

Leadership skills influence employee motivation: It is communication matter?

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Abstract: This study focuses on the leadership competencies associated with the communication aspect of motivating employees. Without motivation, employees do not use their skills, knowledge, or experience to improve their organizational performance. Therefore, having good leadership skills, such as communication skills, is critical for the employer to influence the employee's motivation to do the job. In addition, clear instruction can increase the motivation of employees, since they can do the job smoothly without errors. As a result, production increases, cost reductions due to lack of errors, and sales increase which leads to better performance.

Keywords: *Leadership skills, Communication skills, motivation, employee*

1. Introduction

The organization is dependent upon the employee's commitment to higher performance. This indicates that the project or task can be accomplished when the employee uses their skills, experience, and knowledge. Maintaining employee motivation for the job is critical as it relates to the organization's objectives. If the organization cannot motivate the employee to work hard, this may impact the success of the organization in the future.

Leadership skills can influence the motivation of employees. The motivation is needed to ensure that the employee can accomplish their work to achieve the organizational objectives. However, motivation is difficult to be consistent and it may affect the organization. Throughout leadership skills, the possibility that the employee prefers volunteering and using their abilities to benefit the organization. The leader is the key to the success or failure of the institution or even an entire nation [1].

The organization needs a strong leader who can

motivate them. All along the motivation, the employee can work harder to reach the organizational goal. Leadership skills are essential for influencing employee engagement. Without motivation, employees are less able to use their skills, experience, and knowledge of related jobs. This situation is not good for the company as the increase in costs through wages, training, and equipment provided is related to the work task, but the profitability is lower. Motivation encourages employees to get the job done, and they will have a positive impact on the company and can also achieve objectives that can fulfill their desires [2].

Organizational performance is associated with the employee's skills, experience, and knowledge to complete the assigned task. If the employee is not motivated to work, this can influence the organization's objectives. As a result, leadership skills through communication skills encourage employees to work hard for their organizations. They always want to come to work; they want to be part of teams at work; they are interested in helping and supporting others at work; and they generally exert greater effort in their work and contribute more to the organization [3].

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This study looks at what leadership communication skills they ability to motivate the employee to perform. The employer's ability to apply communication skills to its employee allows organizations to increase performance. Better communication can increase employee motivation to work better.

2. Literature Review

The objectives of the organization are to keep the business surviving for long periods. Therefore, it is very essential for employees need to work. To ensure the employee can use their leadership skills, experience and knowledge. [4] leaders need to figure out which methods work best to motivate their employees. Communication skills should be applied to leadership to influence the motivation of employees. Below is a conceptual framework between leadership skills and employee motivation.



Diagram 1 Conceptual Framework

Motivation is very essential link between production and performance. Better performance is required for high levels of ability and motivation. The ability is about knowledge, skills, and experience. [5] Motivation is defined as a set of energy forces that originates both within and outside an employee, initiates work-related effort, and determines its direction, intensity, and persistence. Therefore, leadership skills such as communication skills important issues in an organization to enhance performance which is cause the impact of the communication skills on the employee motivation has a great significance to the organization.

The organization should have a good strategy and planning to ensure that the business succeeds. [6] defines leadership as a process whereby one individual influence a group of individuals to achieve a common goal. The organization needs to ensure that the leader works with employees to have a similar direction and objectives, that is, to make better profits for the organization. It is very essential to keep employees motivated to associate with the organization's objective.

Communication skills should be implemented within the employer to maintain employee motivation. As motivation increases, the employee is willing to do extra work, and has volunteered to meet the organization's goal. Priority organization is enhanced performance. [7] Communication helps individuals and groups to coordinate their activities to achieve their goals and is essential for socialization, decision-making, problem-solving, and change management processes. Nowadays, we understand that "communication" is one of

the most dominant and important activities in organizations [8].

The leader must manage the emotions and feelings of employees to make sure that their motivation remains. If their emotion and feeling of harm throughout leader's actions could be affected their motivation to contribute to the organization. Motivation is critically important because work performance often requires high levels of ability and motivation [5]. Therefore, communication between the leader and employee is very essential to avoid conflict. Also, errors can be reduced during the process that is to reduce the cost and increase the profit. In other words, the purpose of organizational communication is to establish relationships and reduce uncertainty [9].

Communication skills can increase the organization's performance throughout, for reducing costs and increasing profit. Effective communication through instruction may be understood by employing to avoid fault or error. This demonstrates that communication can further encourage the employee to do the right things. According to [10], communication contributes to increased motivation by telling employees what to do, to what extent they work well, and what can be done to enhance substandard performance. Supported by [11], communication is a process of transferring and exchanging messages, where these messages can be in the form of facts, ideas, feelings, data, or information from one person to another.

Motivation may be affected by the lack of clarity of instructions, making it impossible to complete the task on time. It's because the employee needs to have more explanation, which puts pressure. Lack of motivation can influence employees' intent to work harder. According to [7] Lack of motivation to return effects on productivity. There are several symptoms that have been shown when employees low morale such as high employee resignation, declining productivity, higher absenteeism, a defective product is higher and waste material and scrap because of a mistake.

As mentioned in the study done by the great author on leadership Bernard M. Bass that 45% to 65% of the overall factor of success or failure is based on the leaders [12]. The success of an organization is dependent upon the leadership communication skills associated with employee motivation. With better communication, employees become more motivated when they have clear direction about their job. They can also come up with a better plan and avoid any problems in the future. Better communication not only in terms of instruction, but also the ability to influence the employee's motivation.

Communication should take intonation and delivery into account as well because it may influence an employee's motivation, especially emotion and feeling. Intonation should be appropriate when delivering the task. In addition, any errors made by the employee should be well managed without shouting. On the other hand, the employee is happy to do the job when the communication is clear and

pleasant to speak about. A nice speech can make a good feeling and they are happy to work with the leadership.

The following is a study from a previous study of

motivation, leadership, and communications, as outlined below:

No	Scope of Studies	Author (Year)
1	Determination of Teacher Motivation and Performance on Principal Leadership and Teacher Professional Competence	Saifullah, [13]
2	Analysis of Leadership Style and Organizational Culture Effect on Career Development at The Ministry of Religious Affairs in Jambi Province	Mukhtar., Ali, H., & Jannah, S [14]
3	Participative Leadership Style and Bureaucratic Organizational Culture in Improving Employee Performance at the Environmental Management Agency (BPLH) Majalengka Regency	Sudirno, H., Utama, H, [15]
4	Work Motivation on Honorary Teachers in Indonesia: A Literature Review	Ufaira, R., Hendriani, W [16]
5	Motivation and work discipline as determinants of a teacher's work ethic	Hidayah, H,N., Santoso,B [17]
6	Factors Affecting Professional Organizations: Leadership, Effective Communication, Performance, and Organizational Effectiveness (A Literature Review of Applied Management Sciences)	Julianto, B., Carnarez, T,Y,A [18]
7	Relationship between Teacher Communication and Student Interest (Study at MTs Al-Inayah)	Kusniawati, E., & Rafiudin [19]
8	Communication, Leadership Style, and Motivation in Organization	Mahmudah, D [20]
9	Determination of Work Motivation and Employee Performance; Total Quality Management and Leadership Style (Literature Review of Human Resource Management)	Setiawan, N [21]

Table 1 Previous studies

Sources: *Leadership, Communication and Work Motivation in Determining the Success of Professional Organization [22].*

It shows that leadership has better communication skills that can influence employee motivation to achieve the organization's goal [23], then, to scrutinize the impacts of leadership styles on employee motivation has great significance to today's society. Following is the relationship between communication skills and motivation.

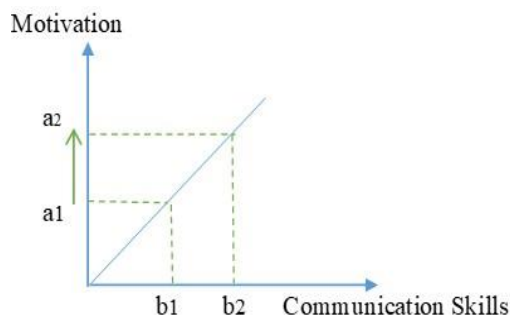


Diagram 2 Communication skills and Motivation

Leadership skills are linked to the employer's ability to

encourage an employee to follow instructions. Accordingly, the employer should improve its leadership skills through communication skills, by aligning employee motivation and organizational performance. [24] and, leadership styles are one of the biggest issues in our social life to improve performance. The leader should have good communication skills to ensure that the employee always is motivated. Indeed, motivation is a key element in ensuring that organizational performance can be achieved through the use of employees' skills, knowledge and experience. Communication skills are associated with employee motivation to enhance performance. The motivation is to discuss how to direct the potential of subordinates, so that they want to work more productively to achieve the vision and mission of the organization that has been planned [13].

The organization should consider leadership communication skills to enhance performance where it influences employee motivation. The motivation was able to increase job satisfaction. Whatever, leadership style is applied in an organization, the communication plays an important role to links employee motivation and

performance. Every employer should be able to improve their communication skills to ensure that the employee is always happy and enjoys their workplace and the task given.

Performance is a priority for an organization to fulfill the shareholder requirement. Therefore, employee motivation must be encouraged almost all the time because it may cause the organization's performance to increase. Communication skills are the elements of leadership skills required by a leader to influence employee motivation.

3. Conclusion

Any mistakes made by the employee are costly to the organization and harm performance. This occurs because communication is less efficient. The employee may not understand the instruction given because of a lack of communication skills. This can cause mistakes and increase organizational costs. It indicates that the employer should have good leadership skills through communication skills. Furthermore, effective communication can increase employee motivation to work hard and achieve the organizational objective.

Employee motivation is essential because they will use their skills, experience, and knowledge to get the job done ahead of schedule. It can reduce costs and improve efficiency. Effective communication is linked to a clear direction that motivates the employee to do the job. Efficient communication is also linked to how the employer delivers the task to an employee. The employee has a high motivation to do the work when the way the employee communicates with them. As a result, the employer's role is to encourage him to work voluntarily. Communication skills should be at the leader level to ensure that the organization can achieve better performance.

The employee volunteers to work hard by using their skills, knowledge, and skills to complete the task if the employer is able to communicate clear and effective instructions. The absence of arguments and less dissatisfaction among the employee may lead the organization to improve its performance.

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