

Analysis of the Influence of Leadership Style, Organizational Communication, and Work Discipline on Employee Performance at the Transportation Agency of Binjai City

Nabillah Ega Mavira¹, Soulthan Saladin Batubara², M. Chaerul Rizky³

Email: mdnnabila05@gmail.com

Universitas Pembangunan Panca Budi

ABSTRACT

The research analysis aims to determine whether leadership style, organizational communication and work discipline have a positive and significant effect on employee performance at the Binjai City Transportation Agency. The research method is causal associative research with the help of the SPSS Version 26 program. This study uses multiple linear regression. The population in this study was 62 respondents. The sample in this study was 62 respondents. Primary data collection used a questionnaire. The results of the study indicate that leadership style partially has a positive and significant effect on employee performance at the Binjai City Transportation Agency. Organizational communication partially has a positive and significant effect on employee performance at the Binjai City Transportation Agency. Work discipline partially has a positive and significant effect on employee performance at the Binjai City Transportation Agency. Leadership style, organizational communication and work discipline simultaneously have a positive and significant effect on employee performance at the Binjai City Transportation Agency.

Keywords: Leadership Style, Organizational Communication, Work Discipline and Employee Performance

INTRODUCTION

Employee performance is a very important aspect in an organization to achieve its goals. In organizational management, human resource factors are the main issues in every activity within it. If the human resources in the organization are poor, then the organization's objectives cannot be achieved as planned. This is because the role of human resources in an organization determines the organization's success. All actions taken in every activity are initiated and determined by the individuals who are members of an organization. A good organization is one that strives to improve the capabilities of its human resources, as this is a key factor for enhancing employee performance.

According to Sutrisno (2019), "Performance is the result of work achieved by an individual or a group of individuals in an organization in accordance with their respective authority and responsibilities in order to achieve the organization's goals legally, without violating the law and in accordance with moral and ethical standards." High employee performance increases the organization's opportunity to achieve and optimize the achievement of its goals, so organizational leaders need to pay attention to and prioritize employee performance.

According to Samsudin (2020), a good leadership style can provide comfort for employees at work, because the comfort that employees receive from a superior is something special that can ultimately improve employee performance, such as the friendliness of the superior towards the employees, the attention given by the superior, as well as the motivations

provided to the employees.

According to Purwanto (2020), "work communication is defined as a process of exchanging information between individuals through a conventional (usual) system, whether with symbols, signals, or behaviors or actions. Communication (ability and skill) is a skill that an individual has in carrying out a job. The more one has the ability and expertise, the more effectively they can complete their tasks correctly, thereby impacting employee performance as well." According to Hasibuan (2020), work discipline is the awareness and willingness of a person to comply with all organizational rules and applicable social norms. Discipline is a management action to encourage members of the organization to meet the demands of various provisions. Good discipline is reflected in the level of responsibility a person has towards the tasks assigned to them.

The results of the pre-survey at the City of Binjai's Transportation Department found:

1. Employees are unable to perform their tasks meticulously. Employees cannot complete their work accurately and efficiently. Employees fail to finish their tasks on time.
2. Leaders tend to make decisions independently, leaders have not motivated employees who arrive before working hours, and leaders have not provided development training relevant to the employees' fields.
3. Coordination with superiors in carrying out tasks has not been well established, coordination among co-workers in executing tasks has not been effective, and employees are not involved in inter-department meetings to discuss work-related issues.
4. Employees show a lack of enthusiasm for attending work. Employees are unable to complete their tasks on time. Employees do not fully understand the rules set by the organization.

LITERATURE REVIEW

Employee Performance

According to Sutrisno (2019), performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. According to Simamora (2021), performance is about setting useful objectives, not only for performance evaluation at the end of a specific period, but also the results of the work process throughout that period. Performance refers to the level of success in carrying out tasks and the ability to achieve predetermined goals.

Leadership Style

According to Samsudin (2020), "leadership style is a way used by leaders in interacting with their subordinates." Meanwhile, another opinion states that leadership style is "a pattern of behavior (words and actions) of a leader that is perceived by others or subordinates (Robbins, 2019)."

Organizational Communication

According to Purwanto (2020), "organizational communication is a process of exchanging information between individuals through a (common) system, whether with symbols, signals, or behaviors or actions. Therefore, in communication, there is a process, there are

symbols, and these symbols contain meaning. The meaning of the symbols, of course, depends on the understanding and perception of the communicator, so there is feedback for the communicator after receiving the message. Therefore, communication will be effective and the communication objective will be achieved if each participant involved has the same perception of the symbol."

Discipline

According to Hasibuan (2020), 'discipline is the awareness and willingness of an individual to comply with all company regulations and applicable social norms.' According to Darmawan (2018), 'discipline is defined as an attitude, behavior, and actions that comply with the rules of the organization in both written and unwritten forms.' According to Singodimedjo in Sutrisno (2019), 'discipline is the attitude of readiness and willingness of a person to adhere to and obey the norms and regulations prevailing in their surroundings.

METHODS

The research used is based on the research method conducted; this study is a type of associative quantitative research. Sugiyono (2020) states that associative quantitative research is a systematic scientific study of parts and phenomena and the causal relationships between them. The type of data in this research is primary data. Primary data is data obtained directly from respondents through questionnaires to the source, namely the respondents. The data collection technique uses questionnaires.

RESULTS AND DISCUSSION

Results of Multiple Linear Regression Test Analysis

Coefficients^a

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	-.214	
	Leadership Style	.667	.172
	Organizational Communication	.069	.090
	Discipline	.255	.073

a. Dependent Variable: Employee Performance

The formulation from the results of multiple linear regression analysis is as follows:

$$Y = -0.214 + 0.667 X_1 + 0.069 X_2 + 0.255 X_3 + e.$$

The interpretation of this equation is:

1. If all independent variables are considered zero, then the employee performance (Y) is -0.214.
2. If there is an increase in leadership style 1, then employee performance (Y) will increase by 0.667.
3. If there is an increase in organizational communication by 1, then employee performance (Y) will decrease by 0.069.

4. If there is an increase in work discipline by 1, then employee performance (Y) will decrease by 0.255.

Results of Partial Test Analysis (t Test)

Coefficients ^a		
Model	t	Sig.
1 (Constant)	-.073	.942
Leadership Style	9.249	.000
Organizational Communication	2.769	.045
Discipline	3.491	.001

a. Dependent Variable: Employee Performance

The results show that:

1. The influence of leadership style on employee performance. The results indicate that $t_{\text{count}} 9.249 > t_{\text{table}} 2.001$ and significant $0.000 < 0.05$, thus H_a is accepted and H_0 is rejected, stating that leadership style has a significant partial effect on employee performance.
2. The influence of organizational communication on employee performance. The results indicate that $t_{\text{count}} 2.769 > t_{\text{table}} 2.001$ and significant $0.045 < 0.05$, thus H_a is accepted and H_0 is rejected, stating that organizational communication has a significant partial effect on employee performance.
3. The influence of work discipline on employee performance. The results indicate that $t_{\text{count}} 3.491 > t_{\text{table}} 2.001$ and significant $0.001 < 0.05$, thus H_a is accepted and H_0 is rejected, stating that work discipline has a significant partial effect on employee performance.

Results of Simultaneous Test Analysis (F Test)

ANOVA ^b		
Model	F	Sig.
1 Regression	71.287	.000 ^a
Residual		
Total		

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

b. Dependent Variable: Employee Performance

The results show that the F calculated is 71.287 while the F table is 2.76 as can be seen at $\alpha = 0.05$ (see the F table attachment). The significance probability is much smaller than 0.05, which is $0.000 < 0.05$, thus it can be stated that in this study, leadership style, organizational communication, and work discipline simultaneously have a significant effect on employee

performance.

Test of Coefficient of Determination (R²)

Model Summary^b

Model	R Square	Adjusted R Square
1	.787	.776

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

b. Dependent Variable: Employee Performance

The results show that the Adjusted R Square figure of 0.776 can be referred to as the coefficient of determination, which in this case means that 77.6% of employee performance can be obtained and explained by leadership style, organizational communication, and work discipline. Meanwhile, the remaining $100\% - 77.6\% = 22.4\%$ is explained by other factors or variables outside the model, such as motivation, work environment, compensation, and others.

CONCLUSION

Based on the research results and analysis that have been conducted, several conclusions can be drawn to answer the problem formulation in this study, namely:

1. Leadership style has a positive and significant effect on employee performance at the Transportation Agency of Binjai City.
2. Organizational communication has a positive and significant effect on employee performance at the Transportation Agency of Binjai City.
3. Work discipline has a positive and significant effect on employee performance at the Transportation Agency of Binjai City.
4. Leadership style, organizational communication, and work discipline simultaneously have a positive and significant effect on employee performance at the Transportation Agency of Binjai City.

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