

The Influence of Leadership and Communication on Motivation and Its Impact on Employee Performance (A Study at the Health Office of Musi Banyuasin Regency)

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Abstract: This study aims to analyze the influence of Leadership and Communication on Motivation and its Impact on Employee Performance at the Musi Banyuasin Regency Health Office, both directly and indirectly. The sample in the study was all state civil servants at the Musi Banyuasin Regency Health Office, totaling 86 people with a total sample of 86 people. The results of the study found that Leadership has a positive and significant effect on Work Motivation. Communication has a positive and significant effect on Work Motivation. Work Motivation has a positive and significant effect on Employee Performance. Leadership has a positive and significant effect on Employee Performance. Communication has a positive and significant effect on Employee Performance. The Influence of Leadership on Employee Performance at the Musi Banyuasin Regency Health Office has an indirect effect on Work Discipline as a mediating variable. The Influence of Work Motivation on Employee Performance at the Musi Banyuasin Regency Health Office has an indirect effect on Work Discipline as a mediating variable.

Keywords: Leadership Style, Organizational Culture, Work Discipline, Performance

I. Introduction

Civil servants (PNS), as part of the State Civil Apparatus (ASN), play a special role as public servants and service providers, in accordance with the 1945 Constitution of the Republic of Indonesia. Employee development is crucial to improving the quality of human resources. The goal is to ensure employees exhibit attitudes and behaviors that reflect dedication, honesty, responsibility, discipline, and authority, enabling them to provide services aligned with societal developments.

Without employees, government agencies would struggle to achieve their goals. Employees drive the success of government institutions because they are skilled and highly motivated workers. ASN, as both subjects and objects of development, are valuable assets for every government agency. Human resources within institutions or organizations encompass all individuals involved in institutional development, particularly civil servants (ASN), and are the primary factor in adapting to changing times. To achieve their objectives, government agencies need talented and innovative employees. Employees play a crucial role in thinking, planning, and overseeing the institutions where they work. Employee performance determines success or achievement, as human resources are vital (Fudzah, 2020).

A phenomenon observed at the Health Office is the low level of discipline, with many employees arriving late, leaving early, wandering during work hours, leaving their workstations to watch TV, engaging in unrelated conversations during work hours, or leaving to smoke. This is one of the issues contributing to low employee performance in terms of discipline, despite the shift from manual to online attendance systems (e-presence and e-office).

Overall employee performance scored an average of 3.03. This is evident from the lowest dimension, output quality (promptness), where most employees fail to complete tasks on time, followed by output quantity and employee attitudes, where employees are less responsive in completing tasks and adapting to leadership changes in assigned work.

From the experts' perspectives, it is clear that the era of Industrial Revolution 5.0 brings significant and complex changes affecting various aspects of human life. The adoption of technology, adaptation, collaboration, and ethical reflection are essential in facing these changes. Therefore, research on the influence of leadership style, communication, motivation, and employee performance in the Health Office of Musi Banyuasin Regency is relevant to contribute to understanding how public institutions can address challenges and opportunities in the era of Industrial Revolution 5.0.

The Industrial Revolution 5.0 has brought a paradigm shift in healthcare services. The use of technology such as telemedicine, data collection and analysis of BPJS Health patients accessible via Android (Mobile JKN), and the integration of health information systems have become increasingly important. This influences how the Health Office of Musi Banyuasin Regency provides healthcare services to the public.

The conceptual framework is a model of how theory relates to various factors identified as key issues (Sugiyono, 2017:60). In this section, the researcher outlines the conceptual framework to facilitate readers in understanding the theories related to the relationship between leadership and communication variables on work motivation and its impact on employee performance.

In managing human resources, leaders must recognize that employees are assets that significantly influence organizational productivity. While demanding optimal performance from employees to achieve organizational goals, companies must also address employee needs. Good leaders can provide positive motivation to employees. With motivation, employees' attention, thoughts, energy, and activities can be directed toward beneficial goals for both the company and the employees themselves. To encourage employees to excel, each employee must have high motivation and work ethic toward the company.

One measure of an organization's success is the leader's ability to motivate employees to exert their full potential to achieve organizational goals. This aligns with empirical studies conducted by Halima (in Ayi Nasrudin, 2020), who stated that one factor influencing employee work motivation is leadership. In an organization, the nature and attitude of a leader in influencing others are crucial in achieving organizational or company goals. Leadership plays a vital role because leaders are the ones who drive and direct the organization toward its goals, a task that is not easy as leaders must understand the diverse behaviors of their subordinates.

The influence of leadership on work motivation is supported by previous studies, such as research by Elvino, Wayan, and Ni Nyoman (2017), titled "The Influence of Leadership on Motivation and Employee Performance at the Directorate General of Administration and Finance, Ministry of Timor-Leste," which showed that leadership has a positive and significant effect on motivation. Another study by Aryono and Arief (2017), titled "The Influence of Leadership and Work Environment on Employee Performance Through Motivation at PT. KAI Yogyakarta," also demonstrated that leadership has a positive and significant effect on motivation.

Communication in the workplace is a critical factor because poor communication often leads to misunderstandings between departments/units or interpersonal conflicts within the organization, often referred to as miscommunication. Employees can perform well if there is a good relationship and communication between superiors and subordinates. Superior-subordinate communication is essential in organizations as it significantly impacts the organization. Smooth, clear, and effective communication flows influence employee work motivation. Smooth organizational communication allows employees to easily understand instructions and work responsibilities without needing additional explanations.

Effective communication positively impacts employee work motivation, leading to improvements. This aligns with empirical studies by Oey Michelle (in Charina Dwiki, 2019), who stated that good communication, especially with superiors, motivates employees to work better because the relationship with superiors is important for their work, involving frequent discussions, training, and teamwork that require guidance from superiors. Good communication with superiors also makes it easier for employees to exchange information, ask about work, or simply chat, which can enhance work motivation.

The influence of leadership on work motivation is supported by previous studies, such as research by Charina Dwiki Asputri (2019), titled "The Influence of Communication and Work Climate on Motivation and Employee Performance at the Food Crops, Horticulture, and Plantation Office of Riau Province," which showed that communication has a positive and significant effect on motivation. Another study by Anik Ariyanti (2019), titled "The Influence of Communication and Coordination on Work Motivation and Its Impact on Employee Performance at PT Garuda Indonesia (Persero) Tbk," yielded similar results, indicating that communication has a positive and significant effect on motivation.

Situational Leadership Theory by Paul Hersey and Ken Blanchard: According to situational leadership theory, effective leadership styles vary depending on the situation and employees' readiness. Appropriate leadership must adapt to employees' readiness and ability to perform tasks. For example, employees with high readiness require a more delegative leadership style, while those with low readiness need a more directive style (Hersey & Blanchard in Handoko, 2001: 314).

Research by James Kouzes and Barry Posner: In their leadership research, Kouzes and Posner found that one of the most important leadership characteristics is trust. Leadership that builds trust with employees tends to yield better performance. Trust is the foundation of a strong relationship between leaders and subordinates, which in turn enhances communication, collaboration, and employee dedication to achieving shared goals (Kouzes & Posner in Deddy Mulyana, 2016: 136).

Research by Bass and Avolio on Transformational Leadership: Transformational leadership focuses on inspiring and motivating subordinates to achieve their best potential. This research shows that transformational leadership has a significant positive effect on employee performance. Leaders who create an inspiring vision, provide emotional support, and build trust with subordinates encourage subordinates to deliver better performance (Bass & Avolio in Yuki, 2009: 275).

Research by Conger and Kanungo on Charismatic Leadership: Charismatic leadership focuses on the leader's ability to influence and inspire subordinates through their attractive personality and strong charisma. This research shows that charismatic leadership positively affects employee performance, especially in situations requiring innovation and creativity. Charismatic leaders can create enthusiasm and spirit among subordinates, improving their performance quality (Conger & Kanungo in Deddy Mulyana, 2016: 137).

Overall, the research and theories from the experts above indicate that leadership plays a crucial role in influencing employee performance. Appropriate leadership styles, such as situational, transformational, and charismatic leadership, can positively impact employee performance. Effective leadership creates an inspiring, motivating, and supportive work environment for subordinates to achieve their best potential, ultimately enhancing productivity and organizational success.

Deddy Mulyana (2016), in his book *Communication Science: An Introduction*, states that effective communication within an organization can improve employee performance. Good communication between managers and subordinates helps convey instructions, provide motivation, and offer necessary feedback to enhance work quality.

Ahmad Riyanto (2019), in his research journal titled "The Influence of Organizational Communication on Employee Performance at PT ABC," found that good organizational communication positively impacts employee performance. The results showed that clear, open, and effective communication can increase employee productivity and work quality.

Diana Sari (2018), in her research titled "The Influence of Interpersonal Communication on Employee Performance at Company XYZ," concluded that positive interpersonal communication between superiors and subordinates contributes to improved employee performance. Good communication facilitates task understanding, provides clear direction, and motivates employees to achieve work targets.

According to a study by Maryati and Tresno in the journal "The Influence of Internal Communication on Employee Performance at PT XYZ" (2017), effective internal communication, including downward, upward, and horizontal communication, positively impacts employee performance. Open, transparent communication that supports collaboration between departments strengthens the bond between employees and the organization, thereby increasing work efficiency and effectiveness.

In research conducted by Widayanti and Kurniasih (2018), titled "The Influence of Cross-Channel Communication on Employee Performance in Manufacturing Companies," it was concluded that effective cross-channel communication contributes to improved employee performance. Coordinated communication between departments facilitates better information exchange, speeds up decision-making, and enhances adaptability to organizational changes.

Overall, experts and previous research affirm that effective communication plays a vital role in improving employee performance. Good communication between superiors and subordinates, among colleagues, and across organizational departments can increase productivity, motivation, and work quality in achieving organizational goals.

Work motivation is a critical factor influencing employee performance in an organization. When employees feel motivated, they tend to be more enthusiastic and dedicated in performing their tasks. Below are explanations and quotes from several experts and previous research on the influence of work motivation on employee performance:

Maslow and the Hierarchy of Needs Theory: This theory states that every individual has a hierarchy of needs, ranging from basic needs to higher-level needs. When basic needs such as food, shelter, and safety are met, individuals seek to fulfill higher-level needs like recognition, achievement, and self-development. Good work motivation helps employees fulfill these needs and contributes to better performance.

Vroom and the Expectancy Theory: According to this theory, work motivation is influenced by three main factors: expectancy, instrumentality, and valence. Expectancy refers to employees' belief that their efforts will lead to good performance. Instrumentality is the belief that good performance will result in desired rewards. Valence is the level of desire or importance of the reward to the employee. High work motivation encourages employees to work harder and improve their performance.

Herzberg and the Two-Factor Theory: This theory identifies two factors influencing work motivation: hygiene factors and motivators. Hygiene factors include the work environment, salary, and organizational policies, which, if

unmet, can cause employee dissatisfaction. Meanwhile, motivators such as achievement, responsibility, and recognition can enhance work motivation and employee performance.

According to research by Ariani (2018): "The results show that work motivation has a positive and significant effect on employee performance. The higher the level of work motivation, the higher the level of employee performance in carrying out their duties."

Research by Pramono (2017) concluded: "Employees who feel driven and motivated to achieve organizational goals tend to perform better than less motivated employees."

In research by Fitriani (2019), it was stated: "Improving motivational factors such as fair rewards, career development opportunities, and support from superiors can positively impact employee performance and overall organizational productivity."

Based on the conceptual framework above, work motivation serves as an intervening variable, linking competence and compensation to employee performance.

According to Prof. Siswoyo Haryono in his book *SEM Methods for Management Research Using Amos, Lisrel, and PLS* (p. 407), the research plan depicting the influence of the studied variables can be seen in the conceptual framework as follows:

Based on the theory and conceptual framework, the author proposes the following research hypotheses:

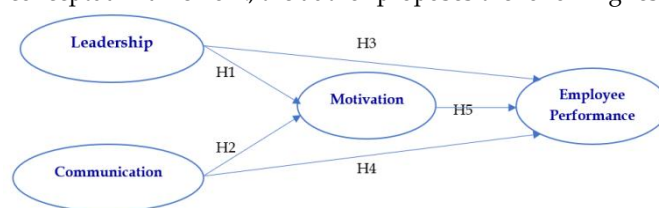


Figure 1. Conceptual Framework

1. **H1:** It is hypothesized that leadership influences the work motivation of employees at the Health Office of Musi Banyuasin Regency.
2. **H2:** It is hypothesized that communication influences the work motivation of employees at the Health Office of Musi Banyuasin Regency.
3. **H3:** It is hypothesized that leadership influences employee performance at the Health Office of Musi Banyuasin Regency.
4. **H4:** It is hypothesized that communication influences employee performance at the Health Office of Musi Banyuasin Regency.
5. **H5:** It is hypothesized that work motivation influences employee performance at the Health Office of Musi Banyuasin Regency.

II. RESEARCH METHODOLOGY

The research method used in this study is a quantitative research method, employing a descriptive-correlational research design. The descriptive research design aims to systematically portray the characteristics or nature of a phenomenon, event, or condition occurring in the present. This type of research emphasizes current issues, with the researcher focusing on describing events or situations of interest without administering any form of intervention or manipulation. In the present study, a cross-sectional research design was employed, wherein data collection was conducted at a single point in time. This period of data collection may span a day, a week, or even a month, depending on the research context (Noor, 2013).

Population, Sample, and Sampling Technique

The population in this study comprises all civil servants (ASN) and contract staff working in the Musi Banyuasin District Health Office across all divisions, totaling 86 employees. The sample selected includes the same group of ASN and contract employees, with the exception of the Head of the District Health Office, who was excluded from the list of research respondents. The rationale for using the entire population as the sample is based on the consideration that when the population size is less than 100, it is advisable to use the entire population as the research sample. Therefore, the researcher selected 80 respondents from the total population to serve as the sample for this study.

Research Instrument

In accordance with the proposed hypotheses and the identified research problem, this study involves four independent variables and one dependent variable. The variables are categorized as follows:

1. **Independent Variables (X):** Leadership Style (X1) and Communication (X2)
2. **Mediating Variable (Y):** Work Motivation (Y)
3. **Dependent Variable (Z):** Employee Performance (Z)

Data Analysis Technique

The data in this study were analyzed using the Structural Equation Modeling (SEM) method. According to Ghazali as cited in Haryono (2017:9), SEM is a second-generation multivariate analysis technique that enables researchers to examine complex relationships among variables, both recursive and non-recursive, in order to obtain a comprehensive understanding of the overall model. The specific SEM approach employed in this study is variance-based SEM, commonly referred to as Component-Based SEM, utilizing the Partial Least Squares (PLS) method with the aid of SmartPLS software.

The PLS Analysis is Conducted in Three Stages:

1. Outer Model Analysis

The outer model analysis is conducted to ensure that the measurement model is both valid and reliable. The following tests are used to assess the outer model:

- a. **Convergent Validity:** Convergent validity is assessed by examining the loading factor values of the latent variables and their respective indicators. A loading value greater than 0.70 is considered acceptable.
- b. **Discriminant Validity:** Discriminant validity is evaluated using cross-loading values to determine whether each construct is sufficiently distinct from others. This is done by comparing the loading value on the intended construct, which should be higher than its loading values on other constructs.
- c. **Composite Reliability:** A composite reliability value greater than 0.70 indicates that the construct has high reliability.
- d. **Average Variance Extracted (AVE):** An AVE value greater than 0.50 is considered satisfactory, indicating that the construct explains more than half of the variance of its indicators.
- e. **Cronbach's Alpha:** Reliability is further supported by Cronbach's Alpha. A value greater than 0.60 is deemed acceptable for all constructs.

2. Inner Model Analysis

Inner model analysis is conducted to ensure that the structural model is robust and accurate. The evaluation of the inner model includes assessing the coefficient of determination (R^2) for the dependent constructs, the Stone-Geisser Q^2 test for predictive relevance, as well as the t -test and the significance of the structural path coefficients.

3. Hypothesis Testing

Hypothesis testing in PLS is based on the results of the structural model analysis. The significance level of the path coefficients is determined by the t -statistics and the standardized path coefficients. The strength of the relationships between constructs and interaction effects (moderation) is measured through the path coefficient values. A path is considered valid and statistically significant if the T -statistic is greater than 1.96 or the p -value is less than 0.05. All estimated path relationships in the structural model must be both valid and significant.

III. DISCUSSION OF RESEARCH RESULTS

Outer Model Analysis

The outer model assessment was conducted using formative constructs by evaluating the following aspects:

a) Convergent Validity

Model measurement aims to examine the validity and reliability of the indicators within the construct. A model is deemed valid if it demonstrates a loading factor above 0.7. Conversely, indicators with loading factors below 0.7 should be excluded from the model. Reliability is assessed using composite reliability, where a value exceeding 0.7 indicates a satisfactory level. This is further corroborated by Cronbach's alpha, which is recommended to have a value above 0.6.

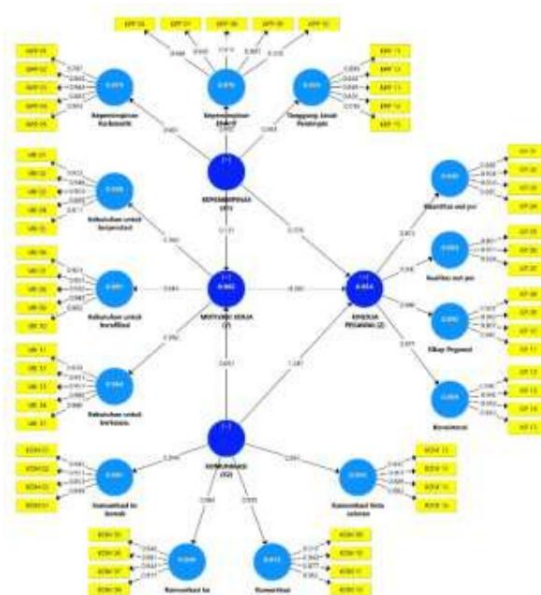


Figure 2. Outer Loading Factor

The figure above shows that the loading factor values are greater than 0.7, indicating that the model meets the criteria for convergent validity.

b) Discriminant Validity

Discriminant validity of the reflective model was evaluated using the Heterotrait-Monotrait Ratio (HTMT) of correlations. HTMT is a more recent approach for assessing discriminant validity in partial least squares structural equation modeling (PLS-SEM), and it represents a key component in model evaluation.

Fornell-Larcker Criterion

The table of discriminant validity above shows the squared correlations between constructs. The HTMT correlation ratio exceeding the Average Variance Extracted (AVE) indicates the following values: Leadership (X1) to Work Motivation (Y) = 0.860; Communication (X2) to Work Motivation (Y) = 0.857; Leadership (X1) to Employee Performance (Z) = 0.880; Communication (X2) to Employee Performance (Z) = 0.852; and Work Motivation (Y) to Employee Performance (Z) = 0.808.

Heterotrait-Monotrait Ratio (HTMT)

The results show that all HTMT values are below the threshold of 0.90, confirming that discriminant validity has been achieved. This indicates that the variance shared between items of the same construct is greater than the variance shared with items of other constructs.

Discriminant Validity (Cross Loading Values)

The loading factor for each indicator on its respective latent variable is higher than its loading on other latent variables. This demonstrates that each latent variable possesses good discriminant validity.

c) Construct Reliability and Validity

The SmartPLS calculation results in Table 1 show that all variables have a Composite Reliability value greater than 0.7, an Average Variance Extracted (AVE) value greater than 0.5, and a Cronbach's Alpha value greater than 0.6. These results indicate that all research variables serve as appropriate measurement instruments. In other words, all questionnaire items used to measure the variables are considered reliable.

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability
Leadership (X1)	0.978	0.979	0.980
Employee Performance (Z)	0.955	0.959	0.962
Communication (X2)	0.976	0.978	0.978

Motivation (Y)	0.981	0.983	0.983
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Source: Data Processed by the Researcher (2025)

Inner Model Analysis

The inner model testing considers the following analysis:

R-Square Value Analysis

The R-Square value is used to assess the extent to which a specific independent latent variable influences a dependent latent variable. An R-Square value of 0.67 or above for endogenous latent variables in the structural model indicates that the influence of the exogenous variables (the influencing variables) on the endogenous variables (the influenced variables) is categorized as strong. If the R-Square value ranges from 0.33 to 0.67, it is considered moderate, and if the value is between 0.19 and 0.33, it is considered weak.

Table 2. R-Square

	R Square	R Square Adjusted
Employee Performance (Z)	0.984	0.983
Motivation	0.965	0.965

Source: Data Processed by the Researcher (2025)

From the table above, the R^2 value for Work Motivation as a mediating variable is 0.965, which means that this value indicates that the Work Motivation variable can be explained by the Leadership and Communication variables by 96.5%. The remaining 3.5% is explained by other variables not studied in this research. Meanwhile, the R^2 value for Employee Performance is 0.984, which means that this value identifies that the Employee Performance variable can be explained by the Leadership, Communication, and Work Motivation variables by 98.4%, with the remaining 1.6% explained by variables not included in this study.

Hypothesis Testing

The statistical hypothesis test used is the t-test. This test is conducted to determine the extent of the influence of the exogenous variables, Leadership and Communication, on the endogenous variables, Work Motivation and Employee Performance. Hypothesis testing can be assessed through the t-statistic value and the probability value by reviewing the output from the PLS bootstrapping calculation options to observe the t-statistic values. According to Ghazali (2021:71), a weight t-statistics value of ≥ 1.96 is considered valid. An indicator is also considered valid if it has a p-value ≤ 0.05 . As shown in the following table:

Table 3. Path Analysis

	Original Sample	t Statistic	P Value
Leadership (X1) → Motivation (Y)	0.337	3.950	0.000
Communication (X2) → Motivation (Y)	0.657	7.689	0.000
Leadership (X1) → Employee Performance (Z)	0.709	5.471	0.000
Communication (X2) → Employee Performance (Z)	1.247	9.492	0.000
Motivation (Y) → Employee Performance (Z)	0.990	6.744	0.000

Source: Data Processed by the Researcher (2025)

Hypothesis Testing Results

The results of the hypothesis tests through the inner model can be seen in the path coefficient in Table 4. The results of each hypothesis can be explained as follows:

1. **H1:** Leadership has a positive and significant effect on the Work Motivation of employees at the Musi Banyuasin Health Office. This is indicated by a t-statistic value of $3.950 \geq 1.96$ or a P-value of $0.000 < 0.05$.
2. **H2:** Communication has a positive and significant effect on the Work Motivation of employees at the Musi Banyuasin Health Office. This is indicated by a t-statistic value of $7.689 \geq 1.96$ or a P-value of $0.000 < 0.05$.
3. **H3:** Leadership has a positive and significant effect on the Employee Performance at the Musi Banyuasin Health Office. This is indicated by a t-statistic value of $5.471 \geq 1.96$ or a P-value of $0.000 < 0.05$.
4. **H4:** Communication has a positive and significant effect on the Employee Performance at the Musi Banyuasin Health Office. This is indicated by a t-statistic value of $9.492 \geq 1.96$ or a P-value of $0.000 < 0.05$.
5. **H5:** Work Motivation has a positive and significant effect on the Employee Performance at the Musi Banyuasin Health Office. This is indicated by a t-statistic value of $6.744 \geq 1.96$ or a P-value of $0.000 < 0.05$.

Mediation Variable Effect Testing

The test is conducted to determine the coefficients of direct, indirect, and total effects, which ultimately reveal whether there is an influence from the mediation variable. This can be observed from the Indirect Effects and Total Effects outputs. The results of the output are as follows:

Table 4. Indirect Effect Test Results

	Original Sample	t Statistic	P Value
Leadership (X1) → Motivation (Y) → Employee Performance (Z)	0.333	3.079	0.002
Communication (X2) → Motivation (Y) → Employee Performance (Z)	0.651	5.869	0.000

Source: Data Processed by the Researcher (2025)

Indirect Effect Test Results

From the test results in Table 4, it is observed that there is an indirect effect of the Leadership variable (X1) on Employee Performance (Z) through the Work Motivation variable (Y), with a value of 5.869. The direct effect of Leadership (X1) on Employee Performance (Z) is 3.868. Meanwhile, for the Communication variable (X2) on Employee Performance (Z), the direct effect is larger, with a value of 9.492, compared to the indirect effect of Communication (X2) on Employee Performance (Z) through Work Motivation, which has a value of 3.079.

IV. Discussion of Research Results

- The Influence of Leadership on Work Motivation of Employees at the Musi Banyuasin Health Office**
 Based on the analysis results, the first hypothesis is concluded: Independent Variable: Leadership and Dependent Variable: Work Motivation of employees at the Musi Banyuasin Health Office, with a Path Coefficient of 0.337 and t-Statistics of 3.950. This information can serve as a basis for the management of the Musi Banyuasin Health Office to acknowledge the importance of good leadership in enhancing employee job satisfaction. Efforts to improve leadership quality can be directed to further strengthen work motivation and employee performance. One of the successes of an organization is determined by the ability of a leader to motivate employees to exert their full potential to achieve organizational goals. This is in line with the empirical study conducted by Halima (as cited in Ayi Nasrudin, 2020), which states that one of the factors that can influence employee work motivation is leadership. In an organization, the nature and attitude of a leader to influence others is crucial in achieving organizational or company goals. The leadership factor plays an important role because it is the leader who drives and directs the organization to achieve its objectives, and it is no easy task, as the leader must understand the different behaviors of subordinates.
- The Influence of Communication on Work Motivation of Employees at the Musi Banyuasin Health Office**
 Based on the analysis results, it can be concluded that: Second Hypothesis, Independent Variable: Communication, Dependent Variable: Work Motivation of employees at the Musi Banyuasin Health Office, with a Path Coefficient of 0.657 and t-Statistics of 7.689. Conclusion: With a significant t-Statistics value (7.689), it can be concluded that there is a positive and significant effect of communication on work motivation at the Musi Banyuasin Health Office. This means that communication has a substantial impact on the work motivation of employees. This information can serve as a basis for the management of the Musi Banyuasin Health Office to understand the importance of communication in improving employee work motivation. Leadership's influence on Work Motivation is proven by several previous studies, such as the one conducted by Charina Dwiki Asputri (2019), which showed that communication has a positive and significant effect on motivation. Another study by Anik Ariyanti (2019) showed the same results, with communication positively and significantly influencing motivation. Overall, these findings can serve as a foundation for improving communication practices and motivation management at the Musi Banyuasin Health Office, with the hope of enhancing employee well-being and performance as a whole.
- The Influence of Leadership on Employee Performance at the Musi Banyuasin Health Office**
 Based on the analysis results, it can be concluded that: Third Hypothesis, Independent Variable: Leadership; Dependent Variable: Employee Performance at the Musi Banyuasin Health Office, with a Path Coefficient of 0.709 and t-Statistics of 5.471. According to Paul Hersey and Ken Blanchard's Situational Leadership Theory, effective leadership styles vary depending on the situation and the readiness level of employees. Proper leadership must adapt to the readiness and capability of employees in carrying out their duties. For example, employees with a high level of readiness require a more delegative leadership style, while those with lower readiness need a more

directive style (Hersey & Blanchard in Handoko, 2001: 314). Research by James Kouzes and Barry Posner: In their study on leadership, Kouzes and Posner found that one of the most important characteristics of leadership is trust. Leaders who can build trust with their employees tend to generate better performance. Trust is the foundation of strong relationships between leaders and subordinates, which in turn can improve communication, collaboration, and employee dedication toward achieving shared goals (Kouzes & Posner in Deddy Mulyana, 2016: 136). Research by Bass and Avolio on Transformational Leadership: Transformational leadership is a style that focuses on inspiring and motivating subordinates to reach their full potential. Their research showed that transformational leadership has a significantly positive effect on employee performance. Leaders who can create an inspiring vision, provide emotional support, and build trust with their subordinates will encourage them to perform at a higher level (Bass & Avolio in Yukl, 2009: 275). Overall, these findings provide a strong foundation for understanding the relationship between leadership and employee performance. The application of appropriate leadership concepts can make a positive contribution to the success and productivity of the organization.

4. The Influence of Communication on Employee Performance at the Musi Banyuasin Health Office

Based on the analysis results, it can be concluded that: Fourth Hypothesis, Independent Variable: Communication; Dependent Variable: Employee Performance at the Musi Banyuasin Health Office, with a Path Coefficient of 1.247 and t-Statistics of 9.492. Diana Sari (2018) concluded that positive interpersonal communication between supervisors and subordinates contributes to improved employee performance. Good communication facilitates task understanding, provides clear directions, and motivates employees to meet work targets. According to a study by Maryati and Tresno (2017), effective internal communication—including downward, upward, and horizontal communication—has a positive impact on employee performance. Open, transparent communication that supports collaboration among departments strengthens employee bonds with the organization, thereby increasing work efficiency and effectiveness. Research by Widayanti and Kurniasih (2018) found that effective cross-channel communication contributes to enhanced employee performance. Coordinated communication between departments facilitates better information exchange, speeds up decision-making, and improves adaptability to organizational changes. Thus, the results of this analysis provide a strong understanding of the important role communication plays in supporting employee performance. The Musi Banyuasin Health Office can use these findings to improve and optimize communication practices within the organization in order to achieve better outcomes.

5. The Influence of Work Motivation on Employee Performance at the Musi Banyuasin Health Office

Based on the analysis results, it can be concluded that: Fifth Hypothesis, Independent Variable: Work Motivation; Dependent Variable: Employee Performance at the Musi Banyuasin Health Office, with a Path Coefficient of 0.990 and a t-Statistic of 6.744. Previous Studies: According to Ariani (2018): "The research results show that work motivation has a positive and significant influence on employee performance. The higher the level of work motivation, the higher the level of employee performance in carrying out their tasks." Pramono (2017) concluded: "Employees who feel driven and motivated to achieve organizational goals tend to demonstrate better performance than those who are less motivated." In research by Fitriani (2019), it is stated: "Improvement in motivational factors such as fair compensation, career development opportunities, and support from supervisors can positively affect employee performance and overall organizational productivity. Work motivation plays an important role in influencing employee performance. Motivated employees tend to be more dedicated, enthusiastic, and perform at a high level in executing their duties. Therefore, it is crucial for organizations to create a work environment that supports employee motivation in order to achieve optimal performance."

IV. CONCLUSION AND SUGGESTIONS

1. Conclusion

This study investigated the influence of leadership and communication on work motivation and its subsequent impact on employee performance at the Health Office of Musi Banyuasin Regency. The findings indicate that leadership and communication both have direct, positive, and significant effects on employee motivation. Furthermore, motivation plays a mediating role in enhancing the effect of leadership and communication on employee performance. The analysis also demonstrates that both leadership and communication directly improve employee performance. These results suggest that strong leadership practices and effective communication mechanisms are essential components in fostering a motivated workforce and achieving high performance levels among civil servants. The structural model used in the study exhibits high explanatory power, confirming the robustness of the proposed relationships among variables.

2. Suggestions

Based on the findings, the following recommendations are presented to improve organizational effectiveness:

- a) **Leadership Development:** The Health Office of Musi Banyuasin Regency should invest in leadership development programs that strengthen both managerial and interpersonal skills, enabling leaders to better inspire and direct employees toward achieving organizational goals.
- b) **Enhancing Communication Systems:** Management should foster transparent, two-way communication channels across all departments. Providing clear instructions, regular feedback, and opportunities for dialogue can significantly improve employee motivation and alignment with institutional objectives.
- c) **Motivational Strategies:** Efforts should be made to increase employee motivation by implementing fair and consistent reward systems, promoting a positive and inclusive work environment, and offering well-defined career progression pathways.
- d) **Future Research:** Subsequent studies should consider incorporating additional variables such as work discipline, organizational culture, or physical work environment to broaden the understanding of factors influencing employee performance in public sector institutions.

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