

# The Affecting Factors on Employee Performance at PT PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Medan

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## ABSTRACT

Performance is a quality result achieved by employees in performing their duties according to the responsibilities given to him. This study aims to determine: (1) the influence of communication on performances, (2) the influence of leadership on performances, (3) the influence of motivation on performances and (4) the influence of work environment on performances. The number of respondents in this study is 80 people. The analysis used in this research is regression analysis. Data were collected through questionnaires. The result of data analysis shows that there is significant influence that is motivation have positive and significant effect; work environment has a positive and significant effect on employee performance in PT PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) or Customer Service Implementer Unit in Medan.

**Keywords:** Communication, Leadership, Motivation, Work Environment

## BACKGROUND

PT PLN (Persero) is the only state-owned company engaged in electricity supply services that operates from generation, distribution to distribution throughout Indonesia. One of the performance indicators of electricity distribution services by PT PLN (Persero) to consumers is called SAIDI and SAIFI. SAIDI (System Average Interrupt Duration Index) is the duration of electricity supply disruption experienced by customers (calculated on average), while SAIFI

(System Average Interrupt Frequency Index) is the number of power supply interruptions experienced by customers (calculated on average).

The achievements of SAIDI and SAIFI PT PLN (Persero) UP3 Medan in 2017 are still not satisfactory. One of the long duration of blackouts can be indicated as a result of the lengthy response to repairs carried out by employees / officers of PT PLN (Persero) UP3 Medan. If this condition is not resolved immediately, it will reduce the level of consumer confidence in the services of PT PLN (Persero) UP3 Medan. The company will provide optimal service if it is supported by quality resources. The resources needed by companies are also very diverse, one of which is human resources. Human resources are seen as a very important company asset because humans are a dynamic resource and are always needed in every process of producing goods and services. According to Nasution (2010) humans are a resource in the industrial and organizational fields, therefore resource management includes the provision of quality labor, maintaining quality and controlling labor costs.

Researchers conducted pre-research by conducting interviews with 30 employees of PT PLN (Persero) UP3 Medan by examining the factors that influence employee performance, namely Job Satisfaction, Leadership, Motivation, Communication, Work Environment, Training, Workload and Organizational

Culture. From the results of the interview, it can be seen that communication is the highest factor with 20 responses. Then the second is the leadership factor as much as 17 responses. Followed by a motivational factor in the third position, namely 15 responses. And the fourth position is the work environment factor as much as 13 responses.

**Table 1. Factors Affecting Employee Performance at PT PLN (Persero) UP3 Medan**

Factors	Employee Response
Job satisfaction	7
Motivation	15
Work environment	13
Training	11
Leadership	17
Organizational culture	6
Work Pressure / Job Stress	4
Communication	20

Based on the results of the mapping of the 30 samples, the performance achievement of an employee is indicated by factors including: communication, leadership, motivation and work environment. For that it is necessary to make efforts to explore the factors that affect the performance of these employees.

### **Communication on Employee Performance**

Effendy (2000) states that communication is the process of conveying thoughts or feelings by someone to another by using symbols that are meaningful to both parties, in certain situations communication uses certain media to change the attitude or behavior of a person or a number of people so that there are the specific effect expected. The purpose of communication is to create shared understanding or change perceptions, even behavior (Riant Nugroho, 2004). In organizations, communication is needed as a superior and a subordinate need information in relation to their respective duties and interests. Superiors communicate to convey messages through regulations and instructions to subordinates, while subordinates need communication to convey

work results, ideas, suggestions, and complaints.

### **Leadership on Employee Performance**

According to Susanto and Koesnadi (2003), a leader is a person who is determined to bring an organization to achieve its goals through a mechanism that is felt to be the most effective and according to Kartini Kartono (2005), a leader means a person who has skills and strengths, especially skills and advantages in one. fields so that he is able to influence a person or group to jointly carry out certain activities for the achievement of a purpose or goal to run effectively and efficiently.

Leadership indicators according to Pamudji (2001):

#### **1. Influence**

Namely a series of efforts made by a leader by demonstrating exemplary, authority, and skills to mobilize and direct subordinates to carry out their duties in order to achieve organizational goals effectively and efficiently.

#### **2. Information**

Namely a series of efforts made by a leader to obtain and convey news or messages either directly or indirectly to his subordinates, so that employees or subordinates can understand and be able to carry out their duties as expected in order to achieve organizational goals effectively and efficiently.

#### **3. Decision Making**

Is a series of efforts made by a leader in determining organizational strategy in order to achieve organizational goals effectively and efficiently, either by paying attention to suggestions from his subordinates and on his own decisions.

#### **4. Motivate**

Is a series of efforts made by a leader to be able to provide motives or encouragement, fulfill expectations and provide incentives to employees / subordinates so that subordinates feel

motivated to carry out tasks sincerely, enthusiastically and happily in order to achieve organizational goals effectively and efficiently.

### Motivation for Employee Performance

According to Gibson (in Warsito, 2008), individual performance is influenced by motivation, ability, and work environment factors. Motivation factors have a direct relationship with individual employee performance. Meanwhile, individual ability factors and work environment have an indirect relationship with performance. The existence of these two factors will affect employee motivation. Therefore, the position and relationship, it is very strategic if the development of individual employee performance starts from increasing work motivation.

### Work Environment Against Employee Performance

The influence of the work environment is something that should not be ruled out by the company because it will have an impact on the performance of the employees which affects the company. The influence of the work environment is all things or elements that can directly or indirectly affect the organization or company that will have a good or bad

impact on employee performance. (Soetjipto, 2004). The work environment is influenced by the following factors:

#### a. Work facilities

A work environment that does not support the implementation of work contributes to poor performance, such as a lack of work equipment, stuffy work space, inadequate ventilation, and unclear procedures.

#### b. Salaries and allowances

Salaries that are not in accordance with workers' expectations will make workers look at a work environment that is more guaranteed to achieve workers' expectations.

#### c. Work relationship

A work group with high cohesiveness and loyalty will increase work productivity, because between one worker and another worker will support each other in achieving goals and / or results.

### Conceptual framework

The conceptual framework shown in Figure 1 explains how the communication, leadership, motivation and work environment variables are related to employee performance.

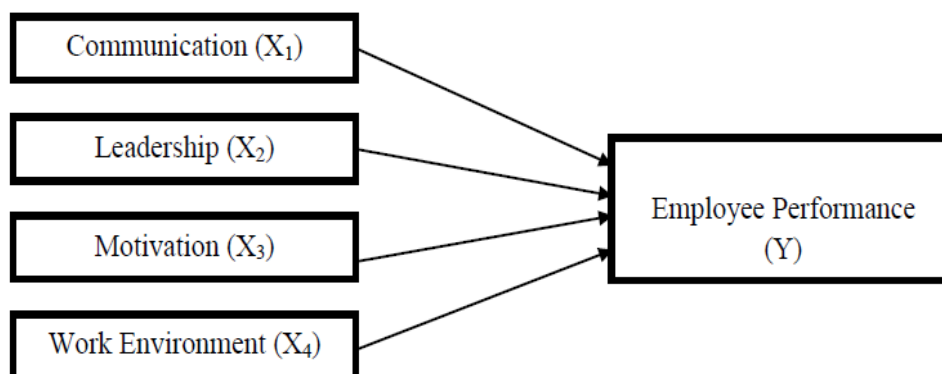


Figure 1: Conceptual framework

### Hypothesis

H1: There is a positive and significant influence on the Communication factor (X1) on Employee Performance (Y).

H2: There is a positive and significant influence of leadership factors (X2) on employee performance (Y).

H3: There is a positive and significant influence on the motivation factor (X3) on employee performance (Y).

H4: There is a positive and significant influence on Work Environment (X4) on Employee Performance (Y).

H5: There is a positive and significant influence of Communication (X1), Leadership (X2), Motivation (X3) and Work Environment (X4) on Employee Performance (Y).

## RESEARCH METHODS

This type of research is correlational research (Correlational Research), which is a study carried out with the aim of detecting the extent to which variations in a factor are related (correlated) with one or more other

factors based on the correlation coefficient (Sinulingga, 2015). Data was collected through interviews and questionnaires, then tested individually (t-test) and simultaneously (F test) to determine whether there was an influence of communication, leadership, motivation and work environment factors on employee performance either partially or simultaneously (jointly). -same). The population in this study were employees of PT PLN (Persero) UP3 Medan who were still actively working with a total sample of 80 people.

## RESULTS AND DISCUSSION

### Analysis of the coefficient of determination

Table 2. Determination Coefficient Test Results

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.673 <sup>a</sup>	.452	.423	1.90696
a. Predictors: (Constant), Work Environment, Communication, Motivation, Leadership				
b. Dependent Variable: Employee performance				

The test results of the coefficient of determination can be seen in Table 2. It is found that the correlation between the dependent variable and the independent variable is measured by the magnitude of the value of R and Adjusted R Square. It can be concluded as follows:

1. The correlation coefficient value is 0.673 which indicates that the correlation / relationship between the dependent variable (Y) and the independent variable (X1, X2, X3, X4) is high. If  $R > 0.05$ , the correlation is high (Sufre, 2014).
2. The coefficient of determination (R Square) is 0.452. This means that 45.2%

of employee performance is influenced by communication, leadership, motivation and work environment variables in this study. Meanwhile, the remaining 54.8% is influenced by other variables outside the independent variables used in this study.

### F Test Analysis

F-test is used to determine whether the independent variables simultaneously (together) have a significant effect on the dependent variable. The degree of confidence used is 0.05.

Table 3. ANOVA test results

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	225.262	4	56.315	15.486	.000 <sup>a</sup>
	Residual	272.738	75	3.637		
	Total	498.000	79			
a. Predictors: (Constant), Work Environment, Communication, Motivation, Leadership						
b. Dependent Variable: Employee performance						

Based on the simulation results in Table 3 above, it is found that the

significance value for the influence of the independent variables of communication

(X1), leadership (X2), motivation (X3) and work environment (X4) simultaneously (together) on the dependent variable of employee performance (Y) is 0.000 (Sig <0.005) and the value of F count = 15.486 (> F table = 2.49), so it can be concluded that there is an influence of communication (X1), leadership (X2), motivation (X3) and

work environment (X4) simultaneously on employee performance (Y).

### T-test analysis

The t-test aims to determine the presence or absence of (own) partial influence given by the independent variable (X) to the dependent variable (Y). The degree of significance used is 0.05.

Table 4. Results of the t-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.809	1.997		2.910	.005
	Communication	.041	.109	.049	.378	.707
	Leadership	.114	.076	.187	1.494	.139
	Motivation	.238	.083	.336	2.857	.006
	Work Environment	.145	.070	.229	2.052	.044

Based on the simulation results in Table 3, the interpretive analysis is obtained as follows:

#### Communication (X1) on Employee Performance (Y)

The Sig value of the simulation result is greater than the probability value of 0.05 or the value of 0.707 > 0.05, so H1 is rejected and Ho is accepted. The variable X1 has t count = 0.378 while t table = 1.99210. So, because t count < t table, it can be concluded that the communication variable has a positive and insignificant effect on employee performance.

#### Leadership (X2) on Employee Performance (Y)

The Sig value of the simulation result is greater than the probability value of 0.05 or the value of 0.139 > 0.05, then H1 is rejected and Ho is accepted. The variable X2 has t count = 1.494 while t table = 1.99210. So because t count < t table, it can be concluded that the leadership variable has a positive and insignificant influence on employee performance.

#### Motivation (X3) on Employee Performance (Y)

The Sig value of the simulation result is smaller than the probability value of 0.05 or the value of 0.006 < 0.05, then H1 is accepted and Ho is rejected. The variable

X3 has t count = 2.857 while t table = 1.99210. So because t count > t table, it can be concluded that motivation has a positive and significant effect on employee performance.

#### Work Environment (X4) on Employee Performance (Y)

The Sig value of the simulation result is smaller than the probability value of 0.05 or the value of 0.044 < 0.05, then H1 is accepted and Ho is rejected. The variable X4 has t count = 2.052 while t table = 1.99210. So because t count > t table, it can be concluded that the work environment has a positive and significant influence on employee performance.

### CONCLUSION

From the data obtained and the analysis that has been carried out in this study, it can be concluded that:

1. Simultaneously (together) the factors of leadership, communication, motivation and work environment have a significant influence on employee performance at PT PLN (Persero) UP3 Medan.
2. Partially, motivational factors and work environment have a positive and significant influence on employee performance at PT PLN (Persero) UP3 Medan. This means that the more motivation and work environment

increases, the employee's performance will also increase.

3. Partially, communication and leadership factors have a positive and insignificant influence on employee performance at PT PLN (Persero) UP3 Medan.

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