

DO LEADERSHIP AND COMMUNICATION STYLES PLAY AN IMPORTANT ROLE IN EMPLOYEE PERFORMANCE?

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ABSTRACT

Writing this study aims to determine the influence of leadership style and communication on employee performance. The background of this research is that employee performance is very important in organizations and institutions, where performance is the result of work that can be achieved either individually or in groups within an organization in accordance with their respective responsibilities. One of the successes or failures of an organization is the leadership that runs within the organization. A successful leader is a leader who is able to create good communication and encourage his subordinates by creating growth and development of employee performance. The population and sample in this study were employees of the Lumajang District Social Service as many as 40 respondents. The sampling technique is probability sampling with simple random sampling technique and the collection method is using a questionnaire. The data analysis method used multiple linear regression analysis. The results of this study indicate that leadership style has a significant effect on employee performance, while communication has no significant effect on employee performance at the Lumajang Regency Social Service.

Keywords: Style Leadership, Communication, Employee Performance



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INTRODUCTION

Along with the need for human resources in an organization, both government and private, it requires workers to be skilled, developed and professional in carrying out a job. Where Leaders and Employees work together to be able to realize every goal of an organization they occupy. Leadership in accordance with the vision and mission is the key to the success of an organization (Tambingon, Tewal, & Tumade, 2014). The success or failure of an agency in realizing the goals that have been set depends on the role of human resources in the organization (Nurhamiden & Trang, nd) The leader must apply a leadership style to manage his subordinates, because a leader will greatly affect the success of the organization in achieving its goals. In an effort to achieve success in an organization, it is not only dominated by leadership style but also must pay attention to how communication occurs in an organization (Nurhamiden & Trang, nd). Human resources are the most important factor in an organization, because no matter how

sophisticated the technology used without human support as implementing its operational activities, it will not be able to produce output that is in accordance with the expected level.(Manaroinsong, Dotulong, & Taroreh, 2017).Employee performance is an employee's work performance which is assessed in terms of quality or quantity based on work standards determined by the organization (Setiyawan and Waridin inLalamentik, Kindangen, & Lengkong, 2017). Basically leadership is the style of a leader in influencing his subordinates to cooperate and work effectively in accordance with his orders, with the leadership style possessed by this leader which will be used to direct human resources to use all of his abilities in achieving good performance. (Wahab inLalamentik, Kindangen, & Lengkong, 2017). Good communication is the right means in improving employee performance. Through communication, employees can ask for instructions from the leadership regarding the implementation of work. (Yessy Anitasari inLalamentik, Kindangen, & Lengkong, 2017).

Based on the same research at PT. Air Manado is known that leadership style, delegation of authority and communication affect employee performance(Walujan, nd), which means that if leadership and communication styles can be carried out well in an organization, the employee performance that will be produced will have a positive impact and increase the success of an organization.

From the observations made by the researcher at the Lumajang District Social Service, several problems were found regarding the employee's performance which was considered not optimal. The purpose of this study was to analyze the influence of leadership style and communication on employee performance in the Social Service of Lumajang Regency.

METHODS

In this study the method used is a quantitative research method. With the same population and sample, namely a number of employees and employees at the Lumajang Regency Social Service, as many as 40 respondents(Sugiyono, 2012:115). Obtaining data using filling out a questionnaire. The sampling technique in this study is probability sampling and the technique used is Simple Random Sampling. Analysis of the data used in this study using multiple linear regression analysis techniques with several tests carried out, including the instrument test, namely the validity test with an r limit of 0.3 and a reliability test with a Cronbach Alpha limit of 0.60. Then in the classical assumption test, namely the normality test usingresidual probability plot test. Where if the residual probability plot is around the horizontal line, it can be said to be normally distributed, but the test results using the probability plot above show that the resulting points are not far from the diagonal and follow the direction of the diagonal line. It can be stated that the regression model is normally distributed. Multicollinearity test with limit value of $VIF < 10$ andscore The VIF of the leadership and communication style variables is 1.519. While the tolerance value of the leadership style and tolerance variables is 0.659. It can be concluded that the VIF value is below 10 and the tolerance value is above 0.10, it can be stated that there is no multicollinearity.As well as heteroscedasticity test usingscatter plot image which shows that the points spread above and below zero on the Y axis and do not form a pattern, meaning that there is no heteroscedasticity. Furthermore, to test the hypothesis using the t test or partial test by calculating the coefficient of determination using R Square.

RESULTS AND DISCUSSION

Table 1. Description of Respondents

Information	Frequency	Percentage%
Gender		
Man	17	42.5%

Woman	23	57.5%
Age		
21-30 Years	14	35%
31-40 Years	9	22.5%
41-50 Years	8	20%
51-60 Years	9	22.5%
Years of service		
1-10 Years	24	60%
11-20 Years	5	12.5%
21-30 Years	7	17.5%
31-40 Years	4	10%
Education		
SD	1	2.5%
SMA/SMK	8	20%
D3	2	5%
S1	27	67.5%
S2	2	5%

Source: 2020 Questionnaire Filling

Based on the description table of respondents according to gender, age, years of service and education above, it can be seen that the sample amounted to 40 respondents. There are 17 male respondents or 42.5%, while female respondents are 23 people or 57.5%. So it can be concluded that employees at the Lumajang Regency Social Service are dominated by the female sex.

Respondents based on age are 14 people or 35% aged 21-30 years, 9 people or 22.5% are 31-40 years old, 8 people or 20% are 41-50 years old and 9 people or 22.5% 51-60 years old. It can be concluded that employees at the Lumajang Regency Social Service are dominated by the age of 21-30 years by 35%.

Meanwhile, respondents based on years of service amounted to 24 people or 60% were 1-10 years of service, 5 people or 12.5% were 11-20 years of service, 7 people or 17.5% were 21-years of service. 20 years and 4 people or 10% are 21-30 years of service. It can be concluded that employees at the Lumajang Regency Social Service are dominated by employees with a working period of 1-10 years.

Respondents based on education graduates amounted to 1 person or 2.5% elementary school education, 8 people or 20% high school education graduates, 2 people or 5% D3 education graduates, 27 people or 67.5% undergraduate education graduates and 2 people or 5% graduated from master's education. It can be concluded that the employees at the Lumajang Regency Social Service are dominated by undergraduate education graduates.

Table 2. Validity and Reliability Test

Questionnaire	r count	Cronbach's Alpha
Leadership Style (X1)		0.783
1) Statement X1.1	0.687	
2) Statement X1.2	0.707	
3) Statement X1.3	0.769	
4) Statement X1.4	0.697	
5) Statement X1.5	0.808	

Communication (X2)		0.788
1) X2.1 statement	0.822	
2) Statement X2.2	0.620	
3) Statement X2.3	0.729	
Employee Performance (Y)		0.778
1) Y.1 Pernyataan statement	0.666	
2) Y.2 Pernyataan statement	0.839	
3) Y.3 Pernyataan statement	0.707	
4) Y.4 Pernyataan statement	0.713	
5) Y.5 Pernyataan statement	0.734	
6) Y.6 Pernyataan statement	0.645	
7) Y.7 Pernyataan statement	0.787	

Source: Data Processing Results 2020

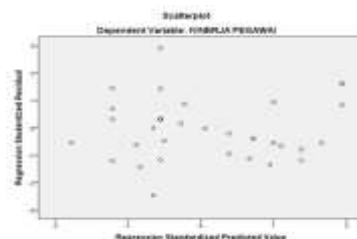
Based on the table above the results of the validity test, the questionnaire can be said to be valid if the r count is above the limit value of r (0.30). The results of the validity test on the leadership style variable, the first statement obtained an r -count value of 0.687, the second statement obtained an r -count value of 0.707, the third statement obtained an r -count value of 0.769, the fourth statement obtained an r -count value of 0.697 and the fifth statement obtained an r -count value of 0.697 0.808. That is, from the five statements of leadership style variables can be declared valid. The validity test on the communication variable obtained results in the first statement obtaining the calculated r value of 0.822, the second statement the calculated r value of 0.620 and the third statement the calculated r value of 0.729. Thus, it can be stated that the three statements of the communication variable are valid.

Meanwhile, for the employee performance variable, the calculated r value in the first statement is 0.666, the second statement is 0.839, the third statement is 0.707, the fourth statement is 0.713, the fifth statement is 0.734, the sixth statement is 0.645 and the seventh statement is 0.787. It can be concluded that the seven questionnaire statements from the employee performance variable are declared valid because the calculated r value is greater than r table.

Based on the results of the reliability test according to Yohanes (2011: 33), the reliability test in this study was obtained from the results of the leadership style questionnaire resulting in a cronbach's alpha value of 0.783 which was stated with reliable criteria, communication resulted in a cronbach's alpha value of 0.788 which was stated with reliable criteria and employee performance. produces Cronbach's alpha value of 0.778 which is stated with reliable criteria. So it can be concluded that the questionnaire used in this study is a reliable questionnaire.

Table 3. Normality Test, Multicollinearity, and Heteroscedasticity Test

Variable	Tolerance	VIF
Leadership Style	0.659	1,519
Communication	0.659	1,519



Source: Data Processing Results 2020

Then in the normality test using *probability plot* which shows that the resulting points are not far from the diagonal and follow the direction of the diagonal line. It can be stated that the regression model is normally distributed. The results of the multicollinearity test show results that are greater than the provisions of both the VIF provisions (not less than 0.1) and tolerance (<10) which means that in this test there are no symptoms of multicollinearity. There are dots that clump together or gather together, do not form a clear pattern and the points are scattered or spread out. That means that in this study there were absolutely no signs of heteroscedasticity.

Variable	R	R Square	t	Sig
Leadership Style	0.493	0.488	2,127	0.040
Communication	0.418		0.912	0.368

Source: Data Processing Results 2020

Leadership style occupies the highest rank in multiple linear regression testing with the most dominant variable seen from the beta value. This is supported by the number of agreed responses from respondents about leadership style in creating employee performance. While the most dominant variable of the two variables, leadership style occupies the highest position when viewed from the standardization coefficient value.

In the next test, namely the t test or partial test, the leadership style produces data with a significance level of 0.040 which is below the 0.040 significance limit, the first hypothesis can be accepted. While communication produces data with a significance level of 0.368 which is above the 0.05 significance limit, the second hypothesis is rejected.

Until the conclusion that the leadership style variable affects employee performance at the Lumajang Regency Social Service and communication has no effect on employee performance at the Lumajang Regency Social Service.

Based on the results of testing the coefficient of determination (R^2), it can be seen that the coefficient of determination (R^2) is obtained at 0.238 by looking at the value (R Square). This means that 23.8% of employee performance is influenced by leadership and communication style variables. While the remaining 76.2% of employee performance is influenced by other variables not examined in this study such as organizational commitment, job satisfaction, non-physical work environment and work discipline.

This discussion generally shows the results of the questionnaires that have been filled out by the respondents. Respondents used in this study were 40 employees at the Social Service of Lumajang Regency. Based on the results of data collection, respondents were classified into four descriptions, namely based on gender, age, years of service and education. Most respondents based on gender were female, with an age dominated by employees at the Lumajang District Social Service of around 21-20 years. Meanwhile, the respondent's description based on the working period of the most dominant employee is 1-10 years of service. Meanwhile, respondents based on education are dominated by S1 education. These results are employee respondents at the Lumajang Regency Social Service.

After that, the results of filling out the questionnaire were then analyzed using the SPSS version 21.0 software program. Based on these results partially obtained that leadership style has an influence on employee performance. Meanwhile, communication has no effect on employee

performance. Meanwhile, simultaneously leadership and communication styles have an influence on employee performance.

CONCLUSION

This study aims to determine the effect of leadership and communication styles on employee performance at the Lumajang District Social Service, using multiple linear regression analysis techniques. From the formulation of the problem, objectives and research hypotheses as well as the discussion of the research results that have been presented in the previous chapter, some conclusions can be drawn from this research as follows: The results of the first hypothesis testing indicate that leadership style has a partially significant effect on employee performance at the Lumajang Regency Social Service. The results of testing the second hypothesis indicate that communication does not have a significant effect partially on employee performance at the Lumajang District Social Service. The results of the coefficient of determination test obtain an R square value of 23.8%. While the remaining 76.2% of employee performance is influenced by other variables not examined in this study such as organizational commitment, job satisfaction, non-physical work environment and work discipline.

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