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The influence of leadership style and communication on the performance of employees office of state property services and auctions (KPKNL) Jakarta v through motivation

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Abstract

This study aims to: 1) examine and analyze the influence of leadership and communication styles on motivation, 2) examine and analyze the influence of leadership and communication styles on employee performance, 3) examine and analyze the influence of motivation on employee performance, 4) examine and analyze the influence of leadership styles on employee performance. leadership on employee performance through motivation, 5) examine and analyze the effect of communication on employee performance through motivation. The research was conducted at the Office of the State Property and Auction Service (KPKNL) Jakarta V with a research sample of 87 respondents. The sampling technique used a saturated sample. The data analysis method used descriptive analysis and path analysis.

The results show that: 1) there is an influence of leadership style and motivation on motivation, 2) there is an influence of leadership and communication style on employee performance, 3) there is an influence of motivation on employee performance, 4) there is no influence of leadership style on employee performance through motivation, 5) there is no effect of communication on employee performance through motivation. Communication contributes greatly to employee performance than leadership style.

Keywords: Leadership style, communication, motivation, employee performance

Introduction

Human resources are resources that can help organizations to mobilize other resources. One of the most important elements that can support the running of the company is human resources (employees). The problem that often arises is when the company cannot identify needs and create a comfortable working atmosphere, given that individuals in the company come from various different backgrounds, who of course have their own expectations and motives in working, have different talents and skills. If the company succeeds in creating a good climate, then everyone in the company will give their best performance.

A company is required to have good performance to achieve the goals that have been set before a good organization, so that it will make a positive contribution to organizational development. According to Miftah (2008) ^[23] leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it. A leader must apply a leadership style to manage his subordinates, because a leader will greatly affect the success of the organization in achieving its goals.

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned illegally, not violating the law and in accordance with morals and ethics. According to Mangkunegara & Hasibuan, (2009) ^[21] employee performance (Employee performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Therefore, performance is the most important thing for the company or organization as well as for the employees themselves. Then to improve the performance of education, it must be supported by reliable human resources, one of which is employees who work in the education office, including employees of the Jakarta V State Assets and Auction Service Office (KPKNL) which is planned to be the object of this research.

The Office of the State Assets and Auction Service (KPKNL) Jakarta V has a vision, namely: To be the Manager of State Finances to Realize a Productive, Competitive, Inclusive, and Equitable Indonesian Economy to Support the Vision and Mission of the President and Vice President: "A Sovereign, Independent, Advanced Indonesia. and Personality Based on Mutual Cooperation". To realize this vision, the Ministry of Finance has 5 (five) missions, namely: (1) Implementing a responsive and sustainable fiscal policy; (2) Achieving a high level of state revenue through excellent service and effective supervision and law enforcement; (3) Ensuring fair, effective, efficient and productive state spending; (4) Manage innovative central balance sheets with minimum risk; (5) Develop digital-based core business processes and adaptive Human Resources management according to technological advances.

To realize the vision and mission of the program, it is very dependent on employees who have high skills and abilities according to specific jobs. Employees with such qualities tend to have higher performance. With such conditions, performance issues have always been discussed among practitioners and academics. Among practitioners, one of the regional government work units that are concerned with performance issues is the Jakarta V Public Assets and Auction Service Office (KPKNL).

The work unit in charge of the education area has tried to improve employee performance at the maximum level. By taking into account the number of work programs that must be implemented, the position of employee performance is very strategic in supporting the performance of the organization's employees. However, the reality on the ground shows that employee performance is not at the maximum level, even some are at a moderate to low level, so they cannot be relied on to support the achievement of organizational goals and performance. The indications are mainly seen from the work targets that are not achieved properly in terms of quantity and quality. In addition, according to the results of pre-research interviews with two leaders, information was obtained that there are still employees who are unable to complete work according to applicable procedural and work standards, arrive late or leave early, do not want to spend extra effort to complete work properly. time, and are less loyal to superiors' instructions.

In addition, the performance of the Jakarta V State Assets and Auction Service Office (KPKNL) also shows various problems as follows:

1. There are still employees who don't come on time, for various reasons where they live far away.
2. The employee does not come to sign the attendance register, or show the ID Card through the scan that has been provided.

Therefore, to find out the problems that exist, the author has conducted a preliminary survey to 10 respondents, namely to employees at the Jakarta V Office of State Assets and Auction Services (KPKNL). Jakarta V State Assets and Auction Service (KPKNL) on Performance.

From Table 1, it shows that there are several variables that affect the performance of employees at the Office of the State Assets and Auction Service (KPKNL) Jakarta V. It can be seen that the factors causing the decline in employee performance are leadership style, compensation and communication problems with 60% disagreeing answers on each question. According to employees, the communication

function in the organization contains information so as to provide clear directions for completing tasks. Leaders who are wrong in delegating tasks will cause serious problems that will have an impact on decreasing employee performance. There are several employees who say that sometimes the leader gives additional tasks that are not actually their duties, this makes communication must continue to run well because if the additional task is misinterpreted, there will be errors in completing the task.

Table 1: Pre-Survey Results of Employee Performance Achievement at the Jakarta V State Assets and Auction Service Office (KPKNL)

No	Variable	Persentase					Total
		SS	S	KS	TS	STS	
1	Work result	40%	50%	10%			100%
2	Skills	30%	60%	10%			100%
3	Position Knowledge	40%	60%				100%
4	Decision-making	40%	50%		10%		100%
5	Leadership style	30%	10%	30%	20%	10%	100%
6	Cooperation	40%	50%	10%			100%
7	Responsibility	40%	60%				100%
8	Discipline	40%	50%	10%			100%
9	Initiative	30%	50%	10%		10%	100%
10	Communication	20%	20%	40%	20%		100%
11	Compensation	20%	20%	20%	30%	10%	100%
12	Attitude	50%	50%				100%

Source: Pre-Survey Results at the Office of the State Assets and Auction Service (KPKNL) Jakarta V (data reprocessed)

This is in accordance with interviews about leadership styles and communication obtained from employees of the Jakarta V State Assets and Auction Service Office (KPKNL), as follows:

- a. Lack of clear direction from leaders to employees so that employees feel confused about the directions and tasks given by the leadership.
- b. Communication between leaders and employees is not good, so sometimes there is always a misunderstanding between leaders and employees in carrying out their duties, this is also one of the factors that hinder the completion of work.
- c. There are still employees who are unable to complete the work and submit work reports in accordance with the specified time, due to the workload of additional tasks given by the leadership.
- d. There are still employees who are required to work out of town. Usually do not report to the personnel department, and will eventually affect their absence. So that the lack of communication and coordination will hinder the process of reporting work for the personnel sector.
- e. As well as the lack of a sense of responsibility of employees in doing and completing tasks, the weakness of the system that is felt by employees is in absenteeism, usually employees who have to go out of town report to the personnel field, but because they are in a hurry they finally cut the existing procedures, so that when staffing employees at the end of the month will report performance appraisals, one of which is absenteeism, the report does not match the reality because employees who are on duty out of town do not report that they are on foreign service.

The performance phenomenon mentioned above is of course

not without cause, there are at least four variables that influence it. First, the leadership style, where an effective leadership style will of course be able to realize the vision, mission of the program that has been planned, then good communication will be built between subordinates and subordinates (horizontal), superiors and subordinates (vertical), and subordinates with superiors from other units (diagonal), can support the smooth implementation of tasks or work, thus enabling employees to show optimal performance.

The communication relationship between superiors and subordinates also cannot be separated from a paternalistic culture, namely superiors rarely or never give their subordinates to act on their own, to take initiative and make decisions. This is because the communication made by superiors to subordinates is formal where there is a distant organizational structure between superiors and subordinates, so the consequence of this behavior is that their subordinates are not used as a source of information, ideas, and suggestions. Miscommunication can lead to conflict within an organization.

In the dynamics of organizational life, conflicts often occur, mainly because of differences, discrepancies, or conflicts between employees. In the reality of work, when employee behavior is hampered by the behavior of other employees or events that are beyond their control, conflict arises. These obstacles can be in the form of conflicts between individuals, disputes in achieving goals, conflicting norms and values, behavior that negates and hinders other parties, and conflicts due to creativity, initiative or new ideas in achieving goals. If there is a conflict in the organization, it can result in an uncomfortable working atmosphere, which can then have implications for employee performance. The higher the intensity of the conflict, the lower the employee's performance.

In an organization not only requires good communication so that organizational goals can be achieved, but a good working relationship is also needed between superiors and subordinates. One of the working relationships as a driver of employee performance is compensation, that is, everything received can be in the form of physical or non-physical and must be calculated and given to someone. This is an important issue in achieving the company's goals, vision and mission. In addition, compensation is also a reflection of the company's efforts to maintain and improve employee welfare. If compensation is met and given properly and fairly, it will stimulate employee passion and job satisfaction, so it will be easy for the company to achieve the goals that have been set.

Motivation is one of the most important factors influencing human behavior and performance. Motivation theory has been discussed and conceptualized by various researchers. The level of motivation of an individual or team given in their task or job which can affect all aspects of organizational performance. In a recent study, motivation was defined by as the willingness to exert a high level of effort, towards organizational goals, which is conditioned by the ability of the effort to fulfill some individual need.

Based on several opinions expressed by experts, it can be concluded that work motivation is a process in which needs encourage a person to carry out a series of activities that lead to the achievement of certain goals and organizational goals and to fulfill several needs. The strength and weakness of a worker's work motivation will determine the size of the

achievement.

Previous research is an attempt by researchers to find comparisons and as a basis for research to find new inspiration, besides that previous studies help research in positioning research and show the originality of research. There are differences in research on the influence of leadership style, communication and motivation on employee performance by Pradita (2016)^[30], Talise (2019)^[50], Priyanto (2016)^[31], Putra & Widiyanta (2018)^[33], Lalamentik *et al.*, (2017)^[70], Panjaitan (2017)^[73], said that there was a significant positive effect between leadership style and communication on performance. Meanwhile, Triyanto *et al.*, (2016)^[90], Setiawan & Mujiati (2016)^[83], Ilmawan *et al.*, (2017)^[14], Putranto & Wijayanti (2018)^[77], Rotinsulu & Hartono (2015)^[81], Shintia & Rachmiyati (2016)^[84] say that if the style of leadership increases together have a positive and significant influence either simultaneously or partially on employee performance.

By doing this step, it will be able to see the extent of the originality and position of the research to be carried out. Studies that have a relationship or relationship will then be identified by presenting several studies that have different samples from this study, including: Rifa'i *et al.*, (2019)^[80] with the object of research being 100 employees at Yamaha Tegalrejo Yogyakarta, Nantu & Rumokoy (2017)^[25].

Starting from the problems above, the researchers are interested in proving scientifically through research on the effect of leadership style and compensation on the performance of KPKNL Jakarta V employees through work motivation.

Literature Review

1. Employee Performance

Human resources are resources that can help organizations to mobilize other resources. One of the most important elements that can support the running of the company is human resources (employees). The problem that often arises is when the company cannot identify needs and create a comfortable working atmosphere, given that individuals in the company come from various different backgrounds, who of course have their own expectations and motives in working, have different talents and skills. If the company succeeds in creating a good climate, then everyone in the company will give their best performance.

Performance is the result of work achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Employees are the key determinant of organizational success. For this reason, every employee in addition to being required to have knowledge, skills and abilities, must also have experience of motivation, self-discipline and high morale, so that if employees in the office are good, office performance will also increase which leads to office goals (Siagian, 2002)^[41].

2. Leadership Style

The leadership style in an organization has a very important role that determines the success of achieving the goals of an organization. According to, leadership style is the way a person takes in order to practice his leadership style. Leadership style is not a talent, so it can be learned and practiced and in its application it must be adapted to the situation at hand (Suwarno & Bramantyo, 2019)^[49].

Leadership style experts state that leadership style is the consistent behavior patterns of leaders towards their

followers, or the ways in which leaders influence their followers. Meanwhile, Hersey and Blanchard say that leadership styles are consistent behavior patterns that are applied at work (Daswati, 2012) ^[62].

In an organization leadership style is the most important factor in determining the achievement of goals set by the organization. Leadership style is the central point and policy makers of the activities to be carried out in the organization. Leadership style according to Thoha (1983) ^[51] is an activity directed to achieve certain goals. Meanwhile, according to Robbins & Judge (2006) ^[37] leadership style is the ability to influence a group to achieve goals. Furthermore, according to Purwanto (2002) ^[32] leadership style is a collection of a series of abilities and personality traits, including authority to serve as a means in order to convince those they lead so that they are willing and able to carry out the tasks assigned to them willingly, enthusiastically, and willingly. inner joy, and feeling not forced (Kamaluddin & Rapanna, 2017) ^[16].

3. Communication

According to Widjaya (2000) ^[56] communication is the delivery of information and understanding from one person to another. Communication will be successful if there is mutual understanding, that is, if both parties, the sender and the recipient of the information can understand it. This does not mean that both parties have to agree on an idea, but what is important is that both parties understand the idea. In these circumstances, it can be said that communication has been successful (communicative).

Communication is generally defined as the activity of exchanging opinions, or relationships between humans, both individuals and groups. Human communication is a process of forming meaning between two or more people. From this statement, communication relates to the meaning that can be obtained between the parties who communicate.

According to Rahmawati (2014) ^[79], communication is the exchange of information between two or more parties. The main function of communication is to convey information about facts, assumptions, attitudes, behaviors and similarities between individuals, groups and even organizations.

Communication is one of the most frequently discussed dynamics in all areas of organizational behavior, but is rarely fully understood. Effective communication is a basic prerequisite for achieving organizational goals and human resource management, but it remains one of the biggest problems in modern management. Communication is the exchange of information between two or more parties. Communication is not only in the form of transferring meaning but also understanding meaning. Communication is said to be effective if the message sent by the sender of the news is perceived exactly the same by the recipient of the news.

4. Motivation

Pamela & Oloko (2015) Motivation is the key to a successful organization to maintain the continuity of work in the organization with a strong way and help to survive. Motivation is providing the right guidance or direction, resources and rewards to keep them inspired and interested in working the way you want them to. Chukwuma & Obiefuna (2014) Motivation is the process of generating behavior, maintaining behavioral progress, and channeling specific action behaviors. Thus, motives (needs, desires) encourage employees to act. Motivation is a process that begins with a

need in humans that creates a void in a person (Chukwuma & Obiefuna, 2014).

Motivation is a process where needs encourage a person to carry out a series of activities that lead to the achievement of certain goals. Goals that, if successfully achieved, will satisfy or satisfy these needs. (Munandar, 2001). Steers & Porter (in Miftahun & Sugiyanto 2010) state that work motivation is an effort that can lead to a behavior, direct behavior, and maintain or maintain behavior that is in accordance with the work environment in the organization. Work motivation is a basic human need and as an incentive that is expected to fulfill the desired basic needs, so that if the need exists, it will result in the success of an activity. Employees who have high work motivation will try to get their work done as well as possible.

Research Methods

Research Time and Location

1. Research Time

This research was carried out from July 2021 to August 2021. This research was carried out in stages: observation or interviews, and testing of research instruments, distributing questionnaires and analyzing research data.

2. Research Location

This research was conducted on Jl. KKO Soldiers Usman and Harun No.10, RT.3/RW.1, Senen, Kec. Senen, Central Jakarta City, Special Capital Region of Jakarta 10410.

Research Design

Research is a process of searching for the truth of a phenomenon or fact that occurs in a structured and systematic way (Jørgensen & Hanssen, 2018) ^[15]. This study uses descriptive analytic with a quantitative approach. Quantitative research is research whose specifications are systematic, well-planned and clearly structured from the start to the making of research designs (Siyoto & Sodik, 2015) ^[43]. Quantitative research is a method for testing certain theories by examining the relationship between variables (Noor, 2016) ^[26]. These variables are measured with research instruments so that data consisting of numbers can be analyzed based on statistical procedures (Monroe, 2021) ^[24]. Sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing established hypotheses (Sugiyono, 2010) ^[45].

In this study to examine how much the contribution of organizational culture variables, and job satisfaction as an independent variable (exogenous), organizational commitment as a mediating variable (intervening) and employee performance as the dependent variable (endogenous). Intervening variables or variables that affect the relationship between exogenous variables and endogenous variables are stated in the organizational commitment variable. Then combined with relevant theories using data analysis techniques with reference to the variables used. The data collection technique uses surveys which are commonly used in quantitative research.

Data Collection Technique

- a. The type of research used in this research is quantitative research with survey method. Quantitative research is a type of research based on the philosophy of positivism, used to examine certain populations or samples, data

collection using research instruments, data analysis is quantitative with the aim of testing established hypotheses (Sugiyono, 2018) ^[46].

- b. According to Maul, (2017) the survey method is a quantitative research method used to obtain data that occurred in the past or at the present time about beliefs, opinions, characteristics, behavior, variable relationships and to test several sociological and psychological hypotheses from samples taken from the population certain, data collection techniques with questionnaire observations that are not in-depth and research results tend to be generalized.

Population and Sample

Population is a unit of individuals or subjects in a region and time with certain qualities to be observed/researched. The population is a generalization area consisting of subjects who have certain qualities and characteristics determined by the researcher to be studied and then draw conclusions (Sugiyono, 2018) ^[46]. The population in this study were all employees of KPKNL V Jakarta as many as 87 people.

The samples studied were 87 respondents. The sampling technique used is probability sampling. Probability sampling is a sampling technique that provides equal opportunities for each element or member of the population to be selected as a sample member (Sugiyono, 2018) ^[46]. This study uses a saturated sample where every employee at KPKNL V Jakarta has the same opportunity to be taken as a sample.

Analysis Model

1. Descriptive Analysis

Descriptive analysis provides an overview of the mean, standard deviation, variance, maximum, minimum, sum,

range, kurtosis and skewness (Zane, 2020) ^[57]. Descriptive statistics are statistics used to analyze data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations (Sugiyono, 2018) ^[46].

Descriptive statistics of the collected data are analyzed by calculating the average and percentage, so that it can describe leadership style on employee performance, the effect of communication on employee performance, the influence of motivation on employee performance, the influence of leadership style on employee performance indirectly through work motivation and the influence of communication on employee performance indirectly through motivation.

2. Path Analysis

Path analysis is an extension of multiple linear analysis, or path analysis is the use of regression analysis to estimate causality relationships between variables (causal models) that have been determined previously based on theory (Bahçekapılı & Karaman, 2020) ^[4]. In path analysis before the researcher conducts the analysis of a study, the researcher first makes a path diagram that is used to present the problem in the form of an image and determines the structural equation that states the relationship between the variables on the path diagram. Path diagrams can be used to calculate the direct and indirect effects of the Independent variable on a dependent variable (Noor, 2016) ^[26].

The path diagram model was made based on the variables studied, in this study the variables studied were leadership style (X1), communication (X2), motivation (X3) and employee performance (Y). The following path analysis model in the study can be seen in Figure 1.

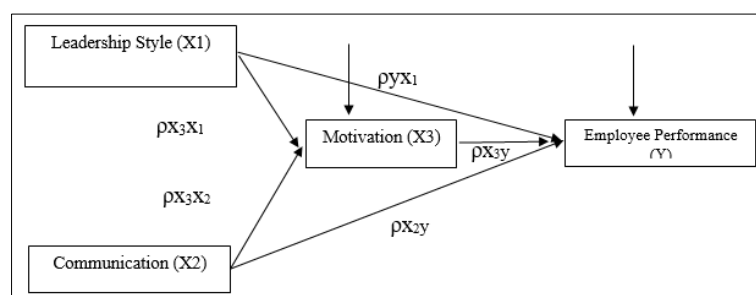


Fig 1: Research Model Concept

Research Results and Discussion

1. Analysis of the Effect of Leadership and Communication Style on Motivation

The results of the regression analysis of the influence of leadership style and communication on motivation can be seen in the table below:

Table 1: Test Results of the Effect of Leadership and Communication Style on Motivation

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844 ^a	.712	.705	3.34372
a. Predictors: (Constant), X2, X1				
b. Dependent Variable: X3				

Source: Primary Data processed, 2022

Table 1, shows the value of R² (R Square) of 0.712. This R² value is used in calculating the coefficient value of e₁. The coefficient of e₁ is a variant of motivation that is not explained by leadership and communication styles.

$$\begin{aligned} \text{Magnitude: Coefficient } e_1 &= \sqrt{1 - R^2 X_k} \\ e_1 &= \sqrt{1 - (0,712)^2} = \sqrt{1 - (0,507)} \\ &= \sqrt{0,493} = 0,702 \end{aligned}$$

So Coefficient $e_1 = 0,702$

Table 2: Results of Motivational Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.730	2.085		1.789	.007
	X1	.213	.090	.222	2.365	.020
	X2	.667	.095	.659	7.023	.000

a. Dependent Variable: X3

Source: Primary Data processed, 2022

Based on Table 2, it can be seen that the regression equation is as follows:

$$X_3 = b_1X_1 + b_2X_2 + e_1$$

$$X_3 = 0,213X_1 + 0,667X_2 + 0,702e_1 \dots\dots\dots (1)$$

So from equation (1) it can be seen that if the leadership style increases, the motivation will increase. Likewise, with increased communication, motivation will increase.

The equation shows that

- Every time there is an increase in 1 leadership style will be followed by an increase in motivation of 0.213.
- Every 1 communication unit increase will be followed by an increase in motivation of 0.667.

2. Analysis of the Effect of Leadership and Communication Style on Employee Performance

The results of the regression analysis of the influence of leadership style and communication on employee performance can be seen in Table 3, below:

Table 3: Test Results of the Effect of Leadership and Communication Styles on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775 ^a	.601	.591	4.30521

a. Predictors: (Constant), X2, X1

Source: Primary Data processed, 2022

Table 3 shows the value of R2 (R Square) of 0.601. This R2 value is used in calculating the e2 coefficient value. The e2 coefficient is a variant of employee performance that is not explained by leadership and communication styles.

$$e_1 = \sqrt{1 - (0,601)^2} = \sqrt{1 - (0,361)}$$

$$= \sqrt{0,639} = 0,333$$

So Coefficient $e_2 = 0,799$

Magnitude: Coefficient $e_2 = \sqrt{1 - R^2X_k}$

Table 4: Results of Employee Performance Regression Analysis

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.803	2.684		1.044
	X1	.301	.116	.287	.011
	X2	.587	.122	.530	.000

a. Dependent Variable: Y

Source: Primary Data processed, 2022

Based on Table 4, it can be seen that the regression equation is as follows:

$$Y = b_1X_1 + b_2X_2 + b_3X_3 + e_2$$

$$Y = 0,301X_1 + 0,587X_2 + 0,799e_2 \dots\dots\dots (2)$$

So from equation (2) it can be seen that if the leadership style increases, the employee's performance will increase. Likewise, with increased communication, employee performance will increase.

The equation shows that

- Every time there is an increase in 1 unit of leadership style, it will be followed by an increase in employee performance of 0.301.
- Every increase in 1 communication unit will be followed by an increase in employee performance of 0.587.

3. Analysis of the Effect of Motivation on Employee Performance

The results of the regression analysis of the influence of motivation on employee performance can be seen in Table 5, as follows:

Table 5: Employee Performance Regression Coefficient

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	3.296	2.380		1.385
	X3	.880	.070	.805	12.493

a. Dependent Variable: Y

Source: Primary Data processed, 2022

Based on Table 5, it can be seen that the regression equation is as follows:

$$Y = a + b_3X_3 + e_2$$

$$Y = 3,296 + 0,880X_3 \dots\dots\dots (2)$$

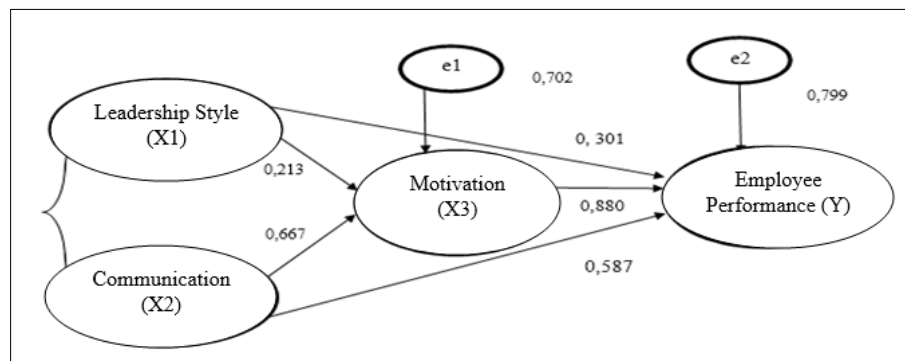
The equation shows that

- Every time there is an increase in 1 unit of motivation, it

will be followed by an increase in employee performance of 0.880.

4. Analysis of the Effect of Leadership and Communication Style on Employee Performance Through Motivation

Based on equations (1), (2) and (3), a path analysis model is obtained follow:

**Fig 2**

The value of the influence of leadership style and communication on employee performance through motivation is as follows:

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_1}) \times (\rho_{YX_3}) = 0,213 \times 0,880 = 0,185$$

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_2}) \times (\rho_{YX_3}) = 0,667 \times 0,880 = 0,586$$

Discussion

1. The Influence of Leadership and Communication Styles on the Motivation of the Jakarta State Property and Auction Service Office (KPKNL) V

Based on the results of the description analysis on the leadership style variable, the indicator that dominates the formation of the leadership style variable is the ability to control emotions, that the leadership of the Jakarta V State Property and Auction Service Office (KPKNL) is able to control emotions in their employees and the leadership of the State Property and Auction Service Office (KPKNL) Jakarta V is able to control emotions in the organization he leads.

In the communication variable, the indicator that gives the greatest value to the formation of the communication variable is the clarity of the message, that the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) clearly receive messages from the leadership and the clarity of the message from the Jakarta V State Assets and Auction Service Office (KPKNL) leadership. understood by all employees.

In the motivation variable, the indicator that gives the greatest value to the formation of the motivation variable is self-esteem, that the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) have obedience to the leadership and the Jakarta V State Assets and Auction Service

Office (KPKNL) employees have compliance with the organization.

Based on multiple regression analysis, it shows that leadership and communication styles contribute to the motivation of the Jakarta V State Property and Auction Service Office (KPKNL). Communication contributes greatly to increasing motivation compared to leadership styles. The results of this study are in line with the results of research conducted by Putra & Widianegara, (2018) ^[33], Listiawati *et al.*, (2017) ^[71], Nantu & Rumokoy (2017) ^[72], Hamidi (2018) ^[64], Arianti & Karmila (2019) ^[60], Amalia *et al.* (2016) ^[59], and Priyanto (2016) ^[31].

2. The Influence of Leadership and Communication Styles on Employee Performance at the Jakarta V State Property and Auction Service Office (KPKNL)

Based on the results of the description analysis on the leadership style variable, the indicator that dominates the formation of the leadership style variable is the ability to control emotions, that the leadership of the Jakarta V State Property and Auction Service Office (KPKNL) is able to control emotions in their employees and the leadership of the State Property and Auction Service Office (KPKNL) Jakarta V is able to control emotions in the organization he leads.

In the communication variable, the indicator gives the greatest value to the formation of the message clarity communication variable, that the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) clearly receive messages from the leadership and the clarity of messages from the Jakarta V State Assets and Auction Service Office (KPKNL) leaders can understood by all

employees.

In the employee performance variable, the indicator that gives the greatest value to the formation of the employee performance variable is the quality of work, that the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) are given the opportunity to continue their education and the Jakarta V State Assets and Auction Service Office (KPKNL) employees are given the opportunity to continue their education training to support jobs.

Based on the results of multiple regression analysis, it shows that leadership and communication styles are able to provide support for improving the performance of employees at the Jakarta V Office of State Assets and Auctions (KPKNL). Communication makes a major contribution to increasing motivation compared to leadership styles. The results of this study are in line with the results of research conducted by Lalamentik *et al.*, (2017)^[70], Panjaitan (2017)^[73], Rotinsulu & Hartono (2015)^[81], Shintia & Rachmiyati (2016)^[84], Listiawati *et al.*, (2017)^[71], Nantu & Rumokoy (2017)^[25], Hamidi (2018)^[64], Arianti & Karmila (2019)^[60], Amalia *et al.*, (2016)^[59], and Priyanto (2016)^[31].

3. The Influence of Motivation on Employee Performance at the Jakarta V State Property and Auction Service Office (KPKNL)

In the motivation variable, the indicator that gives the greatest value to the formation of the motivation variable is self-esteem that the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) have obedience to the leadership and the Jakarta V State Assets and Auction Service Office (KPKNL) employees have compliance with the organization.

In the employee performance variable, the indicator that gives the greatest value to the formation of the employee performance variable is the quality of work, that the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) are given the opportunity to continue their education and the Jakarta V State Assets and Auction Service Office (KPKNL) employees are given the opportunity to continue their education. training to support jobs.

Based on the results of regression analysis, it shows that motivation is able to provide support for improving the performance of the State Property and Auction Service Office (KPKNL) employees) Jakarta V. The results show that in line with the research of Putra & Widiyantara, (2018)^[33], Pradita (2016)^[30], Lalamentik *et al.*, (2017)^[70], Panjaitan (2017)^[73], Rotinsulu & Hartono (2015)^[81], Shintia & Rachmiyati (2016)^[84], Listiawati *et al.*, (2017)^[71], Nantu & Rumokoy (2017)^[72], Hamidi (2018)^[64], Arianti & Karmila (2019)^[60], Amalia *et al.*, (2016)^[59], and Priyanto (2016)^[31].

4. The Influence of Leadership Style on Employee Performance at the Jakarta V State Assets and Auction Service Office (KPKNL) Through Motivation

Based on the results of the description analysis on the leadership style variable, the indicator that dominates the formation of the leadership style variable is the ability to control emotions, that the leadership of the Jakarta V State Property and Auction Service Office (KPKNL) is able to control emotions in their employees and the leadership of the State Property and Auction Service Office (KPKNL) Jakarta V is able to control emotions in the organization he leads.

In the motivation variable, the indicator that gives the greatest value to the formation of the motivation variable is self-

esteem that the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) have obedience to the leadership and the Jakarta V State Assets and Auction Service Office (KPKNL) employees have compliance with the organization.

In the employee performance variable, the indicator that gives the greatest value to the formation of the employee performance variable is the quality of work, that the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) are given the opportunity to continue their education and the Jakarta V State Assets and Auction Service Office (KPKNL) employees are given the opportunity to continue their education. training to support jobs.

Based on the results of path analysis, it shows that motivation does not support the improvement of leadership style on the performance of the Jakarta V State Assets and Auction Service Office (KPKNL) employees. The results of this study are not in line with the research of Putra & Widiyantara, (2018)^[33], Pradita (2016)^[74], Lalamentik *et al.*, (2017)^[70], Panjaitan (2017)^[73], Rotinsulu & Hartono (2015)^[81], Shintia & Rachmiyati (2016)^[84], Listiawati *et al.*, (2017)^[71], Nantu & Rumokoy (2017)^[25], Hamidi (2018)^[64], Arianti & Karmila (2019)^[60], Amalia *et al.*, (2016)^[59], and Priyanto (2016)^[31].

5. The Effect of Communication on the Performance of Employees of the Jakarta V State Assets and Auction Service Office (KPKNL) Through Motivation

In the communication variable, the indicator that gives the greatest value to the formation of the communication variable is the clarity of the message, that the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) clearly receive messages from the leadership and the clarity of the message from the Jakarta V State Assets and Auction Service Office (KPKNL) leadership understood by all employees.

In the motivation variable, the indicator that gives the greatest value to the formation of the motivation variable is self-esteem that the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) have obedience to the leadership and the Jakarta V State Assets and Auction Service Office (KPKNL) employees have compliance with the organization.

In the employee performance variable, the indicator that gives the greatest value to the formation of the employee performance variable is the quality of work, that the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) are given the opportunity to continue their education and the Jakarta V State Assets and Auction Service Office (KPKNL) employees are given the opportunity to continue their education training to support jobs.

Based on the results of path analysis, it shows that motivation does not provide support for improving communication on the performance of the Jakarta V State Property and Auction Service Office (KPKNL) employees. The results of this study are not in line with the research of Putra & Widiyantara, (2018)^[33], Pradita (2016)^[74], Lalamentik *et al.*, (2017)^[70], Panjaitan (2017)^[73], Rotinsulu & Hartono (2015)^[81], Shintia & Rachmiyati (2016)^[84], Listiawati *et al.*, (2017)^[71], Nantu & Rumokoy (2017)^[72], Hamidi (2018)^[64], Arianti & Karmila (2019)^[60], Amalia *et al.*, (2016)^[59], and Priyanto (2016)^[31].

Conclusions and Suggestion

Conclusion

Based on the results of research on the influence of leadership style and communication on the performance of KPKNL

Jakarta V employees through work motivation, the following conclusions can be drawn:

Based on the results of the description analysis on the leadership style variable, the indicator that dominates the formation of the leadership style variable is the ability to control emotions, that the leadership of the Jakarta V State Property and Auction Service Office (KPKNL) is able to control emotions in their employees and the leadership of the State Property and Auction Service Office (KPKNL) Jakarta V is able to control emotions in the organization he leads.

In the communication variable, the indicator that gives the greatest value to the formation of the communication variable is the clarity of the message, that the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) clearly receive messages from the leadership and the clarity of the message from the Jakarta V State Assets and Auction Service Office (KPKNL) leadership understood by all employees.

In the motivation variable, the indicator that gives the greatest value to the formation of the motivation variable is self-esteem that the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) have obedience to the leadership and the Jakarta V State Assets and Auction Service Office (KPKNL) employees have compliance with the organization.

In the employee performance variable, the indicator that gives the greatest value to the formation of the employee performance variable is the quality of work, that the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) are given the opportunity to continue their education and the Jakarta V State Assets and Auction Service Office (KPKNL) employees are given the opportunity to continue their education training to support jobs.

Based on multiple regression analysis, it shows that leadership and communication styles are able to contribute to the motivation of the Jakarta V State Property and Auction Service Office (KPKNL). Communication contributes significantly to increasing motivation compared to leadership styles.

Based on the results of multiple regression analysis, it shows that leadership and communication styles are able to provide support for improving the performance of employees at the Jakarta V Office of State Assets and Auctions (KPKNL). Communication makes a major contribution to increasing motivation compared to leadership styles.

Based on the results of regression analysis, it shows that motivation is able to provide support for improving the performance of the Jakarta V Office of State Assets and Auction (KPKNL) employees. Auction (KPKNL) Jakarta V.

Suggestion

Based on the results of research on the influence of leadership and communication styles on the performance of KPKNL Jakarta V employees through work motivation, some suggestions can be made as follows:

1. The results of this study are expected to contribute to increasing knowledge, especially regarding the influence of leadership style, communication, and motivation on employee performance at the Office of the State Property and Auction Service (KPKNL) Jakarta V.
2. The results of this study are expected to be used as information and input for the Office of the State Assets and Auction Service (KPKNL) Jakarta V, especially those related to leadership styles, communication, and motivation, then can see the effect on employee

performance, especially for Service Office Leaders. State Assets and Auctions (KPKNL) Jakarta V in order to consider, design and implement effective and efficient human resource management in achieving organizational goals and objectives, in an effort to improve by taking into account the following:

a. Leadership style

In order to be a concern for the Head of the State Property and Auction Service Office (KPKNL) Jakarta V, to pay attention to the indicator of responsibility that gives the lowest value to the formation of the leadership style variable, namely by means that the leadership of the Jakarta V State Assets and Auction Service Office (KPKNL) must be responsible for all organizational operations and the leadership of the Jakarta V State Assets and Auction Service Office (KPKNL) must be responsible for the problems faced by the organization.

b. Communication

In order to be a concern for the Head of the Office of the State Assets and Auction Service (KPKNL) Jakarta V, to pay attention to the message indicators that are well received which gives the lowest value to the formation of the communication variable, namely by the way the employees of the Office of the State Assets and Auction Service (KPKNL) Jakarta V must able to receive the leadership's message well and the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) must be able to accept the duties and responsibilities of the leadership well.

c. Motivation

In order to be a concern for the Head of the State Assets and Auction Service Office (KPKNL) Jakarta V, to pay attention to the incentive indicator that gives the lowest value to the formation of the motivation variable, namely by means of the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) must feel reasonable work benefits and the head of the Jakarta V State Property and Auction Service Office (KPKNL) must always provide incentives in accordance with the achievement of duties and responsibilities.

d. Employee performance

In order to be a concern for the Head of the Office of State Assets and Auction Service (KPKNL) Jakarta V, to pay attention to the effectiveness indicator that gives the lowest value to the formation of employee performance variables, namely by means of the employees of the Jakarta V State Assets and Auction Service Office (KPKNL) must work efficiently and effective.

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