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"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

The Effect of Leadership Behavior and Organizational Communication on Employee Performance**Ade Jaya Sutisna^{1*}, Parhan¹, Juliansyah Noor¹**¹STIE La Tansa Mashiro

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Email: Adejayasutisnal@gmail.com**ABSTRACT**

The purpose of this paper is to examine the effect of leadership behavior and organization communication on employee performance. Therefore, this study hypothesizes that leadership behavior and organizational communication contribute to employee performance. Furthermore, this study explains that leadership behavior is more effective when employees have higher employee performance, whereas leadership behavior is more effective when employees have effective organizational communication. In total, 44 state prison employees filled out a distribute questionnaire. Path analysis was used to test the hypothesized relationships. The results of the path analysis model showed that employees were more effective in organizational communication in their work and increase employee performance ratings from their leader when leaders used more effective leadership behavior. Furthermore, this study showed that leadership behavior was more effective when employees had effective organizational communication. These findings contribute to be understanding the role of employees in the leadership behavior process.

Keywords: leadership behavior; organizational communication; employee performance

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INTRODUCTION

Employee performance is organizational behavior as a sub-system of human resource management practices (Luthans, Luthans, & Luthans, 2021). In organizations, employee performance has an important role to increase quantity and quality in the workplace. Correctional officers of the IIB Rangkasbitung State Detention Center provide services to correctional assisted residents, carry out coaching, both spiritual, sports and soft skills improvement through assimilation activities (plantations, agriculture and fisheries).

Organizations need individuals who have high knowledge and employability and are responsible (Singh & Gupta, 2015). Employee performance is a set of explicit obligations that an employee must fulfill in order to receive compensation and continue work. Colquitt, Lepine, and Wesson (2019) argue that employee performance is represented through a set of behaviors that contribute both positively and negatively to organizational goals. Thus, employee performance has a very important role for the organization to be able to achieve its goals.

Many studies on human resources and organizational behavior highlight the problem of factors that affect employee performance. A very common and almost always studied factor in employee performance is the leadership style factor. Because as a factor that directs the organization and also provides examples of behavior towards employees, the role of leadership determines the progress and decline of the organization (Alsabbah & Izwar Ibrahim, 2013). In line with the role of leadership behavior, organizational communication is also one of the predictors for employee performance. According to Armstrong (2016) states that 30% of the time of leaders is used to deal with employee problems.

From the description above, employee performance is used as a dependent variable while the independent variable used is only limited to leadership behavior and organizational communication. Thus, this study will empirically examine the influence of leadership behavior and organizational communication on the performance of employees of the IIB Rangkasbitung State Detention Center.

Leadership Behavior and Employee Performance

According Bass (1985), Transformational leadership occurs if the leader expands and arouses the interest of his employees, awakens awareness and acceptance of the goals and mission of the group. Meanwhile, Germak and Robinson (2014), transformational leadership seeks to bring individuals and teams beyond the status-quo. Robbins and Judge (2017) define transformational leadership as a leader who inspires his followers. They pay attention to the self-development needs of their followers; changing followers' awareness of existing issues by helping others view old problems in a new way; and able to please and inspire his followers to work hard to achieve common goals. Banks et al. (2016) state that "Leaders should be good role models, honest, fair, and obedient to a company's rules. With a good lead, the performance of subordinates will also be good The ability to lead is one of the important factors that affect employee performance, Farahnak et al. (2020) stated that transformational leadership has an influence on increasing work motivation to increase commitment to the organization.

Thus, there is a positive influence of leadership behavior on employee performance. Hence, this study's first hypothesis is

H1. Leadership behavior has a direct effect on employee performance.

Organizational Communication and Employee Performance

Yu and Ko (2017) found a significant relationship between cognitive communication ability in upward mobility and occupational rate. A high level of communication skills is

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associated not only with the success of the company for managers and supervisors, but also for employees. Carroll (2013) found a significant relationship between employee (system developer) ability to maintain communication, and maintain user relationships with supervisor ratings for their performance.

Another relationship has been established between the performance and quality of the subordinate superior relationship.(Sutherland & Yoshida, 2015). Supervisors who encourage a sense of positivity through communication increase employee communication, which is positively associated with employee performance (Carroll, 2013). The acceptance of subordinates in in-group supervisors is also influenced by interpersonal communication factors (Dao, Nhat, Le, Ming-sung, & Chen, 2014). There are clear benefits to an in-group member's performance appraisal in that ingroup member's rating is higher than their score on an objective performance measure.

Interpersonal communication leads to better coordination activities, and as a result, team performance improves (Venter, 2019). It stands to reason that affective commitment to others is necessary for positive communication. Thus, the more cohesive a work team is, the more positive and profitable the team's communication efforts are so that positive communication is needed to support success in the work environment. In other words, effective communication has the effect of improving coordination efforts, which will further improve team performance. Thus, we hypothesize that:

H2. Organizational communication has a direct effect on employee performance

Leadership behavior and organizational communication

Jung, Wu, and Chow (2008) Impression management (IM) is important for effective leadership. Followers receive influence from individuals who meet their perception of what it means to be a leader, and IM is an important way to influence that perception. However, the extant literature on IM leaders is fragmented. We bring together literature in this area by creating multi-dimensional typologies and multi-level models of IM in leadership. We examine the multi-dimensional nature of IM as a construct consisting of informational, communicative, and goal-directed components, thus creating eight IM archetypes. Then, we examined how IM can be used to influence the perception of the leader's followers through the lens of transformation/charismatic, authentic, and leader categorization theories. The study brings together currently fragmented areas of research and sparks new questions about how leader behavior can be used to influence followers towards multi-level leadership outcomes. Changes in the effectiveness of leadership behavior will result in improved organizational communication. Thus, we hypothesize that:

H3. Leadership behavior has a direct effect on organizational communication. This study's postulated model is depicted in Figure 1

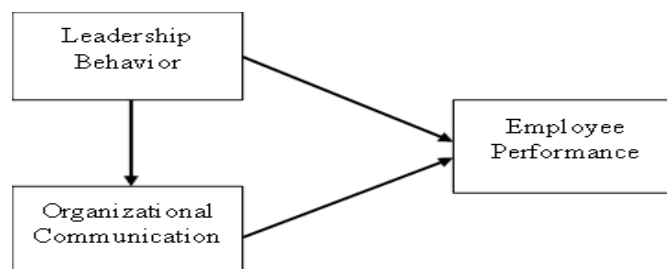


Figure 1 Model of Hypothesized

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METHOD

Sample

Noor (2015) states "in the study, the population was used to name all elements/members of an area that was the target of the study or was the entirety of the object of study" The population in this study was 46 employees. Sampling is the process of selecting a sufficient number of elements from the population, so that the study of the sample and the understanding of its traits or characteristics will allow us to generalize these traits or characteristics to the population elements, the sample used is 44 employees.

Measurement

Transformational leadership: transformational leadership was measured by using 6 items ELS developed by Podsakoff et al. (1990). Followers were required to evaluate supervisor's behavior using 5-point Likert type scale ranging from strongly agree to strongly disagree. Example item for this study included: "My manager shows respect for my personal feelings;". The Cronbach's alpha is noted 0.79 for this scale.

Organization communication: Organization communication was measured by using a 4-items scale established by Men (2014). Employees were asked to evaluate affective commitment on a 5-point Likert scale where ("1 = strongly disagree") and ("5 = strongly agree"). A sample question is: "Most communication between management and other employees in this organization can be considered two-way communication," Cronbach's alpha for affective commitment scale is 0.83.

Employee performance: Humborstad et al. (2014) 5-item measurement scale. Employees were solicited to rate their level of job satisfaction by using a 5-point Likert type scale (where 5 shows "strongly agree" and 1 shows "strongly disagree"). A sample item is: "I intentionally expend a great deal of effort in carrying out my job". Cronbach's Alpha is noted 0.81 for this scale.

Data analysis

The collected data were analyzed using the SPSS program (version 25). Multiple regression techniques with a phased method were used to conduct data analysis for this study for various reasons. First, it can combine several independent variables, and secondly, it can be used for non-experimental research analysis for this study (Noor, 2015). Finally, this technique provides a better understanding of the interaction between a large number of variables (Hair et al., 2018). In addition, before conducting a path analysis the values of the Pearson correlation coefficient (r) have been tested to examine the direction, strength, and significance of the relationship between dependent and independent variables. This study aims to measure the positive relationship between variables, and if the direction is negatively correlated, it is expected that no further measurements are needed for the relationship between variables (Sekaran dan Roger, 2016).

RESULT AND DISCUSSION

A total of 50 questionnaire forms were collected, and of these 44 were usable. The data were entered into the SPSS program to analyze for scale reliability and validity to be ready for the hypotheses test.

Demographic profile

The ages of the participants ranged from 20 to over 50 years old, according to their profiles. The 20-29 age group had the greatest percentage (36%), while the 30-39 age group had the second highest (27%). The age range 40-49 accounted for around 20% of all responders, whereas the age group 45-54 accounted for the smallest share (16%). Females

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(23%) made up a larger proportion of the samples than males (77%). Sixty-six percent of those with less than a diploma. More than 32% of participants have a Bachelor's degree, 10% have a diploma, and 5% have a Master's degree. The lengths of time spent working in hotels were quite similar, with those who had worked for 5 years or less having the largest number, over 25%. Those who had worked more than 5 years but less than 10 years, and more than 10 years (57%).

Result of hypotheses test

Results of hypotheses testing The purpose of this study was to evaluate how leadership behavior in the IIB Rangkasbitung State Detention affects organizational communication and employee performance. This study has three hypotheses as seen in Table 1:

Table 1 Hypotheses test results

Hypotheses	β	t	Sig	R ²	Results
Leadership behavior → Employee performance	0,382*	2.647	0,02	0,61	Supported
Organizational communication → Employee performance	0,292*	3.168	0,02	0,65	Supported
Leadership behavior → Organizational communication	0,284*	3.290	0,03	0,71	Supported

Note: *p < .05; **p < .01; ***p < .001

Hypothesis 1: Leadership behavior has a direct effect on employee performance.

Path analysis indicated that the leadership behavior variable is related to employee performance and explained a total of 61% of the variance in employee performance ($R^2 = .61$, $p < .05$). There was a positive and significant relationship between the leadership behavior and employee performance ($\beta = .382$, $t = 2.647$, $p < .05$), hence, Hypothesis 1 was supported. Thus, the higher the employees rated the leadership behavior the higher employee performance.

Hypothesis 2: Organizational communication has a direct effect on employee performance.

The results indicated that organizational communication is related to employee performance and explained a total of 65% of the variance in employee performance ($R^2 = .65$, $p < .05$). There was a significantly positive relationship between organizational communication and employee performance ($\beta = .292$, $t = 3.168$, $p < .05$), hence, Hypothesis 2 was supported. Therefore, it revealed that the organizational communication for employees given by State Detention Center management impact employee performance while working in IIB Rangkasbitung State Detention Center.

Hypothesis 3: Leadership behavior has a direct effect on organizational communication.

The results indicated that leadership behavior is related to organizational communication and explained a total of 71% of the variance in organizational communication ($R^2 = .71$, $p < .05$). There was a positive and significant relationship between leadership behavior and organizational communication ($\beta = .284$, $t = 3.290$, $p < .05$), hence, Hypothesis 3 was supported. It predicts that the more effective leadership behavior, the greater the organizational communication will increase accordingly.

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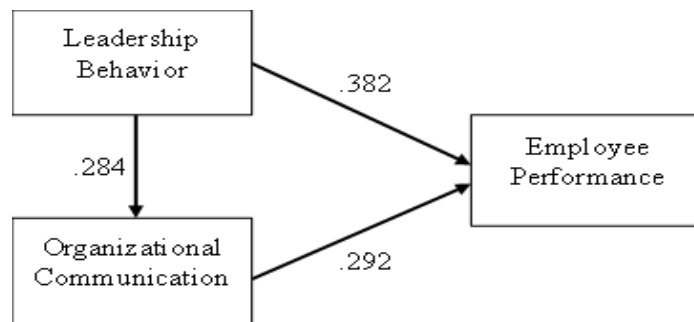


Figure 2. Empirical Model

DISCUSSION

Leadership behavior and employee performance

In terms of leadership, it was found that employee acceptance of leadership increases employee performance. Similarly, Banks et al. (2016) found that employees are higher performance when the management style toward them is based on trust and respect. Likewise, leaders should award or recognize employees when they do a good job (Sutherland & Yoshida, 2015). Training programs are also important; increasing training by 1% is expected to increase job satisfaction by about 20%. This current study is similar to that carried by Germak and Robinson (2014), ascertaining that training courses reinforce the organization concept, which states.

Organizational communication and employee performance.

The current study found that if organizational communication is increased by 1% employee performance is expected to increase by 12%. The way to give employees confidence about employment status, such as by trying to eliminate poor working conditions and increase wages to suit the current circumstances, is to understand the job nature of IIB Rangkasbitung State Detention Center, multiple tasking, stress management, and the effects of long working hours; managers must fully support and look after their employees well. The current result is similar to a study by Dao et al. (2014), in which 45% agreed or strongly agreed that their hotel sector job has potential for a stable future, while Carroll (2013) revealed 68% of participants perceived job security as important for employees.

Leadership behavior and organizational communication.

It was found that leadership behavior positively and significantly contributed toward organizational communication. The results predict that if the personal traits of leaders, such as giving two ways communication and being a good listener when listening to employees complain, are increased by one percent organizational communication is expected to increase by 20%. This current result is similar to a study by Jung, Wu, and Chow (2008) confirming that the personality of leaders makes a difference in handling work situations; if they have a positive attitude about themselves then it leads to enjoying work, in turn showing good communication.

IMPLICATIONS

The present study has implications for many stakeholders, such as the State Detention Center and the government, to take action. The findings can be used as a standard in creating more attractive workplaces for employees, creating a willingness to commit to long service in the State Detention Center. Firstly, the significant outcomes of this study can make a new contribution to the State Detention Center phenomenon. It appears that the main aspects for retaining and improving employee skills are not only about increasing pay, the priority

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aspects must also focus on creating a good atmosphere, encouraging good leadership, providing regular training, and fostering a good company image. A good quality workplace can provide a healthy and happy environment, particularly free from personality conflict among employees. For a good leadership style, to ensure acting as effective role models, team leaders and managers must show a positive attitude toward service work by treating staff with respect, listening to their opinions, valuing their ideas, and putting in great effort making sure they are happy with the workplace.

CONCLUSION

It can be concluded from the findings of this study that leadership behavior helps to resolve communication skill shortages and improve employee performance in the IIB Rangkasbitung State Detention Center. Organizational communication factors are important components that impact employee performance. As a result, the organization's communication that drives employee performance is identified as a quality workplace. The Organization's communication component is set on the aspects of leadership behavior, consistent training programs, and a feeling of security with employment status. Finally, the personalities of the IIB Rangkasbitung State Detention Center staff are also important to monitor; if they are not service minded then it is obvious that State Detention Center work is not their career path.

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