

The Influence of Leadership Communication on Employee Performance of PT. Duta Karya Bersatu Surabaya

Refera Fi Sabillah¹, Ety Dwi Susanti²

¹⁻² UPN Veteran Jawa Timur, Indonesia

Address: Jl.Raya Rungkut Madya, Gunung Anyar, Surabaya

Correspondence : refera.fisabillah@gmail.com

Abstract Communication is needed in various areas of human life, including in the economic sector, namely business. Communication is important in an organizational group. Employee performance can also be interpreted as the results achieved by an employee in carrying out his duties and responsibilities in working in the company. This research is to find out how the influence of leadership communication on the performance of employees of PT. Duta Karya Bersatu. The type of research in this study is quantitative research. The scale used by the researcher is the Likert scale. The sample in this study is all employees of PT. Duta Karya Bersatu totaling 34 people. Simultaneous leadership communication has an influence of 13.6%, with a significance value ($0.032 < 0.05$) while 86.4% of employee performance is influenced by other variables that are not studied. It is important for companies to continue to develop strong communication to improve employee performance, in order to advance and strengthen the company's foundation.

Keywords: Communication, Employee, Leader

1. BACKGROUND

Communication is an important process in life, in communication there is a process of exchanging information which causes a common understanding between two parties or groups so that it allows for good cooperation in the work environment and the social environment of the community (Musacarlos & Hartanti, 2023). Communication is needed in various areas of human life, including in the economic sector, namely business. Communication is important in an organizational group (Kustiawan et al., 2022). The existence of communication allows each individual to convey what is on his or her mind, express himself, and share advice with each other. Knowledge of how to communicate well is needed by a person in living his daily life in order to make it easier to establish harmony in the community and in carrying out work in a work environment where each individual has a different division of duties and functions according to the roles needed by the field of work.

In a social group of society in general there is a leadership structure as well as in the work environment, there is a structural division such as leaders and employees, the leader of a work group has a role that is considered more important and structurally in a higher position than employees because of its authority to determine the direction of employee work and be responsible for the results of employee work in a company,

Therefore, leaders are certainly required to communicate well and effectively to their employees, in order to carry out the company's goals and get a smooth process. (Ashfahani, 2019). The company is part of the business, because the company is part of the tools in business, Communication in the business world is used to build partnerships, intellectual resources, to promote an idea, product, service, or an organization, with the goal of creating value for the business that is run (Zein Adin, 2023).

Business communication consists of two words, namely communication and business. In the scope of the communication business, it is the process of sending messages from communicators to communicators with the aim of achieving mutual understanding (Nadia Mangendre et al., 2022). Communication and business both start their activities by carrying out the production process (Rakhma, 2022). In communication, what is produced is information, while in business, what is produced is goods and services. Communication and business are inseparable from each other. Businesses that stand alone without communication, will eventually go out of business. This is because there are no promotional, marketing, and other activities in an effort to sell the product. With communication, the goods or services produced can be marketed, so that the business can continue to run.

Business leaders in the modern era are required to know, understand and be able to communicate with employees according to field conditions, in order to solve problems in the production process or service appropriately. Leadership types include the authority type (*autocrat*); the paternalistic type; the charismatic type; the democratic leadership type; and the militaristic type. Meanwhile, leadership styles include democratic leadership styles; delegative leadership style; bureaucratic leadership style; Laissez Faire's leadership style; authoritarian or authoritarian leadership style; charismatic leadership style; diplomatic leadership style; the style of moral leadership; administrative leadership style; analytical leadership style; entrepreneurial leadership style; visionary leadership style; situational leadership style; and militaristic leadership. This type and style of leadership is not necessarily as it is, but always develops from time to time (Mattayang, 2019).

Leadership is a person who has the ability, the power of art to influence, aspirate, and direct the behavior of a person or organization in his work by means of obedience, trust, honor, and enthusiastic cooperation in achieving common goals (Hayati et al., 2023) Leadership in the millennial era has a distinctive approach because digitalization that penetrates the world of work does not allow leaders to act conventionally. Leaders in the millennial era need to apply the ideal leadership character in the millennial generation,

namely leaders with reliable digital skills, builders of harmonious and ideal relationships, as well as leaders who always give challenges, as well as drivers of collaboration to increase motivation and satisfaction. Adjusting to the pattern and lifestyle of the millennial generation who like to be fast-paced and instant and adapt quickly, then the ideal leader in the millennial era is a leader who is agile and adaptable (Leuwol et al., 2023).

Employee performance is an inseparable part of the company's scope, all parties and various things involved in the company have an influence. Employee performance plays an important role as a reference in assessing employee quality to maintain the productivity of all employees working in the company. Employee performance is a measure of the extent to which an employee has managed to achieve the goals and standards that have been set by the company or where they work. Employee performance can also be interpreted as the results achieved by an employee in carrying out his duties and responsibilities in working in the company.

Leader's communication plays an important role in supporting work success. Proper leadership communication in the process of completing work is expected to be able to provide encouragement in the work process. One of the factors that is also important in work is how a leader's communication can provide support to his employees. If a leader's communication is carried out correctly, then work activities will run well. On the other hand, if the communication carried out by the leader is not appropriate, then it will hinder the process of completing the work. If the process of completing work is hampered, then it will affect employee performance. However, not all companies understand how important a leadership communication is to the ability to stand, survive and the results of a company, especially if the company is the first company to be founded. Not a few in a state of ignorance about the importance of the influence of leadership communication makes the owner or management ignore this aspect so that leadership communication is carried out carelessly or badly which makes the company unable to run well and unable to compete so that it goes bankrupt and closes. Based on various points of view both from the researcher and various sources of literature above, the researcher is interested in taking the title "The Influence of Leadership Communication on Employee Performance of PT. Duta Karya Bersatu".

2. RESEARCH METHODS

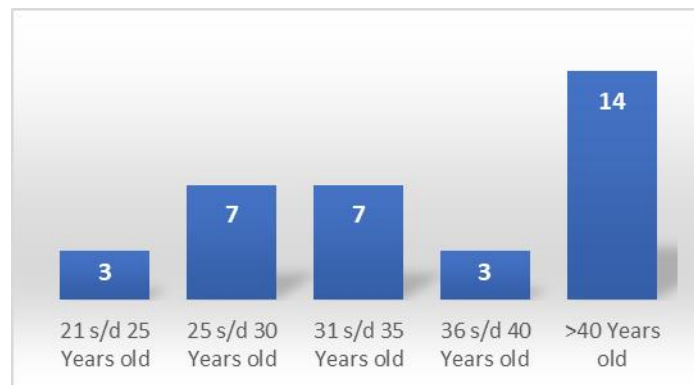
Jenis penelitian dalam penelitian ini adalah penelitian kuantitatif. In this study, there is one independent variable (X), namely: Leader Communication (X). As well as

one bound variable (Y), namely: employee performance (Y). The scale used by the researcher is the Likert scale. The subject of this study is all employees of PT. The United Karya Ambassador in the Surabaya area was 34 respondents. Data analysis is a stage in the research process with the aim of investigating, transforming, and uncovering the patterns of social phenomena being studied so that research reports can show information, conclusions and/or provide recommendations for policymakers. This study uses SPSS software

3. RESULTS AND DISCUSSION

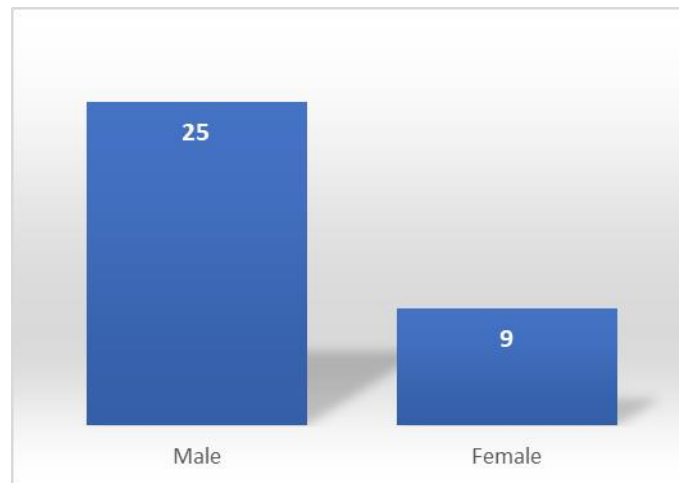
PT. Duta Karya Bersatu is a Cleaning Service Provider, Expert Personnel Provider (SKILL) and Security Personnel Provider. In order to realize a professional security unit in carrying out tasks in the work environment and the creation of a clean, healthy, safe and comfortable work environment. Thus, service users from Duta Karya Bersatu are expected to continue to concentrate the main focus of activities to improve and develop businesses so that the potential of human resources and work infrastructure can be maximized.

Graph 3.1 Respondents by Age



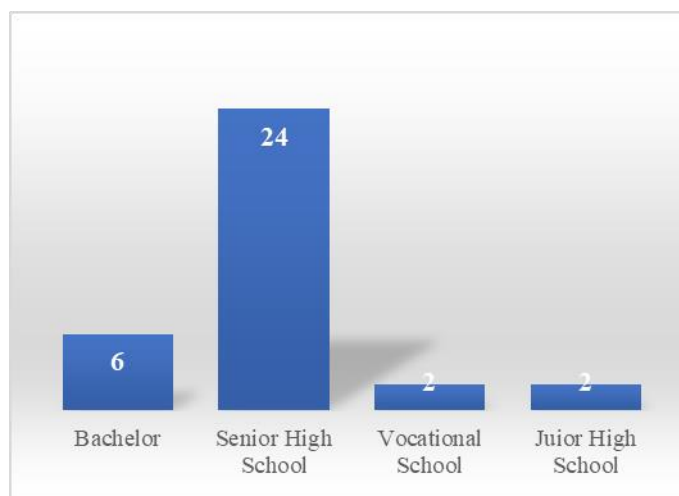
Based on the data in graph 1 above, out of the total number of employees, there are 14 employees aged 14, 3 employees aged 21 – 25 years, and 7 employees aged 25 – 30 years, 7 employees aged 31 – 35 and 3 employees aged 36 – 40 years. It can be concluded that the majority of employees from PT. Karya Bersatu Ambassador <40

Graph 3.2 Respondents by Gender



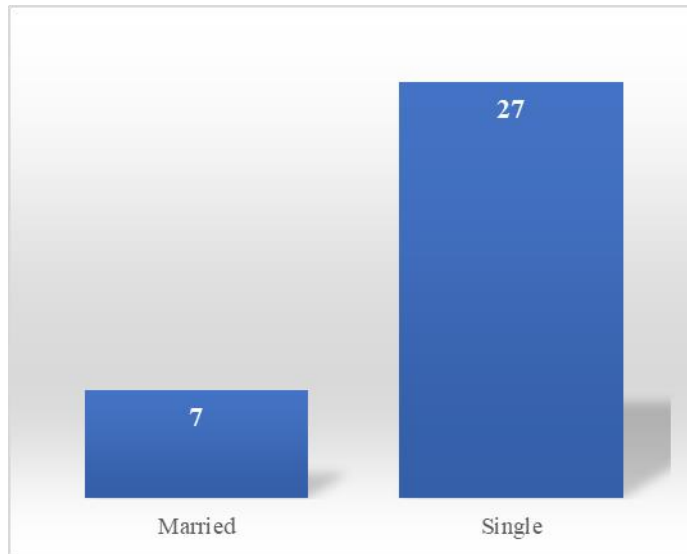
Based on the data in table 2 above, out of a total of 34 employees, there are 25 male employees and 9 female employees. It can be concluded that the majority of employees from PT. The Ambassador of Karya Bersatu is a man.

Graph 3.3 Respondents Based on Last Education



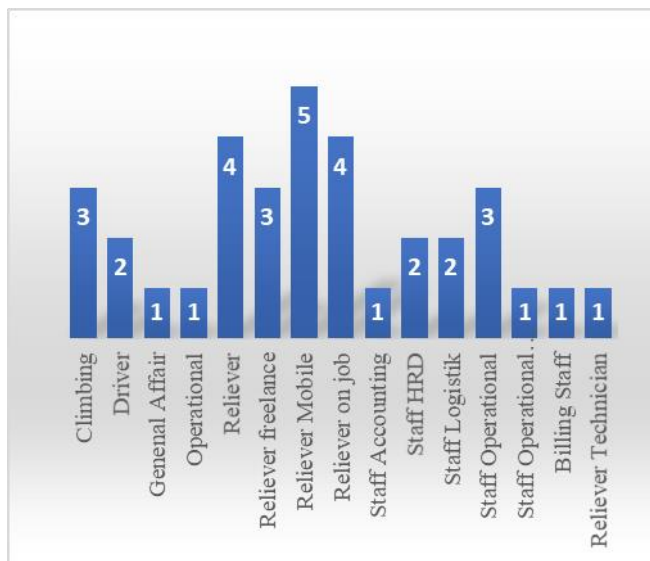
Based on the data in graph 3 above, out of a total of 34 employees, there are 6 employees with the last education of S1, 24 employees with the last education of high school, 2 employees with the last education of vocational school, and 2 employees with the last education of junior high school. It can be concluded that the majority of employees from PT. Duta Karya Bersatu was educated in high school.

Graph 3.4 Respondents Based on Marital Status



Based on the data in table 4. Above out of a total of 34 employees, there are 7 employees with unmarried status and 27 employees with married status, it can be concluded that the majority of employees from PT. Duta Karya Bersatu is married.

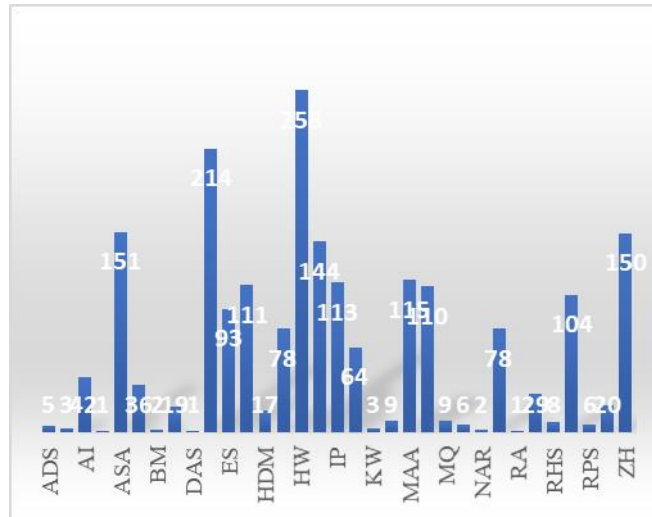
Graph 3.5 Respondents By Position



Based on the data in table 5 above from a total of 34 employees of PT. Duta Karya Bersatu has 1 employee with the position of reliable technician, 1 employee with the position of billing staff, 1 employee with the position of operational & HRD staff, 3 employees with the position of operational staff, 2 employees with the position of logistics staff, 2 employees with the position of HRD staff, 1 employee with the position of accounting staff, 4 employees with the position of reliever on job, 5 employees with the

position of mobile reliever, 3 employees with the position of freelance reliever, 4 employees with the position of reliever. 1 employee with an operational position, 1 employee with a general affairs position, 2 employees with a driver position, 3 employees with a climbing position.

Graph 3.6 Respondents Based on Length of Service (months)



Based on the data in table 6 above from a total of 34 employees of PT. Duta Karya Bersatu employees with the initials MAA have a working period of 115 months, employees with the initials ASA have a working period of 131 months, employees with the initials DSR have a working period of 214 months, employees with the initials HW have a working period of 258 months, employees with the initials IMD have a working period of 144 months, employees with the initials ES have a working period of 93 months, employees with the initials ESL have a working period of 111 months, employees with the initials MK have a working period of 110 months, employees with the initials RAK have a working period of 29 months, employees with the initials IP have a working period of 113 months, employees with the initials ASA have a working period of 20 months, employees with the initials DAA have a working period of 19 months, employees with the initials RHS have a working period of 8 months, employees with the initials MA have a working period of 9 months, employees with the initials MT have a working period of 6 months, employees with the initials HF have a working period of 78 months, employees with the initials NRS have a working period of 78 months, employees with the initials KN have a working period of 64 months, employees with the initials ZH have a working period of 150 months, employees with the initials AI have a working period of 42 months, employees with the initials ASP have a working period of 36 months, employees with the

initials WA have a working period of 20 months, employees with the initials HDM have a working period of 17 months, employees with the initials RPS have a working period of 6 months, employees with the initials BM have a working period of 2 months, employees with the initials RJ have a working period of 104 months, employees with the initials MQ have a working period of 9 months, employees with the initials NAR have a working period of 2 months, employees with the initials ADS have a working period of 5 months, employees with the initials AFR have a working period of 3 months, employees with the initials KW have a working period of 3 months, employees with the initials AN have a working period of 1 month, employees with the initials DAS have a working period of 1 month, employees with the initials RA have a working period of 1 month.

Table 3.1 Validity Test

Question	R Calculate	Information
P1	0,277015308	Valid
P2	0,521097995	Valid
P3	0,797370727	Valid
P4	0,683517765	Valid
P5	0,676713964	Valid
P6	0,429588638	Valid
P7	0,582797643	Valid
P8	0,478819771	Valid
P9	0,595962148	Valid
P10	0,508173964	Valid

In table 1 there are the results of the validity test of 10 questions that will be used as instruments, the data is declared valid when R Count is higher than R of the table, R table = 0.3291 out of 10 data that is tested all data is declared valid, valid questions are used as data collection instruments as needed.

Table 3.2 Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.724	10

Based on table 2, the results of the questions obtained an alpha Cronbach value of 0.724 and question items of 10. The value of the table at the significance level of 0.05 with a sample of N=34 and $df=34-2=32$ is 0.3388. Thus, the alpha value of Cronbach is $0.724 > 0.338$ which means that the question instrument is reliable. This question instrument is also reliable as shown by an alpha cronbach value of 0.60-0.80 which means

it has high category reliability. So the question instrument is reliable and can be used for further research.

Table 3.3 Classical Assumption Test

One-Sample Kolmogorov-Smirnov Test	
Asymp. Sig. (2-tailed)	.071 ^c

In table 3 is the results of the normality test for 34 data tested using *the Kolmogorov-Smirnov Test* and it was found that the sig value of 071 > 0.05 then the data is considered to have a normal distribution.

Table 3.4 Simple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.759	2.411		7.366	.000
	Komunikasi	.251	.112	.368	2.241	.032

a. Dependent Variable: Kinerja

a = constant number of Unstandardized Coefficients. In this case, the value is 17,759. This number is a constant number which means that if there is no communication from the leadership (X), the consistent value of employee performance (Y) is 17,759

b = regression coefficient number. The value is 0.251. This number means that for every 1% increase in leadership communication (X), the performance of employees (Y) will increase by 0.251

Because the value of the regression coefficient is positive. Thus, it can be said that leadership communication (x) has a positive effect on employee performance (y). so the regression equation is $Y = 17.759 + 0.251$

Table 3.5 Test F

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.763	1	16.763	5.024	.032 ^b
	Residual	106.766	32	3.336		
	Total	123.529	33			

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

Based on the output above, (Sig. < 0.05) 0.032 < 0.05). This means rejecting H₀. In other words, leadership communication simultaneously has a significant effect on Employee Performance.

Table 3.6 Coefficients of determination

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.759	2.411		7.366	.000
	Komunikasi	.251	.112	.368	2.241	.032

a. Dependent Variable: Kinerja

Based on the output above, it is known that the significance (Sig.) is $0.032 < 0.05$, so it can be concluded that H_0 is rejected and H_a is accepted, which means that "there is an influence of leadership communication (x) on employee performance (y)".

Table 3.7 Test T

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.759	2.411		7.366	.000
	Komunikasi	.251	.112	.368	2.241	.032

a. Dependent Variable: Performance

Based on the output above, it is known that the t-value is calculated as 2,241. Since the t calculation has been found, the next step is to find the t-value of the table.

$$\text{Value } \alpha/2 = 0.05 / 2 = 0.025$$

$$\text{Degree of freedom (df)} = n - 2 = 34 - 2 = 32$$

$$\text{Value } 0.025 ; 32 = 2.037$$

Because the t-value is calculated as $2,241 < 2,037$, it can be concluded that H_0 is rejected and H_a is accepted, in other words "there is an influence of leadership communication on employee performance.

Table 3.8 Effects of variable X on Y

Model Summary				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.368 ^a	.136	.109	1.827

a. Predictors: (Constant), Komunikasi

The output above is known to be R square of 0.136. This value means that the influence of leadership communication (X) is 13.6%, while 86.4% of employee performance is influenced by other variables that are not studied.

This study is a quantitative research with a simple linear regression approach. The purpose of this study is to find out whether there is a positive influence of leadership communication on employee performance PT. Duta Karya Bersatu. This study uses an instrument in the form of a questionnaire for data collection where the questionnaire instrument is adopted from previous research so that there is no need for instrument validation. The object of this research is employees PT. Duta Karya Bersatu which totaled 34 people with different backgrounds of age, gender, position, length of service and marital status. This research activity in the early stages is observation to find out the conditions in the PT. Duta Karya Bersatu, Based on the results of these observations, it is known that PT. Duta Karya Bersatu Having the ability to provide various cleaning services in collaboration with various schools, universities, property, public areas, retail, manufacturing, well-known hospitals which of course requires good resource management so that good employee performance is created, the researcher feels that in the scope of work that involves many people, good communication and leadership skills are needed.

In the validity test of the 15 data tested, there were 12 valid data, of the 12 valid data, 10 of them were selected and used for further reliability tests and obtained an alpha Cronbach value of 0.724 and 10 question items. The r-value of the table at the significance level of 0.05 with a sample of $N=34$ and $df=34-2=32$ is 0.3388. Thus, the alpha value of Cronbach is $0.724 > 0.338$ which means that the question instrument is reliable. This question instrument is also reliable as shown by an alpha cronbach value of 0.60-0.80 which means it has high category reliability. So the question instrument is reliable and can be used for research. In the normality test of 34 data, the *Kolmogorov-Smirnov Test* was used to find out whether the data was distributed normally or not, and it was found that the sig value of 0.71 > 0.05 then the data was considered to have a normal distribution. Furthermore, a simple linear regression analysis was carried out because the value of the regression coefficient was positive. Thus, it can be said that leadership communication (x) has a positive effect on employee performance (y). so the regression equation is $Y = 17.759 + 0.251$. Furthermore, a test was carried out on the hypothesis using the F test, a value of (Sig. < 0.05) $0.032 < 0.05$ was found). This means rejecting H_0 . In other words, leadership communication simultaneously has a significant effect on Employee Performance. The coefficient test of significant determination (Sig.) was $0.032 < 0.05$, so it can be concluded that H_0 was rejected and H_a was accepted, which means that "there is an influence of leadership communication (x) on employee performance (y)". A T test

was also carried out and it was known that the t-value was calculated at 2,241. Next, the t-value of the table is searched.

$$\text{Nilai } \alpha/2 = 0,05 / 2 = 0,025$$

$$\text{Derajat kebebasan (df)} = n - 2 = 34 - 2 = 32$$

$$\text{Nilai } 0,025 ; 32 = 2.037$$

Since the t-value is calculated as $2,241 < 2,037$, it can be concluded that H_0 is rejected and H_a is accepted, in other words "there is an influence of leadership communication on employee performance. The last step is to test the influence of variable X on the variable Y, which is known to have an R square of 0.136. This value means that the influence of leadership communication (X) is 13.6%, while 86.4% of employee performance is influenced by other variables that are not studied. So it was found that there was an influence of leadership communication of 13.6% on the performance of employees of PT. United Work Ambassadors. In addition, in other previous studies by Purnama Sari Harahap & Irwan Padli Nasution (2022) said that the influence of leadership communication on employee performance at the Central Statistics Agency of Labuhanbatu Regency. Where leadership communication greatly affects employee performance, affects the improvement of employee morale and provides thoughts to develop a better BPS agency. Of the 24 employees interviewed, the researcher said that leadership communication affects their morale with BPS leaders who have a caring nature for employees, reminding employees of the work given to employees. In the research Nuralim et al. (2021) said that the success of a leader in directing his subordinates to produce performance cannot be separated from the conditions of the organizational communication climate that encourages the achievement of this performance. Communication carried out by leaders to their employees will be a bridge for leaders to be able to improve the performance of the team they lead in the Maintenance Component sector in PT Bintang Indokarya Gemilang Brebes.

4. CONCLUSIONS AND SUGGESTIONS

Based on the results and discussion, the conclusion in this study is that leadership communication simultaneously has a significant effect on Employee Performance. The influence of leadership communication (x) was 13.6%, while 86.4% of employee performance was influenced by other variables that were not studied.

The advice from researchers to companies is the importance of understanding to keep developing strong communication, improving employee performance. By doing this action consistently, this will have a good impact on the company. In improving employee performance, which can be seen from the response of the respondent results with the statement that PT. Duta Karya Bersatu. This indicator has a relatively lower average value than other indicators. Therefore, in order to advance and strengthen the company's foundation, the company must pay attention to communication between leaders and employees. The results of this study are expected to be a reference and can provide benefits for future researchers, Especially in taking topics about leadership communication and employee performance. Moreover, if you want to conduct research on employee performance in the same place, you may be able to choose variables other than leadership communication in the hope of being able to find out the distribution of influences other than leadership communication that have a positive impact on employee performance at PT. Duta Karya Bersatu, so that future research can complement each other's limitations in this research.

5. ACKNOWLEDGMENTS

Thank you to UPN Veteran East Java for providing the opportunity and provision to carry out this research, as well as to PT. Duta Karya Bersatu who has given permission for researchers to access information and data that can then be used as research data, thank you to the publisher of this journal who has provided facilities for researchers to archive the results of their research so that it can become a digital footprint and a reference that can be accessed for others in need.

REFERENCES

- Adin, Z. (2023). Dasar-dasar komunikasi bisnis. *Jurnal Riset Manajemen Komunikasi*. <https://doi.org/10.29313/jrmk.v3i1.2324>
- Ashfahani, S. (2019). Implementasi keterbukaan dan dukungan dalam komunikasi antarpribadi (Studi komunikasi pimpinan dan karyawan di Sekolah Tinggi Ilmu Kesehatan Indonesia Maju). *Jurnal Ilmiah Komunikasi (JIKOM) STIKOM IMA*, 11(01). <https://doi.org/10.38041/jikom1.v11i01.69>
- Harahap, E. P. S., & Nasution, M. I. P. (2022). Pengaruh komunikasi pimpinan terhadap kinerja karyawan pada Badan Pusat Statistik Kabupaten Labuhanbatu. *Ekonomi Bisnis Manajemen Dan Akuntansi (EBMA)*, 3(1).
- Hayati, R., Armanto, D., & Kartika, Y. (2023). Kepemimpinan pendidikan. *Jurnal Manajemen Dan Budaya*, 3(2). <https://doi.org/10.51700/manajemen.v3i2.450>

- Kustiawan, W., Fadillah, U., Sinaga, F. K., Hattaradzani, S., Hermawan, E., Juanda, M. D., Suryadi, A., & Fahmi, R. R. (2022). Komunikasi intrapersonal. *Journal Analytica Islamica*, 11(1). <https://doi.org/10.30829/jai.v11i1.11930>
- Leuwol, N. V., Gaspersz, S., Tupamahu, M. S., & Wonmaly, W. (2023). Karakteristik kepemimpinan ideal di era generasi milenial. *Journal on Education*. <https://doi.org/10.31004/joe.v5i2.1144>
- Mangendre, N., Falimu, T., Tunggal, S., & Septiana, G. L. (2022). Strategi komunikasi bisnis pada Eiger Store dalam meningkatkan minat beli konsumen di Kelurahan Simpong Kecamatan Luwuk Selatan. *Jurnal Multidisiplin Madani*, 2(9). <https://doi.org/10.55927/mudima.v2i9.1110>
- Mattayang, B. (2019). Tipe dan gaya kepemimpinan: Suatu tinjauan teoritis. *JEMMA | Journal of Economic, Management and Accounting*. <https://doi.org/10.35914/jemma.v2i2.247>
- Musacarlos, P. F., & Hartanti, L. E. P. (2023). Strategi komunikasi pemasaran novel Dilan: Dia adalah Dilanku tahun 1990. *Jurnal Pewarta Indonesia*, 2(1). <https://doi.org/10.25008/jpi.v2i1.29>
- Nuralim, N., Sapari, Y., Kamaluddin, M., & Novita, L. (2021). Pengaruh gaya komunikasi pimpinan terhadap kinerja karyawan bidang komponen treatment di PT. Bintang Indokarya Gemilang Brebes. *JIKE: Jurnal Ilmu Komunikasi Efek*, 4(2). <https://doi.org/10.32534/jike.v4i2.2431>
- Rakhma, M. T. (2022). Etika komunikasi bisnis dalam perspektif Islam the ethics of business communication. *Jurnal Dakwah Dan Komunikasi*, 13(1).