

# The Effect of Trust in Leader and Communication on Employee Performance through Motivation Pt. Herfinta Farm and Plantation

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## ABSTRACT

Human resources are the main component of an organization which is the planner and active actor in every organizational activity. The objectives of this organization are usually very much considered in every organization because with the organizational goals each association can assess the performance of employees according to their work. PT. Herfinta Farm and Plantation is a company engaged in the processing of crude palm oil which produces oil. PT. Herfinta Farm and Plantation is also a large company that has so many employees with various levels of education, that a leader must be able to control and control his employees and provide direction and motivation so that employees are able to work optimally even though employees have different levels of education. The purpose of this study was to analyze the influence of trust in leader and communication on employee performance through motivation as an intervening variable at PT. Herfinta Farm and Plantation. The population of this study were all HR employees who worked at PT. Herfinta Farm and Plantation, amounting to 775 respondents. The sampling method using the Slovin formula obtained a sample size of 263 respondents. Data analysis was performed through PLS-SEM using the SmartPLS program. The results showed that direct trust in leader, communication and motivation had a positive and significant effect on employee performance, then indirectly trust in leader and communication had a positive and significant effect on employee performance through motivation.

**Keywords:** Trust in Leader, Communication, Employee Performance, Motivation

## INTRODUCTION

Human resources are the main component of an organization that became the planner and active participants in every activity of the organization. Human resources (HR) have thoughts, feelings, wishes, status and educational background, age, gender heterogeneous brought into an organization so it is not like a machine, money and material, which are passive and can be controlled and regulated fully support the achievement of organizational goals.

The purpose of this organization is usually very considered in every organization because of with the goals of the organization, each set can assess the performance of employees in accordance with the results of its work. According to Mangkunegara (2018:67), the performance is the result of work in quality and quantity achieved by an individual employee in accomplish their duties in accordance with the responsibilities given to him.

Based on such understanding to achieve a goal the organization must meet the good work in order to be able to increase the performance of employees. Basically to achieve the performance of the employees of an organization there are several factors

that must be considered, one of which is trust in the leader (trust a leader). Trust in leader can also be interpreted as a belief in the form of a positive expectation that another person will not act opportunistically, either in the statement, the action or decision, so it can be said that everyone has the willpower and belief that are able to do something that can achieve the goals of the organization.

The company's performance improvement seen from the performance assessment is basically an assessment of human behavior in carrying out the role it plays in achieving organizational goals (Mulyadi, 20012). The performance is produced by the human behavior that fosters trust (Trust), Organizational Culture and leadership the leader who formed the climate in an organization becomes conducive.

Based on these reviews it can be said that the confidence of a leader it is very important because an organization or agencies, usually there is a leader. The leader of the closely related influence with the employee or the employee in performing his job. Some research has shown that there is no "one best way to lead subordinates, this depends on the leader, the subordinates, and the situation there". Leaders who are competent will be able to guide and direct subordinate to a competent, because everything that is done subordinate seen from the result of the work of a leader.

In addition to trust in leader of the other factors that affect the performance of employees is communication because communication is the delivery or exchange of information from the sender to the recipient, either orally, in writing or using means of communication (Sopiah, 2008:142). Communication helps members of the organization to achieve organizational goals, respond and implement changes in the organization, coordinating the activities of the organization and play a role in almost all the actions of the relevant organizations. If communication in an organization is not running effectively, then the organization

will not function as effectively as it should be. Thus communication is very important so that an organization can work well to achieve the results of work and be able to improve the performance of employees within a company, because of the good communication will give good results.

The next factor that affects the employees performance is motivation. According to the Samsudin (2010:281), motivation is the process of affecting or push from the outside against a person or group work so that they want to implement something that set. Meanwhile, according to Sunyoto (2013:1), work motivation is as a state that encourages the desire of the individual to perform certain activities to achieve his desire. Based on the above description can be said to achieve a good motivation in improving the performance then an employee must be able to provide good work in the work. In other words, a good result was obtained in accordance with the desire and motivation in an employee without any coercion. To achieve the results of such work are usually employees see and assess how the leadership within an organization, whether these leaders can be a good example or not working in a job, as well as communication within the organization smoothly or not, because this is what affects the achievement of performance for employees, if the confidence of a leader can communicate the good work, then the employee must be motivated to do the job and if the employees are motivated then by itself be able to improve the results of their work and the achievement of performance in the organization.

PT. Herfinta Farm and Plantation is a large company with the company's extensive range of 4,200 m<sup>2</sup> located in Labuhan Batu South with the number of employees TBSP of 775 people. Employees who are in PT. Herfinta Farm and Plantation has various types of levels of education, so that it requires the leadership of the Law's Manager to be better able to monitor, direct, and control its employees, due to the

differences in the level of education then affect the level of knowledge for each employee.

Based on direct interviews conducted by the researchers to Mr. Geri Wahyudi Karim as HR and GA Manager PT. Herfinta Farm and Plantation are some of the problems or obstacles that occur in the PT. Herfinta Farm and Plantation which causes a decrease in the performance of employees in the work. One of the things that cause a decrease in performance is the level of education and knowledge of employees who just graduated from high School that lead to a lack of understanding of the employees in communicating, in addition, common misconceptions communicate, thus causing the result of the work of employees not in line with expectations.

Other factors that affect the performance of employees is the ups and downs of the prices of palm oil that causes the employee does not receive a bonus in the last two years. This has an impact fatal for the company because the employee does not receive a bonus cause the employee is not spirit work in and lazing, in addition, the work of employees is not the maximum, which resulted in a drastic reduction in the achievement of the target company so that the assessment kinerjapun decreased.

In addition, the confidence of a leader that is provided by PT. Herfinta Farm and Plantation is a responsibility must be observed and enforced because employees typically assess a leader based on the behavior of a leader, and based on values that exist in the company PT. Herfinta Farm and Plantation as the value of discipline, honesty, trust, loyalty and sustainable. Based on the values of those employees rate Law manager if the manager can be trusted or not because the Law manager is a leadership that will be associated directly with employees. According to the employee if all these values are met by a manager of the trust employees will be believed to be able to guide and direct the employee in the work, because in fact the employees who

are obedient depends on the attitude and behavior of a leader in the act and give an example. This is in line with the opinion of the Satriadi (2016) which states that if the leadership of both the performance and the result of the work of employees, the better and vice versa.

Leadership is not good to the employees can have an impact on the performance of the employees which ultimately degrade the results of the work, where all of it is a yardstick that must be renewed every individual companies in order to provide confidence that the company can hire employees who are competent and have the appropriate expertise with the level of education that employees have. In addition, ineffective communication that exists between leaders and subordinates can also lead to a lack of understanding for employees in the work, resulting in decreased work performance of employees.

## **LITERATURE REVIEW**

### **Performance**

Performance is the result of work in quality and quantity achieved by an individual employee in accomplishes their duties in accordance with the responsibilities assigned to him (Mangkunegara 2018:67). A person's performance is a combination of ability, effort and opportunity that can be assessed from the results it works. Performance in the organization or company is the answer of the success or failure of organizational goals that have been determined. It can be concluded that the performance of employees in this study is the result of work by the employee or the behavior of the real that is displayed from a number of effort and conducted in accordance with its role within the company.

### **Performance Assessment**

Performance appraisal is a process of assessment of work performance of employees who performed the leaders of a company in a systematic way based on the

work assigned to an employee (Mangkunegara, 2018:69). Company leaders who assess the work performance of employees, the employer the employee directly, and the boss didn't direct. Therefore, the companies always conduct an assessment of the performance of employees to determine the performance of the employees during the time period specified.

### Motivation

Motivation (motivation) is defined as the power, the urge, the need, the passion, the pressure or the psychological mechanisms that encourage a person or a group of people to achieve specific work with what he wants. Then according to Hasibuan (in Sutrisno, 2014:110) explains the motivation question how to encourage a passion for the work of subordinates so that they would work hard to provide all the capabilities and skills to achieve company goals (Danim, 2012:2).

### Trust

Trust is an understanding that mutual benefit is based on values that are shared. In fostering a working relationship of trust on the other party. (Hardiawan, 2013) stated that trust to be there and exist

when one party has confidence in the ability and integrity of the other party. The trust becomes very important in a relationship because someone can't build a real relationship without trust. Trust is the expectation or hope of a positive that the other person will not be through words, actions, and policy and act in an opportunistic. Two important elements of the above definition are that trust implies familiarity and risk. Phrase positive expectations in this definition mengasusmsikan knowledge and familiarity about the other party (Robbins (2011:97).

### Communication

Communication is of communities (community), which also emphasize the similarities or togetherness. A community is a group of people who congregate or live together to achieve certain goals, and they share the meaning and attitude. Without communication there would be no community. The community depends on the experience and shared emotions, and communication play a role and explain the togetherness of it. Therefore, the community also share the forms of communication related to art, religion and language (Mulyana, 2014:46).

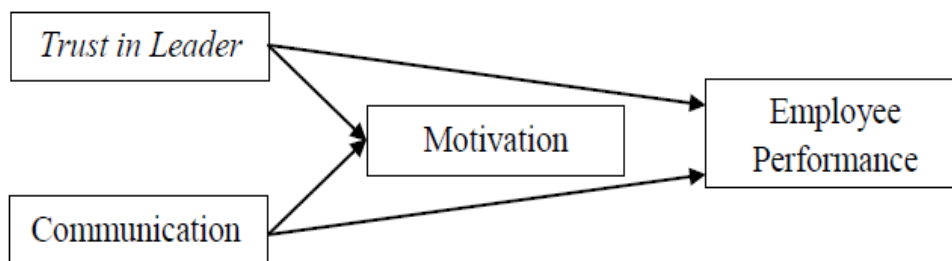


Figure 1: Conceptual Framework

### Hypothesis

Based on the background research and the relationship between variables, then the hypothesis of the research:

1. There is a positive influence in a direct and significant correlation between trust in leader on motivation of employees of PT. Herfinta Farm and Plantation.
2. There is a positive influence in a direct and significant correlation between

communication on motivation of employees of PT. Herfinta Farm and Plantation.

3. There is a positive influence in a direct and significant correlation between motivation on employee performance PT. Herfinta Farm and Plantation.
4. There is a positive influence and significant trust in leader on employee performance through motivation of

- employees of PT. Herfinta Farm and Plantation.
5. There is a positive influence and significant communication on employee performance through motivation of employees of PT. Herfinta Farm and Plantation.
  6. There is the influence of trust in leader on employee performance of employees of PT. Herfinta Farm and Plantation.
  7. There is the influence of communication on the performance of employees of PT. Herfinta Farm and Plantation.

## **MATERIAL AND METHODS**

This research uses descriptive research type is quantitative. Quantitative descriptive research is a type of research that aims to describe the systematic, factual and accurate about the facts and the nature of an object or specific populations (Sinulingga, 2013). The nature of this research is to study with the level of ekplanasi. Sugiyono (2017) stated the research level of explanation is the research intends to explain the position of the variables studied and the relationship between one variable with other variables.

The population in this research is all employees of the human resources working in PT. Herfinta Farm and Plantation amounted to 775 respondents. The sample is a population that is taken from most of the research object. Tehnik sampling this assessment using the method of purposive sampling, i.e. sampling intentionally in accordance with the requirements of the sample is required so that the number of samples in this study amounted to 263 respondents.

The method used in this research is Questionnaire/Questionnaire Is the data collection by way of asking questions/statements through a list of questions/statements to the selected respondents are the employees of PT. Herfinta Farm and Plantation with the expectation of the respondent to provide a response to the question. Data collection method is done by giving the questions to

the respondent with a guide questionnaire. In this study a questionnaire using open-ended questions. The questionnaire given directly to the respondents.

Types and sources of data in this research is primary data and secondary data. Primary Data is the primary data in this study has the intent to dig up the information directly from the respondents. This study used the help of a questionnaire or a questionnaire and by direct interviews to support the answers to the questionnaire given. Secondary Data is all data obtained through the study of documentation and other relevant data in this study.

## **RESULTS AND DISCUSSION**

### **The Influence of Trust in Leader on Motivation**

Trust a leader is an important factor in an organization, because this belief is the determinant of where leaders give confidence to an employee to be able to do his job properly, because, basically, with the belief that leaders can assess the measure of the employee in performing his job. As said Morgan in Hardiawan (2013) stated that trust to be there and exist when one party has confidence in the ability and integrity of the other party. The trust becomes very important in a relationship because someone can't build a real relationship without trust. If the confidence of a leader can motivate and provide encouragement for employees in the work and motivation can be promising for the employees then the result of the work of employees will increase, in addition, the competency of the employees will also be visible, it can be seen from the results of respondents ' answers are that the existing competencies in yourself is one picture of everyone in the work, there are 39 (14.83%) of respondents answered Disagree, respondents answered Disagree as much as 83 (31.56%), respondents answered etujuS 78 (29.66%) and respondents answered Strongly Agree as much as 63 (23.95%).

From the results of the findings to the first hypothesis can be seen that Trust in

Leader with Motivation has a significant relationship with t-statistics of  $3,194 > 1,96$  and P Value =  $0,001 < 0,05$ . The value of the original sample estimate is 0,345 that is positive. This shows that the direction of the relationship between Trust in Leader with Motivation is positive.

Based on the description above it can be said that trust in leader has a relationship and association with motivation because with the confidence of a leader to subordinates indirectly provide positive motivation for employees to better work with better because with the motivation to provide a strong impetus of the trust is able to convince employees that the leadership of the trust with the results of the work of its employees and its employees.

This is in line with the opinion of the Suherman (2017), which states that the performance is produced by the human behavior that fosters trust (Trust), to someone.

### **The Influence of Communication on Motivation**

Basically, communication is a means to express thoughts, feelings, and intentions we, therefore, communication is always necessary in any running activity in the organization. Effective communication can facilitate any work in the organization because with good communication can increase the motivation for each employee in performing his job. In the research Purwanto (2013) in PT. Light Inspiration Indonesia in a project in Timor Leste, it was concluded that the communication have a significant effect on motivation.

The findings for the first hypothesis suggests that the relationship between Communication and Motivation are significant with t-statistics of  $2,857 > 1,96$  and P Value =  $0,004 < 0,05$ . The value of the original sample estimate is 0,296 that is positive. This shows that the direction of the relationship between Communication and Motivation is positive. This means that the communication has an influence on the motivation and can support the

implementation of the work with the better, because good communication can provide good work, good work is a boost of motivation as well, as the answers of respondents who stated that in berkomunikasi there is appropriate feedback, respondents Agree to answer as many as 73 (27.76%) and respondents answered Strongly Agree as much as 91 (34.60%).

From the description it can be seen that the communication has a strong relationship to motivation because with the communication can provide a smooth work without causing a miss communication between other workers where the initial goal of the work is to provide good work and receive a subsidy on target. Meanwhile, to achieve the initial goal that every employee should have strong motivation in the work to obtain it all.

### **The Effect of Motivation on Employee Performance**

Motivation is the activity of the behaviors that work in an effort to meet the needs of the desired (Fahmi, 2014:107). Motivation also affect the increase in employee performance, because good communication with motivational encouragement from the leadership to the subordinates can improve the results of the work, and with the communication and delivery of information as best as possible coupled with motivation-motivation that can be promising feasibility of the work of the employees, hence its employees will strive to improve the work and it works within an organization.

This is in accordance with the statement of the respondents who stated that I work hard with full responsibility because it motivates me to improve the performance of the company, be aware that there is 87 (33.08%) of respondents answered Agree and 73 (27.76%) of respondents answered Strongly Agree. From these answers it is clear that every employee has its own way in improving its performance because it is so many ways in which employees to improve themselves in the work.

These findings indicate that the relationship between Motivation and Employee Performance is significant with t-statistics of  $3,925 > 1.96$  and P-Value =  $0,000 < 0,05$ . The value of the original sample estimate is 0,287 that is positive. This shows that the direction of the relationship between Communication and Motivation is positive.

Based on the results of a statistical test can be concluded that the motivation affect the performance of employees due to the presence of the motivation of employees in the work can provide one of the inspirations for the employee in performing his job so that can improve the performance of employees in the work, in addition to the increased performance of the employees can achieve the effectiveness of the targets set according to the company without delay. This statement is in line with the statement given by Haedar (2016) which states that motivation is the provision of the driving force that creates the excitement of one's work that they would work together, work effectively, and is integrated with all the power of its efforts to achieve the satisfaction in the work.

### **The Influence of Trust in Leader on Employee Performance**

Leadership or the leadership is a process of influencing others to understand and agree with what they should do and how they perform the task effectively, as well as the process to facilitate the efforts of individuals and groups to achieve a common goal (shared goal). Based on the above description it can be said that leadership has a relationship that is strong in an organization that is where the leader gives the task or responsibility to subordinates (employees) to complete a job and from the results of the work there can be seen the performance appraisal of an employee.

Based on the answers of respondents who stated that the Leadership of PT. Herfinta Farm and Plantation have sufficient expertise in organizing and managing the company, the respondents Agree to answer

as many as 77 (29.28%) and respondents answered Strongly Agree as much as 69 (26.24%), so it can be known that the employee agree that the leadership of PT. Herfinta And Plantation have sufficient expertise in running the company and balance the development of the company at this time.

These findings indicate that the relationship between Trust in leader with the Performance of the Employees is significant with t-statistics of  $3.187 > 1,96$  and P Value =  $0,002 < 0,05$ . The value of the original sample estimate is 0,289 that is positive. This shows that the direction of the relationship between Trust in leader on Employee Performance is positive. Based on these results it can be seen that trust in leader has a relationship to and influence on the performance of employees because the work of employees depending of the trust of a leader to the subordinates, the more confident and believe a leader to subordinate the more optimal way of work of the employee, and vice versa if a leader does not believe to subordinate the subordinate will be working at will and are not in place, it is dependent on how a leader treats such subordinates.

The results are in line with the opinion of the Romadhoni (2019) states that the influence of the partial variable of leadership style on employee performance by way of good communication skills, to reward outstanding employees, and conduct training so as not to get bored with the same job.

### **The Effect of Communication on Employee Performance**

Based on the answers of respondents who stated that I received a message that reflects what is needed in the process of running a job, respondents answered Agree as much as 75 (28.52%) and respondents answered Strongly Agree as much as 70 (26.62%), of respondents' answers can be said that any information received can give good results in the work, because in

accordance with the procedure is expected to improve the performance of employees. Employee performance is the result of work achieved from the employees and the employee, where the results of such work can be assessed whether job performance it's good or bad. The results of the achieved performance of employees is something that is very important in ensuring the survival of the organization, due to the successful performance of the employees, it can provide good value for the company. The results of the work can be done well if it is associated with good communication also, it is said like that because with good communication between employees and a clear division of tasks can facilitate a job, with the job easy the meal the target will be quickly achieved, the target exactly is the job performance of the employees. This is reinforced by the results of the analysis show that the relationship between Communication with the Employee Performance is significant with t-statistics of  $3,584 > 1.96$  and  $P\text{-Value} = 0,000 < 0,05$ . The value of the original sample estimate is 0,326 that is positive. This shows that the direction of the relationship between Communication with the Employee Performance is positive.

### **The Influence of Trust in Leader on Employee Performance through Motivation**

Trust In Leader on employee Performance through Motivation, thus, there is the influence indirectly of Trust in leader on employee Performance through Motivation by the results that indicate that the relationship between trust in Leader on Employee Performance through motivation is significant with a t statistic of  $2,315 > 1.96$  and  $P\text{-Value} = 0,021 < 0,05$ . The value of the original sample estimate is 0,099 yan is positive. This shows that the direction of the relationship between Trust in Leader on Employee Performance through Motivation is positive.

These results are supported by the answers of respondents who stated I've done

my job in accordance with the procedures of the company stated that there are 48 (18.25%) of respondents answered Disagree, respondents answered Disagree as much as 81 (30.80%), respondents answered Agree as much as 58 (22.05%) and respondents answered Strongly Agree 76 (28.90%).

Based on the description above can be concluded that trust in leader can affect the performance of employees in the work because, basically, an increase in the quantity and quality of work of employees in improving performance is affected by the confidence of a leader. Trust a leader greatly to have a close relationship in the improvement of the performance, it was said like that because, basically, if a leader is able to give confidence, comfort and meet all the needs of employees such as salary and incentive tools, then the employee will try to encourage and motivate herself to optimize the results of its work so as not to disappoint the leadership that has given great confidence to him.

### **The Effect of Communication on Employee Performance through Motivation**

Based on the data in Table 4.13 shows that the relationship between Communication with the Employee Performance through motivation is significant with a t statistic of  $2,085 > 1.96$  and the P Value of  $0.038 < 0,05$ . The value of the original sample estimate is 0,097 that is positive. This shows that the fig is the relationship between Communication with the Employee Performance through Motivation is positive. Thus hipotesi seven (H7) in this study which states that Communication has positive and significant effect on Employee Performance through Motivation is received. It is powered from the answers of respondents who stated that I can understand the information that I gained from the leadership, it is known that there are 36 (13.69%) of respondents answered Disagree, respondents answered Disagree as



much as 67 (25.48%), respondents answered Agree as much as 82 (31.18%) and respondents answered Strongly Agree 78 (29.66%)

From these results it can be said that the communication of employees contained in the PT. Herfinta and Plantation gave a positive impression for all workers, because in the absence of miss communication in the work to provide smoothness in the work, moreover, it can simplify and speed up the work because all employees can work each without any misunderstanding.

Motivation is also strong support in the conduct of communication between employees because of the submission of the motivation and the encouragement given by each employee can be a strong bond in the running of the job in addition the work that the weight will feel lighter if done together and with one purpose, namely to obtain the incentives of the company. The reason this is one of the improved performance in the company.

## CONCLUSIONS AND RECOMMENDATIONS

### CONCLUSIONS

Based on the purpose of the research and the results of the research are then able to deduce the following:

1. Trust in Leader has positive and significant effect on motivation.
2. Communication has positive and significant effect on motivation.
3. Motivation has positive and significant effect on employee performance.
4. Trust in Leader has positive and significant effect on Employee Performance.
5. Communication has positive and significant effect on Employee Performance.
6. Trust in Leader has positive and significant effect on Employee Performance through Motivation.
7. Communication has positive and significant effect on Employee Performance through motivation.

### RECOMMENDATIONS

Advice researcher from the research that has been done is as follows:

1. Based on the results of the discussion in improving employee performance expected of the leadership in the company is prioritizing the needs of the employees in the work, in addition, a leader must often sharing and communicating to employees about the job and pay attention to the grievances of employees in the work as well as give you the motivation that extra mile to support employees in the work and improve the work of employees.
2. To optimize the results of the work, every employee should pay more attention to the procedures in the work, good in communication, team collaboration, improve yourself and show that the results of the work to improve employee performance targets and goals of the company.
3. The company PT. Herfinta Farm and Plantation is expected to make the employees as superior human resources so that employees feel more appreciated and more feel that the company is nothing without employees and is prioritizing the safety of employees at work.
4. For further research, should be to expand the research that will be obtained more and more complete information about the variables-variables that can affect the Performance of Employees at PT. Herfinta Farm and Plantation because the performance of the whole is needed employees in the achievement of the target company.

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