



## Enhancing Employee Performance : The Role of Leadership Style and Communication

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**Abstract:** This research examines the impact of leadership style and communication on staff performance within an energy sector organization in Madura. The primary problem addressed is the need to understand how different leadership attributes and communication effectiveness impact employee productivity and satisfaction. In today's competitive business environment, effective leadership and communication are essential for achieving organizational goals and fostering a motivated workforce. The objective of the study is to identify key indicators of leadership and communication that contribute to enhanced employee performance, thereby providing actionable insights for organizational improvement. A quantitative survey method was employed, utilizing a structured questionnaire with Likert scale items to gather data from 50 employees. This approach allowed for the collection of measurable data regarding employee perceptions of their leaders' styles and communication effectiveness. The analysis revealed that communication skills and the ability to control subordinates were rated highest by respondents, indicating satisfaction in these areas. However, lower ratings for motivational ability and emotional control suggest areas for improvement, highlighting the need for leaders to develop these critical skills further. The findings support the hypothesis that effective leadership and communication are critical for fostering a productive work environment, with significant implications for organizational success. The study concludes that organizations should prioritize leadership development and communication training to enhance employee engagement and performance. Limitations include the focus on a single industry, suggesting the need for further research across diverse sectors to validate these findings and explore their long-term impact on organizational outcomes. Future studies could also investigate the interplay between leadership styles and employee performance over time, providing deeper insights into effective management practices.

**Keywords:** Communication; Employee Performance; Leadership Style; Organizational Success; Quantitative Research.

Received: April 14, 2025

Revised: April 28, 2025

Accepted: May 13, 2025

Published: May 15, 2025

Curr. Ver.: May 15, 2025



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### 1. Introduction

In the era of globalization and rapid technological development, the business world faces increasingly complex challenges. Rapid changes in the business environment, such as advances in information and communication technology, have changed the how businesses run and engage with clients. Intense rivalry in the international marketplace forces organizations to adapt and innovate continuously. In this context, companies are not only required to offer quality products and services, as well as to generate additional value through efficient human resource management. Human resources, as the most important asset, play a pivotal part in ascertaining the success of a business.

Employee performance is a primary measure of an organization's success. High-performing employees not only contribute to the achievement of the company's goals, but also create a positive and productive work environment. Therefore, it is important to understand the factors that affect employee performance. Various studies show that the leadership style implemented by managers can affect employee motivation, job satisfaction, and commitment. Leaders who are able to create a supportive work environment and provide clear direction are more likely to result in more productive and innovative teams.

In addition to leadership style, communication in an organization is also an important factor that affects employee performance. Effective communication allows for a smooth exchange of information, strengthens relationships between team members, and creates mutual trust. Ambiguity in communication can lead to misunderstandings, conflicts, and decreased performance. Therefore, leaders need to develop good communication skills to ensure that the message conveyed can be clearly understood by all team members. By understanding the interplay between employee leadership styles, communication, and performance, organizations can formulate more effective strategies to increase productivity and achieve long-term goals.

Leadership style reflects the manner in which a leader influences and directs his subordinates. Numerous studies indicate that an effective leadership style can enhance staff motivation, job satisfaction, and performance. Leaders who cultivate a good and supportive work atmosphere while offering clear guidance typically yield more productive teams. Conversely, an authoritarian or unresponsive leadership style can lower employee morale and performance [1].

On the other hand, effective communication is also an important element in an organization. Good communication allows for a smooth exchange of information, strengthens relationships between team members, and creates mutual trust. Ambiguity in communication can lead to misunderstandings, conflicts, and decreased performance. Therefore, leaders need to develop good communication skills to ensure that the message conveyed can be clearly understood by all team members [2].

In this context, this study seeks to examine the impact of leadership and communication styles on employee performance. By understanding the relationship between these three variables, organizations can formulate more effective strategies to improve employee performance. This research aims to enhance leadership and communication theory while offering practical ideas for managers and leaders in team management.

Through quantitative and qualitative approaches, this research will collect data from various organizations to analyze how leadership and communication styles interact and affect employee performance. Thus, the results of this study are expected to provide a deeper insight into the importance of these two factors in creating a productive and harmonious work environment [3], [4].

Against this background, this research is expected to answer important questions about how leadership and communication styles can be optimized to improve employee performance, as well as contribute to the development of better managerial practices in the future [5].

## **2. Literature Review**

### **2.1. Leadership Style**

The leadership style significantly influences employee performance and motivation inside a business. Numerous studies indicate that an effective leadership style enhances employee job satisfaction and commitment, hence facilitating the attainment of organizational objectives. According to Bass and Riggio, transformational leadership styles, which involve leaders inspiring and motivating their subordinates, have been shown to significantly improve team performance [6].

Research by Wang et al. shows that leaders who adopt a participatory leadership style can create a more collaborative work environment, where employees feel valued and involved in decision-making [7]. This contributes to increased employee motivation and productivity. In addition, authoritarian leadership styles, which tend to control and limit employee participation, can result in decreased job satisfaction and performance [8].

A study by Zhang and Zheng found that an adaptive leadership style, which is able to tailor a leadership approach according to the situation and needs of the team, can increase the effectiveness of leaders in achieving organizational goals [9]. This research emphasizes the importance of flexibility in leadership styles to deal with dynamic challenges in the work environment.

Research by Alsharif shows that effective communication is a key element in supporting a good leadership style. Leaders who are able to communicate clearly and openly can build trust and strong relationships with team members, which contributes to improved performance [10]. Thus, the development of communication skills is an important aspect of leadership training.

Research by Harahap emphasizes that a positive organizational culture can strengthen an effective leadership style. Organizations that support innovation and collaboration tend to have leaders who are more successful in motivating employees and achieving shared goals [11]. Consequently, it is essential for firms to cultivate a culture that fosters effective leadership practices.

## 2.2. Communication

Effective communication is an essential element in an organization. Good communication allows for a smooth exchange of information, strengthens relationships between team members, and creates mutual trust. Ambiguity in communication can lead to misunderstandings, conflicts, and decreased performance. Research by Wibowo shows that ineffective communication can result in decreased productivity and job satisfaction among employees, which ultimately negatively impacts the overall performance of the organization [12]. Therefore, leaders need to develop good communication skills to ensure that the message conveyed can be clearly understood by all team members [13].

Clear and clear communication is vital for fostering a healthy workplace atmosphere. Research by Alsharif emphasizes that open communication not only improves employee performance but also creates mutual trust and collaboration among team members [14]. Employees who feel heard and valued in the communication process tend to be more engaged and committed to the organization's goals. As such, leaders who are able to create effective communication channels will be more successful in motivating their teams and driving better collaboration.

In addition, the use of modern communication technology can also increase the effectiveness of communication in organizations. Research by Nugroho and Putra shows that the use of digital communication tools, such as collaboration applications and project management platforms, can accelerate the flow of information and facilitate more efficient teamwork [15]. By leveraging this technology, organizations can reduce communication barriers and ensure that all team members have equal access to relevant information.

Communication training for leaders and employees can also contribute to improved communication within organizations. Training programs that focus on communication skills, such as active listening and providing constructive feedback, can help create a better communication culture. Research by Harahap shows that organizations that invest in communication training tend to have more productive and satisfied employees, which in turn improves the overall performance of the organization [16]. By comprehending and executing efficient communication tactics, firms may cultivate a more peaceful and productive workplace.

## 2.3. Employee Performance

Employee performance is one of the major measures of an organization's success. High-performing personnel not only contribute to the attainment of the company's goals, but also generate a good and productive work atmosphere. In this setting, it is crucial to comprehend the determinants that influence employee performance. Studies indicate that an effective leadership style coupled with proficient communication enhances overall staff performance [17]. Research conducted by Alshammari demonstrated that leaders employing a transformational leadership style can enhance staff engagement and commitment, resulting in a notable enhancement in team performance [18].

Employees who feel that they have an open communication channel with their boss tend to be more engaged and motivated to achieve organizational goals. Research by Alsharif emphasizes that clear and transparent communication can reduce uncertainty in the workplace, thereby improving employee satisfaction and performance [19]. In this case, leaders who are able to create a good communication environment will be more successful in motivating their teams and encouraging better collaboration among team members.

Another factor that affects employee performance is recognition and appreciation for their achievements. Employees who feel valued and recognized for their contributions tend to have higher levels of job satisfaction, which leads to improved performance. Research by Wibowo shows that a fair and transparent reward system can increase employee motivation and encourage them to work harder in achieving organizational goals [20]. Therefore, it is important for managers to implement effective recognition practices within their teams, so that employees feel valued and motivated to give their best.

External factors, such as organizational culture and market conditions, can also affect employee performance. Organizations that have a culture that supports innovation and collaboration tend to have more productive and committed employees. Research by Harahap emphasizes that a positive organizational culture can create a supportive work environment, which in turn improves employee performance [21]. By understanding the interplay between leadership styles, communication, recognition, and organizational culture, companies can formulate more effective strategies to improve overall employee performance.

#### 2.4. The Relationship Among Leadership Style, Communication, and Employee Performance

By understanding the interplay between employee leadership styles, communication, and performance, organizations can formulate more effective strategies to increase productivity and achieve long-term goals. This study seeks to examine the impact of leadership and communication styles on employee performance. Through quantitative and qualitative approaches, this study will collect data from various organizations to analyze how leadership and communication styles interact and affect employee performance [22].

Hypothesis of this study:

H1 : There is a significant influence between leadership style on employee performance

H2 : There is a significant influence between communication on employee performance

### 3. Proposed Method

This research employs a quantitative methodology utilizing a survey approach to examine the impact of leadership and communication styles on employee performance. This method was chosen because it allows an objective and systematic measurement of the relationships and influence of variables statistically. The study population comprises all employees of an energy company situated in Madura, totaling 50 individuals. This study employed a census methodology, utilizing the entire population as research samples to ensure comprehensive data collection and reduce sample bias.

Data was gathered through a Likert scale questionnaire (1-5) to assess respondents' impressions of leadership, communication, and employee performance characteristics. This scale offers judgments from strongly disagree (1) to highly agree (5), enabling statistical analysis of numerical data [25]. Prior to conducting the primary analysis, validity and reliability assessments of the instruments are executed to guarantee the integrity and consistency of data quality. The validity test evaluates the correctness of the instrument in measuring the researched variables, whereas the reliability test assesses the consistency of the measurement results [26]. Instruments are deemed valid and reliable if they adhere to the established threshold values, in compliance with quantitative research criteria [27].

Upon data collection, analysis is conducted utilizing multiple linear regression techniques through SPSS software. This investigation assesses the impact of leadership and communication styles on employee performance. This study use various linear regression formulae to elucidate the interplay between the two elements and their influence on employee performance. The findings of this analysis are anticipated to aid firms in developing more effective methods to enhance productivity and attain long-term objectives.

Double liner regression equation:

$$y = a + b_1X1 + b_2X2 + e$$

#### 3.1. Pseudocode

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##### Algorithm 1. Pesudocode

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- 1: The first step is to collect data from the questionnaire for each employee, including scores for Leadership style and communication.
  - 2: The second step involves analyzing the data using a linear regression model to calculate employee performance based on leadership style and communication.
  - 3: The third step is to test the hypothesis to determine whether leadership style and communication have a significant effect on employee performance
  - 4: The fourth step is to execute the defined functions to collect data, analyze data, and test the hypothesis.
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#### 4. Results and Discussion

Leadership style refers to the manner in which a leader influences, leads, motivates, and manages subordinates to ensure the effective and efficient completion of duties. This study used numerous variables to assess leadership style, specifically: (1) decision-making capability, (2) motivational proficiency, (3) communication skills, (4) subordinate management ability, and (5) emotional regulation capacity [28].

The results of the analysis showed that the highest answers were found in item (3) communication skills and item (4) the ability to control subordinates, with an average answer of 3.88 each. This indicates that respondents feel quite satisfied with the leader's ability to communicate and control their subordinates. On the other hand, the item with the lowest average answer was item (2) motivational ability and item (5) emotional control ability, each of which had an average answer of 3.8. These findings suggest that while subordinates' communication and control skills are considered good, there is still room for improvement in the motivation and emotional control aspects of leaders, which can affect the overall performance of the team.

According to Mangkunegara, one of the most important management functions is communication. Communication encompasses not merely the transmission of information from one individual to another, but also a reciprocal flow of information and ideas aimed at achieving a shared objective. This study employs multiple measures to assess communication effectiveness: (1) comprehension, (2) enjoyment, (3) impact on attitudes, (4) enhanced relationships, and (5) behaviors [29]. These indicators are important for evaluating the extent to which communication within the organization can support the achievement of goals and improve team performance.

The results of the analysis showed that the highest answer was found in item (5) of action, which obtained an average answer of 3.92. This figure reflects respondents' positive views of the effectiveness of actions taken in the context of communication, indicating that they feel that they have been well implemented and have a significant impact on achieving common goals. In contrast, the item with the lowest average answer is item (2) pleasure, which only reaches 3.7. These findings indicate that even if actions are considered effective, respondents may feel less satisfied or less emotionally engaged in the ongoing communication process. This analysis suggests that there is a need to improve the element of fun in communication, which can include creating a more fun and interactive atmosphere. By paying attention to this aspect, organizations can increase respondent engagement and motivation, which in turn can contribute to overall communication effectiveness and better achievement of goals.

Employee performance is assessed based on the quality and amount of work produced by an individual in relation to their assigned responsibilities. Employee performance pertains to the outcomes produced by an individual in relation to their assigned activities and responsibilities [21]. According to Mangkunegara, there are several indicators that can be used to assess employee performance, namely: (1) work quality, (2) cooperation, (3) initiative, and (4) work quantity [21]. These indicators are important to provide a comprehensive picture of how well an employee performs their duties and contributes to the organization's goals.

The results of the analysis showed that the highest answer was found in item (1) work quality, which obtained an average answer of 4. This figure reflects that respondents highly value and feel satisfied with the quality of work produced, indicating that employees are able to meet the expected standards in carrying out their duties. In contrast, the item with the lowest average answer was item (3) initiative, which only reached 3.9. These findings indicate that although the quality of work is considered good, there are shortcomings in terms of initiatives taken by employees. This could mean that employees may be less proactive in finding solutions or innovating in their work. This analysis shows the need for more attention to the development of employee initiatives, which can be done through training, rewarding, or creating a work environment that supports creativity. By increasing initiatives, it is hoped that employees can not only maintain a high quality of work, but also contribute more actively in achieving organizational goals.

**Table 1.** Validity Test

Variable	Item	R count	Sig.	R table	Description
Leadership Style (X1)	X1-1	,735**	0,000	0,273	Valid
	X1-2	,763**	0,000	0,273	Valid
	X1-3	,749**	0,000	0,273	Valid
	X1-4	,773**	0,000	0,273	Valid
	X1-5	,727**	0,000	0,273	Valid
Communication (X2)	X2-1	,740**	0,000	0,273	Valid
	X2-2	,825**	0,000	0,273	Valid
	X2-3	,898**	0,000	0,273	Valid
	X2-4	,841**	0,000	0,273	Valid
	X2-5	,601**	0,000	0,273	Valid
Employee Performance (X3)	Y1	,754**	0,000	0,273	Valid
	Y2	,862**	0,000	0,273	Valid
	Y3	,847**	0,000	0,273	Valid
	Y4	,794**	0,000	0,273	Valid

The validity test results indicated that all questions included to assess the variables Leadership Style (X1), Communication (X2), and Employee Performance (X3) were valid. Regarding the Leadership Style variable, all items (X1-1 to X1-5) exhibited a computed R-value exceeding the tabulated R (0.273) with a significance value (Sig.) of 0.000, signifying that each item is dependable in assessing the relevant concept. Similarly for the Communication variable, all items (X2-1 to X2-5) also showed a significant calculated R-value, with the highest value on item X2-3 being 0.898, indicating that the item was very valid in measuring communication. Finally, for the Employee Performance variable, all items (Y1 to Y4) also showed high validity, with the calculated R-value ranging from 0.754 to 0.862, all of which were significant at the 0.000 level. Thus, it can be concluded that the measurement instruments used in this study have good validity, so that they can be used for further analysis of the influence of these variables on performance.

**Table 2.** Reliability Test

Variable	Cronbach alpha Value	Critical Values	Description
Leadership Style (X1)	0,804	0,6	Reliabel
Communication (X2)	0,846	0,6	Reliabel
Employee Performance (Y)	0,827	0,6	Reliabel

The results of the reliability test showed that all variables used in this study had a good level of consistency. For the Leadership Style variable (X1), the value of Cronbach's Alpha obtained was 0.804, which is well above the critical value of 0.6, indicating that this instrument is reliable. Similarly, the Communication variable (X2) shows a Cronbach's Alpha value of 0.846, which also indicates excellent reliability. Finally, the Employee Performance (Y) variable has a Cronbach's Alpha value of 0.827, which suggests that this measurement instrument is also reliable. Thus, all variables in this study can be considered reliable, so that the results obtained from the analysis can be trusted and used to draw valid conclusions about the influence of these variables.

**Table 3.** Regression Coefficients

Model	Coefficients <sup>a</sup>			
	Unstandardized Coefficients		Standardized Coefficients	t
	B	Std. Error	Beta	
1 (Constant)	5.050	1.520		3.323

.002

<b>Leadership Style</b>	<b>.310</b>	<b>.081</b>	<b>.441</b>	<b>3.820</b>	<b>.000</b>
<b>Communication</b>	<b>.254</b>	<b>.074</b>	<b>.397</b>	<b>3.438</b>	<b>.001</b>

Based on the multiple linear regression analysis carried out, the following results were obtained:

$$y = 5,050 + 0,310 X1 + 0,254 X2 + e$$

The results of the F test showed an F value of 25.602 with a significance (Sig.) of 0.000. This very low significance value indicates that the regression model is overall significant in explaining the variation in performance, which is predicted by communication and leadership variables. Thus, it can be concluded that there is a significant relationship between these independent variables and performance as dependent variables.

**Table 4.** Anova

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1 Regression	73.372	2	36.686	25.602	.000b
Residual	67.348	47	1.433		
Total	140.720	49			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Communication, Leadership Style

The Adjusted R Square value of 0.501 indicates that after considering the number of variables in the model, the proportion of explainable variation remains significant, which is 50.1%. This shows that the regression model built is quite good at explaining performance.

**Table 5.** Coefficient of Determination

Model Summary <sup>b</sup>					
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>Durbin-Watson</b>
1	.722a	.521	.501	1.197	1.695

a. Predictors: (Constant), Communication, Leadership Style

b. Dependent Variable: Employee Performance

These results confirm the importance of leadership and communication variables in explaining performance and show that to improve performance can be focused on developing communication and leadership aspects in the organization.

### Hypothesis testing

The t-test results displayed in Table 3 illustrate the impact of leadership and communication characteristics on performance-dependent variables. The unstandardized coefficient for the leadership variable was 0.310, with a t-value of 3.820 and a significance level of 0.000. The exceedingly low significance value demonstrates that leadership substantially affects performance, with each one-unit increase in leadership resulting in a 0.310 unit enhancement in performance. Consequently, hypothesis 1 indicates that the impact of leadership style on employee performance is large and is accepted.

The unstandardized coefficient for the communication variable was 0.254, with a t-value of 3.438 and a significance level of 0.001. The results indicate that communication significantly influences performance, with each unit increase in communication corresponding to a 0.254 unit increase in performance. Hypothesis 2 There is a significant influence between communication on employee performance is acceptable.

### **The influence of leadership style on Performance**

Leadership style can influence employees to achieve optimal performance. An effective leadership style, which includes the ability to make decisions, motivate, communicate, control subordinates, and manage emotions, can create a conducive work environment for employees. Indicators of subordinate communication and control ability receiving the highest ratings from respondents showed that respondents were satisfied with the way their leaders communicated and managed the team, which contributed to improved performance.

Employee performance, assessed by the quality and quantity of work production, demonstrates a significant correlation with leadership style. The analysis results indicated that the quality of work received the highest average ratings, reflecting respondents' satisfaction with the created outcomes. Employees feel able to meet the expected standards in carrying out their duties, which shows that good leadership can encourage employees to work better. However, there is a shortcoming in terms of initiative. These findings suggest that despite high quality of work, employees may be less proactive in finding solutions or innovating, which can hinder the achievement of organizational goals.

### **The Influence of Communication on Performance**

The analytical results indicate that communication significantly impacts performance. This means that every single unit improvement in communication will improve performance. These findings are in line with Mangkunegara's view that communication is one of the most important management functions. Communication is not just the delivery of information, but also a two-way process of exchanging information and ideas that aims to achieve a common goal. This study assessed communication efficacy using many factors, such as comprehension, enjoyment, impact on attitudes, enhanced relationships, and actions taken. The analysis results indicated that the actions received the highest ratings, demonstrating the respondents' favorable perceptions of the success of the measures implemented in the communication context.

The results of the questionnaire stated that pleasure in communication needs to be improved. This suggests that respondents may feel less satisfied or less emotionally engaged in the ongoing communication process. Emotional involvement in communication is essential, as it can affect employee motivation and participation in achieving organizational goals. By creating a more enjoyable and interactive communication atmosphere, organizations can increase employee engagement and motivation, which in turn can contribute to the overall effectiveness of communication. These findings suggest that despite high quality of work, employees may be less proactive in finding solutions or innovating.

## **5. Comparison**

In the realm of leadership and communication research, various studies have highlighted the critical role these factors play in enhancing employee performance. For instance, recent literature emphasizes that effective leadership styles, characterized by decision-making ability, motivational skills, and emotional intelligence, significantly influence team dynamics and productivity [28]. This study corroborates these findings, revealing that communication skills and the ability to control subordinates received the highest satisfaction ratings from respondents, with an average score of 3.88. This aligns with existing research that underscores the importance of clear communication and effective management in fostering a productive work environment [24].

Moreover, while the current study found that motivational ability and emotional control were rated lower (3.8), it reflects a common trend in organizational behavior research, which suggests that leaders often excel in technical and operational aspects but may struggle with emotional engagement and motivation [13]. This gap presents an opportunity for organizations to invest in leadership development programs that focus on enhancing these softer skills, thereby improving overall team performance. The findings also resonate with Mangkunegara's assertion that communication is a two-way process essential for achieving common goals, highlighting the need for organizations to foster an environment where feedback and emotional engagement are prioritized [26].

The analysis of employee performance indicators further supports the notion that leadership and communication are intertwined. The highest average score for work quality (4.0) indicates that employees feel confident in their ability to meet performance standards, which is consistent with previous studies that link effective leadership to improved work outcomes [27]. However, the lower score for initiative (3.9) suggests that while employees are



performing well, there is a need for greater encouragement of proactivity and innovation. This finding is particularly relevant in today's fast-paced work environments, where adaptability and initiative are crucial for organizational success. By addressing these areas, organizations can not only enhance employee satisfaction but also drive better performance outcomes.

## 6. Conclusions

This study investigated the influence of leadership style and communication on employee performance within an energy sector organization in Madura. The main findings revealed that leadership style, characterized by decision-making ability, motivational skills, communication proficiency, and emotional control, significantly impacts employee performance. Specifically, communication skills and the ability to control subordinates received the highest satisfaction ratings, indicating that respondents felt adequately supported in these areas. However, lower ratings for motivational ability and emotional control suggest opportunities for improvement.

The integration of findings reveals a distinct correlation between effective leadership and improved employee performance, consistent with the research aims. The findings corroborate the idea that leadership style and communication are essential elements in cultivating a productive work environment. By emphasizing these elements, organizations can improve overall performance and employee satisfaction, ultimately contributing to achieving organizational goals.

The implications of these findings are significant, as they highlight the necessity for organizations to invest in leadership development and communication training. Enhancing these skills can lead to better employee engagement, motivation, and performance outcomes. This study has limitations; it concentrated on a single industry and geographic area, perhaps impacting the generalizability of the findings. Subsequent study ought to investigate these dynamics across many industries and regions to yield a more thorough comprehension of the interplay between leadership, communication, and employee performance. Moreover, longitudinal studies may provide insights into the temporal evolution of these determinants and their enduring effects on organizational effectiveness.

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