

THE RELATIONSHIP OF LEADERSHIP STYLE, COMMUNICATION, AND WORK DISCIPLINE TO THE PERFORMANCE OF EMPLOYEES PT. TELEKOMUNIKASI INDONESIA

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ABSTRACT

PT Telkom Indonesia (Persero) Tbk is a State-Owned Enterprise (BUMN) engaged in telecommunications services with the primary function and goal of increasing access to adequate communication for the community. This study aims to determine the effect of Leadership Style—communication and work discipline- on PT Telkom employees' performance. The sample used in this study was 42 employees. This study uses a quantitative approach method. This study's data used a Likert scale questionnaire using the multiple linear analysis methods with the help of SPSS software. The results show that leadership style, communication, and work discipline simultaneously have a significant effect on employee performance, leadership style partially has a significant effect on employee performance, communication partially has a significant effect on employee performance, work discipline partially has a significant effect on employee performance.

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

INTRODUCTION

The rapid development of science and technology creates a new structure, namely the global structure. This structure will result in all nations, including Indonesia, inevitably being involved in a uniform global order and pattern of relationships and associations, especially in science and technology. Aspects of Science and Technology (IPTEK) are rapidly increasing, especially communication and transportation technology, causing global issues to spread more quickly and hit various orders, including political, economic, socio-cultural, and defense and security arrangements. In other words, globalization, supported by the rapid development of science and technology, has made the world transparent without knowing national boundaries. With the rapid development of technology, the world community, especially the Indonesian people, continues to change in line with technological developments, from an agricultural society to an industrial society and a technologically advanced post-

industrial society. Achievement of goals in politics, economy, social culture, and defense and security tends to be increasingly determined by mastery of technology and information. However, human resources (HR) quality is still the main priority.

Companies need good management, meaning they must develop human resources as good managers and organizations. The organization has a governing party called the commanded leader/subordinate. Thus, increasing the company's profitability is strongly influenced by the ability of a leader to move his subordinates to work together in carrying out their duties effectively and efficiently. An organization will succeed or fail depending on the leadership style of its superiors, who are responsible for implementing the work of all positions under their responsibility. In an organization, namely a company, a leader must have different leadership styles, including autocratic, democratic, and so on.

Hamali (2016) said that communication that runs effectively in the organization would make it easier for everyone to carry out the tasks that are their responsibility. Based on the initial survey on communication, it was found that the phenomenon of communication relationships that were not harmonious or that there was miscommunication with superiors as well as fellow employees, this miss communication factor would hinder the distribution of alternatives that needed to be conveyed so that this communication relationship will have an impact on decreasing the confidence of some employees to work effectively. In addition to communication, motivation also affects performance.

Work discipline can also affect employee performance. This is by the results of research conducted by Yudiningsih et al. (2016), which shows that work discipline has a positive and significant effect on employee performance. This is because the higher the work discipline of an employee, the higher the sense of responsibility within the employee for the tasks assigned to him so that the higher the performance and work performance achieved by the employee. Employee performance is a significant factor for a company. Performance is an embodiment of employee behavior shown through the quality of work by its role in a company within a certain period. Employee performance is a determinant of the company's success.

PT.Telekomunikasi Indonesia is one of the state-owned companies engaged in providing telecommunications services that apply digital technology to its telecommunications system equipment. Along with the progress of the times, the need for information is also increasing as well as the need for information. backbone network to support the needs of telecommunications services in everyday life. Lim and Daft (2017, 5) stated, "Leadership is an influence relationship among leaders and followers who intend

real changes and outcomes that reflect their shared purposes."

THEORETICAL BASIS

Employee Performance

According to Prabu & Mangkunegara (2016: 33), performance is the result of work in quality and quantity achieved by an employee in carrying out their duties by the responsibilities given to employees. So it can be concluded that employee performance is the result of a process of an employee in carrying out his agreed and predetermined duties and responsibilities for a certain period.

Leadership Style

According to Heidjirachman and Husnan in Frengky (2016: 320), leadership style represents the philosophy, skills, and attitudes of leaders in politics. Leadership style is a pattern of behavior designed to integrate organizational and individual goals to achieve specific goals.

Based on the definition of leadership style above, it can be concluded that leadership style is a part that is considered necessary in organizational management, which is inherent in a leader in the form of abilities and or processes to influence other people or individuals or groups subordinates, to be able to behave as desired. Leaders improve their culture, as well as motivate the behavior of subordinates and direct them into positive activities related to work in order to achieve organizational goals.

Communication

The meaning of communication comes from the Latin "communis," which means the same. In communication, each party tries as much as possible to get the same meaning. According to Mangkunegara (2019), communication can be interpreted as a process of transferring information, ideas, and understanding from one person to another in the hope that the other person can interpret it according to the intended purpose. Furthermore, Hovaland et al. (Muhammad, 2009) "Communication is the process of

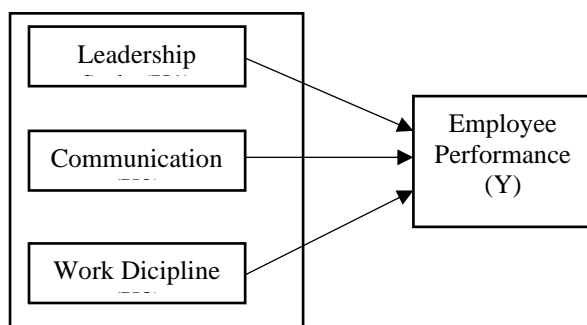
individuals sending stimuli which are usually in verbal form to change the behavior of others."

Work Discipline

According to Sutriaso (2016: 89), discipline is a person's behavior by regulations, and existing work procedures or discipline is an attitude, behavior, and actions that are by the regulations of the organization, both written and unwritten.

Good discipline reflects a person's sense of responsibility for the tasks assigned. This encourages work passion, morale, and the realization of the company's goals, employees, and society. Therefore, every manager always tries to make his subordinates have good discipline. A manager is said to be effective in his leadership if his subordinates are well disciplined. Maintaining and improving good discipline is difficult (Hasibuan, 2017: 193).

Conceptual Framework



HYPOTHESES

H1 It is suspected that the variables of Leadership Style, Communication, and Work Discipline simultaneously significantly affect the Employee Performance of PT.Telekomunikasi Indonesia.

H2 It is assumed that the leadership style variable partially has a significant effect on the employee performance of PT.Telekomunikasi Indonesia.

H3 It is suspected that the Communication variable partially has a significant effect on the Employee Performance of PT. Telekomunikasi Indonesia

H4 It is suspected that the Work Discipline variable partially has a significant effect on the performance of PT.Telekomunikasi Indonesia's employees

METHOD

In this study, researchers used quantitative research methods. The quantitative method is based on the philosophy of positivism used to examine a particular population or sample (Sugiyono, 2015). The survey approach is a technique of collecting and analyzing data in the form of opinions from the subjects studied (respondents) through the question and answer method using questionnaires. The data analysis method used in this study is multiple linear regression analysis (Multiple linear regression). In this study, the author uses SPSS software for data processing.

RESULT AND DISCUSSION

The results of the description explain that the variable with the statement that I am an employee can carry out work by the specified work quality, I as an employee able to carry out tasks by the quality of work given, I as an employee can carry out the given time responsibilities, I as an employee carry out cooperation and effectiveness with other employees, I as an employee doing independently in doing work can be perceived as still the lowest from the questions in the description variable.

The results of the leadership style explained that in the variable with the statement my boss has a friendly personality trait, my boss cares about problems that hinder employee performance, my boss has accessible communication to understand his employees, the ability to control subordinates, my boss is always apparent in directing employees to perform tasks the company, my supervisor ensures the safety and comfort of employees when working is perceived to be the lowest of the questions on the leadership style variable.

The results of the communication explain that the variable with my statement as an employee communicates well with superiors, my leader communicates well with fellow subordinates, I, as an employee communicates well with colleagues, is perceived to be the lowest of the questions in the communication variable.

Work discipline variable with the statement that I as an employee remain obedient to the company, I as an employee have a bad attitude, I have behavior that does not like co-workers, I as an employee have a sense of responsibility towards work the lowest perceived of statements in the work discipline variable.

Based on the results of this study, it is stated that the first hypothesis is that leadership style has a significant effect on employee performance, in line with Seta's research (2019). The second hypothesis is that communication positively affects employee performance; in line with Andre Fitriano's research (2020), the third hypothesis is that work discipline has a significant effect on employee performance. Employee performance is in line with Firdailla's research (2021).

The Influence of Leadership Style, Communication, Work Discipline on Employee Performance

The results obtained in this study note that the significance value (sig) in the ANOVA table is smaller than the significance level. It can be explained that simultaneously Leadership Style, Communication, and Work Discipline affect the performance of PT.Telekomunikasi Indonesia's employees. The basis of this research is in line with research from Seta (2019)

The Influence of Leadership Style on Employee Performance

The results obtained in this study are known that the t value is smaller than the significance level. It can be explained that the leadership style partially affects PT's performance because leadership style is essential for a leader in leading his

subordinates so that his subordinates also have a firm attitude like the leader at work. This research is in line with Wirakusuma et al. (2019)

The Effect of Communication on Employee Performance

The results of this study show that the value of the t-test is greater than the significance level. It can be explained that, partially, communication affects the performance of PT. Telekomunikasi Indonesia's employees, because communication is the primary way of conveying information either in electronic mail or in person. The basis of this research is in line with Fitriano (2020)

The Effect of Work Discipline on Employee Performance

The results obtained in this study show that the value of the t count is greater than the significance level. It can be explained that, partially, work discipline affects the performance of employees of PT.Telekomunikasi Indonesia. Because work discipline is a rule that should be obeyed by all employees in the work environment to support the completion of work and also form employees who have good attitudes and behavior in the eyes of the community. The basis of this research is in line with Firdaila (2021).

CONCLUSION

This study aimed to analyze the effect of Leadership Style, Communication, and Work Discipline on Employee Performance at PT. Telekomunikasi Indonesia. Based on the results of research and discussion using multiple linear regression analysis that has been carried out, the following conclusions can be drawn:

The variables of Leadership Style, Communication, and Work Discipline affect the Employee Performance of PT.Telekomunikasi Indonesia. Leadership style affects the performance of PT.Telekomunikasi Indonesia's employees. Communication affects the performance of employees of PT.Telekomunikasi Indonesia. Work Discipline affects

Employee Performance
PT. Telekomunikasi Indonesia.

This research has been carried out by procedures but has limitations: This research is only shown to employees of PT. Telekomunikasi Indonesia. This study only analyzes the effect of Leadership Style, Communication, and Work Discipline on the Employee Performance of PT. Telekomunikasi. While many other variables influence consumer buying interest that needs to be investigated.

The study's results showed the leadership style with indicators of authoritarian, delegation, and participatory leadership. It is recommended that the leader of PT. Telkom can behave as the leader wants and improve its culture, as well as motivate the behavior of subordinates and direct them into positive activities that have to do with work to achieve organizational goals.

The study results show communication with indicators of sender skills, sender attitudes, sender knowledge, channel media used by senders, receiver skills, receiver attitudes, receiver knowledge, media, and communication channels. Telkom is to be able to interpret the expectations of other people for the intended purpose. It is suggested to PT.

Based on the results of the study, it is shown that work discipline with indicators is always present on time, always prioritizes the percentage of attendance, always prioritizes efficient and effective working hours, has work skills in their field of work, has high work spirit, has a good attitude. It is recommended for PT. Telkom employees to behave by existing regulations, procedures, and discipline and maintain attitudes and actions by the regulations of the organization, both written and unwritten. Further researchers interested in continuing research on the same topic are expected to add other variables that affect employee performance to support and improve this research.

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