



The influence of leadership style, organizational design, and communication on employee performance at the head office and branches at PT XYZ company.

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ABSTRACT

This study aims to determine the effect of leadership style, organizational design, and communication on employee performance at the head office and branches at PT XYZ company. This research was conducted to examine how the style of leadership between the head office and branches supports employee performance, how influential the organizational design is in the PT XYZ company to collaborate between central and branch employees through what kind of communication so that each employee at the center and branches can be responsible for doing and completing work. The population in this study amounted to 100 employees of the center and branches. The data used is the result of questionnaire distribution data. This study uses multiple regression analysis models. Based on the results of the hypothesis in this study, it shows that Leadership Style, Organizational Design, and Communication together have a positive and significant influence on Employee Performance at the head office and branches at PT XYZ company.

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1. INTRODUCTION

Human resources (HR) are the main thing of a company's success. Because in today's modern world, companies must be able to train in improving HR performance to achieve the goals of the company itself. This makes Human Resources one of the most important assets for every company (Miftah, 2003). There are many ways to provide improvements in the quality and productivity of human resources. Some ways to do this are by providing direction from the leadership, showing a good corporate culture, providing employee training and development, considering employee welfare, and improving the work environment. With these efforts, companies can motivate employees, improve work quality and productivity, and reduce employee turnover. After making these efforts, companies are expected to achieve their goals and remain competitive in the business market. To support it all, effective leadership is needed to provide clear direction to employees. In addition, the organization's employees need skill development.

Leaders must have the ability to instruct about job responsibilities clearly to employees about what will be the company's business achievements so that they

understand what they are obliged to do in order to achieve these goals. Leaders must also be able to support and encourage employees to work productively. For employees to work productively and efficiently, leaders must also provide direction in training and developing knowledge to employees so that employees have increased knowledge, as well as their skills in areas relevant to the company's business goals. The company should also have a clear system in building an organizational structure that will affect the achievement of company goals and ensure effective and efficient performance. This can help find problems or performance errors that may occur before it is too late.

Organizational design addresses any issues related to what employees do in a company or organization when roles are outlined regarding the tasks to be performed by leaders in the company. This is very beneficial and makes it easier for everyone to understand each employee's job functions and duties, as well as their role in the business. Understanding the obligations that everyone has within the company can also help reduce conflict and unnecessary work. In addition, organizational design has the potential to improve performance because the current structure guarantees the best utilization of human resources for organizational goals. According to Griffin (2004: 352) defines organizational design as follows: In running a business, nothing is more important than carefully considering how the various parts of the company interact with each other. A good organization should pay attention to improving collaboration and coordination between departments because good organizational design can increase employee satisfaction for working in an appropriate, clear, and well-organized workplace. The company can also provide an opportunity for those who want to expand their skills and abilities so that positive working relationships can be created in the dynamics of work.

Efforts to achieve the goals of the company's business also require good communication that is carried out from superiors and subordinates, as well as between the environment and departments and headquarters and branches, very important to achieve the company's business goals. Openness in work can result in good communication.

Employee Performance, to perform at a high level, you must be able to achieve your goals in a way that meets the expectations of your employer. According to Mangkunegara (2013), performance is "the extent to which workers complete tasks and make contributions according to their responsibilities" Organizational performance can be greatly influenced by employee performance, which is defined as the results or success achieved at work in relation to job characteristics, organizational strategies, and company practices. To ensure that the needs of the organization are consistent with established goals and impact productivity. Employees who perform well often show the following characteristics (Mangkunegara, 2013: 68): a). Have high moral obligations, b). Can take and bear the dangers/risks faced, c). Have reasonable goals, d). Have a complete thorough work plan and strive to understand its purpose, e). Utilizes substantial criticism in all work exercises he/she undertakes.

Leadership Style, leadership style is determined by how one directs followers or teammates toward a common goal. The approach used by a leader can be changed to fit their values, beliefs, and leadership style. Researchers have identified two different leadership philosophies: task-oriented and employee-oriented (Handoko, 2008, p.299): 1). Task-oriented style To ensure that tasks are completed as intended, task-oriented supervisors closely guide and supervise their employees. 2). Employee-oriented style Management from a labor perspective seeks to inspire and encourage rather than command and control.

There are several aspects that may influence a leader's leadership style in carrying out tasks, including (Reitz, 1981): a). A leader's personality, previous experience, and expectations-including their beliefs, upbringing, and level of experience will all influence the leadership style they choose, b). The actions and expectations of the manager, c). The qualities, behaviors, and expectations of subordinates that influence the leadership style

of their superiors, d). Task requirements, as tasks delegated to subordinates will inevitably have an impact on their superiors, organizational atmosphere and rules that may have an impact on subordinates' expectations and behaviors, and co-workers' expectations and behaviors.

Organizational Design, the manager or supervisor in charge of the organization ensures that all available resources are allocated according to a predetermined scheme. The first step in carrying out organizational activities to achieve organizational goals is organizational design. The following is an overview of organizational design given by several authorities: Griffin (2004: 352) defines organizational design as follows: In running a business, nothing is more important than carefully considering how the various parts of the company interact with each other. According to Wisnu and Nurhasanah (2005: 11), companies need to have a well-designed structure in order to effectively handle the tasks involved in achieving their goals. Regarding organizational design procedures, according to Ivancevich, Konopaske, and Matteson (2007: 236), there are four steps that must be completed in organizational design, namely: Division of Work, Departmentalization, Delegation of Authority, Span of Control.

Communication, according to etymology, or the study of word origins, the word communication; comes from the Latin word communis, and the method is derived from communis. In this context, the term communism has the same meaning as elsewhere, that is, it refers to the same thing (Widjaja: 2000). When there is a shared understanding of what is being conveyed between interested parties, communication occurs (Widjaja, 2000). According to this point of view, communication occurs when a person understands what another person is saying to him. Conversely, communication will not occur if he does not understand. The process of communication activities within the company, or the exchange of information and the conveyance of meaning, is what matters in the end (Vardiansyah: 2004). There are 3 organizational activities in particular: Personal, External, and Internal Operations.

2. RESEARCH METHOD

The nature of this research is quantitative research with a descriptive approach. The variables in this study, namely are 3 (three) independent variables and 1 (one) dependent variable. The independent variables are leadership style (X1), organizational design (X2), and communication (X3). Meanwhile, the dependent variable is employee performance (Y).

According to Sugiyono (2018: 117), the population is all items or people who have the properties that the researcher chooses to study. The study population consisted of 100 employees from the head office and branches. This study uses a technique called saturated sampling, which is similar to a census. According to Sugiyono (2012: 68), this is a form of sampling in which the entire population is represented. A total of one hundred people were used as samples in this study. This study used the questionnaire method. The questionnaire contains a list of statements, each item of which is provided with an answer to choose from. Answers from employees as respondents cover data on gender, age, length of work, and level of education. In this study, researchers used validity test and reliability test research instruments. Where the validity test is used to determine how precisely a measuring instrument performs its function. In testing the validity of the questionnaire, the number of correlation results between the statement score and the overall score of the respondent's statement on the questionnaire is used. The subject of this questionnaire data filling is the supervisor at the head office who is the assessment of the staff who are directly related to his leadership including staff at the head office and at the branch office. Validity testing uses SPSS to analyze validity and reliability. Researchers tested the findings of respondents' answers to 46 statements (X1), 8 statements (X2), 14 statements (X3) and 16 statements (Y). If the bivariate correlation between the indicator score and the overall variable score is more than 0.30, the item statement is considered valid. In addition,

alpha Cronbach was used to test the dependability of previously validated instrument items, specifically comparing alpha Cronbach values greater than 0.6. The quality of the research instrument increases when the dependability value is close to 1. If the dependability figure is above close to 1 (>0.05), then the research instrument has a sufficient level of reliability for the task at hand.

In this study, the quality of the data is tested through normality which aims to test whether the disturbance or residual variables in the regression model are normally distributed. To assess the relative significance of each independent variable in explaining the dependent variable, the t-test is used. This part of the test involves contrasting the value (α) with the value (p). The null hypothesis (H_0) is rejected if the probability level is less than 0.05. Therefore, we can state that the independent variable affects the dependent variable. The F test is to determine whether each independent variable has a statistically significant effect on the dependent variable. The null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted if and only if $F_{count} > F_{table}$. A good regression model is that there is no correlation between the independent variables. As well as the heteroscedasticity test to determine whether there are statistically significant differences in the variance of the regression model residuals across multiple data sets. The homoskedasticity hypothesis states that the variances continue to have the same size and tendency over time. Heteroscedasticity, on the other hand, occurs when variances are not equal. A proper regression model is one that has no heteroscedasticity.

The data analysis technique used in this research is multiple linear regression analysis. The multiple linear regression data analysis method provides an overview of an analysis to explain or analyze the effect of leadership style, organizational design, and communication on employee performance, as stated by the formulation put forward by Sugiyono (2016: 283).

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Dimana :

- Y = Employee Performance
- X1 = Leadership Style
- X2 = Organization Design
- X3 = Communication
- β_0 = Intercept/Constant Value
- $\beta_1 - \beta_3$ = Regression Coefficient
- ε = Standard Error

3. RESULTS AND DISCUSSIONS

Characteristics of the 100 respondents, 58 (or 58% of respondents) were male and 42 (or 42% of respondents) were female based on the processed data. Based on age, it shows that 21 respondents (21% of the total) are between 23 and 25. About 37% are between 26 and 30, 37% are between 31 and 35, and 5% are above the age of 35. Based on the length of work shows that out of a total of 100 respondents, 50 people have worked at PT XYZ for less than three years, 31 people have worked there for three to four years, and 19 people have worked there for more than four years and based on the level of education of a total of 100 respondents, there are exactly zero people with a high school education equivalent, two people with a D3 education, 98 people with a bachelor's degree, zero people with a master's diploma, and there are no respondents with other education levels.

Classical Assumption Test

Table 1. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.53898942
Most Extreme Differences	Absolute	.062
	Positive	.062
	Negative	-.045
Test Statistic		.062
Asymp. Sig. (2-tailed)		.200 ^{c,d}

The absolute value obtained from Table 1 is 0.062. When compared to the Kolmogorov table for a sample size of $N = 100$, the value of 0.134 indicates that the data points are normally distributed (0.062 0.134). The Asymp value, in particular, from the SPSS probability test results shows this. The data is regularly distributed with a Sig. (2-tailed) of 0.200 when > 0.05 .

Hypothesis Test

Table 2. T-test results

Model		Coefficients ^a		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients				
		B	Std. Error			
1	(Constant)	.235	2.046		.115	.909
	Leadership Style	.513	.063	.280	8.102	.000
	Organization Design	.567	.062	.351	9.091	.000
	Communication	.539	.042	.497	12.863	.000

This partial test is carried out by comparing the α (alpha) value with the p-value. If the p-value $< \alpha$ (0.05), then H_0 is rejected. So it can be said that there is a partial influence between the independent variable and the dependent variable, and vice versa. shows that the results of the T-test that have been carried out on the Leadership Style variable produce a value with sig. 0.000 < 0.05 ; Thitung value 8.102 $> T$ table 0.1986. This means that the leadership style partially has a positive and significant effect on employee performance, Furthermore, the Organizational Design variable produces a value with sig. 0.000 < 0.05 ; Thitung value 9.091 $> T$ table 0.1986. This means that Organizational Design partially has a positive and significant effect on employee performance, Furthermore, the Communication variable which produces a value with sig. 0.000 < 0.05 ; Thitung value 12.863 $> T$ table 0.1986. This means that communication partially has a positive and significant effect on employee performance.

The Effect of Leadership Style on Employee Performance. The results of multiple linear regression analysis show that the leadership style variable has a significant effect on the productivity of PT XYZ employees both at the company and regional levels. According to Rivai (2014: 42), "Leadership Style" can also be used to refer to the preferred and most frequently used patterns of behavior and strategies by a leader to influence subordinates in pursuit of organizational goals, and these results give credence to this idea. objective. A public display of confidence in the abilities of one's subordinates. Leaders who take this tactic encourage subordinates to act independently and take pride in their work, but hold them accountable for results that meet the needs of upper management. This highlights the company's need to have executives with a certain level of expertise. The survey

socialization validated the effectiveness of PT XYZ's leadership approach. PT Perkebunan Nusantara XIII staff Toto Iswanto (2019) found that the Pelaihari Palm Oil Mill (PKS) Unit reacted positively and substantially to the change in leadership style. PT XYZ's corporate headquarters and regional offices all display a leadership style that has been shown to significantly increase employee output. The findings of this study thus support the conclusions of previous research.

The Effect of Organizational Design on Employee Performance. Multiple linear tests show that the organizational design variable has a significance value of 0.000 so it can be concluded that organizational design affects the realization of employee performance at the parent business and PT XYZ branches. According to Griffin (2004: 352), "organizational design is the overall set of structural elements and relationships between those elements used to manage the organization as a whole." This idea is supported by the data. Formalization of the division of labor, formalization of the flow of work to those assigned, and formalization of accountability for the work itself are the pillars upon which this organizational system rests. A company's chances of success or failure are greatly influenced by the ease with which it can delegate tasks, update its systems to remain competitive, and respond to changing market circumstances. Imas Sumiati, Yayan Mulyana, and Tine Ratna Poerwantika (2019) found that organizational design has a significant effect on the effectiveness of the Bandung City Office of Cooperatives, Micro, Small and Medium Enterprises and the Bandung City Office of Trade and Industry. Meanwhile, research shows that the organizational structure of the head office and branches of PT XYZ has an effect on worker productivity. Previous studies have been confirmed by these findings.

Effect of Communication on Employee Performance. The performance of the corporate office and branches of PT XYZ is significantly influenced by the communication variable, with a significance level of multiple linear tests of 0.000 indicating a considerable influence. The theory put forward is supported by the definition of communication according to Fahmi (2014) as the act of sending information from one person to another (directly or through a third party). Another way of saying it is that communication is the process of delivering your message so that it is received, processed, and acted upon by the person you want to reach. The purpose of this protocol is to ensure that all workers, from top to bottom management, get clear and concise instructions whenever they need them. When everyone in the team is on the same page and working towards the same goal as a consequence of open and honest dialog, that's when you know you have a winning formula. The survey results show that PT XYZ's communication approach is effective. Communication is encouraged in HEIs, as shown by the work of researchers Yenni Hartati, Sri Langgeng Ratnasari, and Ervin Nora Susanti (2020). There is a positive and statistically significant effect of using Indotirta Suaka on output. Communication between the head office of PT XYZ and its branches was shown to dramatically improve staff productivity. The findings of this study thus support the conclusions of previous studies.

The effect of Leadership Style, Organizational Design and Communication simultaneously on employee performance. The results of this study provide confidence in the idea that the leadership style, organizational structure, and communication of PT XYZ both at the head office and branches have a positive and meaningful effect on employee performance. Previous research by Toto Iswanto (2019), Imas Sumiati, Yayan Mulyana, and Tine Ratna Poerwantika (2019), and Yenni Hartati, Sri Langgeng Ratnasari, and Ervin Nora Susanti (2020) came to the same conclusion that Leadership Style, Organizational Design, and Communication have a positive and significant effect on Employee Performance.

4. CONCLUSION

This study provides positive and significant insight into the impact of leadership style, organizational design, and communication on employee performance at the head office and branches of PT XYZ. For future research, it is recommended to expand the number of employee samples, consider relevant control variables, and explore the measurement of the factors investigated. The use of multivariate analysis, long-term monitoring, and qualitative study methods can provide a deeper understanding. In addition, providing concrete managerial advice and establishing close collaboration with PT XYZ for the implementation of the recommendations can increase the impact of the research results in the field of management. Finally, it is also important to disseminate the findings through publication in scientific journals and sharing with scientific and professional communities to broaden the understanding and application of these findings.

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