

THE EFFECT OF LEADERSHIP STYLE AND COMMUNICATION ON EMPLOYEE PERFORMANCE

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ABSTRACT

Creating conditions for good governance is the dream of every Regional Apparatus Organization (OPD), including the Public Works and Spatial Planning Office of Bandung Regency. However, to make this happen, support from qualified human resources is needed to be able to produce better organizational performance. Organizational performance can be achieved with the condition that high employee performance is the prime mover in the Regional Apparatus Organization or other organizations. The increase in employee performance is thought to be influenced by leadership and communication styles. Thus, the purpose of this study was to determine and explain whether leadership and communication styles have a partial and simultaneous effect on employee performance. The population used was all employees of the Bandung Regency Public Works and Spatial Planning Office, with a sample of 100 people. The analytical tool used is multiple linear regression analysis. The results of partial and simultaneous analysis show that leadership and communication styles have an effect on improving employee performance at the Public Works and Spatial Planning Office of Bandung Regency.

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1. INTRODUCTION

Employees are a valuable asset in the management of an agency. This is because employees are human resources who contribute significantly to work units efficiently and effectively. Where, qualified employees will be able to improve the image of the institution as well as being a driving force in creating good institutions including the Public Works and Spatial Planning Office of Bandung Regency. The Office of Public Works and Spatial Planning of Bandung Regency is an implementing element of the Regional Government in the Sector of Public Works and Spatial Planning which has the main task of carrying out some of the regional authorities in the Sector of Public Works and Spatial Planning as well as assistance tasks assigned by the Government to the Regions.

With a vision as a solid and sustainable operator of roads, bridges, water resources, buildings and spatial planning and has a mission to realize professional human resources in the implementation of stable and sustainable infrastructure in the field of roads, bridges, water resources, buildings and spatial. So, the Office of Public Works and Spatial Planning (PUPR) has a big mandate to achieve and realize this mission.

One of the efforts that can be made is to improve the quality of the performance of PUPR Office employees themselves. This is because the success of an agency or organization is strongly influenced by the performance of the employees themselves. Performance is an attitude that reflects employee behavior as a determinant of achievement in organizational goals (Martin & Llusar, 2018). As an effort to improve optimal employee performance, of course, it cannot be separated from the role of management to pay attention to the variables that affect employee performance, including leadership and communication styles (Rupini, Wati & Gunawan, 2018).

The effectiveness of the leadership style is important in achieving the performance of the PUPR Service, because an effective leadership style will be able to provide good direction for all work in order to achieve organizational goals. because, without leadership, it will cause the relationship between individual goals and organizational goals to become weak. Conditions will have an impact on a condition where an employee will only focus on achieving his personal goals, so that it will affect the agency, namely in the form of results obtained that will not be in accordance with the goals or objectives of the

agency that have been set. Leadership style is a consistent pattern of behavior played by a leader when influencing group members (Busro, 2018).

Based on the results of field observations, it shows that there is no professionalism applied by a leader in the implementation of his leadership, this is evidenced by the lack of firmness in giving assignments to employees who have more expertise and when ordering more senior employees. If this is allowed to happen, it will have an impact on the achievement of the performance of the PUPR Service Office. Even though according to several research results it shows that leadership style influences performance improvement (Manitu, 2017; 5 Suwarno & Bramantyo, 2019; Erri, Lestari & Asymar, 2021).

In addition to leadership style, employee performance is also influenced by communication. Communication is a process of transferring information, ideas, understanding from one person to another with the hope that the other person will be able to interpret it according to the intended purpose (Mangkunegara, 2018). In an organization/agency communication is a very important factor in interacting with one another, if there is no communication then all individuals in the organization will not be able to know about what should be done for their organization, leaders will not get information input and the provider unable to provide instructions.

Based on the findings in the field, that there are still employees who have not been able to control their emotions when communicating and there are still employees who, when their colleagues ask for help, do not respond quickly and tend to care less about their co-workers. Even though the importance of communication will have an impact on the performance of both individuals and agencies. The effect of communication on performance is supported by the results of research conducted (Listyani, 2016; Satriowati et al., 2016; Julita & Arianty, 2018; Prayogi et al., 2019) which found an effect of communication on performance.

Based on the background description above, efforts to improve, evaluate and foster good relations with employees of important parts of an agency, both in the application of leadership styles and the existence of harmonious communication between superiors and subordinates at the Public Works and Spatial Planning Office of Bandung Regency, then it is required to pay attention to several variables that affect employee performance, as well as understand the needs of employees in addition to paying attention to their complaints, so that these conditions can make employees to be more motivated at work so that in the end improve employee performance.

This is evidenced by the results of research conducted (Natama, 2015; Rupini et al., 2018; Geralt et al., 2020) where the results show that leadership and communication styles together influence employee performance improvement.

2. METHODS

This research is associative with a quantitative approach which will be analyzed by means of descriptive verification. Because in this study will find out the relationship between two or more variables. Variable Operationalization This study uses three variables, namely two independent variables (leadership style (X1) and communication (X2)) and one dependent variable, namely employee performance (Y). Population and Sample The population in this study were all employees of the Bandung Regency Public Works and Spatial Planning Office with a total sample of 100 people. where in determining the sample the Slovin formula was used with a simple random sampling technique for determining the sample.

Types of Data and Data Collection Techniques Primary data is data obtained directly from the answers of research subjects in the form of questionnaires and interviews. While the secondary data used is in the form of supporting data needed in this study. The primary data collection technique is by distributing questionnaires to the employees who are the samples in this study.

2.1. Classic assumption test

The purpose of this test is to analyze several assumptions from the results of the regression equation that have been obtained as an equation in making predictions. Discussion of the assumptions that exist in the regression analysis includes the normality test, multicollinearity test and heteroscedasticity test.

2.2. Multiple Linear Regression Analysis

Multiple linear regression is the analytical tool used in this study. Its function is to determine the direction and how much influence the independent variables have on the dependent variable (Ghozali, 2018).

The equations of multiple linear regression in this study are:

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e.$$

- Y = is a criterion variable,
- A = is a constant variable,
- β = is the direction coefficient and
- X = is the predictor variable.

2.3. Coefficient of determination (Adjusted R2)

This test is carried out for how many types of variation can be explained in the resulting model and is also used as a way to assess the level of significance and the relationship between two variables in a linear regression.

2.4. Hypothesis test

The hypothesis is a temporary answer to the formulation of problems in research, where the formulation of problems in research is in the form of question sentences (Sugiyono, 2018).

2.5. Partial Hypothesis Testing

Partial testing or t test is a test between one independent variable and the dependent variable. Where, if the probability results are < 0.05 then, the independent variable affects the dependent variable. however, if the probability results are > 0.05 then the independent variable has no effect on the dependent variable.

2.6. Simultaneous Hypothesis Testing

Simultaneous testing or the F test is used to determine the relationship simultaneously or jointly between the independent and dependent variables. If the probability of the F test < 0.05 then, simultaneously the independent variables affect the dependent variable.

3. RESULTS AND DISCUSSION

3.1. Respondent Profile Results

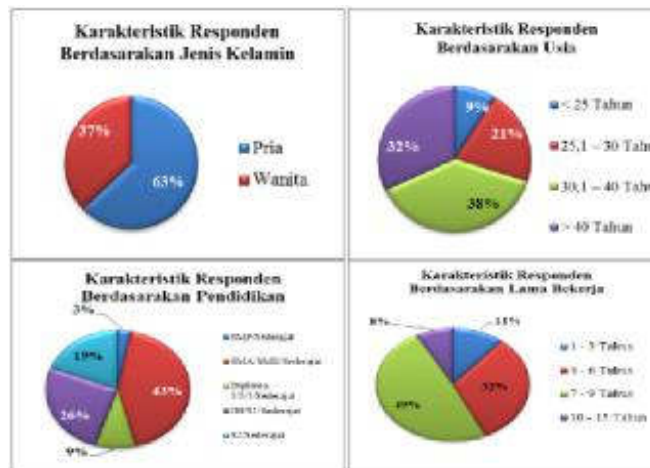


Figure 1. Profile of Respondents

The graph shows the profile of the respondent. Where, based on the graph it is known that the majority of respondents were male as many as 63 people with ages between 30.1 – 40 years as many as 38 people with an education level equivalent to high school/vocational school/equivalent as many as 43 people and years of work between 7-9 years as many as 49 people .

3.2. Descriptive Analysis

Descriptive analysis on the responses of respondents about the statements of each variable as follows:

Table 1. Respondent Response Results On the Leadership Style of Bandung Regency PUPR Service Employees

No	indicator	Total score	Information
1	Leaders have high creativity	19	Pretty good
2	Leader's exemplary able to provide more encouragement to his subordinates	20	Pretty good
3	Leaders have a vision and mission at work	44	Pretty good
4	Leaders can do new work method to his subordinates	37	Well
5	Leaders always supervise and evaluate work	42	Well
6	Leaders provide motivation to their subordinates	38	Well
7	Leaders can delegate authority well	39	Pretty good
8	Leaders often reward work performance	63	Pretty good
9	leader often Organize training on work	40	Pretty good
10	Leaders can provide scholarships to subordinates who have good performance	47	Well
11	Leaders have relationships with employees in the work environment	38	Pretty good
12	Leaders can help facilitate the needs of their subordinates	51	Well
13	Leaders pay attention to the aspirations of employees	71	Well
14	Leaders always make the right decisions in every problem	38	Pretty good
15	The leader provides direction on the work/task	50	Well
Total Score		5.137	Well
Average		342	

Based on the table, the leadership style at the Bandung Regency PUPR Service is in the good category with an average score of 342. The lowest indicator is in Leaders who have high creativity of 319 with a pretty good category. And the highest indicator is the Leader indicator paying attention to the aspirations of employees with a score of 371 in the good answer category.

Table 2. Respondent Response Results On Communication At the Bandung Regency PUPR Service

No	Indicator	Total Score	Information
1	Employees tell what it is to colleagues when getting information	331	Pretty good
2	Staffing between employees is done politely and humbly when speaking.	358	Well
3	Submission of information to co-workers, employees convey it in its entirety.	338	Pretty good
4	In communicating, employees always see the condition of their communication partners first	332	Pretty good
5	Employees are ready to put themselves in other job positions, when co-workers are not in.	339	Pretty good
6	Each employee is always responsible for the results of the work	353	Well
7	The working environment is so comfortable	347	Well
8	Superiors pay attention to employees	340	Pretty good
9	Superiors always motivate	336	Pretty good

10	employees at work PUPR Service gives awards to employees who excel	358	Well
11	The opportunity to get <i>rewards</i> for every employee is wide open	352	Well
12	Coworkers provide help when someone Employees experience difficulties in completing work	343	Well
13	Employees often work with colleagues regarding decisions to be taken against occupation	354	Well
14	Employees have a positive ethical attitude by expressing opinions or ideas that conflict or support ideas	329	Pretty good
15	In communicating, Employees are ready to accept other communication members the same or equivalent	340	Pretty good
Total score		5.150	Well
Average		434	

Based on the table, that communication at the PUPR Service Office of Bandung Regency is in the good category with an average score of 343. The lowest indicator is for Employees who are positive when expressing opinions or ideas that conflict or support ideas of 329 with a pretty good category. And the highest indicator is the Employee indicator between employees who are polite and humble when speaking and the PUPR Service gives awards to employees who excel with a score of 358 in the good answer category.

Table 3. Respondent Response Results On the Performance of Bandung Regency PUPR Service Employees

No	Indicator	Total score	Information
1	Employees are able to complete a job neatly	12	Simply Agree
2	Employees are able to complete the work with high accuracy	33	Simply Agree
3	Employees are able to minimize errors in completing work	63	Simply Agree
4	Work results Service Officer PUPR often reaches standards set by the leadership	82	Simply Agree
5	Employees are able to innovate in completing work	68	Simply Agree
6	PUPR Service employees have the ability to bear risk in doing his job	89	Simply Agree
7	Employees are able to complete the work in a timely manner.	68	Agree
8	PUPR Service employees do not procrastinating work given by the Leader	25	Simply Agree
9	Fast employee In act/ make decisions	95	Agree
10	Division of responsibilities according to the ability of an employee	95	Agree
11	Service Officer PUPR always does appropriate task procedure _set	71	Agree
12	Employee always work together on assignments	90	Agree
13	Inter-collaboration ability coworker _owned by every Employee Public	75	Simply Agree

	Works Department		
14	A Employees and colleagues exert their respective abilities maximal in carrying out the work	00	Simply Agree
15	In running duties of an officer have an attitude of interdependence based on the sequence of tasks.	24	Simply Agree
Total Score		4,890	
Average		326	Simply Agree

Based on the table, the performance of the Bandung Regency PUPR Service is in the quite agree category with an average value of 326. The lowest indicator is for employees who are able to minimize errors in completing work by 263 in the quite agree category. And the highest indicator is the employee indicator who is quick to act/make decisions and the division of responsibilities according to the ability of an employee with a score of 395 is in the good answer category.

3.3. Verification Analysis of Classical Assumption Test Results

a. Normality Test Results

Normal P-P Plot of Regression Standardized Residual

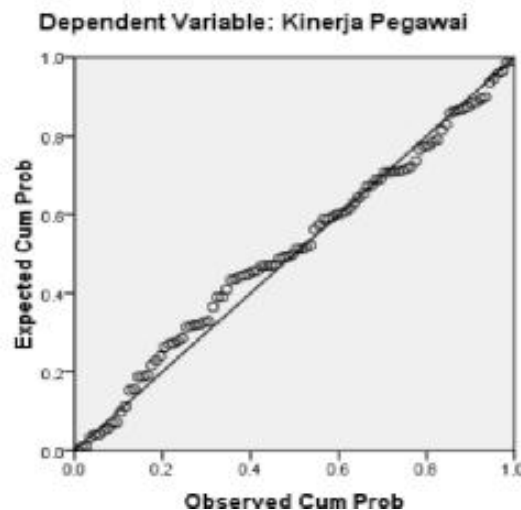


Figure 2. Normality Test Results

The distribution of the points from the Normal PP Plot image above is relatively close to a straight line, so it can be concluded that the (data) residuals are normally distributed. These results are in line with the classical assumptions of linear regression.

b. Multicollinearity Test

Table 4. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Gaya Kepemimpinan	.988	1.012
Komunikasi	.988	1.012

a. Dependent Variable: Kinerja Pegawai

The table above shows the VIF values for the leadership and communication variables are both 1.012, while the tolerance value is 0.988. Because the VIF values of the two variables are lower than 10,

and the tolerance is greater than 0.01, it can be said that there is no multicollinearity in these two variables so that they are worthy of being used as relevant data in this study.

c. Heteroscedasticity Test

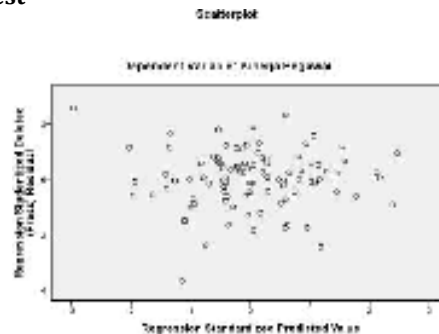


Figure 3. Heteroscedasticity Test Results

3.4. Multiple Linear Regression Analysis

Table 5. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1. (Constant)	32.842	5.242			6.265	.000
Gaya Kepemimpinan	.152	.070	.369		2.739	.021
Komunikasi	.363	.081	.415		4.459	.000

a. Dependent Variable: Kinerja Pegawai

Based on the table above, a multiple linear regression equation is obtained, namely:

$$\hat{Y} = 32.842 + 0.152 X_1 + 0.363 X_2 + e.$$

This means that the constant value $a = 32,842$,

the X_1 coefficient value is 0.152 which means that if the leadership style variable is improved even better, it will cause an increase of 0.152 provided that the other variables are constant. Then at the X_2 coefficient of 0.363 which means if the communication variable is improved even better then it will cause an increase of 0.363 with the other variables being constant.

3.5. Coefficient of Determination

Table 6. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error Of The Estimate
1	.413 ^a	.171	.153	6.05237

a. Predictors: (Constant), Komunikasi, Gaya Kepemimpinan
 b. Dependent Variable: Kinerja Pegawai

Based on the table, the influence of leadership and communication styles on employee performance at the Public Works and Spatial Planning Office of Bandung Regency is 0.171 or 17.1% while the rest is explained by other independent variables. Partial Test (t test) The results of the analysis that have been obtained in table 5, show that the leadership style has a tcount of 2.739 with Sign. of 0.021. Sign Value. is smaller than the value of 0.05 so that the leadership style has a significant effect on employee performance. Then the tcount value of the communication variable is 4.459 with Sign. of 0.000. Sign Value. is smaller than the value of 0.05 so that communication has a significant effect on employee performance.

3.6. Simultaneous Testing (Test F)

Based on the results of the analysis, it was obtained that the Fcount value was 9.972 with a significant value of 0.000 where $0.000 < 0.05$, so simultaneously the variables of leadership and

communication styles had a significant effect on employee performance at the Department of Public Works and Spatial Planning in Bandung Regency.

3.7. Leadership Style in the Public Works and Spatial Planning Office of Bandung Regency

The leadership style at the Public Works and Spatial Planning Office of Bandung Regency has been well implemented by leaders in carrying out their duties. This is evidenced by an average score of 342 with a good answer category. This condition indicates that the pattern of behavior of a leader based on personal ability to influence, motivate or inspire a person or others so that they want to work together to achieve a goal has been well practiced at the Public Works and Spatial Planning Office of Bandung Regency. The lowest indicator is in Leaders who have high creativity of 319 with a pretty good category. And the highest indicator is the Leader indicator paying attention to the aspirations of employees with a score of 371 in the good answer category.

This result is in line with House's opinion that the higher the leader's orientation towards achievement, the more subordinates believe it will result in effective work execution (Yustiana et al., 2016).

3.8. Communication at the Office of Public Works and Spatial Planning Bandung Regency

Communication at the Public Works and Spatial Planning Office of Bandung Regency has been well done by all employees. This is evidenced by an average score of 343 with a good answer category. This condition shows that employees feel that the communication conditions at the Public Works and Spatial Planning Office are well established. However, there is still the lowest indicator for employees with a positive attitude when expressing contradictory opinions or ideas or ideas that support 329 in a fairly good category.

And the highest indicator is the Employee indicator between employees who are polite and humble when speaking and the PUPR Service gives awards to employees who excel with a score of 358 in the good answer category. This result is supported by the results of research conducted by (Sari, 2019) that well-established communication will be able to succeed in an organization considering that the people involved in it and in every organization must have obstacles in communication, but these obstacles should not be used as a problem but make it provisions for the future so that communication within the company becomes even better. This is also in line with the opinion put forward by (Hamali, 2016) that communication that runs effectively within the organization will make it easier for everyone to carry out the tasks for which they are responsible because the role of effective communication is a prerequisite for achieving organizational goals, as well as one of the biggest problems faced by modern management.

3.9. Employee Performance at the Public Works and Spatial Planning Office of Bandung Regency

The performance of employees at the Public Works and Spatial Planning Office of Bandung Regency is in the quite agree category. This is evidenced by an average score of 326 in the sufficient answer category. This condition indicates that employee performance is still low apart from these two variables. The lowest indicator is for employees who are able to minimize errors in completing work of 263 in the fairly agree category. And the highest indicator is the employee indicator who is quick to act/make decisions and the division of responsibilities according to the ability of an employee with a score of 395 in the good answer category.

Meanwhile, in the opinion of (Hasibuan, 2016) that employee performance is a result achieved by a person in carrying out the tasks assigned to him which are based on skills, experience, and sincerity and time.

3.10. The Influence of Leadership Style on Employee Performance at Public Works and Spatial Planning Bandung Regency Employees

The results of the study show that leadership style has a significant effect on employee performance at the Public Works and Spatial Planning Office of Bandung Regency. This result is in accordance with the opinion (Sunyoto, 2015) that the competence of a leader in an effort to influence his members is the dominant aspect that can determine the success of organizational performance. So with these results, it can be concluded that the right leadership style is related to efforts to improve employee performance.

And this is in line with research conducted by (Manitu, 2017; Suwarno & Bramantyo, 2019; Erri, Lestari & Asymar, 2021). where the results of his research show that leadership style has a significant effect on employee performance. Thus, that the better the leadership style of a leader is implemented, the

employee's performance will be improved, and vice versa. This result is different from research conducted by (Windarti, 2016; Haryanto, 2017; Mardiani & Sepdiana, 2021) that leadership style has no effect on employee performance.

This shows that directing tasks to subordinates, motivating subordinates, leadership attitudes, decision making and monitoring and evaluation are not able to encourage increased employee performance. Based on the results of interviews with several employees of the Bandung Regency PUPR Office, that the leadership style of the Head of Service (Kadin) and Head of Field (Kabid) is currently good compared to the previous leadership pattern where the leadership style used to be close to subordinates based on the choice of leaders, while the current leadership mingle and communicate better with employees.

3.11. The Effect of Communication on the Performance of Public Works and Spatial Planning Office Employees in Bandung Regency

The results of the study show that communication has a significant effect on employee performance at the Department of Public Works and Spatial Planning in Bandung Regency. This means that the high and low performance of employees is explained by the communication that exists within the agency. This shows that communication is one of the important factors that play a very important role in improving employee performance, because according to Bacal that communication is an integral part of a management process, through effective communication harmonious cooperation can be developed to achieve goals (Wandi et al., 2019).

In line with what Terry stated in (Wandi et al., 2019) that communication is at the top regarding what must be made and done to produce communicative efforts that affect employee performance. The effect of communication on performance is supported by the results of research conducted (Listyani, 2016; Satriowati et al., 2016; Julita & Arianty, 2018; Prayogi et al., 2019) which found an effect of communication on performance. The Influence of Leadership and Communication Styles on the Performance of Public Works and Spatial Planning Office Employees of Bandung Regency Based on the calculation results in this study, the influence value of leadership and communication styles on employee performance is 0.171 or 17.1%. This means that the contribution of leadership and communication style variables to employee performance is 17.1%, while the remaining 82.9% is influenced by other factors not examined in this study.

Based on the results of hypothesis testing, it can be concluded that leadership and communication styles have a simultaneous effect on employee performance, because leadership and communication styles are very inseparable parts in improving employee and organizational performance. This is consistent with research (Natama, 2015; Rupini et al., 2018; Geralt et al., 2020) where the results show that leadership and communication styles together influence employee performance improvement.

4. CONCLUSION

Based on the results of the analysis and discussion that has been carried out, it can be concluded based on the objectives of this study, namely: Leadership and communication styles at the Public Works and Spatial Planning Office of Bandung Regency are in the good category, while employee performance is perceived as quite agreeable.

Leadership style has a significant effect on employee performance at the Public Works and Spatial Planning Office of Bandung Regency. Communication has a significant effect on employee performance at the Public Works and Spatial Planning Office of Bandung Regency. Simultaneously, leadership and communication styles have a significant effect on employee performance at the Public Works and Spatial Planning Office of Bandung Regency

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