

# THE INFLUENCE OF DEMOCRATIC LEADERSHIP STYLE, ORGANIZATIONAL COMMUNICATION, AND GAP GENERATION ON ACHIEVEMENT OF COMPANY PERFORMANCE AT MINARAK BRANTAS GAS, INC.

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**ABSTRACT**

A well-suited leadership style that matches the culture of the company generates a significant impact on the company's development. Other factors are organizational communication, both vertically to the leaders and the workers and horizontally to the fellow employees. The addition of generational gap among the member of the organization will enlarge the difference in human character and also thinking patterns. Based on those factors, a meticulous study has been conducted on one of the private companies in Indonesia. This study has been aimed to understand the relationship between democratic leadership style, organizational communication, generational gap, and company productivity by measuring their gas production from the year 2017 to 2021. This study used the method of interviews and questionnaires that were processed statistically to identify the relationships among the selected variables both partially and simultaneously. This study found that a democratic leadership style has a positive and significant to company productivity. This style of leadership has increased gas production year-over-year (YoY) by more than 60% in the year 2019. Although, the variables of organizational communication and generational gap resulted in insignificant to the company productivity. Simultaneously, those three variables accounted for the percentage of 15% of significant value to company productivity, with the percentage of 85% were influenced by other variables beyond this study.

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**1. INTRODUCTION**

Organization is human resources, which, according to KBBI, are defined as human potential that can be developed in the production process. Therefore, the role of each individual in an organization will influence everyone, including the figure of a leader (Suryadi, 2010). In addition, the leadership style factor has a significant effect on business performance (Dunne et al., 2016; Yildiz et al., 2014). In a corporate organization, organizational communication is needed as a way of conveying ideas and information to other members of the organization.

The group of employees in a company varies greatly in age range. Each of these generational groups has differences from various angles due to factors of knowledge, experience, and culture, so they will have differences when facing problems. Minarak Brantas Gas, Inc. is one of the private companies engaged in the oil and gas industry in Indonesia since 1990. In 2007, there were fluctuations in gas production, until finally, in 2017, there was a continuous increase in gas production until around 2019. But from 2019 to 2021, there was a decline in gas production of more than 50% year-over-year (YoY) (Table 1).

Table 1 Gas Production of Minarak Brantas Gas, Inc. (2017 – 2021)

Years	Total Employee			Total gas production MMScf	Year-over-year growth %
	Baby boomers	Gen X	Gen Y		
2017	11	40	42	6.68	
2018	19	35	51	8.64	29.39
2019	12	41	52	14.66	69.68
2020	11	40	52	7.18	-51.03
2021	9	39	52	2.94	-59.06

## 2. METHOD

The data used in this study are primary and secondary. Primary data was obtained through questionnaires and interviews conducted online. Secondary data is data taken from literature studies in the form of journal articles, books, and reports of previous studies.

In this study, the authors used a quantitative descriptive research method. The variables presented in this study consist of independent variables (democratic leadership style, organizational communication accompanied by generational gaps), and the dependent variable is production performance at Minarak Brantas Gas, Inc., which is measured using the increase in gas production from 2017 to 2021. The subject of this research is all employees of Minarak Brantas Gas, Inc. at the Jakarta head office. The sampling method used is the cluster random sampling method because the population of Minarak Brantas Gas, Inc. is relatively moderate.

Table 2 Research Variables

Variable	Dimension	Indicator
Democratic Leadership Style	Democratic	a. The direct superior has authority that is not absolute. b. Your boss immediately takes the policy with you. c. Direct supervisor communicates company goals clearly d. Direct superiors behave professionally towards you. e. Your supervisor directly monitors your work
	Upward communication	a. You can easily communicate with your direct supervisor b. It's easy for you to communicate with your direct supervisor about work constraints c. Direct superiors provide information about tasks, policies related to work and related to the organization in the company
Organization Communication	Communication sideways and downwards	d. You receive an assessment from your direct supervisor with full responsibility e. Formation of coordination and cooperation among fellow employees
	Effectivity Communication	f. There are no obstacles in obtaining information even though there are different departments and positions
Gap Generation	Baby Boomer Character	a. You have a workaholic nature b. You sacrifice your personal life for work c. You have an expectation that employees should be loyal d. You dare to debate the decisions of your superiors if they are not in accordance with company goals
	Gen X Character	e. You have high motivation to succeed f. You fall into the category of employees who are competitive, ambitious g. You are comfortable with technological advances in your field of work
	Gen Y Character	h. You have the motivation to give the best contribution in every job i. You like a challenge in a work environment.
Company Performance	Company Performance	a. The policies of company leaders have a significant effect on gas production. b. You contributed greatly in increasing gas production.
	Employee Satisfaction	c. You are satisfied with compensation for your contribution to increase gas production. d. You are comfortable working in the (current) company for a long duration.

This research was conducted to determine the effect of these variables on the performance of the company Minarak Brantas Gas, Inc., as measured by an increase in gas production from 2017 to 2021. The hypotheses developed in this study include (Figure 1):

H1 : The effect of democratic leadership style on Minarak Brantas Gas, Inc.'s performance

H2 : The effect of internal communication on the company's performance Minarak Brantas Gas, Inc.

H3 : The effect of the generation gap on the performance of Minarak Brantas Gas, Inc.

H4 : The influence of democratic leadership style, internal communication, and generational gaps on the performance of Minarak Brantas Gas, Inc.

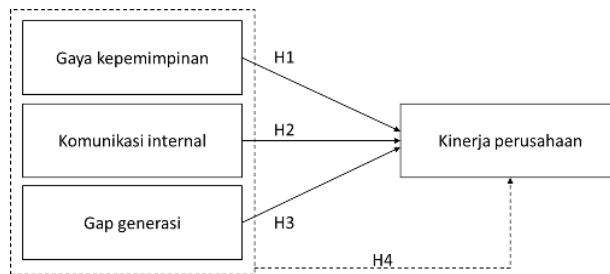


Figure 1. Research Paradigm

### 3. RESULT AND DISCUSSION

#### Descriptive Analytics

The characteristics of the respondents are grouped into 4 categories: gender, age, educational level, and department. The total number of respondents is 90. Table XX presents the gender of 68 people, or 75.6% of respondents, who are male, and 22 people, or 24.4% of respondents, who are female. Then, based on age group, the age range of 19–40 years had 59 people, or 65.6% of respondents; ages 41–50 years had 22 people, or 24.4% of respondents; and ages 51–60 years had 9 people, or 10% of respondents. The level of education of the respondents varied from diploma with 3 people, or 3.3% of respondents, strata-1 with 63 people, or 70% of respondents, and strata-2 with 24 people, or 26.7% of respondents. By department, there were 17 people or 18.9% of respondents from the Finance & Accounting department, 1 person or 1.1% of respondents from the HSE department, 19 people or 21.1% of respondents from the Human Capital & Support Services department, 4 people or 4.4% of respondents from the ICT department, 3 people or 3.3% of respondents from the Legal department, 7 people or 7.8% of respondents from the Management department, 3 people or 3.3% of respondents from the PR department, 8 people or 8.9% of respondents from the SCM department, and 28 people or 31.1% of respondents from the Technical department.

Table 3 Descriptive Analysis

	<b>Number of respondents</b>
<b>Gender</b>	
Male	68
Female	22
Total	90
<b>Age</b>	
19-40 years old	59
41-50 years old	22
51-60 years old	9
Total	90
<b>Level of Education</b>	
Diploma	3
Bachelor Degree	63
Strata-2	24
Total	90
<b>Department</b>	
<i>Finance &amp; Accounting</i>	17
<i>HSE</i>	1
<i>Human Capital &amp; Supp. Service</i>	19
<i>ICT</i>	4
<i>Legal</i>	3
<i>Management</i>	7
<i>PR</i>	3
<i>SCM</i>	8
<i>Technical</i>	28
Total	90

## Descriptive Variable Data

### 1. Variable Democratic Leadership Style (H1)

The characteristics of the questionnaire based on the democratic leadership style variable were obtained from a questionnaire consisting of five positive statements and arranged using a Likert scale (Table 4).

Table 4. Questionnaire Characteristics based on Democratic Leadership Style Variables

	H1.1	H1.2	H1.3	H1.4	H1.5	Leadership Style
Mean	4.04	4.07	4.06	3.88	3.74	19.79
Median	4.00	4.00	4.00	4.00	4.00	19.50
Mode	4	4	4	4	3	19
Std. Dev	.792	.804	.784	.872	.801	2.951
Variance	.627	.647	.615	.760	.642	8.708
Range	3	3	4	4	3	12
Minimum	2	2	1	1	2	13
Maximum	5	5	5	5	5	25

Table 4 shows that many respondents gave a negative response to the democratic leadership style statement in terms of the value range <min.

### 2. Organizational Communication Variable (H2)

The characteristics of the questionnaire based on organizational communication variables were obtained from a questionnaire consisting of 6 positive statements and arranged using a Likert scale (Table 5).

Table 5. Questionnaire Characteristics Based on Organizational Communication Variables

	H2.1	H2.2	H2.3	H2.4	H2.5	H2.6	Organizational Communication
Mean	4.46	4.31	4.37	4.09	4.03	3.79	25.04
Median	5.00	4.00	4.00	4.00	4.00	4.00	24.00
Mode	5	4	4	5	5	5	30
Std. Dev	.621	.744	.626	.920	.905	1.250	4.205
Variance	.386	.554	.392	.846	.819	1.562	17.683
Range	3	3	4	4	3	3	14
Minimum	2	2	1	1	2	2	16
Maximum	5	5	5	5	5	5	30

Table 5 shows that many respondents gave negative responses to organizational communication statements in terms of the value range <min.

### 3. Generation Gap Variable (H3)

The characteristics of the questionnaire based on the generation gap variable were obtained from a questionnaire consisting of 9 positive statements and arranged using a Likert scale (Table 6).

Table 6. Questionnaire Characteristics Based on Generation Gap Variables

	H3.1	H3.2	H3.3	H3.4	H3.5	H3.6	H3.7	H3.8	H3.9	Gap generation
Mean	3.52	3.22	3.08	3.23	3.68	1.97	3.67	3.30	3.20	25.04
Median	4.00	3.00	3.00	3.00	4.00	2.00	4.00	3.00	3.00	24.00
Mode	5	5	4	5	5	1	5	3	5	30
Std. Dev	1.400	1.505	1.384	1.017	1.216	.977	1.112	.965	1.588	4.205
Variance	1.960	2.265	1.915	1.035	1.479	.954	1.236	.931	2.521	17.683
Range	4	4	4	4	4	4	4	4	4	24
Minimum	1	1	1	1	1	1	1	1	1	17
Maximum	5	5	5	5	5	5	5	5	5	41

Table 6 shows that many respondents gave a positive response to the generation gap statement in terms of the range > min value.

#### 4. Company Performance Variables (H4)

The characteristics of the questionnaire based on company performance variables were obtained from a questionnaire consisting of 4 positive statements and arranged using a Likert Scale (Table 7).

Table 7. Questionnaire Characteristics Based on Company Performance Variables

	H4.1	H4.2	H4.3	H4.4	Company Performance
Mean	4.01	3.98	4.00	4.03	16.02
Median	4.00	4.00	4.00	4.00	16.00
Mode	4	4	4	4	16
Std. Dev	.679	.636	.703	.710	1.994
Variance	.461	.404	.494	.504	3.977
Range	4	2	3	3	8
Minimum	1	3	2	2	12
Maximum	5	5	5	5	20

Table 7 shows that many respondents gave a negative response to the company's performance statement in terms of the value range <min.

#### Research Instrument Test

##### 1. Validity Test

A variable can be said to be valid if it has a correlation value > R Table with the Pearson's Correlation significance test.

Table 8. Validity Test of Democratic Leadership Style Variables

		H1.1	H1.2	H1.3	H1.4	H1.5	Democratic Leadership Style
H1.1	Pearson Correlation	1	.577**	.340**	.350**	.425**	.735**
	Sig. (2-tailed)	.90	.000	.000	.000	.000	.000
	N	90	90	90	90	90	90
H1.2	Pearson Correlation	.577**	1	.386**	.412**	.323**	.740**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	90	90	90	90	90	90
H1.3	Pearson Correlation	.340**	.386**	1	.700**	.220*	.729**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	90	90	90	90	90	90
H1.4	Pearson Correlation	.350**	.412**	.700**	1	.373**	.789**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	90	90	90	90	90	90
H1.5	Pearson Correlation	.425**	.323**	.220*	.373**	1	.642**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	90	90	90	90	90	90
Democratic Leadership Style	Pearson Correlation	.735**	.740**	.729*	.789**	.642**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	90	90	90	90	90	90

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

Table 8 can be seen in the Pearson Correlation row that all indicators have a correlation value above R Table. Where the R table in this study is 0.2072, and all indicators have a Sig value <0.05. So it can be concluded that all indicators on the leadership style variable are valid and can be used in further testing.

Table 9. Test the Validity of Organizational Communication Variables

		H2.1	H2.2	H2.3	H2.4	H2.5	H2.6	Organizational Communication
H2.1	Pearson Correlation	1	.541**	.577**	.518**	.452**	.458**	.676**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	90	90	90	90	90	90	90
H2.2	Pearson Correlation	.541**	1	.669**	.599**	.618**	.639**	.811**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	90	90	90	90	90	90	90
H2.3	Pearson Correlation	.577**	.669**	1	.665**	.652**	.674**	.839**
	Sig. (2-tailed)	.000	.000		.000	.000		.000
	N	90	90	90	90	90	90	90
H2.4	Pearson Correlation	.518**	.599**	.665**	1	.698**	.711**	.862**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	90	90	90	90	90	90	90
H2.5	Pearson Correlation	.452**	.618**	.652**	.698**	1	.682**	.844**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	90	90	90	90	90	90	90
H2.6	Pearson Correlation	.458**	.639**	.674**	.711**	.682**	1	.881**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000
	N	90	90	90	90	90	90	90
Organizational Communication	Pearson Correlation	.676**	.811**	.839**	.862**	.844**	.881**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	90	90	90	90	90	90	90

\*\* Correlation is significant at the 0.01 level (2-tailed)

Table 9 shows that all indicators have Pearson Correlation values above R Table. Where the R table in this study is equal to 0.2072, and all indicators have a Sig value <0.05. So it can be concluded that all indicators on organizational communication variables are valid and can be used in further testing.

Table 10. Test the Validity of Generation Gap Variables

		H3.1	H3.2	H3.3	H3.4	H3.5	H3.6	Gap Generation
H3.1	Pearson Correlation	1	.835**	.646**	.727**	.633**	.756**	.871**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	90	90	90	90	90	90	90
H3.2	Pearson Correlation	.835**	1	.709**	.819**	.609**	.851**	.888**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	90	90	90	90	90	90	90
H3.3	Pearson Correlation	.646**	.709**	1	.629**	.704**	.724**	.837**
	Sig. (2-tailed)	.000	.000		.000	.000		.000
	N	90	90	90	90	90	90	90
H3.5	Pearson Correlation	.727**	.819**	.629**	1	.634**	.720**	.866**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	90	90	90	90	90	90	90
H3.7	Pearson Correlation	.633**	.609**	.704**	.634**	1	.662**	.798**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	90	90	90	90	90	90	90
H3.7	Pearson Correlation	.756**	.851**	.724**	.720**	.662**	1	.873**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000
	N	90	90	90	90	90	90	90

		H3.1	H3.2	H3.3	H3.4	H3.5	H3.6	Gap Generation
Gap	Pearson Correlation	.871**	.888**	.837*	.866**	.798**	873	1
Genera	Sig. (2-tailed)	.000	.000	.002	.000	.000		
tion	N	90	90	90	90	90	90	90

\*\* Correlation is significant at the 0.01 level (2-tailed)

Table 10 shows that all Pearson Correlation indicators have a correlation value above R Table and a Sig value <0.05, so that all indicators on the Gap Generation variable can be said to be valid and can be used for further testing.

Table 11. Validity Test of Company Performance Variables

		H4.1	H4.2	H4.3	H4.4	Company Performance
H4.1	Pearson Correlation	1	.496**	.330**	.256*	.706**
	Sig. (2-tailed)		.000	.000	.002	.000
	N	90	90	90	90	90
H4.2	Pearson Correlation	.496**	1	.553**	.325*	.798**
	Sig. (2-tailed)	.000	.000	.000	.002	.000
	N	90	90	90	90	90
H4.3	Pearson Correlation	.330**	.553**	1	.337*	.761**
	Sig. (2-tailed)	.002	.000	.001	.001	.000
	N	90	90	90	90	90
H4.4	Pearson Correlation	.256**	.325**	.337**	1	.666**
	Sig. (2-tailed)	.015	.002	.001		.000
	N	90	90	90	90	90
Company	Pearson Correlation	.706**	.798**	.761*	.666**	1
Performa	Sig. (2-tailed)	.000	.000	.002	.000	
n	N	90	90	90	90	90

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

Table 11 shows that all indicators of the Pearson Correlation value have a correlation value above the R Table. Where the R table in this study is 0.2072, and all indicators have a Sig value <0.05. So it can be concluded that all indicators on the Company Performance variable are valid and can be used in further tests.

## 2. Reliability Test

Reliability testing in this study uses the Cronbach's Alpha method, where a variable can be said to be reliable if it has a Cronbach's Alpha value > 0.60.

Table 12. Reliability Test

Variabel	Cronbach's Alpha	Keterangan
Democratic Leadership Style (H1)	0.787	Reliable
Organizational Communication (H2)	0.800	Reliable
Organization Gap (H3)	0.811	Reliable
Company Performance (H4)	0.791	Reliable

Based on the results of reliability testing with the Cronbach's Alpha method, it shows that all variables have a value greater than 0.6 (Table 12). So it can be said that all variables in this study are declared reliable.

## Classical Assumption Test

### 1. Normality Test

The normality test in this study is using the Normal Probability Plot method (Figure 2). If the distribution image spreads around the diagonal line and the spread of data points follows the diagonal line,

then the variable can be stated to meet the normality assumption, or the residuals from the model can be considered normally distributed. Following are the results of the normality test in the Normal Probability Plot image:

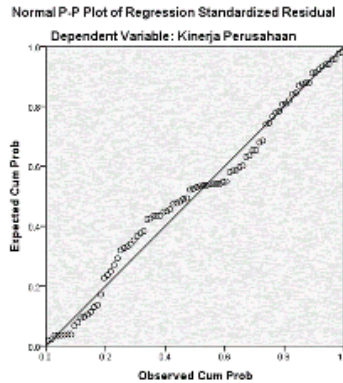


Figure 2 Normal Probability Plot

### 2. Heteroscedasticity Test

The results of the heteroscedasticity test in this study can be seen in the Scatterplot graph (Figure 3). Good data is data that does not detect heteroscedasticity, or can be called homoscedasticity. To detect whether there is heteroscedasticity, it can be seen from the following Scatterplot graph:

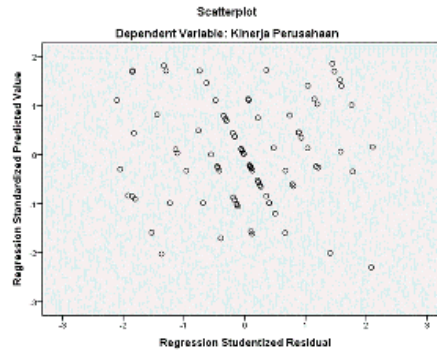


Figure 3 Scatterplot Graphic

From the Scatterplot graph above it can be seen that the pattern of the dots spreads irregularly, it can be stated that there is no detectable heteroscedasticity.

### 3. Multicollinearity Test

To detect the presence or absence of multicollinearity in the regression model in this study, it can be seen from the Variance Inflation Factor (VIF) which must be  $< 10$  and the Tolerance (TOL) which must be  $> 0.1$ . The results of multicollinearity testing in this study can be seen in the following table:

Table 13. Multicollinearity Test

Model	Unstandadized Coefficient		Standardized Coefficient		
	B	Std. Error	Beta	t	Sig
1 (Constant)	10.846	1.820		5.970	.000
Leadership Style	.262	.067	.388	3.893	.000
Organizational Communication	.005	.065	.010		.940
Gap Generation	-.007	.038	-.026	-.194	.847

### Multiple Regression Analysis

To determine the effect of the variables Democratic Leadership Style (H1), Organizational Communication (H2), Gap Generation (H3) on Company Performance (H4), multiple regression analysis is

needed. The following is a summary of the results of multiple regression analysis between independent variables:

Table 14. Multiple Regression Analysis

Variable Independen	Constant	Coefficient Regression	T Count	Correlation R	Determination R <sup>2</sup>	Sig
H2	10.864	0.388	3.893			
H3		0.010	0.076	0.387	0.150	0.003
		0.026	0.194			
			R	= 0.387	Ttable	=1.98761
			Adj R <sup>2</sup>	=0.150	Ftable	=3.95
Simple Regression Analysis			Fcount	= 5.051	Sig	=0.003

## Hypothesis Testing

### 1. T-test

The results of the T test or testing the influence between the variables Democratic Leadership Style, Organizational Communication, and Gap Generation on Company Performance partially can be seen in the following table:

Table 15. t-test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10.846	1.820		5.970	.000
Leadership Style	.262	.067	.388	3.893	.000
Organizational Communication	.005	.065	.010		.940
Gap Generation	-.007	.038	-.026	-.194	.847

a. Dependent Variable: Company Performance

### 2. F-test

The F test was conducted to examine the influence of the variables Democratic Leadership Style, Organizational Communication, and Gap Generation on Company Performance simultaneously or simultaneously, the results can be seen in the following table:

Table 16. F-test

Model	Sum of Square	df	Mean Square	F	Sig
Leadership Style	53.024	3	17.675	5.051	.003b
Organizational Communication	300.931	86	3.449		
Gap Generation	353.956	89			

a. Dependent Variable: Company Performance

b. Predictors: (Constant), Gap Generation, Leadership Style, Organizational Communication

In the table above, the Sig F value is 0.003 < 0.05, so it can be concluded that the variables of democratic leadership style, organizational communication, and generation gap have a positive and significant influence on company performance simultaneously.

### 3. The coefficient of determination

The magnitude of the variable ability of Democratic Leadership Style, Organizational Communication, and Organizational Gaps in explaining Company Performance variables can be seen in the following coefficient of determination table:

Table 17. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.387 <sup>a</sup>	.150	.120	1.871

## Discussion

### The Effect of Democratic Leadership Style on Company Performance

Based on the results of this research survey, it shows that the democratic leadership style variable has a positive and significant influence on company performance variables. The results of this study are consistent with the results of previous studies put forward by previous researchers. Kurniawan (2018) states that a democratic leadership style influences company performance. The study also concluded that if a leader is able to apply a democratic leadership style, employee performance will also be affected. Oussible & Tinaztepe (2022) added that a democratic leadership style has a large and significant influence on company performance. The study also stated that a democratic leadership style not only increases employee motivation but also increases company productivity.

The better the democratic leadership style at Minarak Brantas Gas, Inc., the greater the impact on company performance. From the test data on the characteristics of the questionnaire variable for democratic leadership style, it can be seen that the range value minimum value (12-13) indicates that the democratic leadership style at Minarak Brantas Gas, Inc. is considered less positive (negative) by respondents and has a significant influence on company performance, with the most dominant indicator being indicator H1.4 with the statement "My supervisor is professional in the work of his employees." These results were reinforced by the results of interviews with informants 1 (CB) as technical manager, 2 (TB) as senior audit finance, and 3 (ER) as secretary staff. They feel that their superiors are as professional in their work as their subordinates (employees). This provides an opinion that is in line with the results of the questionnaire, which state that this democratic leadership style has been implemented in the company. This democratic leadership style is in line with the increase in gas production at Minarak Brantas Gas, Inc. after the change of the main director from 2017 to 2021, where the change brought down changes with a democratic leadership style.

### The Effect of Organizational Communication on Company Performance

The second independent variable, organizational communication, partially shows no significant effect on company performance variables. According to the results of testing the characteristics of the organizational communication variable questionnaire, the value range minimum value (14-16) indicates that the respondents consider the level of communication in Minarak Brantas Gas, Inc. to be negative or less positive. In addition, these variables also do not have a significant influence on company performance. The results of this study are consistent with the results of previous studies (Yates, 2005). Yates (2005) states that organizational communication does not have a significant influence on company performance. It can also be interpreted that organizational communication at Minarak Brantas Gas, Inc. is not very good, so it has not had a significant impact on company performance. This is also supported by the results of the interview statements submitted by each informant, with indicators that coordination and collaboration between fellow employees or colleagues are not easy and with indicators that there are still obstacles in obtaining information despite the differences in departments and positions at Minarak Brantas Gas, Inc.

### The Effect of Gap Generation on Company Performance

The results of this research survey indicate that the generation gap variable has a significant influence on company performance variables at a low level and can be said to have no effect. Several previous researchers have suggested a significant relationship between the generational gap and company performance (Adiawaty, 2019; Aswardi et al., 2019; Farina & Turkel, 2015). Farina & Turkel (2015) argued that each generation has different patterns of thinking, thereby influencing work patterns. Adiawaty (2019) added that differences in work and thinking patterns will affect productivity and commitment to companies that are indirectly related to company performance. Furthermore, Aswardi (2019) argues that the character, quality, and competence of each employee have an influence on company performance. The variables of character, quality, and competence were obtained from respondents who consisted of various generations. Of the three generations in this study, the most striking character difference is between Baby Boomers, Gen X, and Gen Y, commonly known as the "millennial generation."

If the generation gap at Minarak Brantas Gas, Inc. can be managed, it will have a significant influence on company performance. From the test data on the characteristics of the generation gap variable questionnaire, it can be seen that the range > minimum value (24 > 17) indicates that the generation gap at Minarak Brantas Gas, Inc. is considered positive by the respondents. However, the generation gap in the company has a low level of influence on company performance.

Based on employee data obtained from Human Capital Minarak Brantas Gas, Inc., there is a significant increase in gas production when the number of employees of the X and Y generations is greater

than that of the baby boomers (Figure 12). In 2019, there was an increase in the amount of gas production, accompanied by a reduction in the number of employees from the baby boomer generation. This is in line with the characteristics of generations X and Y, which have the ability to adapt more quickly than previous generations, especially in terms of technology (Dwyer & Azevedo, 2016). In addition, creative factors and efficiency at work, if they function properly, can add positive changes to the organization so that they can also have a positive impact on increasing gas production in the company.

### Simultaneous Influence on Company Performance

Based on the results of the survey analysis in this study, it shows that the variables of democratic leadership style, organizational communication, and generation gap have a positive and significant effect on company performance simultaneously. This result is indicated by a Sig F value of 0.0003 < 0.05. In addition, the analysis of the coefficient of determination produces an R<sup>2</sup> value of 0.150, which means that the company's performance is influenced by the independent variable by 15%. And the remaining 85% is influenced by other factors outside the research model.

Looking at the facts based on the results of interviews with three informants who gave responses regarding the policies of the company's leaders regarding gas production at Minarak Brantas Gas, Inc. The results of this study back up what has been found in other studies (Kurniawan, 2018; Oussible & Tinaztepe, 2022; Adiawaty, 2019; Aswardi et al., 2019; Farina & Turkel, 2015; Siswanto & Hamid, 2017; Yates, 2005) about what factors affect how well a company does.

## 5. CONCLUSION

The results of the first hypothesis test (H1) show that there is a positive and significant influence between the democratic leadership style variables and company performance variables. with the most dominant indicator, namely, the professional attitude of the direct supervisor towards the results of the work of his employees. The results of the second hypothesis test show that there is no significant influence between organizational communication variables and company performance variables. Based on the responses given by the respondents, they stated that the communication in the organization was still not good. The results of the third hypothesis test show that the generation gap at Minarak Brantas Gas, Inc. is considered positive by the respondents, as expressed by the characteristics of each generation. However, the generation gap that exists at Minarak Brantas Gas, Inc. has a low level of influence on company performance. The results of the fourth hypothesis test show that there is a positive and significant influence between the variables of democratic leadership style, organizational communication, and generational gaps on the dependent variable of company performance simultaneously by 15%, while the remaining 85% is influenced by other variables outside the research.

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