

The Influence of Communication and Leadership Style on The Employee Performance of Population and Civil Registration Service Office in Pamekasan Regency



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ABSTRACT: An organization is a forum where people gather to work together to achieve the same goal. In organizations, of course, there needs to be a hierarchy of leaders and subordinates. Therefore, it is necessary to have quality human resources to become leaders and subordinates. The role of a leader in influencing his subordinates is very important for the progress of the organization. Leaders usually apply a certain leadership style to influence the performance of their subordinates. This research aims to determine the influence of communication and leadership style on employee performance. This research uses a survey method. The data source used is primary data obtained by distributing questionnaires. The data analysis used is descriptive analysis and multiple linear regression test analysis. The sample for this research was 90 employees of the Population and Civil Registration Service Office in Pamekasan Regency. The research results are that communication has a positive and significant effect on employee performance and leadership style has a positive and significant effect on employee performance.

KEYWORDS: communication, leadership style, employee performance.

INTRODUCTION

Global competition must be faced by all companies, requiring each company to maximize performance in various matters, including the quality of human resources who must be competent in leading an organization. In an organization, to achieve the goals that have been set, there must be activities driven by a person or group of people who work together actively. This cannot be separated from how a leader leads an organization. According to Kolenda (2021) leadership is something that is inherent in a leader. This something is in the form of certain characteristics. Such as personality, ability or capability and ability or capability. According to Northouse (2021) leadership is a series of structuring activities. This activity is a person's ability to influence the behavior of other people. This is done in certain situations. The goal is to be willing to work together to achieve the goals that have been set.

A leader must have a strategy that is used to direct organizational members to unite organizational goals with employees in order to achieve common goals. Many companies consider that the leadership style applied in their company is in line with the expectations of their employees. In reality, the system or style that has been implemented is not in accordance with the expectations of the employees. Having a leadership style that is harsh and unwilling to listen to the opinions of members of the organization they lead can lead organizational members to poor performance.

Good communication between leaders and members of an organization is very important so that when carrying out discussions or conveying the goals of an organization it can be understood and understood by members of the organization. Internal and external problems that occur in an organization are due to poor communication between members of the organization, including leaders and members. According to Plante & Beeson (2022), communication is communication which is the delivery of a message which aims to create the same perception or meaning between the communicator and the communicant. The importance of communication in a company is that carrying out work between fellow employees requires effective communication so that messages about work can be understood. Effective communication will run well if both people understand the meaning of the information conveyed. Communication between superiors and subordinates must have meaning that is mutually understood by each other so that organizational communication can be harmonized and vice versa. Apart from that, communication is a way of conveying information both verbally and non-verbally, so that if the information conveyed is wrong then a job will experience errors. Organizational leaders must also be consistent in conveying information.

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THEORETICAL REVIEW AND HYPOTHESIS

The Relationship between communication and Employee Performance

Guffey & Loewy (2022) states that communication is the process of transmitting information, ideas, emotions, skills, etc. through the use of words, numbers, symbols, images, and so on. According to Scannell 2020, communication is a process in which two or more people form or exchange information between each other, which in turn results in deep mutual understanding. Communication is a very important and significant element in an organization, and is needed to create collaboration in the work environment which has an impact on organizational performance and decision making (Kopetz & Steiner 2022). The role of communication in an organization is as a tool for interacting between employees, exchanging information, conveying ideas, work orders and motivation (Karban 2021). Good communication has a significant positive effect on employee performance (Crameri *et al.*, 2020). Internal communication within an organization is very necessary to achieve employee performance (Ali *et al.*, 2021). Based on previous research which discusses communication and its influence on employee performance, this research argues that communication will influence employee performance

H1: Communication has a significant effect on employee performance

The Relationship between Leadership Style and Employee Performance

Leadership style is a behavioral norm that a person uses when that person tries to influence the behavior of other people (Kadiyono *et al.*, 2020). Thus, this leadership style is behavior based on certain rules or principles so that it can be used to lead or direct other people. Leadership style plays a very important role in improving employee performance, if the leadership style is fulfilled it will influence employee performance. They will feel appreciated as workers because the company pays attention to and is responsible for the workers and all the work they lead. The impact will be seen in the increased performance of company employees. The influence of leadership style on company performance is supported by several factors that influence employee performance, including the nature, disposition, personality, temperament and habits of a leader. Leaders can influence subordinate performance by clarifying subordinate roles, linking rewards to subordinate performance, and increasing the size and value of rewards. High employee performance can be realized if all elements in the organization are well integrated. Based on this explanation, the next hypothesis is:

H2: Leadership style has a significant effect on employee performance

METHODOLOGY

Measurement

The variables in this study were measured using a Likert scale with a range of 1 to 5 which means "Agree to strongly disagree". The variables studied consist of independent variables and dependent variables. Independent variables include communication and leadership style. Communication adopted from Feng *et al.*, (2020) and Leadership Style adopted from Kadiyono *et al.*, (2020), while the dependent variable is Employee Performance adopted from Prayogi and Lesmana (2021). This research uses Multiple Linear Regression with SPSS tools.

Sample

The sample in this research was 90 employees of the Population and Civil Registration Service in Pamekasan Regency, the sampling technique was purposive sampling technique. This research includes explanatory research.

Research Framework.

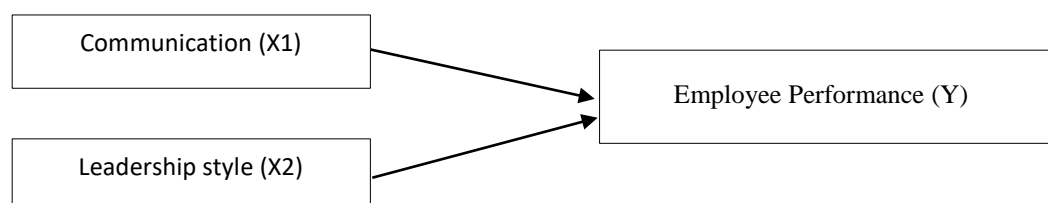


Figure 1. Research Framework

RESULTS

Multiple Linear Regression Analysis.

Data processing uses multiple linear regression analysis which aims to measure the strength of the relationship between two or more variables. The variables used in this research are Communication (X1), Leadership Style (X2), as independent variables that influence Employee Performance (Y) as the dependent variable. Based on the results of data processing using SPSS, results were obtained as in table 1 below:

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Table 1. Results of Multiple Linear Regression Analysis

Variable	Regression Coefficients	t-tes	significance	explanation
Constant	90.000			
Communication (X1)	0,750	7.850	0,000	significant
Leadership Style (X2)	0,550	5.550	0,000	significant

Source: Processed Data (2023)

Based on the multiple regression equation above, the following conclusions can be seen:

1. The constant value is 90,000, which means that if the Communication and Leadership Style variables together do not change or are equal to zero, then the Employee Performance variable of 90,000 is not influenced by any variables.
2. The regression coefficient value for the Communication variable is 0.750, which means that the Communication variable (X1) has a positive effect on Employee Performance (Y). This means that if communication increases, employee performance will also increase.
3. The Leadership Style coefficient value is 0.550, which means that Leadership Style (X2) has a positive effect on Employee Performance (Y). This means the leadership style is getting higher. So, the level of employee performance will also be higher.

Coefficient of determination (R) The coefficient of determination is a value that shows the influence of the independent variable on the dependent variable. The coefficient of determination value can be seen in Table 2.

Table 2. Coefficient of determination test results

R	R square	R Adjust square	St. Estimation Error
0,900	0,810	0,812	1,979

Source: Processed Data (2023)

Table 2 shows an R Square value of 0.810, which means that the problem of performance decline is determined by communication variables and leadership style 81.0%, while the remaining 19.0% is influenced by other factors not examined in this research. This means that the selection of communication variables and leadership style is appropriate in predicting employee performance.

Hypothesis test

t-test (Partial Test)

The t-test is used to test whether the independent variables individually influence the dependent variable. The t-test results for coefficients 1 and 2 can be seen in Table 3.

Table 3. Summary of Partial Test Results

Variable	Regression Coefficients	t-tes	significance	explanation
Constant	90.000			
Communication (X1)	0,750	7.850	0,000	significant
Leadership Style (X2)	0,550	5.550	0,000	significant

Source: Processed Data (2023)

1. Communication (X1) is $7.850 > t$ table is 1.98698 with a significance value of 0.000 which is smaller than 0.05 ($0.000 < 0.05$), and the regression coefficient is positive, so the first hypothesis states "Communication has a positive influence on Employee Performance " accepted.
2. Leadership Style (X2) has a value of $5.550 > t$ table of 1.98698 with a significance value of 0.000 less than 0.05 ($0.000 < 0.05$), and the regression coefficient is positive, so the second hypothesis states that "Leadership Style influences Influence Positive for Employee Performance " is accepted.

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DISCUSSION

Communication has a positive and significant effect on employee performance (H1 Accepted).

The results of this research prove that the hypothesis developed is that communication influences employee performance. The contribution of both influences is positive, meaning communication is getting better. So, the level of employee performance will be higher, and vice versa. The results of this research also show that the statement that gets the highest score on the Communication variable is that employees are satisfied with the communication implemented, because there is a match between communication and employee performance (Rukmana *et al.*, 2018). Communication can influence employee behavior regarding communication events, employee responses to other employees, expectations, conflicts and opportunities for growth in the organization. For this reason, management must be able to create and maintain good and harmonious communication conditions within the company. Leadership must be able to better understand their employees through various approaches. One of the most important approaches is to communicate and interact with them interpersonally so that employees feel cared for and recognized. Harmony in communication must always be maintained because it can affect employees' mental attitudes. Disharmony in communication can lead to poor working relationships, and if this is left unchecked, it will have negative implications for work enthusiasm and will ultimately have a negative impact on performance (Tian *et al.*, 2020). This interpersonal communication problem certainly needs to receive more attention, because it can have an impact on the organization's operational activities. A giver of a message/information (communicator) must be able to communicate the information he or she carries to the recipient of the message (receiver) well and the meaning can be understood, so that there will be no differences in perception between the recipients of the message. In this way, all organizational operational activities will run smoothly (Kalogiannidis, (2020).

Leadership Style has a positive and significant effect on Employee Performance (H2 Accepted).

The results of this research prove that the Leadership Style variable influences employee performance. The influence of both is positive, meaning that the better the company's leadership style, the higher the level of employee performance. Many factors influence employee performance, several factors that influence employee performance include the nature, character, personality, temperament and habits of a leader. According to Fischer & Sitkin (2023), leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved or it could also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader. So that all of the above forms an attitude in the minds of workers to process all information and draw conclusions in the form of responses that emerge regarding improving employee performance. This leadership style is behavior based on certain rules or principles so that it can be used to lead or direct other people. London & Sherman (2021), say that leadership styles are various behavioral patterns preferred by leaders in the process of directing and influencing workers. Meanwhile, according to Prayogi & Lesmana (2021), leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which a leader often applies when he tries to influence the performance of his subordinates. It can be interpreted that leadership style is a strategy used by someone in order to direct, influence, encourage and control other people or subordinates to be able to carry out work consciously and voluntarily in achieving a certain goal. Thus, leadership style is one of the most important assets for a leader in an institution to improve employee performance and for the sustainability of the organization or institution, especially Employee at Population and Civil Registration Service Office in Pamekasan Regency.

CONCLUSION

Based on the results of the analysis and discussion that has been carried out, it can be concluded that:

1. Communication has a positive and significant effect on employee performance. This means that good communication will improve employee performance at Population and Civil Registration Service Office in Pamekasan Regency.
2. Leadership style has a positive and significant effect on employee performance. This means, the better the Leadership Style applied (given). So, it can improve the performance at Population and Civil Registration Service Office in Pamekasan Regency.

SUGGESTION

The results of this research indicate that the level of employee performance is in the high category. So that companies can implement appropriate communication and leadership styles. Communication, involvement between superiors and subordinates in establishing cooperative relationships to achieve common goals. Companies can also implement other (better) strategies to implement communication and leadership styles. So, employee performance at Population and Civil Registration Service Office in Pamekasan Regency can easily be improved. This research can be used as reference material and add to studies related to communication and leadership styles on employee performance. It is hoped that future researchers can add research variables, because it is not only communication and leadership style that influence employee performance. So, it can support and perfect this research.

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