

Leadership Style and Interpersonal Communication of Employee Satisfaction and It's Effect on The Employee Performance

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Abstract: This study aims to determine the relationship between leadership style, interpersonal communication to employee job satisfaction and its effect on employee performance. The method used in this study is path analysis with SPSS application version 21. These results indicate that the relationship of leadership style on employee job satisfaction has a contribution of 0.24, while the relationship between leadership style on the performance of employees have a contribution of 0.279. In addition, the relationship between interpersonal communication on employee job satisfaction has a contribution of 0.131, whilst the relationship of interpersonal communication on the employee's performance has contributed of 0.448. The employee satisfaction relationship to employee performance has a contribution of 0.185. As for the total effect of leadership style through employee satisfaction on the performance of employees have a contribution of 0.323 and the total effect of interpersonal communication through employee satisfaction to employee performance has contributed 0.472.

Keywords: leadership style, interpersonal communication, job satisfaction, employee performance

INTRODUCTION

All companies generally have a strategy to promote the company, but the ability of good communication between supervisors and subordinates to avoid misunderstandings in the organization (Pobegaylov et al., 2016; Sebastião et al., 2017). In addition, the ability of good communication between superiors and subordinates in the organization, the ability of employers within an organization and also required (Bel et al., 2018). Leadership is important in any organization (Parkhill et al., 2018), because of the leader that determine the success or failure of an organization and therefore the company should be able to optimize the performance of its employees, the company's performance will achieve satisfactory results in the company if there is good communication (Yu and Ko, 2017), effective leadership and motivation good work too (Joo et al., 2018). With a good performance, the company will be able to compete in the industry. Effective leadership should provide direction to the efforts of all employees in achieving organizational goals (Imboden, 2014). Without leadership, the relationship between individual goals and organizational goals may not be unidirectional (Yu and Ko, 2017). This situation led to a situation where individuals work to achieve personal goals, while the whole organization to be inefficient in achieving the organization (Sebastião et al., 2017).

Human resources in this case is a central factor in the company, so it takes an educated and ready-made workforce to support the development of the company. As an example in Jakarta, many people from outside the province come to the capital to get a job. In Jakarta itself has a wide range of companies which can accommodate many new candidates. Prospective employees can choose industry according to their ability or area of interest, also able to adapt to their work environment, whether it can meet the psychological needs such as the need to be appreciated, the need to grow and the need for social relations will be assessed positively by employees. Employees who feel valued and appreciated, evolving for the better since he learned new things and do something

useful, and obtain the identity and meaningful social relationships, tend to work harder to achieve the organization's goals and has a high work involvement. the psychological climate varies in relationship with employee organizational behavior, such as job satisfaction, organizational commitment, job involvement, employee motivation and employee performance (Farooqui and Nagendra, 2014).

One of the things that must be considered in the implementation of the work towards the realization of job satisfaction (Danzon, 2019). Employee satisfaction can be achieved when all hopes can be fulfilled in performing the task. Job satisfaction is a reflection of the feelings and attitudes of individuals to their work, which is the interaction between the concerned with the surrounding (Farooqui and Nagendra, 2014). Individuals with job satisfaction is expected to pull out all the capacity and energy that has to complete the job.

Job satisfaction also reflects a person's feelings toward his work and everything that is encountered in the work environment (Danzon, 2019). Seen in the positive attitude of the employees to the job and everything encountered in the workplace (Imboden, 2014; Sylvester, 2016). The higher the level of job satisfaction of employees the better the level of employee performance (Sony and Mekoth, 2016) . Not only job satisfaction factors that need to be considered by the company to improve employee performance, but the company must pay attention to the factors of work pressure experienced by the employees.

For the realization of the work to meet the alignment of two interests of each member organization is necessary cooperation among the members. Human resources as the greatest potential for an organization that would not want to work in groups with different individual characteristics. Therefore, in developing an organization based on cooperation or collectivity of the group required a clear performance and organizational structure so that the organization works effectively.

Effective interpersonal communication is important for members of the organization are expected to bring the results of the exchange of information and mutual understanding. The effectiveness of interpersonal communication in humanistic (Suhaimi et al., 2014) contains the following elements: 1) Openness, the quality of openness refers to at least three aspects of interpersonal communication. 2) Empathy, as a person's ability to know what another person is going through at a certain point, from the other person's point of view through the other person's perspective. Sympathy on the other hand is to feel for others or to feel sad. In contrast to empathy is feeling something like the person who experienced it, being on the same ship and feeling the same feeling in the same way. 3) Supportiveness. 4) Positiveness, a positive attitude in interpersonal communication means that the ability to view themselves in a positive and respectful to others. A positive attitude can not be separated from the effort to encourage respect for the existence and importance of others. Positive impetus is generally shaped to praise or recognition and usually consists of behavior that we expect. 5) Equality, in every situation, there may be inequality. One may be smarter, richer, more handsome or beautiful, or bigger than the others. There are never two people who are truly equal in every way.

Regardless of this inequality, interpersonal communication will be more effective when the atmosphere is equal. This means there must be a tacit recognition that both parties are equally valuable and valuable and that each party has something important to contribute. An interpersonal relationship characterized by equality, disempowerment, disagreement and conflict is seen as an attempt to understand the definite difference exists rather than as an opportunity to overthrow the other.

An effective leader is a leader who is able to change his behavior according to the characteristics of his followers and the circumstances in which leadership takes place. In other words, leadership is dependent or contingent on the followers it leads and the environmental situation in which leadership takes place (Imboden, 2014; Sylvester, 2016). Herzberg's two-factor theory of motivation, job satisfaction is seeing the result of the relationship of the intrinsic factor that is a motivator with extrinsic factors or factors keepers. Motivators are factors that exist within people while hygiene factors are factors derived from the organization. Job satisfaction or job dissatisfaction is caused by a number of factors or dimensions that lead to job satisfaction and dissatisfaction. If the employee's perception of the factor is positive then the employee will be satisfied with their job. If the employee's perceptions are negative, then the employee will be dissatisfied with their work. Performance is one of the dependent variables that deal directly with leadership or through intermediate or mediation variables. Organizational performance can be grouped into different types of performance according to criteria for research purposes.

METHOD

The research method used in this study is quantitative research method which can be interpreted as research method based on positivism philosophy, used to research on population and certain samples, sampling technique generally done randomly, data collection using research instrument, data analysis is statistics with the aim to test the hypothesis that has been established. In this study the population is telesales officer division telemarketing in one of the insurance company in Jakarta totaling 200 employees. While the sampling technique using simple random sampling, which can be said to be simple for members taking samples from the population was randomly without regard to strata that exist in this population.

Selection of this technique is based on the reason because the population members are considered homogeneous because the population taken is in the same unit of telesales officer division telemarketing in Insurance company in Jakarta. Independent variables are often referred to as independent variables, which is the cause of the emergence or change of the dependent variable. Therefore, the independent variable is the variable that influences. As for the independent variables in this study, namely: leadership style as variable X_1 and interpersonal communication as variable X_2 . Variable intervening is a variable that can theoretically affect the relationship between independent and dependent variables, but not measurable. As for the variable intervening employee job satisfaction as a variable Y . Dependent variables are often referred to as dependent variables, which are the variables that are influenced or which become due to the independent variables. As for the dependent variable in this study is the employee performance as a variable Z .

In this study, the authors used path analysis to analyze the data. Path analysis test aims to explain the direct and indirect effects on a set of variables, as causal variables, against other variables that are variable variables. Path analysis is also a statistical technique developed from multiple regression analysis. Path analysis was used to test the influence of intervening variables in the study. The results of the path analysis test will also be used to compare which effect is greater between direct and indirect influences, as well as to draw a conclusion as to whether or not these intervening variables can strengthen or even weaken the independent influence on the dependent.

RESULTS & DISCUSSION

Result

The result of relationship analysis of Leadership Style (X_1) on Job Satisfaction of Employee (Y) obtained by significance value of X_1 equal to $0.003 < 0.05$. Therefore, it can be concluded that directly there is a significant influence of Leadership Style (X_1) on Employee Job Satisfaction (Y). H1: Accepted. Analysis result of Interpersonal Communication Relations (X_2) on Job Satisfaction Employee (Y) obtained value of significance X_2 equal to $0.127 > 0.05$. So it can be concluded that directly there is no significant influence Interpersonal Communication (X_2) on Job Satisfaction Employees (Y). H2: Rejected. Relationship Analysis of Leadership Style (X_1) toward Employee Performance (Z) obtained by significance value of X_1 equal to $0.001 < 0.05$. Hence, it can be concluded that directly there is a significant influence of Leadership Style (X_1) on Employee Performance (Z). H3: Accepted. Analysis result of Interpersonal Communication Relations (X_2) on Employee Performance (Z) obtained by significance value X_2 $0.000 < 0.05$. So it can be concluded that there is directly significant influence Interpersonal Communication (X_2) on Employee Performance (Z). H4: Accepted. The result of analysis of the influence of Employee Satisfaction (Y) on Employee Performance (Z) obtained value of Y significance of $0.56 > 0.05$. Therefore, it can be concluded that directly there is no significant influence Employee Satisfaction (Y) on Employee Performance (Z). H5: Rejected. Analysis of the influence of Leadership Style (X_1) through Employee Working Satisfaction (Y) on Employee Performance (Z) obtained direct influence value of 0.281 and indirect influence of 0.129269 which means that the value of indirect influence is smaller than the value of influence directly. These results indicate that indirectly Leadership Style (X_1) through Employee Satisfaction (Y) has no significant effect on Employee Performance (Z). H6: Rejected. Analyze the effect of Interpersonal Communication (X_2) through Employee Satisfaction (Y) on Employee Performance (Z) obtained direct influence value of 0.415 and indirect influence of 0.064841 which means that the value of indirect influence is smaller than the value of influence directly. These results indicate that indirectly Interpersonal Communication (X_2) through Employee Satisfaction (Y) has no significant effect on Employee Performance (Z). H7: Rejected.

Discussion

Leader behavior is one of the important factors that can affect employee job satisfaction (Sylvester, 2016). A close relationship and mutual help with coworkers and leaders is very important and has a strong relationship with job satisfaction (Danzer, 2019; Joo et al., 2018), the better the leader in supervising employees more comfortable and satisfied also the employees in doing their work, and vice versa.

Leadership style has a significant and positive effect on employee performance (Drzewiecka and Roczniowska, 2018; Imboden, 2014; Sylvester, 2016). A good leadership style will have an impact on high employee performance. Interpersonal communication also has a positive effect on employee performance (Bel et al., 2018; Yu and Ko, 2017). Interpersonal communication becomes an important requirement that must be created so that employees can do their jobs and help companies achieve their goals (Sebastião et al., 2017).

Interpersonal communication does not have to be done at work, but can be done between free times. Communication maintains motivation by giving employees an

explanation of what needs to be done (Suhaimi et al., 2014), how well they do it and what can be done to improve performance. This optimal and effective performance improvement is not possible if there is no effective communication within the organization

CONCLUSIONS

The leader can use more than one style of leadership depending on the quality of his followers and the circumstances of the leadership environment when the leadership process takes place. Each leadership style has advantages and disadvantages, in this research the supervisors have applied more than one leadership style because supervisors adjust to the type of work and the environmental situation that is being undertaken so that the goals and targets of the company can be achieved. From the study it indicate that the relationship of leadership style contributes on employee job satisfaction while leadership style has an acquaintance on the performance of employees. In addition, interpersonal communication promotes on employee job satisfaction whilst interpersonal communication has relationship with the employee's performance has contributed of 0.448. The employee satisfaction relationship to employee performance.

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