

The Influence of Communication, Cooperation, and Leadership, on Employee Performance in BNN Bogor and Lido Districts with Motivation as an Intervening Variable

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Abstract

Leadership style, work effectiveness, and career development are three of several factors that are thought to be relatively large in influencing employee performance at BNN Bogor Regency with motivation as an intervention variable. The research was conducted at BNN Bogor Regency by taking a sample of 85 respondents who were calculated using the Saturated Sempel formula. Methods of data collection with the questionnaire method where the data processed is primary data obtained by data analysis method with multiple linear regression analysis. To determine employee performance can be measured by the variables of leadership style, work effectiveness, and career development and motivation as interventions. The results of this study indicate that leadership style, work effectiveness, career development, and motivation as intervening influence employee performance. this is evidenced by the value of Sig 0.000 > 0.05, it can be concluded that Ho is rejected Ha is accepted, so the conclusion is partially leadership style, work effectiveness, and career development and motivation as interventions that affect employee performance.

Keywords: *Work Effectiveness, Leadership Style, Career Development, Motivation, and Employee Performance.*

Introduction

Human resources are the most important assets in a company to achieve its goals and objectives. Human resources are used as a support and as a driver for the running of an organization. Human resources are the only resources that have reason, feelings, desires, skills, knowledge, drives, powers, and works (ratio, taste, and mercury). So that in realizing the vision and mission of the company can utilize the potential of its human resources as optimally as possible, to provide value and quality for the company. The company also needs solid teamwork to be able to complete the process of achieving company goals. Work in the company will not be carried out properly if employees do not work together in harmony.

Employee performance is defined as the results of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him (Afandi, 2018);(Sinambela, 2016);(Donny Rommy et al., 2022). The more productive the performance of employees, the more productive the

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performance of a company. In achieving the goals of a company several factors must be considered, one of which is communication.

Communication is what binds organizational unity (Rony, 2021);(Saputra, 2017). Communication helps members of the organization achieve individual and organizational goals, respond to and implement organizational change, coordinate organizational activities, and play a role in almost all relevant organizational actions (Kurniawan & Martadisastra, 2022). If communication within a company does not work as effectively as it should, then the company will not function as effectively as it should (Hendrawan, 2019).

Thus, communication is an important factor so that a company can run well to achieve goals. The next factor that also influences to achieve of company goals is leadership style. This factor is directly related to the leader or superior of the company in carrying out company activities and establishing relationships between employees. Communication which is one of the influential factors in achieving company goals also affects the leadership style.

Teamwork or teamwork is a group whose individual efforts result in higher performance than the sum of individual inputs (Eliasa, 2014). Work teams generate positive synergies through coordinated efforts. This is the understanding that the performance achieved by a team is better than the performance per individual in an organization or a company. Even so, teamwork must also be effective to make a good contribution to employee performance and work results in an institution.

According to Octavia (2021) a "team is a group of individuals working together to reach a common goal". The definition of teamwork explains that teamwork is a group of people who work together to achieve the same goal and that goal will be easier to obtain by doing teamwork than done alone. This is reinforced by Andriani (2021) that human resources at all levels of the organization are a very important factor of an organization and their full involvement will allow their abilities to be used for the benefit of the organization.

The process of improving employee performance is very important. In addition to the company's financial benefits, the process is also very important to build the company's good reputation among the public. Performance is the result achieved by an employee by his job duties and authority. One way to optimize employee performance is effective communication in the company environment. Performance is the amount of effort expended by individuals and groups on their work.

Performance can also be interpreted as a person's ability to perform a certain skill. Even performance also summarizes several task arrangements that govern a person's work. Employee performance is very important because it can find out how far the employee's ability to carry out the tasks assigned to him. Performance can also be a benchmark for the willingness of a person or group of people to 3 carry out activities or perfect them according to their responsibilities with expected results. Performance can be interpreted by an individual or group work in a particular activity

caused by natural abilities or abilities obtained from learning results to achieve a good work process.

Leadership and motivation are key elements in organizational management that need to be well understood (Torlak & Kuzey, 2019);(Eliyana & Ma'arif, 2019);(Whitworth & Chiu, 2015). First of all, in summarizing the definition of leadership, it is important to note that leadership is not just about having authority or standing, but also about the ability to inspire, guide, and influence others towards a specific goal. Leadership also includes aspects of individuality, style of influence, interaction, and perception of legitimate influence (Asmawi, Santoso, Nur, & Maesaroh, 2023);(Prabowo & Castrawijaya, 2023).

Then, understanding the concept of motivation is the next step. Motivation reflects a person's internal drive to achieve a specific goal, be it in an organizational or personal context. This drive can come from personal needs, appreciation, or a sense of accomplishment. When summarizing this concept, it is important to underline that motivation is key to improving employee productivity and performance.

By understanding that motivation is the driving force that drives individuals to achieve goals, we can see how important it is to ensure that employees feel motivated and driven to contribute optimally to their work environment. Recognizing that lack of motivation can hinder the achievement of organizational goals, an emphasis on the importance of establishing and maintaining a high level of motivation among employees becomes a must.

By understanding the concept and importance of leadership and motivation, we can take appropriate steps in managing the organization and ensuring the well-being and productivity of employees. This study aims to analyze the influence of communication, cooperation, leadership, motivation, and interaction between these variables on employee performance at the National Narcotics Agency (BNN) Lido and BNN Bogor Regency.

Research Methods

The type of research used in this study is Quantitative descriptive which seeks to test the influence of independent variables on environmental dependent variables, this study is to test the Influence of Communication, Cooperation, and Leadership on Employee Performance at BNN LIDO and BNN Bogor Regency with Motivation as an intervening variable. There are three research variables, namely, two independent variables and one dependent variable.

The sample is a portion or representative of the population to be studied. Sampling for research if the subject is less than 100 people should be taken all, if the subject is large or more than 100 people can be taken 10-15% or 20-25% or more. (Arikunto, 2010). The sample in this study was a total of 85 personnel in BNN LIDO and Bogor Regency. Sampling is carried out by the saturated sample method.

The analysis used in this study is descriptive and verification analysis, namely multiple linear regression. Descriptive analysis was performed to describe the research

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data. Multiple linear regression analysis is used to test the effect of multiple independent variables on a single dependent variable with a metric data type (Interval or Ratio). Before the actual multiple linear regression analysis, the analysis requirements test is carried out, namely the classical assumption test.

The classical assumption test is used to prove that the multiple linear regression model is econometrically acceptable because it satisfies the Blue (*Best Linear Unbiased Estimator*) estimation, meaning that the assessment is unbiased, linear, and consistent. The assumption test consists of normality, linearity, multicollinearity, autocorrelation, and heteroscedasticity tests (Mulyanto and Wulandari, 2010), which can be explained as follows: 1) Normality Test. 2) Multicollinearity. 3) Autocorrelation. 4) Heteroscedasticity. 5) Multiple Linear Test. Based on the description above, the framework of influence between variables in this study can be described as follows:

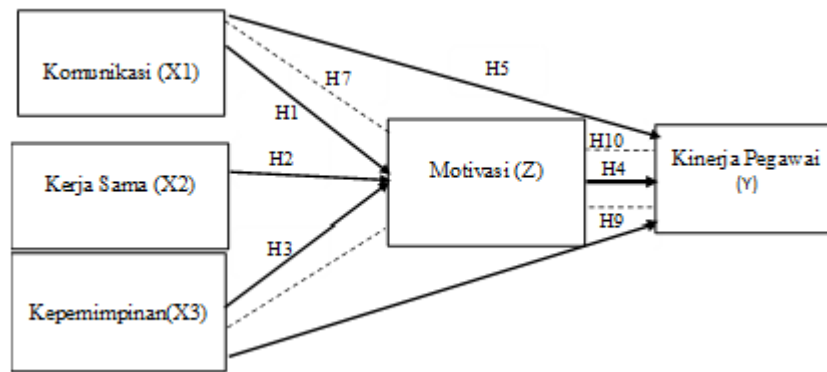


Figure 1. Mindset

Results and Discussion

The validity test for the variables Leadership Style, Effectiveness, and Career Development on the performance of employees with motivation as an intervening variable has a correlation value of 0.620 to 0.835 so the instrument is declared valid. Based on reliability tests using alpha Cronbach, values of 0.806 to 0.926 were obtained so that all variables were declared reliable. Multiple linear regression analysis begins with testing analysis requirements and in this study, the classical assumption tests used include normality tests, multicollinearity tests, autocorrelation tests, and heteroscedasticity tests carried out on each (Leadership Style (X1), Work Effectiveness (X2), Career Development (X3), Motivation (Z) on Employee Performance (Y)). The results of the analysis requirements test are as follows:

Table 1. Multicholinerity Test

Model	Coefficients ^a		Unstandardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.467	1.607		.290	.672
Leadership Style	.317	.231	.267	.543	.489
Work Effectiveness	.216	.250	.115	.123	.803
Career Development	.204	.153	.209	.177	.739

To detect the presence or absence of heteroskedasticity used geezer model. This model is done by progressing the absolute value of e_i with an independent variable. All independent variables have no significant effect on the value of the dependent variable (absolute EI). This is indicated by a significance value greater than alpha 5 percent. So it can be stated that the test model is free from heteroskedasticity cases or it can be said that there is no heteroskedasticity. The results of this heteroskedasticity test can be shown in Table 2.

Table 2. heteroskedasticity

Model	Unstandardized Coefficients		Unstandardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.558	.996		.560	.477
Motivation	.050	.072	.082	.691	.392

As a result of the table above, the sig value for each Motivation variable (Z), is 0.392. Because the sig value is greater than 0.05, it is concluded that there is no heteroskedicity.

Coefficient of Determination

Table 3. Coefficient Determination

Model	R	R Square	Model Summary ^b		
			Adjusted R Square	Estimate	Durbin-watson
1	.515 ^a	.636	.189	1.48181	1.762

Based on the table above, the value of R square is 0.636 indicating that the relationship of Collaboration (X1), Cooperation (X2), and Leadership (X3), with the dependent variable Motivation (Z) in the multiple linear equation model has a simultaneous relationship or 63.6% which means that the variables Communication (X1), Cooperation (X2), Leadership (X3), have an influence of 63.6% on Motivation (Z). The remaining 37.4% is the contribution of other variables besides Communication (X1), Cooperation (X2), Leadership (X3), and Motivation (Z) to Employee Performance (Y).

Hypothesis Testing

The Effect of Communication (X1) on Motivation (Z)

The first hypothesis proposed in this study is that there is an influence of Communication on Motivation in BNN Bogor Regency and Lido extraordinary from the universe. This influence was seen in the multiple regression model $Z = 11.847 + 0.429 X1 + 0.274 X2 + 0.296 X3$ with a regression value $\beta_1 = 0.429$. The hypotheses proposed are:

$$H1a \beta_1 = 0; \text{ no effect}$$

$$H1a : \beta_1 \neq 0 ; \text{ Influential}$$

The significance of the test results indicates that the initial hypothesis of the study is accepted. This means that Leadership Style affects employee retention.

The Effect of Cooperation (X2) on Motivation (Z)

The second hypothesis proposed in this study is that Work Effectiveness affects employees in BNN Bogor and Lido regencies. This influence was seen in the multiple regression model $Z = 11.847 + 0.429 X1 + 0.274 X2 + 0.296 X3$ with a regression value $\beta_2 = 0.274$. The hypotheses proposed are The following hypotheses:

$\beta_2 = 0$; no effect

$\beta_2 \neq 0$; Influential

The significance of the test results indicates that the initial hypothesis of the study is accepted. This means that there is an influence of cooperation on employee performance.

The Influence of Leadership on Motivation (Z)

The third hypothesis proposed in this study is that employee status affects the leadership of BNN Bogor Regency and the extraordinary Lido of the universe. This influence was seen in the multiple regression model $Z = 11.847 + 0.429 X1 + 0.274 X2 + 0.296 X3$ with a regression value of $\beta_3 = 0.296$. The hypotheses proposed are:

H3o : $\beta_3 = 0$; no influence

H3o : $\beta_3 \neq 0$; There is influence

The significance of the test results indicates that the initial hypothesis of the study is accepted. This means that there is an influence of Leadership on Employee Performance

The Effect of Motivation on Employee Performance

The fourth hypothesis proposed in this hypothesis is that there is an influence of motivation on employee performance. The effect is shown in the regression value of Employee Performance of $\beta_4 = 0.479$ in the multiple linear regression equation models Employee Performance Employee Performance (Y) = $10.237 + 0.479$ Motivation (Z). The hypothesis proposed is as follows:

H4o: $\beta_4 = 0$: no influence

H4o: $\beta_4 \neq 0$: There is an influence

Significant test results show that the fourth hypothesis of the study is accepted which means that there is an influence of motivation on employee performance

Direct and indirect influence of communication, cooperation, and leadership on employee performance at BNN Bogor and Lido districts with motivation as an intervening variable

The sixth hypothesis proposed in this hypothesis has a direct and indirect influence on the Communication, Cooperation, and Leadership Variables on Employee Performance at BNN Bogor and Lido Districts with Motivation as an Intervening variable.

Managerial Implications

National Narcotics Agency Regulation Number 1 of 2022 concerning Amendments to National Narcotics Agency Regulation Number 5 of 2020 concerning Organization and Work Procedures of the National Narcotics Agency which mandates the National Narcotics Agency Human Resources Development Center (PPSDM BNN)

as a human resource competency development institution within BNN to improve the quality of human resources of BNN personnel.

In the National Narcotics Agency Regulation, it is stated that PPSDM BNN has the duty: to "carry out the preparation of plans, implementation and control of human resource competency development programs in the field of P4GN." In carrying out its duties, PPSDM BNN also carries out functions such as "preparation of technical policies, plans, and budgets for human resource development programs in the field of P4GN; Preparation and development of curriculum, modules, and educational and training materials; Implementation of human resource development in the field of P4GN; Implementation of competency assessment and certification of technical skills and functional positions in the field of P4GN.

Implementation of coordination and cooperation in human resource development in the field of P4GN; Monitoring, evaluating, and reporting on the implementation of human resource development in the field of P4GN; and Implementation of administrative and household affairs of the Centre." The target of all these activities is to increase the contribution of training graduates to improving organizational performance in various positions such as structural, technical personnel, and functional. In connection with that, all training programs have been prepared based on the results of needs analysis, the design of training programs refers to the competency standards needed by users, competent training organizers, and the availability of representative and up-to-date training facilities and technology.

The problems faced by PPSDM BNN such as the absence of a profile of employee needs for competency development; Competency needs mapping not being carried out in the work unit; The existing positions in BNN are not by the merit of the system; Still the 2022 BNN PPSDM Government Agency Performance Accountability Report 2 The difficulty in fulfilling the HCDP; With the simplification of bureaucracy, it is a challenge for PPSDM to develop various types of functional personnel training. The existence of a Training Institute is an important part of an institution (Government).

In an era full of nuances of competence, the development of human resources in an institution needs to always be improved and maintained in quality, so that they can carry out their duties professionally as demanded by the community in the state apparatus. The professionalism of an institution's human resources also greatly determines the success of the organization in the realization of good and clean governance. Good governance is the hope of *the* Indonesian nation because it is a prerequisite for every government to realize the aspirations of the people and achieve the goals and ideals of the nation.

One of the principles of good state administration is the principle of accountability. BNN as a government institution is obliged to submit a Performance Report of Government Agencies (LKIP) to the President as stipulated in the Regulation of the State Minister of State Apparatus Empowerment and Bureaucratic Reform Number 53 of 2014 concerning Technical Guidelines for Performance Agreements, Performance Reporting and Review Procedures for Performance Reports of Government Agencies and

Presidential Regulation Number 29 of 2014 concerning the Performance Accountability System of Government Agencies and as an organizing element the state and to account for the implementation of its duties, functions, and roles in the management of resources and policies entrusted to it based on strategic planning stipulated in a Government Agency Performance Accountability System (AKIP System).

Conclusion

From the findings and discussion of the study, it can be concluded that communication, cooperation, and leadership have a significant influence on employee performance with motivation as an intermediary variable. In BNN Bogor and Lido districts, motivation mediates the relationship between communication, cooperation, and leadership to employee performance.

Effective communication improves employee performance with a positive impact on motivation, as well as high cooperation and ideal leadership. In addition, employee performance is also influenced by good workplace conditions. Overall, communication, cooperation, and leadership have an important role in improving employee performance with motivation as an intermediary variable. This research suggestion is expected to make a useful contribution even though there are still limitations and errors in this study.

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