, in this case it is calculated using units of hours, days, weeks, and months; 3) seniority, can be interpreted as the level of loyalty of an employee, which can then be used as an indication that an employee gets an incentive value from the organization; 4) justice, it means that incentives will be given according to the performance produced by the employees; 5) feasibility, a large comparison between the incentives given by the company to follow the conditions of similar companies in their policy of providing incentives (Ihrom, et al, 2021: 18)

Competence is the ability of an employee based on skills and knowledge that is supported by the work attitude applied in carrying out his duties and responsibilities in the workplace (Prayogi, et al, 2019: 667). Karnadi, et al (2021: 30) state that competence can be measured through several indicators, including knowledge, understanding, skills, attitudes and interests.

Suharto, et al (2020: 116) define employee performance as the ability of employees to carry out work, where a work target can be completed immediately or does not exceed the time limit provided so that the goals will follow company morals and ethics. Employee performance is defined as the behavior produced by an employee when performing certain tasks, this is also related to the results produced by certain employers in an organization (Kalogiannidis, 2020: 2). The performance indicators in this study are based on the volume of work that can be completed by employees during certain working hours, the quality of service that can be realized without causing complaints from the public who use public services, the entire time series when carrying out a process,

In order to determine the effect and level of significance of the research variables, several indicators related to the variables studied were used. This study consists of 4 independent variables, such as Communication (X1) Leadership (X2) Intensive (X3) and Competence (X4) and 1 dependent variable, namely Employee Performance (Y). The operational definitions of variables from this research can be described in the following table:

Table 1. Operational definition

Research variable	Variable Definition	Indicator
Communication (X1)	Communication is a process of conveying an idea, idea, and value from one employee to another. Soleh, et al (2020: 42).	1. Understanding of the message conveyed 2. Feel comfortable when communicating 3. Same perception 4. Success at work 5. The information received can be verified Sudarijati, et al (135: 2021)
Leadership (X2)	Leadership is the process by which an individual interacts with the employees of the organization to motivate them and assist them in achieving targets. Kalsoom, et al (2018: 23).	1. Exemplary 2. Authority 3. Delegation of tasks 4. Decision-making 5. Motivation Guruh, et al (2021: 79)
Incentive (X3)	Incentive is an award that can encourage an employee to work better and achieve performance above the predetermined standard. Ardian (2019: 122).	1. Performance improvement 2. Length of working 3. seniority 4. Justice 5. Appropriateness Ihrom, et al (2021: 18).
Competence (X4)	Competence is the ability of an employee based on skills and knowledge that is supported by the work attitude that is applied in	1. Knowledge 2. Understanding 3. Ability 4. Attitude

	carrying out his duties and responsibilities in the workplace. Prayogi, et al (2019: 667).	5. Interest Karnadi, et al (2021: 30).
Employee Performance (Y)	Employee performance is defined as the behavior produced by an employee when performing certain tasks, this is also related to the results produced by certain employers in an organization. Kalogiannidis (2020: 2).	1. Working volume 2. Service quality 3. The whole time series at work 4. The length of time used to complete the work 5. Employee attitudes or actions Mendoca, et al (2019: 14).

Source: Research Results, 2022.

III. Research Method

This research was conducted at the Department of Transportation of Labuhanbatu Regency which is located on Jl.Prof. HMYamin, Sh, Rantauprapat, Labuhanbatu Regency. The population in this study included all employees of the Department of Transportation of Labuhanbatu Regency, totaling 84 employees, which were then sampled in the study, using a saturated sampling technique. Data collection in this study was obtained through primary and secondary data sources. Primary data was obtained through distributing questionnaires to related employees, while secondary data was obtained through interviews with several employees from the Department of Transportation of Labuhanbatu Regency. This research uses quantitative methods, with the help of analytical tools in the form ofsoftwareIBM SPSS Statistics 25. The data in this study were analyzed through several analytical techniques such as classical assumption test, testmultiple linear regression, hypothesis testing, and the coefficient of determination.

IV. Result and Discusion

The research questionnaire deserves to be distributed if it meets the requirements of the validity test and reliability test. The validity test was carried out with significant criteria > 0.5 (Ghazali, 2018: 51). The validity test of this research was conducted on 30 employees from the BNN Office of North Labuhanbatu Regency.

Table 2. Validity Test Results

Variable	Total Correlation	Sig Criteria	Information
X1.1	,919	0.5	Valid
X1.2	,660	0.5	Valid
X1.3	,757	0.5	Valid
X1.4	,743	0.5	Valid
X1.5	,919	0.5	Valid
X2.1	,919	0.5	Valid
X2.2	,660	0.5	Valid
X2.3	,757	0.5	Valid
X2.4	,743	0.5	Valid

Variable	Total Correlation	Sig Criteria	Information
X2.5	,919	0.5	Valid
X3.1	,538	0.5	Valid
X3.2	,587	0.5	Valid
X3.3	,633	0.5	Valid
X3.4	,765	0.5	Valid
X3.5	,684	0.5	Valid
X4.1	,833	0.5	Valid
X4.2	,516	0.5	Valid
X4.3	,862	0.5	Valid
X4.4	,755	0.5	Valid
X4.5	,862	0.5	Valid
Y.1	,684	0.5	Valid
Y.2	,765	0.5	Valid
Y.3	,633	0.5	Valid
Y.4	,587	0.5	Valid
Y.5	,538	0.5	Valid

Information: *Sig Criteria < 0.5
Source: Research Results, 2022.

After the statement item meets the validity test, then a reliability test is carried out with the aim of knowing the results are still consistent when measuring the same measuring instrument, the statement item is said to be reliable if it has an alpha value > 0.6 (Sugiyono, 2016: 130).

Table 3. Reliability Test Results

Variable	Croanbach Alpha (CA)	Information
Communication	,802	Reliable
Leadership	,806	Reliable
Incentive	,796	Reliable
Competence	,752	Reliable
Employee Performance	,796	Reliable

Information: *Criteria CA > 0.6.
Source: Research Results, 2022.

Based on table 2 and table 3, it can be concluded that all statement items contained in the questionnaire are declared valid and reliable, thus the research questionnaire is feasible to be distributed. The data obtained from the distribution of the questionnaires were then analyzed using several analytical techniques, in this case the first analysis carried out was the classical assumption test. Classical assumption test consists of normality test, multicollinearity test, and heteroscedasticity test. Normality test in research using graphs*p-plot*with the following results:
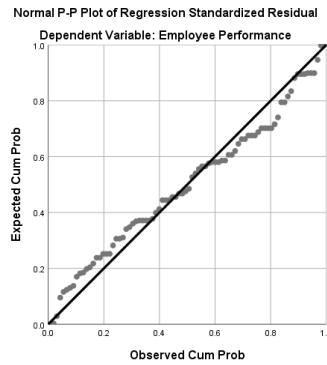
Source: Research Results, 2022.
Figure 1. GraphicsP-PlotNormality test

Figure 1. Shows the residual points of the regression model that spread out and follow a diagonal line, thus it can be stated that the research regression model is normally distributed. Then the multicollinearity test was carried out, with the following results:

Table 4. Multicollinearity Test Results

Coefficientsa

Model		Sig.	Collinearity Statistics	
			Tolerance	VIF
1	(Constant)	.000		
	Communication	.003	.677	1,477
	Leadership	.001	.890	1.123
	Incentive	.000	.471	2,123
	Competence	.000	.352	2.845

a. Dependent Variable: Employee Performance
Information: *p< 0.05.
Source: Research Results, 2022.

The results of the analysis of the multicollinearity test stated that the data in this study did not experience symptoms of multicollinearity, it can be seen from the VIF value of all variables < 10 and the tolerance value of all variables > 0.1. The heteroscedasticity test is displayed through the following scatterplot graph:
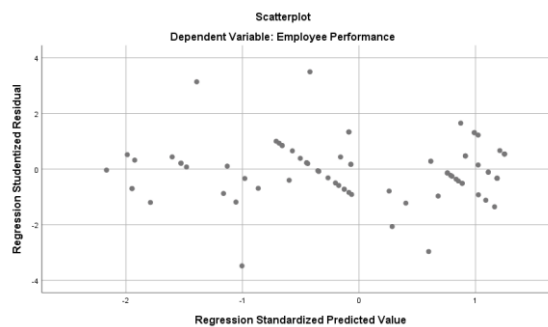
Source: Research Results, 2022.
Figure 2. GraphicsScatterplot

Chart*Scatterplot*the contains points that spread above and below the number 0 on the Y axis, and do not form a clear pattern, this indicates that the data in this study did not experience symptoms of heteroscedasticity. After fulfilling all classical assumption tests, the data in the study were then analyzed using multiple linear regression, with the following results:

Table 5. Multiple Linear Regression Test Results

Model	B	Std Error	Beta	T	Sig.
1 (Constant)	8,607	1,894		4,545	.000
Communication	.176	.057	.134	3.065	.003
Leadership	.209	.061	.132	3,444	.001
Incentive	.303	.056	.283	5.396	.000
Competence	.653	.063	.626	10,300	.000

Coefficientsa

Information: *p< 0.05
Source: Research Results, 2022.

Table 5 contains the results of multiple linear regression tests which can then be described as follows, the value of B on the communication variable (B1) is 0.176. The leadership value (B2) is 0.209. The incentive value (B3) is 0.303. The competency value (B4) is 0.653. The constant value (a) is 8607. Based on this value, the following multiple linear regression equation was obtained: Y=8.607+0.176X1+0.209X2+0.303X3+0.653X4. positive on employee performance.

The next analysis is hypothesis testing which consists of t-test and F-test. t-testconducted to analyze the effect of independent variables, namely communication (X1), leadership (X2), incentives (X3), competence (X4) partially on the dependent variable, namely employee performance (Y). The basis for making decisions on the t-test are: If tcount > ttable, then Ha is accepted and Ho is rejected, meaning that communication, leadership, incentives, and competence have a positive and significant effect on employee performance. If tcount < ttable, then Ha is rejected and Ho is accepted, meaning that communication, leadership, incentives, and competence have no positive and significant effect on employee performance.

The equation for determining the value of ttable can be used as follows: df = nk-1 = 84-4-1 = 79. After being calculated using this equation, it can be determined that the value of ttable is 1.66. The results of the t test are listed in Table 6:

Table 6.t test results

Model	B	Std. Error	Beta	T	Sig
1 (Constant)	8,607	1,894		4,545	.000
Communication	.176	.057	.134	3.065	.003
Leadership	.209	.061	.132	3,444	.001
Incentive	.303	.056	.283	5.396	.000
Competence	.653	.063	.626	10,300	.000

Coefficientsa

a. Dependent Variable: Employee Performance
Information: *p< 0.05
Source: Research Results, 2022.

Table 6 contains the results of the t-test, which can then be described with the following explanation, the communication variable (X1) has a value of tcount (3.06) > ttable (1.66) which means Ha is accepted and Ho is rejected. While the significant value is smaller than the probability value of 0.05 or a significant value of 0.003 <0.05. Thus it can be concluded that the communication variable (X1) has a positive and significant effect on employee performance. Leadership (X2) has a value of tcount (3.44) > ttable (1.66) which means Ha is accepted and Ho is rejected. While the significant value is smaller than the probability of 0.05 or 0.001 < 0.05. Thus it can be concluded that leadership (X2) has a positive and significant effect on employee performance.

The F-test of the data was conducted to test the independent variables, namely communication, leadership, incentives, and competence simultaneously having a significant relationship or not to the dependent variable, namely employee performance. The basis for making F-Test decisions are: If Fcount > Ftable, then Ha is accepted and Ho is rejected, meaningcommunication, leadership, incentives, and competencepositive and significant effect on employee performance. If Fcount < Ftable, then Ha is rejected and Ho is accepted meaningcommunication, leadership, incentives, and competenceno positive and significant effect on employee performance. As for determining the value of Ftable, the following equation can be used: df = k; n − k = 4; 84 − 4 = 4; 80. After being calculated using this equation, it is determined that the value of Ftable is 2.49. The results of the F test in this study are shown in the following table:

Table 7. F. Test Results

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	636.104	4	159,026	172.597	.000b
	Residual	72,788	79	.921		
	Total	708.893	83			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Competence, Leadership, Communication, Incentive
Information: *p< 0.05
Source: Research Results, 2022.

In Table 7. The F test results have an Fcount value of 172.59 > Ftable 2.49 with a significance value of 0.000 <0.05. From these results, it can be concluded that communication, leadership, incentives, and competence simultaneously have a positive and significant effect on employee performance.

The next analysis, namely the coefficient of determination, was carried out to find out how big the contribution of the influence of the independent variables, namely communication, leadership, incentives, and competence to the dependent variable, namely employee performance. If the value of the coefficient of determination is getting closer to the value of 1, it shows the stronger the relationship between the independent variables and the dependent variable, and vice versa. The following are the results of the coefficient of determination test:

Table 8. Coefficient of Determination Test Results

Model Summaryb

	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.947a	.897	.892	.95988

a. Predictors: (Constant), Competence, Leadership, Communication, Incentive

b. Dependent Variable: Employee Performance

Information: *p< 0.05

Source :Research Results, 2022.

Table 8. The results of the coefficient of determination test show that the Ajusted R Square value of 0.892 means that employee performance can be explained by the variablecommunication, leadership, incentives, and competenceof 89.2%, while the remaining 10.8% can be explained by other variables not examined in this study.

Discussion

The results of the t-test of the communication variable (X1) have a tcount value (3.06) > ttable value (1.66), which means Ha is accepted and Ho is rejected, with a significant value less than the probability value of 0.05 or 0.003 <0.05, Thus, it can be stated that the communication variable has a positive and significant effect on the performance of the employees of the Labuhanbatu Regency Transportation Service. This is in line with previous research conducted by Eryanto (2020), with the title "Communication on Employee Performance at Information Technology". The results of this study indicate that, in general, communication has been going well. Communication has a significant positive effect on the performance of LIPI's information technology employees.

Leadership (X2) has a value of tcount (3.44) > ttable value (1.66) which means Ha is accepted and Ho is rejected, with a significantly smaller value than the probability value of 0.05 or 0.001 <0.05. It can be stated that the leadership variable (X2) has a positive and significant effect on employee performance at the Labuhanbatu Regency Transportation Service. This is in line with the research conducted by Paais, et al (2020), with the title "Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance", the results of the study can be described as follows, the coefficient of determination test shows that satisfaction work is influenced by 57.4% by the variables of motivation, leadership, and culture, while the employee performance variable by 73.5% is influenced by the variables of motivation, leadership, culture, and job satisfaction. Other factors outside of this study affect the rest. Motivation, leadership, and organizational culture of employees need to be improved to increase job satisfaction. Always, if employee job satisfaction increases, employee performance will also increase

The incentive variable (X3) has a value of tcount (5.39) > ttable value (1.66), which means Ha is accepted and Ho is rejected, with a significant value less than the probability value of 0.05 or 0.000 <0.05, it can be stated that Incentive variable (X3) has a positive and significant effect on employee performance at the Department of Transportation of Labuhanbatu Regency. This is in line with research conducted by Meilawati, et al (2019) with the title "The Effect of Giving Incentives on Employee Performance at PT Telesindoshop Sorong City". The results of the analysis show that the provision of incentives has a positive and significant effect on the performance of PT. Tesindoshop

employees. With a significant value of 0.042, in this study used a significance level of 0.05 or 5% meaning 0.042 <0.05, Ho is rejected and Ha is accepted, Ha is the effect of providing incentives on employee performance. Every increase in the provision of incentives to PT. Telesindo employees will increase employee performance by 0.564.

The competency variable (X4) has a tcount value (10.30) > ttable value (1.66), which means Ha is accepted and Ho is rejected, with a significant value less than the probability value of 0.05 or 0.000 <0.05, it can be stated that the competency variable (X4) has a positive and significant effect on employee performance at the Labuhanbatu Regency Transportation Service. This is in line with research conducted by Mulyasari (2018) with the title "The Effect of Emotional Intelligence and Competence on Employee Performance". The results of the analysis prove that competence has a positive and significant effect on employee performance. This means that the better the competence, the higher the performance of the Family Planning and Women's Empowerment Body Extension (BKBPP) Garut Regency. Furthermore, with regard to competence, indicators that need to be further optimized with regard to responsiveness to problems were found; 3) Emotional intelligence and competence have a positive and significant effect on employee performance. This means that the better the emotional intelligence and competence, the higher the performance of the Family Planning and Women Empowerment Agency (BKBPP) Counselor in Garut Regency.

Research analysis with the F test, obtained the value ofFcount is 172.59 > Ftable 2.49 with a significance value of 0.000 <0.05.From these results it can be concludedcommunication, leadership, incentives, and competenceprovide a positive and significant impact on the performance of the Labuhanbatu Regency Transportation Department employee.

V. Conclusion

1. Communication has a positive and significant effect on employee performance at the Labuhanbatu Regency Transportation Service.
2. Leadership has a positive and significant effect on employee performance at the Labuhanbatu Regency Transportation Service.
3. Incentives have a positive and significant effect on employee performance at the Labuhanbatu Regency Transportation Service.
4. Competence has a positive and significant effect on employee performance at the Labuhanbatu Regency Transportation Service.
5. Communication, leadership, incentives, and competence have a positive and significant effect on employee performance at the Department of Transportation of Labuhanbatu Regency.

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