



The influence of leadership and communication on productivity with job satisfaction as an intervening variable

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ARTICLE INFO

Article history:

Accepted Jun 30, 2023

Revised Jul 07, 2023

Accepted Jul 12, 2023

Keywords:

Communication;

Employee Productivity;

Leadership;

Job Satisfaction.

ABSTRACT

Employee productivity is the main thing that must be achieved in order to maintain a company's reputation and business continuity. One of the factors that can increase work productivity is employee job satisfaction. Employee job satisfaction is always associated with a person's leadership style. Likewise with communication which is considered capable of influencing employee work satisfaction. The purpose of this research is to find out how leadership, communication and job satisfaction affect the productivity of PT Kao Indonesia Cikarang employees. This study used a simple random sampling technique, which was carried out randomly with a sample of 110 respondents. The approach used in this research is a quantitative approach. Data processing using SmartPLS Software. Based on all the tests that have been done, it is known that leadership has a positive and significant effect on job satisfaction because p-values are $0.013 < 0.050$ with t-statistics $2.503 > 1.960$, which means that the better the leader, the job satisfaction will increase. Communication also has a positive and significant effect on job satisfaction because p-values are $0.000 < 0.050$ with t-statistics $4.056 > 1.960$, which means that the better the way of communicating, the job satisfaction will increase. Then leadership has no significant effect on employee productivity, as well as communication which has no significant effect on employee productivity because p-values > 0.050 and t-statistics < 1.960 . While job satisfaction has a positive and significant effect on employee productivity with p-values $0.000 < 0.050$ and t-statistics $3.773 > 1.960$, which means that the higher the level of employee job satisfaction, the employee productivity also increases.

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1. INTRODUCTION

The company's ability to develop is very dependent on its human resources, because human resources are the most important role for the success of a company. Thus, the company will not progress and develop well if the performance level of its employees decreases (Tasrif, 2021). Human resources is someone who is employed as a thinker,

planner, and controller to achieve an organization's goals. Reliable human resources can support company activities as a smooth way to do work (Siregar et al., 2022).

Productivity can be interpreted as the ability of a set of economic resources to produce something which is also interpreted as a sacrifice (input) with income (output) (Wahrudin, 2020). If the measure of production success is only one side of output, then productivity is viewed from two sides at once, namely the input side of the output side (Sasuwe et al., 2018). Thus, it can be said that productivity is related to the efficient use of inputs to produce goods or services as a concept of meeting human needs or often also referred to as a mental attitude that always has the view that the quality of life today must be better.

In general, productivity is defined as the relationship between real results between processes and production results, namely goods or services. For example, productivity is a measure of productive efficiency, a comparison between outputs and inputs. Input is often measured by labor input, while output is often measured in physical unity, form and value (Hafid, 2018). Meanwhile, according to Stephen, the entry and exit of employees is voluntary and involuntary withdrawal from an organization (company) (Asrama et al., 2021).

Productivity is also defined as the level of efficiency in producing goods or services, productivity expresses how to make good use of resources in producing goods (Firdaus, 2022). From some of these understandings, it can be concluded that production and productivity have different meanings. Increased production shows growth in the amount of results achieved while increased productivity contains the notion of increasing results and improving the way the product is achieved. The increase in productivity can be seen by comparing inputs and outputs (Magdalena & Nagara, 2021).

One of the factors that can increase employee work productivity is employee job satisfaction (Rivaldo & Ratnasari, 2020). Job satisfaction is a general attitude of an individual towards his job, a person with a high level of job satisfaction shows a positive attitude towards the job, a person who is dissatisfied with his job shows a negative attitude towards the job. Job satisfaction is related to aspects of fairness and feasibility of remuneration received by employees for their performance contributed to the company. If the aspects of fairness and feasibility for employees can be formulated properly, employees will feel satisfied, have high morale (Prayudi, 2021). Job satisfaction is influenced by several factors, namely challenging work, appropriate rewards, good working conditions, supportive colleagues, good communication, personal compatibility with the job and wise leadership style (Harahap & Khair, 2019).

Job satisfaction for an employee is a very important factor because the satisfaction he gets will also determine a positive attitude towards work. Feelings of satisfaction at work can have a positive impact on behavior, such as the level of discipline and morale that tends to increase. Job satisfaction is also related to outcomes such as performance, so that if job satisfaction is higher it will cause enthusiasm at work. Thus, a person will more easily achieve high performance (Pahlawan & Onsardi, 2020).

Based on the data that has been obtained, it is known that the company's production results have not been able to reach the expected target. The target set by the company every month is 99%, but there is production instability from January to June 2022, namely 85%, 84%, 86%, 84%, 85% and 87% as well as a large number of NG goods. Phenomena like this indicate if there are problems with the work productivity of employees. Therefore, job satisfaction is needed in the production process to achieve certain targets that have been planned by the company (Wakhyuni & Andika, 2019). Employee job satisfaction at PT KAO Indonesia Cikarang is always associated with one's communication and leadership style. Every leader always wants to improve the ability of his employees so that his work can produce good work. Leaders must have the ability to move, direct and influence employees in an effort to achieve organizational goals as a

form of leadership. The ability to influence the behavior of others towards certain goals as an indicator of the success of a leader (Prasetyo, 2019).

Leadership style is a typical behavior of a leader towards his group members (Wahyuni, 2018). Organizations need leaders who are critical and dare to make strategic decisions in facing environmental changes, organizations need leaders who are critical and dare to make strategic decisions (Habba et al., 2017). This leadership style can be said to be leader-centered leadership, this style is characterized by the many instructions that come from the leader and the limited participation of employees in planning and decision making. The leader acts as a dictator against the members of his group. So that leaders have leadership behavior in managerial processes that are displayed consistently or so-called leadership styles (Domy & Samsiyah, 2020).

Authoritarian leadership style, which is the leader's style that concentrates all decisions and policies taken from himself fully, all divisions of duties and responsibilities are held by the leader while subordinates only carry out the tasks that have been given (Yandi, 2022). In this case, employees object because the leader does not want to accept suggestions or opinions that want to be conveyed by employees, so employees feel uncomfortable working under pressure from authoritarian leaders and affect job satisfaction and productivity.

The importance of communication for human life must be studied and developed to improve the ability to communicate with others so that they can communicate effectively to achieve goals (Perdana, 2021). The use of communication continues to develop along with the development of communication technology. Through the development of communication technology, it will be easier to achieve goals, both individual goals and the goals of companies and communities (Gede et al., 2020).

Through good communication an organization can run smoothly and successfully, and vice versa. The lack or absence of organizational communication results in traffic jams and messes of a company (Prihatin et al., 2019). Communication has become very important in human life. Not only is communication used as a means of channeling messages, ideas, ideas or thoughts, but communication is used as a tool to influence others or as a means of interaction to equalize perceptions and to achieve various goals of individuals, company groups and society (Saputra & Rotua, 2018).

In the absence of communication, there can be no organization, because then there is no opportunity for the group to influence one's behavior. Not only is communication absolute for the existence of organizations, the availability of certain communication techniques generally determines how decision-making functions can take place and be disseminated throughout the organization (Muhraweni, 2018). The likelihood of a leader making certain decisions often depends on whether the information that allows him to make decisions is conveyed to members of the organization whose behavior he should indeed influence (Ramadani, 2020).

Communication problems related to job satisfaction to be able to increase work productivity, namely the lack of good communication between fellow employees so that it will affect employee job satisfaction, sometimes communicating in a different tone of voice or with a slightly high base can be interpreted differently by other people, so that misunderstanding arises so that employees are still dissatisfied with their performance (Mardani, 2021).

2. RESEARCH METHOD

This study uses a quantitative method to answer the hypothesis that has been formulated with the target population being employees of the Production Department of Human Health Care 1 (HHC 1). This study used a probability technique with a simple random sampling technique which was carried out randomly with a total sample of 110 people and was ready to be used as a respondent in this study with the data collection

instrument used was a questionnaire. In the questionnaire, it will be explained in advance about the purpose of the research and ensure to the respondent that the answers given are only used for academic research and will be directed. Questionnaires were distributed online via the WhatsApp Platform and Google forms were sent to employees with clear and easy-to-understand questionnaire statements and explanations of each variable added to clarify the concept. Testing the proposed hypothesis using the partial least square structural equation model (PLS-SEM) the aim is to explain complex relationships such as unacceptable solutions and factor uncertainties using the SmartPLS application.

Each variable in this study is measured by indicators adopted and adapted from previous studies. A five-point Likert scale was used ranging from strongly disagreeing with being weighted (1) to strongly agreeing with being given a weight (5) in measuring each variable. This research has four variables, namely leadership which consists of 6 indicators, then communication which consists of 8 indicators while for job satisfaction variable consists of 4 indicators and for employee productivity variable consists of 5 indicators.

3. RESULTS AND DISCUSSIONS

3.1 Convergent Validity

Convergent validity, correlation between reflexive indicator scores and latent variable scores. Convergent validity is measured by the outer loading parameter. The reflective measure is said to be high if it correlates more than 0.70 with the construct you want to measure. However, in the early stages of the research, the outer loading value of 0.50 was considered sufficient. From the results of the analysis it is known that some indicators have a value of more than 0.50 and less than 0.50. And after the following modifications are made, the following is an overview of the calculation results of the PLS algorithm after indicators that do not meet the requirements for outer loading values are removed or deleted because they do not meet the requirements.

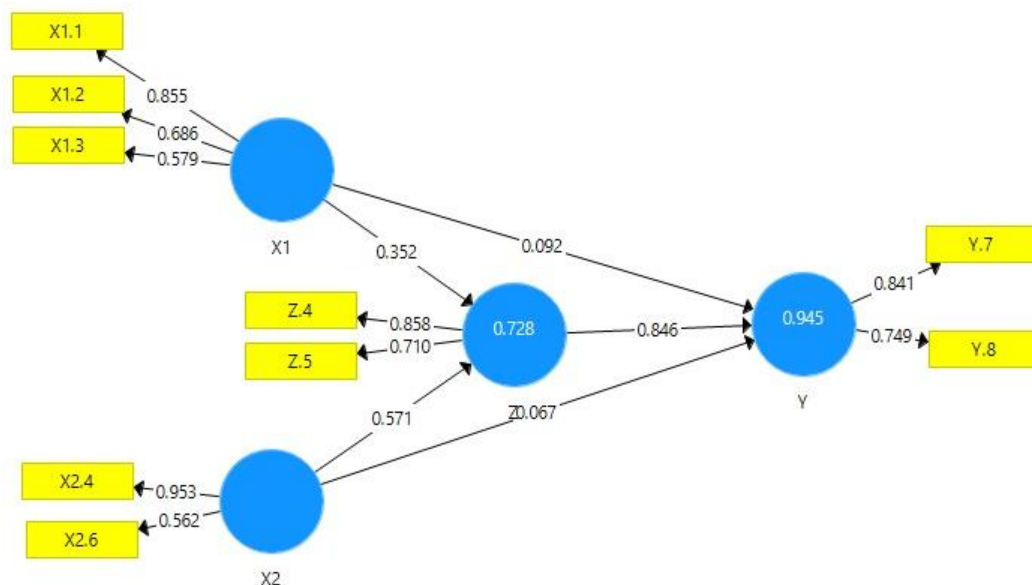


Figure 1. Outer Model Result after Modification

After eliminating or removing indicators that do not meet the requirements, it can be seen that there are no indicators from each construct that have an outer loading value below 0.50, this shows that all constructs have a high level of validity so that they meet convergent validity. If all indicators meet the requirements for research, then the analysis can be continued with the Discriminant Validity test.

3.2 Average Variance Extracted (AVE) Value

Table 1. Average Variance Extracted (AVE) Value

Variable	Average Variance Extracted (AVE)
Job Satisfaction	0,620
Communication	0,612
Leadership	0,513
Employee Productivity	0,635

All constructs have an AVE value of > 0.50 . So that the results obtained state that the measurement evaluation has good validity through the Average Variance Extracted measurement model and means that all constructs meet the criteria for discriminant validity.

3.3 Reliability Test

Reliability tests are carried out to prove the consistency, accuracy and accuracy of instruments in measuring constructs. To measure the reliability of a construct in SEM-PLS can be done in several ways, namely it is expected that Cronbach's Alpha value > 0.60 for all constructs while in Composite Reliability has a value of > 0.70 .

Table 2. Composite Reliability

Variable	Cronbach Alpha	Composite Reliability
Job Satisfaction	0,617	0,764
Leadership	0,632	0,755
Communication	0,623	0,747
Employee Productivity	0,674	0,776

Based on the results of data processed from SmartPLS shows that all variables have a Cronbach's Alpha value of more than 0.60 and composite reliability of more than 0.70. So it can be concluded that all constructs tested have good reliability in accordance with the minimum required limits and it can be said that from the test results each indicator of each variable is declared reliable, accurate, consistent and appropriate to measure the variables. Thus, the test can be continued by testing the structural model.

3.4 Inner Model Analysis

Table 3. R-Square

Variable	R-Square	Adjusted
Employee Productivity	0,945	0,943
Job Satisfaction	0,728	0,723

The R^2 value of the Work Productivity variable is 0.945 or 94.5% which is included in the 'Big/Strong' category while the R^2 value in the Job Satisfaction variable of 0.728 or 72.8% is also included in the 'Medium' category. The adjusted Adjusted R-square value (because there is more than one variable) is 0.943 or 94.3% and the Job Satisfaction variable is 0.723 or 72.3%. The test results showed that the Leadership and Communication variables affected Productivity by 94.3% where the remaining 0.57 or 5.7% was influenced by other variables outside this study while the influence of

Leadership and Communication variables on Job Satisfaction was 72.3% and the remaining 27.7% was influenced by other variables that were not included in this study.

Table 4. Effect Siza (f2) Result

Effect	F Square
Leadership towards Employee Productivity	0,064
Leadership towards Job Satisfaction	0,238
Communication towards Employee Productivity	0,026
Communication towards Job Satisfaction	0,626
Job Satisfaction towards Employee Productivity	3,521

Based on table 4 shows that the amount of Leadership on Employee Productivity is 0.064 where the value indicates a small influence, then the magnitude of the influence of Leadership on Job Satisfaction is 0.238 where the value indicates a medium influence. The magnitude of the influence of Communication on Employee Productivity is 0.026 where the value indicates a small influence, then the magnitude of Communication on Job Satisfaction is 0.626 where the value indicates a large influence and the magnitude of the influence of Job Satisfaction on Employee Productivity is 3.521 where the value indicates a large influence.

This means that it can be concluded that Leadership has a small effect on Employee Productivity and Leadership has a small effect on Job Satisfaction. Communication has a small effect on Employee Productivity and Communication has a major effect on Job Satisfaction. While Job Satisfaction has a major effect on Employee Productivity.

3.5 Hypothesis Test

To be able to find out a hypothesis can be accepted or rejected that can be done by looking at the significance between constructs, t-statistics and p-values. Hypothesis tests are carried out in order to test the relationship between independent latent variables to dependent latent variables. Test the hypothesis can be seen through bootstrapping. The bootstrapping procedure uses the entire original sample to resample. If the value of the path coefficient is positive, then the effect of a variable on it is unidirectional. If the value of an exogenous variable increases up, then the value of the endogenous variable also increases/increases. Then if the value of the path coefficient is negative, then the influence of a variable on it is in the opposite direction. If the value of an exogenous variable increases up, then the value of the endogenous variable decreases. And if P values < 0.05 then sigifikan. Here is the model after significant testing through the bootsraping method:

Table 5. Path Coefficient Test Result

Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y	0.092	0.080	0.060	1.535	0.125
X1 -> Z	0.352	0.370	0.141	2.503	0.013
X2 -> Y	0.067	0.054	0.198	0.337	0.737
X2 -> Z	0.571	0.559	0.141	4.056	0.000
Z -> Y	0.846	0.866	0.224	3.773	0.000

The first hypothesis is the influence of Leadership (X1) on Job Satisfaction (Z). Showing p-values less than 0.05 which means Leadership (X1) has a positive and significant influence on Job Satisfaction (Z) with a t-statistic value greater than 1.96 which is 2.503, this means that there is an influence and significant between Leadership and Job Satisfaction.

The second hypothesis is the effect of communication (X2) on job satisfaction (Z). Showing a p-value of less than 0.05 which means Communication (X1) has a positive and significant influence on Job Satisfaction (Z) with a t-statistic value greater than 1.96 which is 4.056 then this means that there is an influence and significant between Communication and Job Satisfaction.

The third hypothesis is Leadership (X1) on Employee Productivity (Y). The p-values of more than 0.05 namely Leadership (X1) have a positive but not significant effect on Employee Productivity (Y) with a p-value of 0.125 with t-statistics less than 1.96 which is 1.535 so this means there is no significant influence between Leadership and Employee Productivity.

The fourth hypothesis is Communication (X2) on Employee Productivity (Y). The P-values of the variable have a value of more than 0.05 which means Communication (X2) has a positive influence on Employee Productivity but is not significant because the t-statistic of 0.337 is less than 1.96, so this means there is no significant influence between Communication and Employee Productivity.

The fifth hypothesis is the effect of job satisfaction (Y) on employee productivity (Y). Showing a p-value of less than 0.05 which means Job Satisfaction (Y) has a positive and significant influence on Employee Productivity (Y) with a t-statistic value greater than 1.96 which is 3.773, this means that there is an influence and significant between Job Satisfaction and Employee Productivity.

3.6 Discussion

a. Effect of Leadership on Job Satisfaction

The p-values value in the leadership variable on job satisfaction is below 0.05 which is 0.013 with a t-statistic of more than 1.96 which is 2.503. This shows that leadership is significant and has a positive effect on job satisfaction seen from the original sample (original sample) path coefficients are above 0, which is 0.352. Based on the results of the effect size test in this study shows that the magnitude of the influence of leadership on job satisfaction is classified as medium. This supports the first hypothesis. It can be said that good leaders can increase employee job satisfaction. The results of this study are in line with research conducted by (Pahlawan & Onsardi, 2020) in an article entitled The Effect of Work Motivation, Organizational Climate and Leadership on Marketing Employee Job Satisfaction at Pt. Agung Toyota Bengkulu which states that Leadership has a significant effect on Employee Job Satisfaction. With these results, it proves that a good leader and has competence can increase employee job satisfaction.

b. Effect of Communication on Job Satisfaction

The p-values value in the communication variable on employee job satisfaction is below 0.05 which is 0.000 with t-statistics greater than 1.96 which is 4.056. Based on the results of the effect size test in this study shows that the magnitude of the influence of communication on employee job satisfaction is large / strong. This means that communication has a positive and significant influence on job satisfaction. This supports the second hypothesis. The results of this study are in line with research conducted by (Saputra & Rotua, 2018) in an article entitled The Effect of Motivation, Communication, and Discipline on Job Satisfaction of PT. PLN (Persero) P3B SUMBAGUT which states partial and communication significance has an influence on job satisfaction. With these results, it proves that a good leader and has competence can increase employee job satisfaction. With these results, it proves that good communication between employees and between leaders and employees can increase employee job satisfaction.

c. Effect of Leadership on Employee Productivity

The p-values value in the leadership variable on employee productivity is more than 0.05 which is 0.125 with t-statistics less than 1.96 which is 1.535 it shows that leadership on employee productivity is not significant but has a positive effect seen from

the original sample (original sample) path coefficients are above 0 which is 0.092. Based on the results of the effect size test in this study shows that the magnitude of the influence of leadership on employee productivity is relatively small. This does not support the third hypothesis. The results of this study are not relevant to research conducted by (Tarigan, 2020) in an article entitled *The Effect of Workload, Leadership Style and Compensation on Employee Productivity at Pt. Kencana Inti Perkasa* which states that partial leadership has a significant effect on employee work productivity.

d. Effect of Communication on Employee Productivity

The p-values value in the communication variable on employee work productivity is above 0.05 which is 0.737 with t- statistics less than 1.96 which is 0.337. Based on the results of the effect size test in this study shows that the magnitude of the influence of communication on employee work productivity is relatively small. This does not support the fourth hypothesis. The results of this study are not relevant to the research conducted by (Mardani, 2021) in an article entitled *The Effect of Communication on Employee Work Productivity at the Joint Work Cooperative of Smk Pgri 2 Belitang Ogan Komering Ulu Timur* which states that Communication has a very strong influence on employee work productivity.

e. Effect of Job Satisfaction on Employee Productivity

The p-value of the variable job satisfaction on employee productivity is below 0.05, namely 0.000 with a t-statistic greater than 1.96, namely 3.773. This shows that job satisfaction has a significant and positive effect on productivity as seen from the original sample, the path coefficients are above 0, namely 0.846. Based on the results of the effect size test in this study, it shows that the magnitude of the effect of job satisfaction on work productivity is relatively large/strong. This supports the fifth hypothesis. It can be said if employees get positive job satisfaction can increase employee work productivity. The results of this study are in line with research conducted by (Sitohang & Budiono, 2021) in an article entitled *Effect of Job Satisfaction, Quality of Work Life, and Self Efficacy on Employee Work Productivity Case Study on PT. Bank Woori Saudara Indonesia Tbk* which states that job satisfaction affects labor productivity. With these results prove that employee job satisfaction has a big and strong influence on employee work productivity.

4. CONCLUSION

Based on the discussion above, several conclusions can be drawn, including that leadership and communication have the same research results, namely that they have no significant effect on employee productivity. Meanwhile, leadership and communication partially have a positive and significant effect on employee job satisfaction, meaning that when a company has good leaders, employee job satisfaction will automatically increase as well as communication. employee. The results of the study also show that job satisfaction has a positive and significant effect on employee productivity, meaning that the higher the level of employee job satisfaction, the employee work productivity will also increase. So if a company wants to increase the work productivity of its employees, employee job satisfaction needs to be increased first by applying good leadership and communication styles.

Suggestions in this study when someone becomes a leader, that person should not put excessive pressure on employees. Companies should also implement two-way communication so that no distance is created between employees which can reduce their work productivity. Companies need to maintain the job satisfaction of their employees by always paying attention to their working conditions. Then as can be seen in this study there are still many shortcomings. The researcher hopes that the results of this study can be used as a reference and for future researchers to deepen and develop this research so that it is better so that they can use additional variables to continue their

research and become increasingly aware of the factors that have the greatest impact on employee productivity.

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