

# THE INFLUENCE OF ORGANIZATIONAL COMMUNICATION AND LEADERSHIP FACTORS ON THE PERFORMANCE OF EMPLOYEE

Heru Kreshna Reza<sup>1</sup>, Sukmo Hadi Nugroho<sup>2</sup>

<sup>1,2</sup> *Esa Unggul University Jakarta Indonesia*

## ABSTRACT

This research background of the company's efforts to improve the performance of employees is a goal to be achieved by the company. Performance is highly dependent on the awareness of each employee. To improve the performance of employees of the company must to maintain the existence of human resources one of the efforts made is to improve employee performance by creating leadership and good communication with employees. The purpose of this study are: 1) To determine the influence of leadership on employee performance 2) To determine the effect of organizational communication on employee performance and 3) To determine the influence of leadership and organizational communication together on employee performance. The population in this study were all employees of a Government Organization, amounting to 35 people. Data analysis technique used in this research is descriptive statistical analysis with multiple regression analysis method. Based on the results of research and discussion that has been done then it can be concluded as follows: 1) Leadership significant effect on employee performance of a Government Organization 2) Organizational communication significant effect on employee performance a Government Organization 3) Leadership and organizational communication significant jointly to the performance of employees of Government Organization

**Keywords :** *Leadership, Communication and Employee Performance.*

## 1. INTRODUCTION

Leadership is the process of influencing or setting an example by leaders to their subordinates in an effort to achieve organizational goals (Handoko, 2011). According to achieving maximum performance, the company must be able to create conditions that can encourage and enable employees to develop and improve their abilities and skills optimally. According to Slamet (2007) leadership is a person's strength, enthusiasm, abilities that can influence other people who follow the results of their thoughts or do what is expected as determined. Leaders need to be involved in two-way communication, so that it has a good impact on channeling employee aspirations, providing support and encouragement to employees, making it easier for employees to interact and involving employees in decision making.

An effective leader is a leader who successfully directs and mobilizes a person and group to carry out all planned activities in an effort to achieve predetermined goals (Griffin, 2004). Leaders who pay less attention to subordinates even tend to be more autocratic, namely directing and supervising employees closely to ensure that tasks are carried out as desired and leaders pay more attention to the implementation of work than the development of employees so this will cause dissatisfaction with employees who have the desire to develop (Kartini, 2002). This situation will cause a decrease in performance which results in not achieving targets that have been planned before (Robbins, 2006). If this situation is not taken immediately, then the goal of the agency to improve employee performance and agency performance cannot be achieved, and it will hinder the survival of the agency in the future (Kartini, 2002).

Besides that, besides leadership, the performance of an employee is greatly influenced by communication. Communication is the process of sending messages or information in the form of ideas, facts, thoughts, feelings between two or more individuals effectively so that they can be understood easily (Handoko, 2011). Communication in this case involves all individuals in companies and communities who respond and create good relationships in adapting to each other's environment. Good communication competence between superiors and employees and between one employee and another will be able to make the tasks they carry out well, so that the company's performance will be better and vice versa.

Organizational communication within a company has a very important role in achieving company goals, because with communication individuals can interact with other individuals so that they will understand what to do with the tasks they carry. Without communication within the company, these individuals cannot know what to do for their company. In addition, communication within a company can also increase productivity, resolve conflicts, develop employee quality and can form professional relationships and a conducive environment (Handoko, 2011). According to Mangkunegara (2000) communication is the process of transferring information, ideas, understanding from one person to another, it can interpret according to the intended purpose.

According to Supardi and Anwar (2002) communication is an attempt to encourage others to interpret what kind of opinion is desired by those who have that opinion. Communication is expected to be obtained at a common point, mutual understanding. Communication contains a broader meaning than just saying or writing something, it also includes an understanding.

A leader cannot solve his problems alone, but guides those he leads to solve problems together,

therefore good communication between superiors and employees is needed. If communication within the company has been successfully implemented and a leader can understand what employees need, then employees will also do their best and try their best to work and maximize their duties as best as possible with full responsibility which will ultimately make the performance of employees increase and can provide benefits to the company.

The research was conducted at the office of a government organization whose name is anonymous for the purposes of this study. This company is a networked online media company no. 1 in East Java, presents East Java news info that builds, inspires, and has positive thinking based on positive journalism. The most common online media applied in journalistic practice is in the form of news sites. The news site or information portal as the name implies is an information gateway that allows accessors to obtain various features of online technology facilities and news in it.

Events or events that occur in the field can be directly uploaded to the online media website, without having to wait for minutes, hours or days, as happens in electronic media or printed media. Thus accelerating the distribution of information to the market (accessors), with global reach via the internet network, and at the same time. And generally the information available is contained in the form of data and facts not stories. Information is conveyed continuously, because of the updating of information. This realtime presentation causes no prime time because the provision of information takes place without interruption, only depending on when the user wants to access it.

Readers or users are increasingly autonomous in determining which information they need. Online media provides an opportunity for every reader to only take information that is relevant to himself, and delete information that he does not need. So the selectivity of information and sensors is in the hands

of the user (self control). Leadership is the most vital factor in implementing the work of a company, including PT Jatim Times Network. Leaders improve the quality of performance of employees of PT Jatim Times Network by communicating well with their employees.

The leadership of company organization in carrying out their duties applies oral and written forms of communication. The communication system used is downward communication, upward communication, and horizontal communication. Downward communication starts from top management and flows down through the managerial level to the lowest employees with a view to giving direction, information, instructions, suggestions, advice, and assessments to subordinates about the goals and company policies. The upper level of communication functions to provide information to upper management levels about what is happening at lower levels. This form of communication is in the form of reports, explanation of ideas, and requests for decision making. Communication includes the flow of information to different people at the same hierarchical level of authority (horizontal) and the diagonal flow of information between employees at different levels and does not have direct authority on other parties. The exchange of information between employees within the company is very helpful in efforts to establish and maintain or bind an organization into a unified whole and also serves as the main tool to coordinate and unite all parts of the company structure.

## **2. MATERIAL AND METHOD**

### **2.1 Leadership**

Edwin Giselli (in Handoko, 2001) defines leadership as the ability a person has to influence others to work to achieve goals and objectives. Leadership is the art of a leader influencing the behavior of subordinates, so that they are willing to work together and work productively to achieve

organizational goals (Hasibuan, 2001). Another definition of leadership is a person's ability to influence others (Siagian, 2002).

Leadership indicators according to Wahjosumidjo (1991) include:

#### **a. Be fair**

In the activities of an organization, a sense of togetherness among members is absolute, because a sense of togetherness is essentially a reflection of the agreement between subordinates and between leaders and subordinates in achieving organizational goals.

#### **b. Give suggestions**

Suggestions are usually referred to as suggestions or suggestions. In the framework of leadership, suggestions are influences and so on, which are able to move the hearts of others and suggestions have a very important role in maintaining and fostering self-esteem and a sense of devotion, participation, and a sense of togetherness among subordinates.

#### **c. Supporting goals**

The achievement of organizational goals is not automatically formed, but must be supported by leadership. Therefore, in order for each organization to be effective in the sense of being able to achieve the goals that have been set, then every goal to be achieved needs to be adapted to the circumstances of the organization and to allow subordinates to work together.

#### **d. Catalyst**

A leader is said to play a role as a catalyst, if the leader can always improve all existing human resources, trying to give reactions that generate enthusiasm and as fast as possible work power.

#### **e. Creating a sense of security**

Every leader is obliged to create a sense of security for his subordinates. And this can only be done if each leader is able to maintain positive things, an attitude of optimism in facing all problems, so that in carrying out their duties, subordinates feel

safe, free from all feelings of anxiety, worry, feel that they have guaranteed security from the leadership.

f. As an organization representative

Every subordinate who works in any organizational unit always views his superior or leader as having a role in all areas of activity, especially those who adhere to exemplary principles or role models. A leader is everything, therefore all his behavior, actions, and words will always give certain impressions to the organization.

g. A source of inspiration

A leader is essentially a source of enthusiasm for his subordinates. Therefore, every leader must always be able to arouse the enthusiasm of his subordinates so that the subordinates accept and understand the organizational goals enthusiastically and work effectively towards achieving organizational goals.

h. Be respectful

Basically, everyone wants recognition and self-respect in others. Likewise, every subordinate in the organization requires recognition and appreciation from superiors. By therefore, it becomes an obligation for leaders to be willing to give awards or recognition in any form to their subordinates.

## 2.2 Communication

Communication is the process of sending messages or information in the form of ideas, facts, thoughts, feelings between two or more individuals effectively so that they can be understood easily. According to Eugene (2001), communication is a process in organizational settings to keep management and employees informed about various relevant matters. Meanwhile, according to Haryani (2010) communication is a process where a person (communicator) sends stimuli (usually with verbal symbols) to change the behavior of others (communicants).

According to Mangkunegara (2000) communication is the process of transferring

information, ideas, understanding from one person to another, it can interpret it according to the intended purpose. From this understanding, it can be concluded that communication is a process of delivering messages by one person to another through certain media which produces information.

The communication channel in the organization is the process of delivering messages between members of the organization that occurs for the benefit of the organization, such as communication between superiors and subordinates and among subordinates. The types of communication channels can be divided into four, namely:

a. Downward Communication

Downward communication within an organization means that it flows from a higher authority to a lower one. The most common forms are instructions, official memos, statements about company policies, procedures, work guidelines and company announcements.

b. Upward Communication

The need for downward communication is as much as the amount of upward communication. Commonly used upward communication tools include suggestion boxes, group meetings, reports to supervisors, and a request or complaint procedure. This form of communication is usually choppy and filtered. Every level of leadership is reluctant passing the problem upwards because it can be viewed as an admission of failure. Employees usually tend to only tell their boss about the things they think their boss wants to hear. Thus, each subordinate has reasons for selecting, interpreting and various other information filtering actions.

c. Horizontal Communication

The availability of horizontal communication flows is often overlooked in an organizational design. Horizontal communication is essential for the coordination and integration of a wide variety of organizational functions. Communication from peers

is often necessary for coordination and can also provide satisfaction with social needs.

### 2.3 Employee performance

Performance is a condition of a group in which there are clear and fixed goals that are felt to be important and integrated with individual goals (Panggabean, 2004). According to Nitisemito (2003), performance is doing work more actively, so that work will be expected to be faster and better. There are three indicators for measuring individual employee performance, namely:

a. Quality

Work quality is measured by employees' perceptions of the quality of work produced and the perfection of tasks on employee skills and abilities.

b. Quantity

Quantity is the amount produced expressed in terms such as the number of units, the number of activity cycles completed.

c. Timeliness

Timeliness is the level of activity completed at the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities.

d. Hypothesis

H1: It is suspected that leadership (X1) has a significant effect on employee performance (Y).

H2: It is suspected that organizational communication (X2) has a significant effect on employee performance (Y).

H3: Presumably leadership (X1) and organizational communication (X2) together has a significant effect on employee performance (Y).

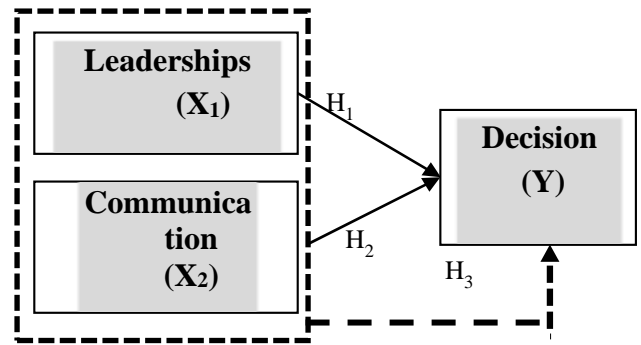


Figure 1. Model of Hypothesis

### 2.4 Research Methods

This research is an explanatory study (explanatory record) with a quantitative approach. The research was conducted at PT xyz. The population in this study were all employees of PT xyz, amounting to 35 people, and in this study the leader was not given a questionnaire, if the number of subjects to be studied was less than 100, then the study could use the population. So, population research is where the entire sample population is used as a type of research without sampling.

## 3. RESULTS AND DISCUSSION

Table 1. Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	13.751	2.517		5.463	.000		
	Kepemimpinan	.249	.043	.678	5.728	.000	.970	1.044
	Komunikasi	.163	.083	.232	3.963	.003	.990	1.034

a. Dependent Variable: Kinerja Karyawan

Table 2. Coefficient of Determination

Coefficient value determination (R <sup>2</sup> )	R	R adjusted
0,687	0,829	0,668

Source: Primer data processed, 2018

**Table 3.** F test results

Alternative Hypotesis (H <sub>a</sub> )	Ftabel	Information
There is a significant effect simultaneously from the variables community leadership organization on employee performance (Y)	Fhitung = 35,194 Ftabel = 2,479 Sig. F = 0,000	H <sub>a</sub> accepted/ H <sub>o</sub> rejected

Source: Primer data processed, 2020

**Table 4.** Normality test Results

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		35
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	1,09267712
Most Extreme Differences	Absolute	,126
	Positive	,085
	Negative	-,126
Kolmogorov-Smirnov Z		,745
Asymp. Sig. (2-tailed)		,636

Source Primer data processed, 2020

**3.1 The Influence of Leadership on Employee Performance**

Based on the results of the analysis, it can be seen that there is an influence between leadership on employee performance. These results indicate that the better the leadership is applied, the employee's performance will increase. The relationship between leadership and employee performance, the most important function of leadership is providing motivation to subordinates, leadership is believed to have an influence on the company in a non-financial form. Leaders motivate followers to do something (performance) beyond expectations (beyond employees, the higher the company performance. The results of this study support previous research conducted by Wahyuni (2009) which found that there is a significant influence between leadership on employee performance.

**3.2 The Effect of Organizational Communication on Employee Performance**

Based on the results of the analysis, it can be seen that there is an influence between leadership on employee performance. These results indicate that with better organizational communication within the company, employee performance will increase. Supardi (2002) defines organizational communication as an effort to encourage others to interpret opinions as desired by those who have these opinions. With organizational communication it is hoped that a common point is obtained, mutual understanding. Organizational communication contains a broader meaning than just saying or writing something, it also includes an understanding. Basically, organizations or companies also carry out organizational communication, even business organization communication is more complex than individual organizational communication.

Organizational communication that occurs within the company is hereinafter referred to as business organization communication. Mardianto (2005) in his research entitled "The Influence of Subordinate Superiors' Organizational Communication and Motivation on Performance" reveals that there is a positive and significant influence between organizational communication variables in performance. Wahyuni (2009) in his research entitled "The Influence of Organizational Communication normal expectation) through the transformation of their thoughts and attitudes to achieve performance beyond these expectations, leaders exhibit the following behaviors: the influence of idealism, insporational motivation, intellectual stimulation and individual consideration. An important determinant of individual performance is motivation. But motivation is not the only determinant, other variables: like the effort given, the ability of past experiences also influence performance. With motivation, there will be a

willingness to work and with a willingness to work and with cooperation, then performance will increase. Employee performance is a measure of company performance, the higher the performance of the Organization on the Performance of the Employee Division.

Accounting with Organizational Commitment and Work Pressure as Intervening Variables reveals that organizational communication has a direct effect on performance. Communication patterns in the work environment will make employee performance optimally increase. And good employee performance will also be achieved if good communication patterns downward communication patterns, upward communication patterns and horizontal communication patterns that occur are also good. Good communication patterns, both downward communication patterns, upward communication patterns and horizontal communication patterns between employees and superiors are well-established and smooth. The existence of this good communication pattern can make it easier

In delivering information from superiors to employees and vice versa from employees to superiors or from employees to employees. It will be easier for the recipient of the information to understand. so that it will make it easy to complete the job with a good final result which in the end will be able to improve the employee's performance. Another case with poor communication patterns in the workplace environment, it is likely that the information conveyed becomes difficult to understand or accept.

### **3.4 The Influence of Leadership and Organizational Communication on Employee Performance**

The results of the analysis show that simultaneously there is a significant influence between leadership and organizational communication on employee performance. The

results of the analysis can be interpreted that with the better the leadership and organizational communication, the employee's performance will increase. The results of this study support previous research conducted by Taufiq Ainur Rizqi (2015) which showed that there is an influence between leadership and organizational communication on employee performance.

## **4. CONCLUSIONS AND SUGGESTIONS**

### **4.1 Conclusion**

From the discussion above, we can make some conclusions as below:

- a. Leadership has a significant effect on employee performance of company organization.
- b. Organizational communication has a significant effect on the performance of employees of PT Jatim Times Network Malang.
- c. Leadership and organizational communication have a significant effect together on the employee performance of PT Jatim Times Network Malang.

### **4.2. Suggestion**

From the conclusions above, we can make some suggestions as below:

- a. In an effort to improve employee performance, the leadership must strive to respect subordinates so that employees feel that their presence in the company is valued by the company so that they have the motivation to work optimally in the company.
- b. Leaders must have a proportional attitude in dealing with any problems faced by employees so that a sense of justice in their work can be created in the company.
- c. Leaders must provide broad opportunities for subordinates to ask questions when employees have difficulties so that the maximum work completion process is carried out by employees.
- d. Companies must endeavor to provide support so that employee involvement in decision making can be carried out, this effort is made so that the decisions

made are joint decisions and no party feels disadvantaged.

e. The company must solve every problem in the work in accordance with the quality standards of the company so that the work results of the employees produced are in accordance with the quality standards set by the company.

## **ACKNOWLEDGEMENT**

The authors greatly acknowledge the support from Esa Unggul University Jakarta Indonesia for providing the necessary resources to carry out this research work. The authors are also grateful to the anonymous reviewers and journal editorial board for their many insightful comments, which have significantly improved this article.

## **REFERENCES**

- Eugene, F. Brigham. 2001. *Manajemen Keuangan*. Jakarta: Erlangga.
- Handoko, T.H. 2001. *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta: BPF.
- Haryani. 2010. *Analisis Pengaruh Komunikasi, Motivasi, dan Kepemimpinan Terhadap Kepuasan Kerja Dalam Meningkatkan Kinerja Karyawan PT Arisa Mandiri Pratama*. *Jurnal Manajemen dan Kewirausahaan*, 13(1): h:40-45.
- Kartini, Kartono. 2002. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Mangkunegara, A.P. 2000. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. Remaja Rosdakarya.
- Mardianto, Anang, 2005, Thesis: *Analisis Pengaruh Komunikasi Atasan Bawahan Dan Motivasi Kerja Terhadap Kinerja di PT. Bank Pembangunan Daerah Jawa Tengah Cabang Surakarta*, Program Pascasarjana Universitas Muhammadiyah Surakarta.
- Panggabean, S, Mutiara. 2004. *Manajemen Sumber Daya Manusia*. Bogor: Ghalia Indonesia.
- Supardi, dan Syaiful Anwar. 2002. *Dasar-dasar Perilaku Organisasi*. Yogyakarta: UII Press.
- Wahjosumidjo. 1991. *Kepemimpinan yang Efektif*. Yogyakarta: Balai Pustaka
- Wahyuni, Lily, 2009, Thesis: *Pengaruh Komunikasi Organisasi Terhadap Kinerja Karyawan Bagian Akuntansi Dengan Komitmen Organisasi Dan Tekanan Pekerjaan Sebagai Variabel Intervening (Studi Empiris pada Perusahaan BUMN di Provinsi Sumatera Barat)*. Program Pascasarjana Universitas Diponegoro.



