

# The Influence of Leader Communication Skills on Employee Performance and Motivation as a Moderating Variable in the Tourism Industry

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## Abstract

This study aims to examine and analyze the influence of leader communication skills on employee performance and motivation as a moderating variable in the tourism industry. The population of the study is the Travel & Travel Services Bureau Company in Makassar incorporated in ASITA and the sampling process is conducted by giving equal opportunity to every member of the population to become a sample member. In the questionnaire there are a number of questions that must be answered by the respondent in accordance with the things he knows. It is therefore necessary to analyze items with Structural Equation Modeling (SEM). In it tested the validity and reliability. Validity is how much accuracy and accuracy of a measuring instrument (variable) in performing the measuring function. The research findings show that the direct influence of leader's communication ability on performance shows insignificant influence. Meanwhile, the indirect influence of the leader's communication ability on performance moderated by motivation shows a positive and significant impact.

**Keywords:** Leader communication Skills, Employee Performance, Motivation, Tourism Industry

## 1. Introduction

### 1.1 Background

The development of the tourism sector of each province in Indonesia has also triggered the increased use of land and sea transportation to visit a region, solely because of the interest of a person / group to visit tourist attraction elsewhere requiring land and sea transportation. In the city of Makassar itself has a prospect that is quite potential related to tourism, because it has various types of attractions include: natural attractions, wealth treasures history, the uniqueness of cultural arts and souvenir distinctiveness.

Although it provides a significant opportunity for this industry, some of the things that are critical aspects of this business today are the ease with which new entrants come into play in the industry, and the advancement of technology makes it easy for consumers to make direct purchase transactions to airlines through web media without agency brokers. Currently, consumers need the speed of service and comfort provided by a company.

From the existing problems of course require a careful observation of the companies engaged in this field to continue to innovate in terms of satisfying the needs of consumers. And the HR that plays a strategic role that will determine the success of organizational goals. Related to the establishment of a reliable human resources of the organization, then the role and ability of the leader as a captain in a company is also certainly very needed to direct and run the wheel company. In addition, looking at the competition between companies / organizations is getting higher, each company must have a competitive advantage in order to win the competition, or at least to maintain the company's operations.

The role of a leader in an organization is very important in guiding and directing subordinates to achieve organizational goals. According to Rivai (2003) a leader has influence in moving the activities of its members, because in addition to motor, steering, inspiration and most importantly as a motivator positive to every work activities that become duties and responsibilities of the organization he leads to obtain an optimal group work. And based on some leadership theories, a leader must be able to influence and motivate subordinates. In an attempt to influence and motivate the (attempted leadership) the chances are achieved is a success or not a success. Leaders set a course by devising a vision of the future and then unifying people by communicating this vision and inspiring them to overcome obstacles (Stephen P. Robins.2006).

Basically motivation is an encouragement for the employees to carry out the work and they will bring a positive impact for the company and also can achieve goals that can satisfy their desires (Rivai and Sagala, 2009) .. Motivations that can be given by companies such as providing increased salaries, promotions position in the employee where the promotion of this position is given to employees who have worked long time in the company. Thus, employees will be more enthusiastic in working.

Benefits of this research: 1. To know and analyze how much influence the leader's communication ability to the performance either directly or indirectly through work motivation at travel & travel bureau company in Makassar. 2. To find out and analyze how much influence the work motivation on employee performance in travel & travel bureau company in Makassar. 3. This research is expected to provide a more comprehensive description of the leadership and employee performance in this company, so that later can be taken into consideration to conduct evaluation and improvements more constructive, so that its existence can be more exist in business

competition

## 1.2 Based Theory

**Theory X and Y**, Theory X and Theory Y are theories of human motivation and management. They were created and developed by Douglas McGregor at the MIT Sloan School of Management, initially presented at a management conference in 1957 (Douglas McGregor) and developed during the 1960s. These two theories describe contrasting models of workforce motivation applied by managers in human resource management, organizational behavior, organizational communication and organizational development. According to the models, the two opposing sets of general assumptions of how workers are motivated form the basis for two different managerial styles. Theory X stresses the importance of strict supervision, external rewards, and penalties: in contrast, Theory Y highlights the motivating role of job satisfaction and encourages workers to approach tasks without direct supervision.

The **two-factor theory** (also known as **Herzberg's motivation-hygiene theory** and **dual-factor theory**) states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. It was developed by psychologist Frederick Herzberg, who theorized that job satisfaction and job dissatisfaction act independently of each other.

Increasing employee motivation takes a long time and not all employees have high motivation. One form of business organized by the organization is to give the same rewards to employees. The higher the employee achievement means the higher the rewards given to employees. Therefore, work motivation is believed to have a positive and significant effect on employee performance.

Armstrong (1996) states that the relationship between motivation and work performance or performance is something positive, in the sense of increasing motivation will result in better work performance and vice versa improvement of better work performance and reverse improvement of work performance or performance will increase motivation because it raises feelings of satisfaction and achievement. Theoretically, the factors that influence job performance or employee performance are ability and motivation factor. Mangkunegara (2001) says that "human performance" is the determinant of ability and motivation. Ability is the determinant of knowledge and skills. While the motivation formed from the attitude in the face of work situations.

## Hypothesis Development

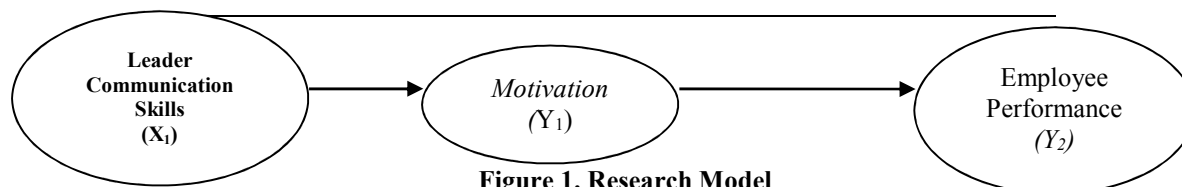


Figure 1. Research Model

Here is the function of linear equations:

$$Y_2 = \alpha + \beta_1 Y_1 + \beta_2 X_1 + e$$

Where:

$Y_1$  = Motivation

$Y_2$  = Employee Performance

$X_1$  = Leader Communication Skills

$a$  = Constants

$e$  = Error

Hypothesis is as follows:

Hypothesis 1: Leader Communication Skills is positive and significant impact to motivation

Hypothesis 2: Leader Communication Skills positive and significant impact to Employee performance with Motivation as a moderating variables

## 2. Method

The population in this research is Industrial Industry Tour & Travel Service Bureau in Makassar incorporated in ASITA and also a longstanding company in Makassar.

The sampling process is done by giving equal opportunity to every member of the population to be a member of the sample. And Convenience sampling is used in sampling technique in this research, where Convenience Sampling is the sample is taken based on spontaneity factor, meaning anyone who accidentally met with the researcher and according to its characteristics, then the person can be sampled. According to Sugiarto (2001), the sample is a partial member of the selected population using a specific procedure that is expected to represent the population. The sample in this research which is used as the object of observation in this research is all human

resources contained in the Tour & Travel Services Bureau Industry in Makassar incorporated in ASITA and also a long-standing company in Makassar. The number of samples in this study is determined as many as 100 samples, which is felt is enough to represent the population.

This study was designed to survey method. The survey was conducted by interviews and questionnaire. For testing and proving the hypothesis in this study, use all criteria and test for *goodness of fit* as well as a test for each individual coefficient (*t-test*) using a significance level  $\alpha = 0.05$ . The whole symbol of coefficients to be obtained from the estimation model (of the AMOS *software* used) as well as the methods and analytical tools necessary estimates.

### 3. Results

**Table 1. Hypothesis Testing**  
**ESTIMATE OF INFLUENCE COEFFICIENT WHETHER DIRECT AND INDIRECT OR**  
**EXOGENOUS VARIABLES EMPLOYESS PERFORMANCE (Y<sub>2</sub>)**

Hypothesis	Influence the direction between variables	Dirrect	Indirrect	Total Influence
1	X <sub>1</sub> => Y <sub>2</sub> Through Y <sub>1</sub>	0,137*	0,362*	0,499
2	X <sub>1</sub> => Y <sub>2</sub>	1,095*		1,095*

\*) Significant at  $\alpha = 5\%$

Y<sub>1</sub> = Motivation

Y<sub>2</sub> = Employee Performance

X<sub>1</sub> = Leader Communication Skills

The direct influence of leader's communication ability on Performance shows an insignificant effect with a t value of 1.402 and a coefficient value of 0.137. This means that the better a person's communication skills, no effect on one's performance. This result is not in accordance with the initial hypothesis that the leader's communication ability has a direct and positive direct effect on performance.

the indirect effect of leader communication ability on performance through motivation shows significant influence with coefficient 0,362. This result is accordance with the initial hypothesis that the leader's communication ability has a indirect and positive indirect effect on performance through motivation as moderating variable.

### 4. Discussion

The direct influence of leader's communication ability (X<sub>2</sub>) on Performance (Y<sub>2</sub>) showed not significant influence. It is indicating if the leader's communication skills are not working properly. This result is not in accordance with the initial hypothesis that the leader's communication ability has a direct and positive direct effect on performance. In addition, this result is also incompatible with Bernard P. Indik theory in Helbert G. Hicks and G.ray Gullit (1996) in which the effect of communication on satisfaction, work motivation and employee productivity has been confirmed by a number of studies, which found that performance at various the branches of its corporation packing firms tend to be positive with the openness of communication channels between superiors and subordinates. And effective communication (including factors such as beliefs, perceived accuracy, desire for interaction, willingness of top management, and information requirements up) has a positive relationship with worker productivity.

By comparing the direct and indirect influence of the leader's communication ability on performance, the positive influence indirectly through motivation is more dominant than the direct influence that shows insignificant results. Therefore, the total effect of leader's communication ability on performance shows an insignificant relationship. Based on the description, the implication is that the leader in this company really understand the character and character of the individual employees, so that communication aimed as two-way information really well established. So in this case, communicators who convey a message to the communicant, and communicant capture or receive messages through the channel (sight of hearing, touch, smell, and feeling) can run well and right to the target. So in addition to the communication becomes more effective, achievement of goals through the work process will also be better.

The direct influence of work motivation (Y<sub>1</sub>) on performance (Y<sub>2</sub>) shows significant influence. This result also corresponds to the initial hypothesis that states motivation. And also with the theory of Armstrong (1996) which states the relationship between motivation and performance or performance is something positive, in the sense of improving motivation will result in better work performance and reverse improvement of work performance better and otherwise improve performance or performance will increase motivation because it leads to feelings of satisfaction and achievement.

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