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The Effect of Leadership Behavior and Organizational Communication on Employee Performance

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ABSTRACT

Our paper examines the effect of leadership behavior and organizational 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 distributed 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

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). Performance given by each employee as a form of

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explicit obligation and must be fulfilled to receive material rewards on an ongoing basis. Colquitt, Lepine, and Wesson (2019) argue that employee performance is represented through contribution made by each employee so as to achieve organizational success. 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. Leadership has a strategic role in achieving the business continuity of a business organization, this is due to being able to be a director and also as a role model for his subordinates (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 to Bass (1985), transformational leadership occurs when the leader expands and generates the interest, awareness, and acceptance of his subordinates in achieving goals. Meanwhile, Germak and Robinson (2014), transformational-leadership seeks to bring individuals and teams beyond the status-quo. Robbins and Judge (2017) understand that transformational leadership inspires followers to work hard to achieve common goals. Leaders need to prepare programs to develop employee performance, besides that they need to build positive awareness. 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 harmoniously must be maintained at all times. Farahnak et al. (2020) stated that transformational-leadership has an influence on increasing work motivation to increase commitment of employees.

Thus, we believe that leadership behavior in an organization can have a significant influence on the performance of employees. Therefore, we propose the following hypothesis.

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 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 (systems 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 encourage employee communication, which is positively associated with employee performance (Carroll, 2013). Interpersonal

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communication carried out by middle leaders is able to form familiarity with subordinates in their coordination (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 a conducive working atmosphere so as to enhance teamwork (Venter, 2019). Positive communication is the right medium in carrying out organizational commitment, the higher the commitment that is built indicates that there is an application of positive communication. This communication is able to form a supportive work environment so as to form effective coordination in carrying out tasks. Thus, we hypothesize that:

H2. Organizational communication has a direct effect on employee performance

Leadership behavior and organizational communication

Jung, Wu, and Chow (2008) Good leadership is inseparable from impression-management abilities. Applying impression-management in the work environment proportionally and continuously can change subordinates' perceptions of the importance of leadership in their organization. The better the leader implements management-impression will contribute to employee performance. However, most of the literature is still fragmented on limited leadership behavior indicators. We try to develop these indicators to lead to a representative approach to subordinates so as to create a conducive atmosphere. Leaders' tension in managing subordinates can be unraveled by the presence of blended, charismatic, authentic, and transformational behavior. Through this approach, leadership behavior is expected to be able to provide maximum contribution to improving organizational communication. Changes in the effectiveness of leadership behavior will result in better 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.

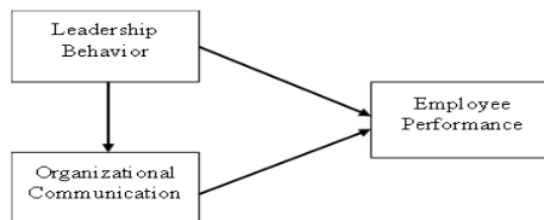


Figure 1. Model of Hypothesized

METHODS

Sample

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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. Our research uses a sample which is expected to be able to explain the nature and characteristics of objects so that the generalization of the conclusions is better. The number of samples that we used in this study were 44 people with positions as employees.

Measurement

To measure transformational-leadership data, we used a 6-item questionnaire developed by Podsakoff et al. (1990). The questionnaire uses 5 likert-scales of 5, namely: strongly agree (score 5) to strongly disagree (score 1). Meanwhile, the measurement of organizational-communication variables uses a 4-item questionnaire, following Men (2014). Each employee's level of commitment was evaluated with 5 point likert-scale questionnaire like the previous variable measurement.

Likewise to measure employee performance, we use instruments that have been prepared by Humborstad et al (2014) which consists of 5 items of measurement scale. The instrument is used to assess the level of employee performance using 5 point likert-scale (5 = strongly agree and 1 = strongly disagree).

Data analysis

In analyzing the data, we use SPSS software (version 25). The technique uses multiple regression analysis with a stepwise method (Noor, 2015). Using this technique is expected to produce the nature and strength of the interaction between the independent and dependent variables (Hair et al., 2018). Our discussion is based on the value of the Pearson correlation coefficient (r) to test the direction, strength, and significance of the relationship between the dependent and independent variables (Sekaran dan Roger, 2016).

RESULTS

We obtained the data by distributing 50 sets of questionnaires to the research respondents. However we were only able to collect 44 sets. Furthermore, the data was analyzed using SPSS, but previously tested the validity and reliability of each research questionnaire.

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 (23%) made up a larger (77%). Most of the respondents had no undergraduate education, only 32% Bachelor, 10% Diploma, and 5% Masters. In general, they have experience working in hotels for more than 10 years (57%), between 5-10 years (25%), while the rest have worked for less than 5 years.

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Results of hypotheses test

In table 1 below, we report the results of hypothesis testing based on the t-test. These results to evaluate how the behavior of leadership 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 (R² = .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 (R² = .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 (R² = .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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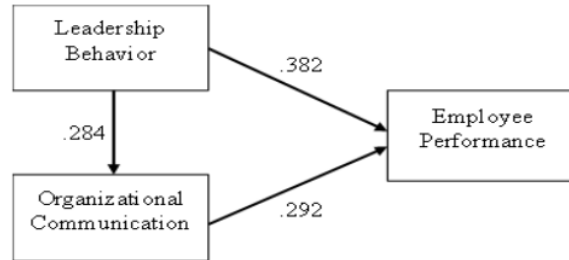


Figure 2. Empirical Model

DISCUSSION

Leadership behavior and employee performance

We found that employee acceptance of leadership behavior can improve employee performance. The results of Banks et al. (2016) showed almost the same results where the high trust of subordinates in the leadership style had an impact on the quality of employee work. Even so, it is very important for leaders to give appreciation to the achievements of their subordinates (Sutherland & Yoshida, 2015). Not only that, however, companies need to conduct training for employees because it can provide job satisfaction of 20% by Germak and Robinson (2014), Job-relevant training can foster employee respect for the job and the organization.

Organizational communication and employee performance

The results of our research show that positive communication improvements within the organization can improve employee performance by 12 percent. Through positive communication, employees feel valued and respected so as to foster self-confidence. Employees feel proud of their work status so that it will foster good commitment and responsibility. Our results support that found by Dao et al. (2014). Most of the respondents stated that their current job has good prospects in the future, so they need to work hard (45%). Whereas Carroll (2013) concluded that employees can work optimally if the company is able to facilitate high job security (68%).

Leadership behavior and organizational communication

The next finding is that the leader's ability to behave will provide space for his subordinates to communicate openly so that work problems can be resolved properly. Likewise, the interpersonal communication of leaders towards their subordinates can make a positive contribution to their performance. Appropriate behavior of leaders who are considered to have flexibility and accept opinions (willing to listen) can have a significant influence on organizational communication by 20 percent. In line with the results of research by Jung, Wu, and Chow (2008), the high personality of leaders in interacting with subordinates can lead to positive attitudes that can be used to solve work problems. Positive leadership behavior

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supports the situation so that employees enjoy their work and are willing to have good communication.

IMPLICATIONS

The implications of the results of this research for policy makers to make a more informed decision. We find the importance of a conducive work environment that is more attractive to employees. The comfort of the workplace can make employees want to work more optimally and even more committed. To maintain and improve employee skills is not only an increase in salary, but also needs to create a good atmosphere, encourage good leadership behavior, provide regular training, and foster a good image. The availability of a workplace with a healthy and comfortable environment, especially free from personality conflicts between employees, can support a good organizational communication process. Meanwhile, the leader's behavior is a good role model, showing a positive attitude towards employees, listening to opinions, appreciating ideas, and trying hard to make sure they are truly happy at work.

CONCLUSION

The findings of this study conclude that leadership behavior can help overcome communication skill deficiencies and improve employee performance. In addition, to improve employee performance, organizational communication factors can be used which are identified as a quality workplace, leadership behavior, consistent training programs, and a sense of security with employment status. Likewise, the important role of personnel in recruiting should be able to provide the work direction for each employee, in addition to the selection of competencies, attitudes and moral behavior that supports.

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