



Leadership effectiveness in improving employee performance

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ABSTRACT

Effective management, thinking about the importance of human resources. Employee performance is an important factor influencing success. In an organization, this is one of the most important functions of a company. This study aims to determine the variables that affect employee job satisfaction and develop a theoretical basis and research model. This study used an associative descriptive quantitative method with a population of 35 respondents drawn into a sample using non-probability sampling, using saturated sampling / total sampling method. Data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis states that employee performance is influenced by leadership style; the more effective the leader makes decisions, the more employee performance increases. The second hypothesis states that communication shows no significant effect on employee performance. The third hypothesis is that employee performance is influenced by employee leadership and communication styles that can simultaneously improve employee performance. This research is expected to provide theoretical contributions to the literature in this context, certainly in the context of human resource management.

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1. INTRODUCTION

Entering the global market, we cannot deny that there will also be more and more social and formal organizations in Indonesia. Maintaining the survival of an organization is not an easy thing. Having quality Human Resources is one way for organizations to maintain the survival of their organization because it will make it easier for an organization to achieve the desired goals. In addition to quality Human Resources, leadership and communication in an organization are the main things that are no less important in achieving organizational goals. Good communication relationships between superiors and subordinates, subordinates with superiors, and betwedimates and subordinates in an organization are very influential in bridging the creation of increased employee work productivity (Karsikah et al., 2023). Human resources is the design of various systems in an organization to ensure the effectiveness of human expertise to achieve organizational goals per the intended determination. Humans are employed in an organization to become activists, theorists, and planners to achieve the organization's goals. Quality human resources will be produced if human resource management is done well and can shape employee performance better, so that it can have a positive impact on the effectiveness of performance within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be

interpreted as science applied in the management of Human Resources and is one of the main elements of the organization in achieving the goals that have been set. The success or failure of an organization in realizing its goals depends largely on the human resources owned by the company (Gunawan et al., 2022; Haryadi. D, 2022; Haryadi. D et al., 2021). Human resources have a very important role in organizations to achieve competitive advantage. The development of technology and environmental changes make human resources an important factor in determining the ability of organizations or companies in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023).

Employee performance is influenced by leadership style. Leadership style in an organization is an important aspect of improving job satisfaction. This is because employees will certainly like a wise and professional leader at work. Thus, employees will feel valued by their leaders (Rahmatullah et al., 2022; Setiadi et al., 2023). The process of activity of an organization or an enterprise will inevitably experience obstacles in achieving its goals. One is increasing human resources in companies or organizations (Tania et al., 2021). Leadership style is the norm of behavior used by a person when that person tries to influence the behavior of others as desired. In organizations, the right leadership style is needed to develop a conducive work environment and improve performance; it is expected to achieve high productivity. (Rosalina & Wati, 2020). Leadership style is a way or technique of a person in carrying out leadership as a behavioral norm that a person uses when the person tries to influence the behavior of others (Mukhlisin et al., 2023; Salahudin et al., 2023; Sukmawati et al., 2020). Leadership is an activity to influence the behavior of others or the art of influence influencing the behavior of other individuals and groups. (Depitra & Soegoto, 2018). Leadership style is needed in a company and is used by leaders to innovate and design all company functions properly and correctly. Therefore, it is expected that a leader (manager) can create high integration and encourage the employees' passion. An effective leader can build lasting relationships with stakeholders (Mardiani & Sepdiana, 2021).

In addition to leadership, communication is also important to pay attention to. Communication is a basic human activity. By communicating, humans can relate to each other in their daily lives in the household, at work, in the market, in society, or wherever humans are (Jana & Kumar, 2023; Lockhart et al., 2023). There is no human being who would not engage in communication. Communication is very important for human life. The development of human knowledge from day to day due to communication. Communication also forms a social system that needs each other. Therefore, communication and society cannot be separated (Hagemann et al., 2023; Liu et al., 2023). Communication is information conveyed from one place to another by transferring information, ideas, emotions, skills, and others by using symbols such as words, figures, and graphics, as well as giving convincing speech and writing (Eman et al., 2023; Zhong et al., 2023). Communication is "the process or act of conveying a message from the sender to the receiver, through a medium usually experiencing interference. In this definition, communication must be intentional and bring change. Communication is a systematic effort to formulate firm principles of information delivery and forming opinions and attitudes. The similarity of the language used in the conversation does not necessarily lead to the similarity of meaning (Li et al., 2023; Zhang et al., 2023). In other words, just understanding the language does not necessarily mean understanding the meaning it brings. Obviously, the conversation between the two people just now can be said to be communicative. Communication is the process of conveying ideas, hopes, and messages conveyed through certain symbols, containing meaning, carried out by the messenger addressed to the message's recipient. The purpose of the message here is to convey it through direct communication or face-to-face with the recipient of the message (Tong et al., 2023).

Performance is defined as what employees do or don't do. Employee performance influences how they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al., 2023). Performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve organizational goals legally, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Princess et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023;

Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and interests. How organizations value and treat their human resources will affect their attitudes and behaviors in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023)

PT Astra Honda Motor (AHM) is a pioneer of the motorcycle industry. It was established on June 11, 1971, with the initial name PT Federal Motor. At that time, PT Federal Motor only assembled, while the components were imported from Japan as CKD (completely knocked down). The first type of motorcycle produced by Honda was the business type, the S 90 Z 4-stroke engine with a capacity of 90cc. The production in the first year for one year was only 1500 units, but it jumped to about 30 thousand and continues to grow. Motorcycles continue to grow and become one of the mainstay modes of transportation in Indonesia. This research was conducted at PT Astra Honda Serang Branch.

This study aims to develop a model examining the three variables the author has analyzed to find out the factors that can improve employee performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

2. RESEARCH METHOD

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal approach research type process is an analysis that will look for an overview of the relationship, influence, impact, and causal effect of various concepts or factors that, in some ways, are designed in management science (Ferdinand, 2014). The population in this study was employees of PT Astra Honda Serang Branch, which amounted to 35 respondents. This study's sample consisted of PT Astra Honda Serang Branch employees, totaling 35 respondents. The sampling technique was saturated/total sampling, meaning that the entire population was drawn into the sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the Likert scale method, namely strongly disagree, disagree, hesitate, agree, and strongly agree. Based on the research sample, 35 questionnaires were obtained from respondents using Google Forms when the author distributed them from November 9, 2023, to December 9, 2023. The data analysis technique in this study is descriptive analysis using IBM SPSS version 26 computer assistance program, then to determine the influence between variables using inferential analysis with SPSS version 26 assistance program through multiple linear regression analysis with validity tests, reliability calculations, then classical assumption tests which include normality and multicollinearity of data. The t-test and f-test are used to determine the effect of variables by looking at t-statistical values and significance. In this study, the author formulated research hypotheses, including:

H1: Leadership style has a significant influence on employee performance.

H2: Communication has a significant influence on employee performance.

H3: Leadership style and communication simultaneously significantly influence employee performance.

3. RESULTS AND DISCUSSIONS

Before a hypothesis test can be performed, a validity test must be performed to show the extent to which the instrument method or measurement method of something is positively designed. Employee performance was measured using five statements, leadership style was measured using five statements, and communication was measured using five collected survey statements. This study seeks to validate the validity of the corrected item-total correlation value by looking at its value in the comparison of r-count with r-table with the validity number Sakikh has obtained. In addition, the value of Cronbach's alpha also obtained the value of reliability calculations that are very reliable, and the results of validity tests and reliability calculations for each variable with indicators can be seen in the table below.

Table 1. Validity and Reliability Test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Employee Performance				
EP_1	0.825	0,334	Valid	0.897
EP_2	0.785	0,334	Valid	
EP_3	0.743	0,334	Valid	
EP_4	0.675	0,334	Valid	
EP_5	0.708	0,334	Valid	
Leadership Style				
LS_1	0.937	0,334	Valid	0.942
LS_2	0.871	0,334	Valid	
LS_3	0.852	0,334	Valid	
LS_4	0.797	0,334	Valid	
LS_5	0.763	0,334	Valid	
Communications				
C_1	0.617	0,334	Valid	0.915
C_2	0.811	0,334	Valid	
C_3	0.871	0,334	Valid	
C_4	0.829	0,334	Valid	
C_5	0.815	0,334	Valid	

Table 1. Indicates that all statement indicator variables for each variable on each indicator have an r-count value of > 0.334, which automatically meets the data validity standard. An indicator is considered accurate if each r-calculate point of validity value r is > 0.334. Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

Table 2. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.80145534
Most Extreme Differences	Absolute	.122
	Positive	.065
	Negative	-.122
Test Statistic		.122
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Table 2 shows the magnitude of Kolmogorov-Smirnov normality; the 2-tale significance normality test is Unstandardized Residual 0.200), which is residual data having a significance value greater than 0.05. It can be concluded that the data is normally distributed. The following multicollinearity test results can be seen in Table 3 below.

Table 3. Multiklonieritas Test

		Tableicients ^a	
Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership Style	.246	4.068
	Communications	.246	4.068

a. Dependent Variable: Employee Performance

The multicollinearity test obtained a Variance Inflation Factor (VIF) value of 4.068 and a Tolerance value of 0.246. The result of the decision for the multicollinearity test is that if the tolerance value ($0.246 > 0.10$) and VIF ($4.068 < 10$), it can be interpreted that there are no

symptoms of multicollinearity, so it can be concluded that the model used does not contain symptoms of multicollinearity. The results of linear regression recession analysis can be seen in Table 4 below.

Table 4. Regression linear Test

Model	Coefficients a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	3.502	1.247		2.809	.008
1 Leadership Style	.732	.133	.893	5.515	.000
Communications	-.003	.159	-.003	-.016	.987

a. Dependent Variable: Employee Performance

A positive constant of 3.502 means that if the value of the leadership and communication style variable equals to zero, then the level or magnitude of employee performance is still 3.502. The regression coefficient of the leadership style variable has a positive value of 0.732, which means that if the value of the leadership style variable increases one hundred percent, employee performance increases 0.732 times. The value of the regression coefficient of the communication variable is negative -0.003. This explains that if the value of the communication variable decreases one hundred percent, then the employee performance variable decreases -0.003 times. The following analysis results in hypothesis testing are presented in Table 5 below.

Table 5. Hypothesis Test

Variable	T-value	P-values	Result
LS → EP	5.515	0.000	Accepted
C → EP	-.016	0.987	Rejected
LS & C → EP	61.534	0.000	Accepted

Source: Results of research data processing 2024

Table 5. The first hypothesis shows that the leadership style variable statistically exerts a significant positive influence on employee performance. This follows the hypothesis the author has proposed that the first hypothesis is accepted. Leadership style in an organization is an important aspect of improving job satisfaction. This is because employees will certainly like a wise and professional leader at work. Thus, employees will feel valued by their leaders (Rahmatullah et al., 2022; Setiadi et al., 2023). The process of activity of an organization or an enterprise will inevitably experience obstacles in achieving its goals. One is increasing human resources in companies or organizations (Tania et al., 2021). Leadership style is the norm of behavior used by a person when that person tries to influence the behavior of others as desired. In organizations, the right leadership style is needed to develop a conducive work environment and improve employee performance so that it is expected to produce high productivity. (Rosalina & Wati, 2020).

The second finding shows statistically that communication variables do not significantly influence employee performance. This does not follow the hypothesis that the author has proposed that the hypothesis is rejected. This communication of employees in the agency has been following what employees expect. Communication is a basic human activity. By communicating, humans can relate to each other in their daily lives in the household, at work, in the market, in society, or wherever humans are (Jana & Kumar, 2023; Lockhart et al., 2023). There is no human being who would not engage in communication. Communication is very important for human life. The development of human knowledge from day to day due to communication. Communication also forms a social system that needs each other. Therefore, communication and society cannot be separated (Hagemann et al., 2023; Liu et al., 2023). Communication is information conveyed from one place to another by transferring information, ideas, emotions, skills, and others by using symbols such as words, figures, and graphics, as well as giving convincing speech and writing (Eman et al., 2023; Zhong et al., 2023).

The third finding in this study statistically shows that leadership style and communication variables significantly influence employee performance simultaneously. This follows the hypothesis that the author believes is accepted. Leadership style is a way or technique of a person in carrying

out leadership and can also be interpreted as a behavioral norm that a person uses when the person tries to influence the behavior of others (Mukhlisin et al., 2023; Salahudin et al., 2023; Sukmawati et al., 2020). Leadership is an activity to influence the behavior of others or the art of influencing human behavior, both individuals and groups. (Depitra & Soegoto, 2018). Leadership style is needed in a company and is used by leaders to innovate and coordinate company functions properly and correctly. Therefore, it is expected that a leader (manager) can create high integration and encourage the employees' passion. An effective leader can build lasting relationships with stakeholders. (Mardiani & Sepdiana, 2021).

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4. CONCLUSION

Based on the data analysis and discussion above, it can be concluded that the first hypothesis of leadership style has a significant positive effect on partial performance. The second hypothesis is that communication does not have a significant positive effect on employee performance. The third hypothesis is that leadership and communication styles exert a simultaneous dominant influence on employee performance. Nevertheless, the study still has some limitations. First, the study used a relatively small sample size, so the information from the results of this study cannot be generalized to the wider population. The next researcher should take another object and increase the number of samples. It is expected that researchers will further add other variables, such as employee motivation, employee commitment, and job satisfaction, to provide information related to factors that can accelerate employee performance improvement. From the conclusion, the author poured research suggestions, namely, good leadership and communication between employees and leaders as much as possible to be improved to establish good relationships and improve performance. A leadership role is needed to improve employee performance and provide good leadership to subordinates or employees by providing inspiration, enthusiasm, encouragement, praise, appreciation, and supervision to work well. We recommend that in leading subordinates, also pay attention to the needs and desires of subordinates such as salary; the effort that can be made is to pay attention both directly and indirectly to the achievements of their subordinates. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

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