

# Influence of Leader Behavior, Employee Motivation and Communication Flow on Employee Performance Through Work Productivity as a Variable Intervening in Batam Enterprise Agency

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## Abstract

In the context of a company such as Deputy 4 of the BP Batam Business Entity, it is necessary to pay attention to the company's work in running its business, which will encounter several obstacles and obstacles, both on a small scale and on a large scale, both internal and external to the company. However, this is a mere dynamic that all companies will definitely face. The fundamental issue of all the problems and obstacles that will be faced is Human Resources (HR). The ability to provide services to consumers, employee job satisfaction and company climate must also be considered. Human resource management feels increasingly difficult when a company is faced with a situation where the performance of its employees has not been able to meet the company's targets optimally

## 1) Formulation of the problem

Next, the problem can be formulated as follows:

- a) How does leader behavior influence employee performance at the Batam Enterprise Agency?
- b) How does work motivation affect employee performance at the Batam Enterprise Agency?
- c) How does communication flow affect employee performance at the Batam Enterprise Agency?
- d) How does leader behavior influence work productivity in Batam Business Entities?
- e) How does work motivation affect work productivity in the Batam Business Entity?
- f) How does Communication Flow affect Work Productivity in Batam Business Entities?
- g) How does leader behavior influence employee performance through work productivity in Batam Business Entities?
- h) How does work motivation influence employee performance through work productivity in the Batam Business Entity?
- i) How does the flow of employee communication affect employee performance through work productivity at the Batam Enterprise?
- j) How does productivity affect employee performance at the Batam Enterprise Agency?

## I. Theoretical basis

### 1) Employee Performance Theory

According to (Rivai and Sagala, 2014; 25) stated that performance refers to the level of success in carrying out tasks and the ability to achieve predetermined goals. Performance is declared good and successful if the desired goals can be achieved well. According to (Hersey and Blanchard, 2011; 179) defines performance as the results that a person has achieved by using certain media. This definition emphasizes that an employee cannot successfully achieve his performance without the help of media in the form of other means that influence him both intrinsically and extrinsically.

According to (Prawirosentono, 2011; 11) Human resources are actors who play an active role in moving a company/organization to achieve its goals. Achieving company goals is only possible because of the efforts of the actors within the company to perform well. There is a close relationship between individual performance and institutional performance or corporate performance. Performance is defined as the results of the work of an employee, a management process or an organization as a whole, where the results of this work must be shown in concrete and measurable evidence (compared to predetermined standards).

According to (Widodo, 2015; 131) Performance is the level of achievement of results for carrying out certain tasks. The term performance comes from job performance or actual performance (work performance or actual achievements achieved by someone). The definition of performance (achievement) is the result of work in quality, quantity and timeliness achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. From the several definitions above, according to experts, it can be concluded that employee performance is the embodiment of the functions and work carried out by the employee. within a certain period of time by using thinking skills and technology to achieve the expected goals.

### 2) Work productivity

Work productivity is behavior displayed by individuals or groups, which is said to be that in terms of behavior, a person's personality often places itself in various forms of attitudes, ways of thinking and ways of acting, various things that influence a person's/organizational personality which is reflected in their behavior which in turn will affect its performance. Productivity is a concept that describes the relationship between results (the amount of goods and services produced) and the resources (amount of labor, capital, land, and so on) used to produce these results. The concept of productivity is closely related to the extent to which a process produces output by consuming certain inputs.

Productivity is a measure of how productively a process produces an output. Productivity is also defined as a ratio between input and output, with a focus on the output produced by a process (Sunnyoto, 2012). According to Sutrisno (2011), to measure work productivity, an indicator is needed, namely as follows:

- a) Ability Having the ability to carry out tasks. An employee's ability really depends on the skills they have and their professionalism at work. This provides the power to complete the tasks assigned to them.
- b) Improving the results achieved Striving to improve the results achieved. The result is something that can be felt by both those who do it and those who enjoy the results of the work.
- c) Work spirit This is an effort to be better than yesterday.
- d) Self-development Self-development can be done by looking at the challenges and hopes of what one faces.
- e) Quality Quality is the result of work that can show the quality of an employee's work.
- f) Efficiency Comparison between the results achieved and the overall resources used

Productivity contains a view of life and mental attitude that always strives to improve the quality of life. In general, employee productivity is any effort that can produce more and better quality with the same resources so that it tends to increase the efficiency and effectiveness of the process of producing a product.

### 3) Leader Behavior

Leader behavior with its operational definition is the leader's overall pattern of action as perceived by employees. The indicators are: Follower Belief which consists of: Inspiration, Admiration and Empowerment. Attributes of Leader Behavior which consist of: Showing empathy, Explaining an interesting mission, Showing confidence (Irfan, Harry, and Sonny 2016). The definition of leadership according to Rivai and Mulyadi (2009:

2-3) is "The process of influencing in determining organizational goals, motivating binding behavior to achieve goals, influencing to improve the group and its culture".

According to Amalia, M. Djudi and Ika (2016) there are five essential leadership functions, namely:

1. Leaders as Direction Determinants Basically, the leader determines the direction the organization will take towards the goals to be achieved.
2. Leaders as Representatives and Spokespersons of the Organization No one questions the truth of the opinion that says that in an effort to achieve its goals and various targets, no organization operates in isolation.
3. Leaders as Effective Communicators Maintaining relationships both externally and internally is carried out through a communication process, both verbally and in writing.
4. Leaders as Mediator In organizational life, there are always conflict situations that must be resolved because problems arise from various sources.
5. Leaders as Integrators It is a reality in organizational life that the tendency to think and act in compartmentalized ways among organizational members can be caused by negative attitudes.

Furthermore, the leadership abilities and requirements that must be possessed are:

- a) Independence, desire to advance oneself.
- b) Great curiosity, and quickly interested in people and things.
- c) Multi-skilled or having diverse intelligence.
- d) Has a sense of humor, high enthusiasm, likes making friends.
- e) Perfectionist, always wants to get perfect.
- f) Easy to adjust, high adaptability.
- g) Be patient but tenacious, and don't stop.
- h) Alert, sensitive, honest, optimistic, brave, persistent, tenacious, realistic.
- i) Communicative, and good at speaking or giving speeches.

From the description above, it can be concluded that the ideal leader is a leader who has broad knowledge, is fair, honest, optimistic, persistent, tenacious, wise, able to motivate himself, has good relationships with subordinates, where all of this is obtained from developing his personality so that a leader has his own added value in carrying out his duties and obligations as a leader.

#### 4) Work motivation

Motivation is a method used by managers to direct their subordinates so that they are willing to follow. According to Handoko (Syamsul and Siti, 2008), motivation is an activity that causes, channels and maintains human behavior. The work motivation of a company's employees arises due to several factors both from within themselves and from outside, including the quality of the work offered, the place or position of the company, the target of having an income, efforts to meet all kinds of needs, the level of education achieved and because they want to increase status.

According to Desi (2013) Motivation is a potential force that exists within a human being, which can be developed by himself or developed by a number of existing external forces, in essence it revolves around material rewards and non-material rewards which can influence the results of his performance directly or indirectly. negative, which depends on the situation and conditions faced by the person concerned. The strongest work motivation factors are the fulfillment of basic needs to maintain life, namely food, drink, shelter and the like. Then the need increases, namely the desire to obtain security in life. At a more advanced level, when their sense of security has been fulfilled they crave luxury goods, status and then achievement.

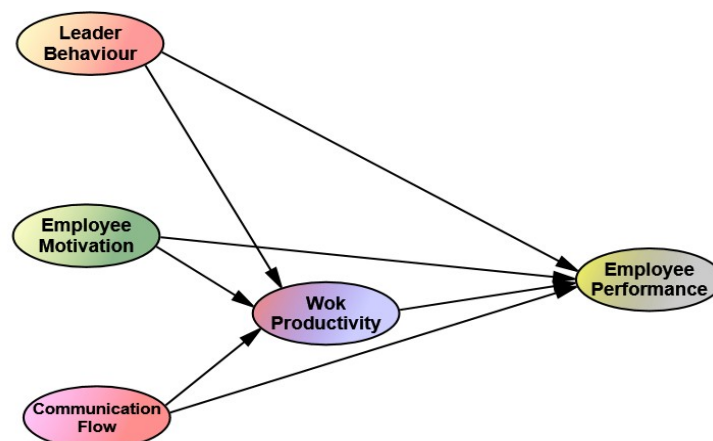
Motivation consists of intrinsic motivation and extrinsic motivation. Intrinsic motivation includes work enthusiasm, loyalty, a sense of pride, conveying ideas, and developing potential and abilities. Extrinsic motivation includes wages/salary, prizes/bonuses or incentives, benefits, work relationships, and work atmosphere. This motivation is an important subject, because managers need to understand people behave in certain ways in order to influence them to work according to what the organization wants. Motivation is not the only factor that influences a person's work productivity. Two other factors involved are individual abilities and understanding of the behavior required to achieve high work productivity, called role perception.

#### 5) Communication Flow

Communication is a very basic thing in human life. And even communication has become a phenomenon for the formation of a society or community that is integrated by information, where each individual in society itself shares information (information sharing) to achieve common goals. In simple terms, communication can occur if there are similarities between the sender of the message and the person who receives the message. In line with this, communication or communication comes from the Latin word "communis." Communis or in English "commun" which means the same. When we communicate (to communicate), this means that we are in a state of trying to create similarities.

Meanwhile, Liliweri (2011:36) states that communication is an abstract description of a social situation which can only be viewed in relation to social relations created by humans. In communication, a number of people exchange signals and signs, then show a message that contains and contains a certain subject or substance to be expressed through writing/written language; Therefore, language is also communication that is injected into the message. In communication there is an exchange of words with meaning and significance. From the point of view of the exchange of meaning, communication can be defined as "the process of conveying meaning in the form of ideas and information from one person to another through certain media". The exchange of meaning is the deepest core of communication activities because what people convey in communication are not words, but the meaning or significance of the words. What people respond to in communication is not the words, but the meaning of the words. Because it is an interaction, communication is a dynamic activity.

#### 6) Framework of Thinking



### EFFECT OF LEADER BEHAVIOR, EMPLOYEE MOTIVATION AND COMMUNICATION FLOW ON EMPLOYEE PERFORMANCE THROUGH WORK PRODUCTIVITY AS A VARIABLE INTERVENING IN BATAM ENTERPRISES

Figure 1. Research Model

#### 7) Research Hypothesis

- a) Leader behavior influences employee performance at the Batam Enterprise Agency
- b) Work Motivation influences employee performance at the Batam Enterprise Agency
- c) Communication Flow influences Employee Performance at the Batam Enterprise Agency
- d) Leader Behavior influences Work Productivity in Batam Enterprises
- e) Work Motivation influences Work Productivity in Batam Enterprises
- f) Communication flow influences work productivity in the Batam Enterprise Agency
- g) Leader Behavior Influences Employee Performance Through Work Productivity in Batam Enterprises
- h) Work Motivation influences Employee Performance through Work Productivity in the Batam Enterprise Agency
- i) Employee Communication Flow influences Employee Performance through Work Productivity in Batam Enterprises?

- j) Productivity influences employee performance at the Batam Enterprise Agency

## II. Research methodology

### 1) Population and Sample

#### a) Research Population

According to Sugiyono (2019:126) population is a generalized area consisting of: objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The population used in this research was all employees of the Batam Concession Agency, totaling 1189

#### b) Research Sample

According to Sugiyono (2019:127) the sample is part of the number and characteristics of the population. The sampling procedure used in this research was non-probability with a purposive sampling technique. The number of samples was calculated using the Slovin Formula

$$n = \frac{N}{1 + Ne^2}$$

$$n = 1189 / (1 + (1189 \times 0.09^2)) = 111.84 \text{ rounded } 112 \text{ respondents}$$

#### c) Analysis of Research Model Calculations with PLS

The data analysis technique in this research uses Partial Least Square (PLS), which is Multivariate Analysis in the second generation using structural equation modeling (SEM). PLS can be used for small sample sizes, and of course with a large sample size it will be able to increase the precision of the estimate. PLS does not require the assumption that the data distribution must be normal or not. The construct form can use a reflective or formative model. The maximum number of indicators is also quite large, namely 1000 indicators (Hair, Hult, Ringle, & Sarstedt, 2014).

## III. Discussion



Fig.2. Map of Batam Island and BP Batam Building

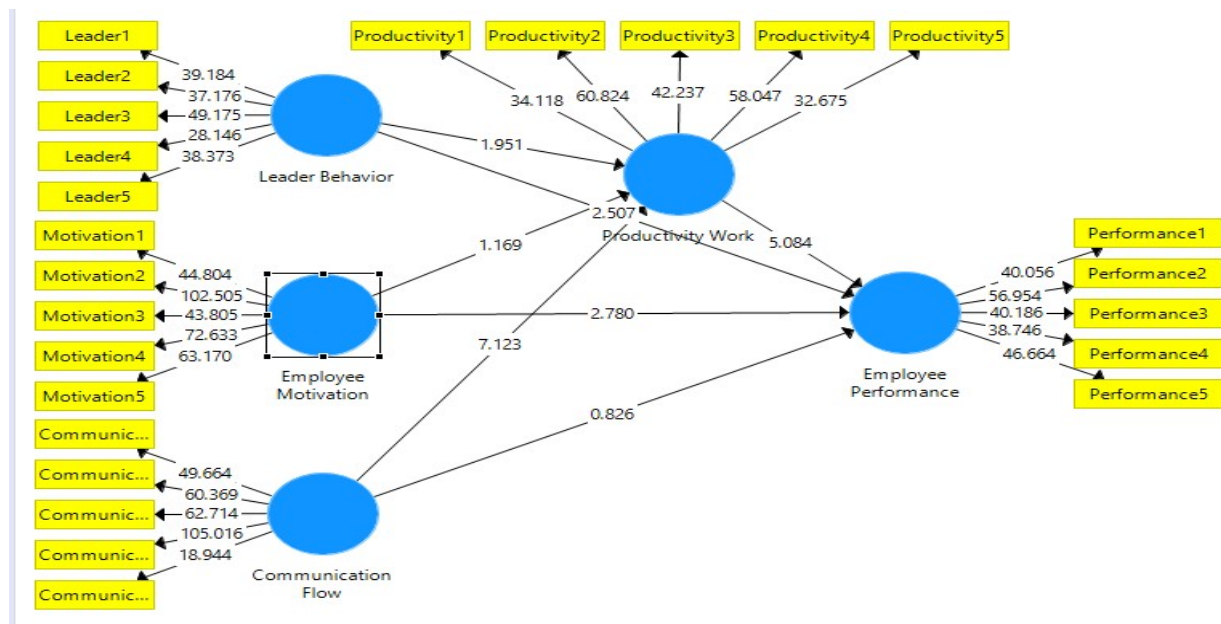


Fig.3. Discriminant Validity

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Communication Flow -> Employee Performance	0.117	0.136	0.141	0.826	0.409
Communication Flow -> Work Productivity	0.668	0.668	0.094	7.123	0.000
Motivation -> Employee Performance	0.216	0.207	0.078	2.78	0.006
Employee Motivation -> Work Productivity	0.118	0.12	0.101	1,169	0.243
Leadership Behavior -> Employee Performance	0.191	0.186	0.076	2,507	0.012
Leadership Behavior -> Work Productivity	0.158	0.156	0.081	1,951	0.052
Work Productivity -> Employee Performance	0.502	0.494	0.099	5,084	0.000

Table.1. Mean, STDEV, T-Values, P-Values

#### a) Direct determination of Communication Flow variables on Employee Performance

The direct determination (direct effect) of the communication flow variable has a positive path coefficient value of 0.117, a T-Statistics value of  $0.826 < 1.96$  and this influence has a probability value (p-value) of  $0.409 > 0.05$  (not significant). This shows the prediction that if the value of the communication flow variable (X3) increases then the employee performance variable (Z) does not increase. This finding is not in accordance with the theory that communication is a very basic thing in human life. And even communication has become a phenomenon for the formation of a society or community that is integrated by information, where each individual in society itself shares information (information sharing) to achieve common goals. In simple terms, communication can occur



if there are similarities between the sender of the message and the person who receives the message. In line with this, communication or communication comes from the Latin word "communis." Communis or in English "commun" which means the same. When we communicate (to communicate), this means that we are in a state of trying to create similarities.

**b) Direct determination of Communication Flow variables on Work Productivity**

The direct determination (direct effect) of the communication flow variable has a positive path coefficient value of 0.668, a T-Statistics value of  $7.123 > 1.96$  and this influence has a probability value (p-value) of  $0.00 < 0.05$  (significant). This shows the prediction that if the value of the communication flow variable (X3) increases then the work productivity variable (Y) increases. These findings are in accordance with the theory that communication is a very basic thing in human life. And even communication has become a phenomenon for the formation of a society or community that is integrated by information, where each individual in society itself shares information (information sharing) to achieve common goals. In simple terms, communication can occur if there are similarities between the sender of the message and the person who receives the message. In line with this, communication or communication comes from the Latin word "communis." Communis or in English "commun" which means the same. When we communicate (to communicate), this means that we are in a state of trying to create similarities.

**c) Direct determination of motivation variables on employee performance**

The direct determination (direct effect) of the employee motivation variable has a positive path coefficient value of 0.216, a T-Statistics value of  $2.78 > 1.96$  and this effect has a probability value (p-value) of  $0.006 < 0.05$  (significant). This shows the prediction that if the value of the employee motivation variable (X3) increases then the employee performance variable (Z) increases. This finding is in accordance with the theory which states that motivation is a condition or energy that moves employees who are directed or aimed at achieving company goals. The mental attitude of employees must have a mental attitude that is ready physically, situationally and according to objectives. Motivation is understood to be able to identify the relationship between work behavior and employee performance. To be able to achieve the expected targets, motivation must be able to support employees to always excel in carrying out their work. There are three characteristic factors that influence employee motivation. These three characteristic factors are individual characteristics, job characteristics and work situation characteristics.

**d) Direct determination of motivation variables on work productivity**

The direct determination (direct effect) of the employee motivation variable has a positive path coefficient value of 0.118, a T-Statistics value of  $1.169 < 1.96$  and this influence has a probability value (p-value) of  $0.243 > 0.05$  (not significant). This shows the prediction that if the value of the employee motivation variable (X2) increases then the work productivity variable (Y) does not increase. These findings are not in accordance with the theory which states that Mangkunegara (2005) suggests that there are 2 (two) techniques for motivating employee work, namely: (1) Technique for fulfilling employee needs, meaning that fulfilling employee needs is the fundamental underlying work behavior. (2) Persuasive communication techniques are one of the techniques for motivating employee work which is done by influencing employees in an extra logical way. This technique is formulated with the term "AIDDAS", namely Attention (attention), Interest (interest), Desire (desire), Decision (decision), Action (action or action), and Satisfaction (satisfaction). To use it, the leader must first 126 Journal of Management and Entrepreneurship, Vol.10, No. 2, September 2008: 124- give attention to employees about the importance of the goals of a job so that employee interest in carrying out work arises. If interest has arisen then their desire will be strong to make decisions and carry out work actions in achieving the goals expected by the leader. In this way, employees will work with high motivation and feel satisfied with the results of their work

**e) Direct determination of Leadership Behavior variables on Employee Performance**

The direct determination (direct effect) of the leader behavior variable has a positive path coefficient value of 0.191, a T-Statistics value of  $2.507 > 1.96$  and this influence has a probability value (p-value) of  $0.012 < 0.05$  (significant). This shows the prediction that if the value of the leader behavior variable (X1) increases then the employee performance variable (Z) increases. This finding is in accordance with the Leader Behavior theory with the operational definition being the leader's overall pattern of action as perceived by employees. The

indicators are: Follower Belief which consists of: Inspiration, Admiration and Empowerment. Attributes of Leader Behavior which consist of: Showing empathy, Explaining an interesting mission, Showing confidence (Irfan, Harry, and Sonny 2016). The definition of leadership according to Rivai and Mulyadi (2009: 2-3) is "The process of influencing in determining organizational goals, motivating binding behavior to achieve goals, influencing to improve the group and its culture".

**f) Direct determination of leadership behavior variables on work productivity**

The direct determination (direct effect) of the leader behavior variable has a positive path coefficient value of 0.158, a T-Statistics value of  $1.951 > 1.96$  and this influence has a probability value (p-value) of  $0.052 > 0.05$  (not significant). This shows the prediction that if the value of the leader behavior variable (X1) increases then the work productivity variable (Y) does not increase. This finding is not in accordance with the theory which states that work productivity is behavior displayed by individuals or groups, which says that in terms of behavior, a person's personality often places itself in various forms of attitudes, ways of thinking and ways of acting, various things that influence a person's/organizational personality. which is reflected in his behavior which in turn will influence his performance. Productivity is a concept that describes the relationship between results (the amount of goods and services produced) and the resources (amount of labor, capital, land, and so on) used to produce these results. The concept of productivity is closely related to the extent to which a process produces output by consuming certain inputs.

**g) Direct determination (direct effect) of Work Productivity variables on Employee Performance**

The direct determination (direct effect) of the work productivity variable has a positive path coefficient value of 0.502, a T-Statistics value of  $5.084 > 1.96$  and this effect has a probability value (p-value) of  $0.000 < 0.05$  (significant). This shows the prediction that if the value of the work productivity variable (Y) increases, the employee performance variable (Z) increases. This finding is in accordance with the theory which states that work productivity is behavior displayed by individuals or groups. It is said that in terms of behavior, a person's personality often places itself in various forms of attitudes, ways of thinking and ways of acting, various things that influence a person's/organizational personality. which is reflected in his behavior which in turn will influence his performance. Productivity is a concept that describes the relationship between results (the amount of goods and services produced) and the resources (amount of labor, capital, land, and so on) used to produce these results. The concept of productivity is closely related to the extent to which a process produces output by consuming certain inputs.

**h) Indirect Determination**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Communication Flow-> Work Productivity -> Employee Performance	0.335	0.33	0.084	3,985	0,000
Employee Motivation -> Work Productivity -> Employee Performance	0.059	0.058	0.05	1,172	0.242
Leader Behavior -> Work Productivity - > Employee Performance	0.079	0.077	0.043	1,835	0.067

**Table.2. Indirect Determination**

**i) Indirect Determination Coefficient Value of Communication Flow on Employee Performance and Work Productivity**

Indirect Influence Coefficient Value of *Communication Flow*(X3) -> *Work Productivity* (Y) -> *Employee Performance* (Z) has a positive path coefficient value of 0.335, a T-Statistics value of  $3.985 > 1.96$  and this influence has a probability value (p-value) of  $0.000 < 0.05$  (significant). Thus the actual influence that occurs is indirect. In other words, the work productivity variable (Y) plays a significant mediating role between the communication flow variable (X3) and the Employee Performance variable (Z).



**j) Indirect Determination Coefficient Value of Work Motivation on Employee Performance on Work Productivity**

Indirect Influence Coefficient Value of *Employee Motivation*(X2) -> **Work Productivity (Y) -> Employee Performance (Z)** has a positive path coefficient value of 0.059, a T-Statistics value of  $1.172 < 1.96$  and the negative effect has a probability value (p-value) of  $0.242 > 0.05$  (not significant). Thus the actual influence that occurs is indirect. In other words, the work productivity variable (Y) plays an insignificant mediating role between the employee motivation variable (X2) and the Employee Performance variable (Z).

**k) Indirect Determination Coefficient Value of Leader Behavior on Employee Performance and Work Productivity**

Indirect Influence Coefficient Value of *Leadership Behavior*(X2) -> **Work Productivity (Y) -> Employee Performance (Z)** has a positive path coefficient value of 0.079, a T-Statistics value of  $1.835 < 1.96$  and the negative effect has a probability value (p-value) of  $0.242 > 0.05$  (not significant). Thus the actual influence that occurs is indirect. In other words, the work productivity variable (Y) plays an insignificant mediating role between the leader behavior variable (X1) and the Employee Performance variable (Z).

**l) R-Square Value**

	R Square	R Square Adjusted
<i>Employee Performance</i>	0.908	0.904
<i>Work productivity</i>	0.809	0.803

**Table.3. R-Square Value**

The Coefficient of Determination (R-Square) is a way to assess how much an endogenous construct can be explained by an exogenous construct. Based on the results of the coefficient of determination analysis above, it can be concluded as follows:

1. The R Square value of the joint or simultaneous influence of X1, X2, and X3 on Z is 0.908 with an adjusted R Square value of 0.904. So it can be explained that all exogenous constructs (X1, X2, and X3) simultaneously influence Z by 0.904 or 90.4%. Because the adjusted R Square value is more than 75%, the influence of all exogenous constructs on Z is strong.
2. The R Square value of the joint or simultaneous influence of X1, X2, and X3 on Y is 0.809 with an adjusted R Square value of 0.803. So it can be explained that all exogenous constructs (X1, X2, and X3) simultaneously influence Y by 0.803 or 80.3%. Because the adjusted R Square value is more than 75%, the influence of all exogenous constructs on Y is strong.

#### IV. Conclusions and recommendations

##### 1) Conclusion

- a) The direct influence of communication flow variables on employee performance variables does not increase.
- b) The direct influence of the communication flow variable on the communication flow variable increases, so the work productivity variable is significant
- c) The direct influence of employee motivation variables on employee motivation increases, so the employee performance variable is significant
- d) The direct influence of employee motivation variables on work productivity variables is not significant
- e) The direct influence of leader behavior variables on leader behavior variables increases, so the employee performance variable is significant.
- f) The direct effect of the leader behavior variable on the leader behavior variable (X1) increases, so the work productivity variable is not significant
- g) The direct influence of the work productivity variable on the employee performance variable is significant

- h) Indirect Influence Coefficient Value of Communication Flow (X3) -> Work Productivity (Y) -> Employee Performance (Z), the work productivity variable (Y) plays a significant mediating role between the communication flow variable (X3) and the Employee Performance variable (Z).
- i) Indirect Influence Coefficient Value of Employee Motivation (X2) -> Work Productivity (Y) -> Employee Performance (Z) The work productivity variable (Y) plays an insignificant mediating role between the employee motivation variable (X2) and the Employee Performance variable (Z).
- j) Indirect Influence Coefficient Value of Leadership Behavior (X2) -> Work Productivity (Y) -> Employee Performance (Z) The work productivity variable (Y) plays an insignificant mediating role between the leader behavior variable (X1) and the Employee Performance variable (Z).

## 2) Suggestions

- a) There is a need to improve the flow of communication within BP Batam employees
- b) Work productivity needs to be maintained
- c) There is a need to improve employee motivation within the BP Batam employee environment
- d) It is necessary to maintain leadership behavior as an example within the BP Batam employee environment
- e) It is necessary to maintain employee work productivity within the BP Batam employee environment

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