

The Influence Of Leadership Style, Teamwork, And Communication On Employee Performance, Case Study On PT Bintang Karunia Abadi

Devi Eldiyanti

Universitas Buddhi Dharma
Jl. Imam Bonjol No. 41 Karawaci Ilir, Tangerang, Indonesia
devieldiyanti28@gmail.com

Rekam jejak artikel:

Terima September 2023;
Perbaikan September 2023;
Diterima September 2023;
Tersedia online Oktober 2023

Keywords:

Leadership Style
Teamwork
Communication
Employee Performance

ABSTRACT

The purpose of this study is to find out how the influence of leadership style, teamwork, and communication on employee performance at PT Bintang Karunia Abadi. In conducting this research, descriptive and quantitative method were used. From the results of the analysis the authors obtain the following results. From multiple linear regression analysis, the equation $Y = 5,378 - 0.528X_1 + 0.170X_2 + 1.238X_3 + e$ means that if Leadership Style (X_1), Teamwork (X_2), and Communication (X_3) experience an increase or decrease by 1 point, then Employee Performance (Y) will increase or decrease by -0.528, 0.170, and 1.238. Based on the hypothesis test, the $t^{(count)}$ value for leadership style (X_1) is $0,152 < t^{(table)} 2,0322$ thus H_0 is accepted and H_a is rejected, teamwork (X_2) is $2,206 > t^{(table)} 2,0322$ thus H_0 is rejected and H_a is accepted, and communication (X_3) of $5,941 > t^{(table)} 2,0322$ thus H_0 is rejected and H_a is accepted. While the results of the F test obtained a $F^{(count)}$ value of 20,717 with a significant level of 0.00 where $F^{(count)}$ was greater than $F^{(table)}$ of 2.89. Thus there is a simultaneous influence between leadership styles, teamwork, and communication on employee performance.

I. INTRODUCTION

Human Resources are an important factor in an organization or company. In order for management activities to run well, the company must have employees who are knowledgeable and highly skilled and strive to manage the company as optimally as possible so that employee performance increases.

Work experience is one of the factors that influences employee performance, where an employee is judged to be able to work well or not based on what experience they have. However, there are times when someone who has good work experience but forgets how he behaves and behaves, this can also affect whether the employee is good or not. Leadership style is the first factor in improving performance continuously. In this process, leaders have a large role in determining the

implementation of a company's organization. A leader is required to provide clear direction to the vision and mission of the organization, and is able to run the organization well so that the results obtained are in line with the goals the company wants to achieve. Apart from leadership factors, companies also need solid teamwork to be able to complete the process of achieving company goals. Work in a company will not be carried out well if employees do not work together in harmony. Work teams generate positive synergy through coordinated efforts. This means that the performance achieved by a team is better than the performance per individual in an organization or company. However, teamwork must also be effective in order to make a good contribution to employee performance and work results in an institution. In everyday life, communication is an action that allows us to receive and provide information or messages according to what we need. Communication has a close relationship with employee performance. The existence of good communication will greatly influence the performance produced by employees. The occurrence of good communication has a big influence on harmony in carrying out work.

Performance is a very important part because it has proven to be very important in its benefits. An institution wants employees to work seriously according to their abilities to achieve good work results. Without good performance from all employees, success in achieving goals will be difficult to achieve. Good performance is a desirable condition in the world of work. An employee will achieve good work performance if his performance meets standards, both quality and quantity. Based on the background of the problem above, the author conducted research with the research title "The Influence of Leadership Style, Team work and Communication on Employee Performance, Case Study at PT Bintang Karunia Abadi".

II. LITERATURE REVIEW

LEADERSHIP STYLE (X¹)

According to Hasibuan in (Jhuji, 2020, 9) states that Leadership is the way a leader influences the behavior of subordinates, so that they want to cooperate and work productively to achieve organizational goals.

According to Rivai in (Masturi et al., 2021) states that Leadership style is a set of characteristics that leaders have used to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior that is liked and often applied by a leader.

According to McShane and Von Glinow in (Daulay, 2020) stated that Leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals are achieved, or it could also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader. A leadership style that shows, directly or indirectly, a leader's confidence in the abilities of his subordinates. This means that leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which a leader often applies when he tries to influence the performance of his subordinates.

According to Siagian in (Imron & Suhardi, 2019), leadership style indicators state as follows:

1. An atmosphere of mutual trust
2. Respect for subordinates' opinions
3. Consider followers' responses
4. Attention to peaceful activities for followers
5. Pay attention to the welfare of his subordinates
6. Consider the work comfort factor of members.
7. Recognition of the correct and competent position of organizational members.

TEAM WORK (X²)

According to Poernomo in (Imron & Suhardi, 2019) states that Teamwork is an activity that is managed and carried out by a group of people who are members of one organization.

According to Buchholz in (Imron & Suhardi, 2019) states Teamwork is a relatively small group working on well-defined, challenging tasks that are most efficiently accomplished by groups working together rather than individuals working alone or in groups, who have certain, together, challenging, team goals derived from tasks, which must cooperate and depend on each other to achieve those goals, whose members work in different roles within a team (although some roles may be publicized), and who have the necessary authority, autonomy and resources that enable them to fulfill the team's goals.

According to Dewi in (Kusuma & Sutanto, 2018) stated that Teamwork is a form of work in a group that must be organized and managed well. Teams of people have different skills and are coordinated to work together.

According to Davis in (Schwarz et al., 2019) he explains the indicators that exist in teamwork, as follows:

1. Shared responsibility

2. Contribute to each other
3. Directing your abilities to the maximum
4. Effective communication

COMMUNICATION (X³)

According to J.A Devito in (Pohan & Fitria, 2021) stated that Communication is an action by one or more people who sends and receives messages that are distorted by interference, occur in a certain context, have a certain influence and there is an opportunity for feedback.

According to Hovland, Jains and Kelley in (Pohan & Fitria, 2021) stated that Communication is a process through which a person (the communicator) conveys stimuli (usually in the form of words) with the aim of shaping the behavior of other people (the audience).

According to Arni in (Sushethio & Pujiarti, 2021) states that Communication is the exchange of verbal and nonverbal information between senders and recipients of information to influence information.

According to Mangkunegara in (Bahri et al., 2022) indicators in communication include:

1. Ease of obtaining information
2. Communication intensity
3. Communication effectiveness
4. Level of message understanding
5. Change in attitude

EMPLOYEE PERFORMANCE (Y)

According to Andy & Sutrisna in (Alfine Sentosa; Pujiarti, 2022) stated that Human Resources refers to the people in an organization. There is no single factor in business activities that has a direct impact on the welfare of the company apart from Human Resources.

According to August W. Smith in (Triwibowo & Sutisna, 2023) stated that Performance is output derived from processes, human otherwise.

According to Mangkunegara in (Masturi et al., 2021) stated that Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to Bernadin and Russel in (Masturi et al., 2021) the dimensions of performance are as follows:

1. Quality

2. Quantity
3. Timeliness
4. Cost effectiveness
5. The need for supervisors

III. METHOD

The type of research used in this research is descriptive research and quantitative research.

Descriptive research is research with methods to describe research results. As the name suggests, this type of descriptive research aims to provide descriptions, explanations and validation of the phenomenon being studied.

Quantitative research can be interpreted as a research method that uses data or numbers.

IV. RESULTS

1. Model Summary Table

According to Siregar in (Masturi et al., 2021) states that The coefficient of determination is a number that states or is used to determine the contribution or contributions made by one or more variables X (independent) to variable Y (dependent).

Table.1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808 ^a	.653	.622	3.458
a. Predictors: (Constant), Komunikasi, Kerja Sama Tim, Gaya Kepemimpinan				

Based on the table above, it can be seen that the R Square value is 0,653 or 65,3%, which means the influence of Leadership Style, Teamwork and Communication on employee performance is 65,3%. Meanwhile, the remaining 34,7% is explained by variables or other factors.

2. Hypothesis Test Table

a. t Test

1) Leadership Style on Employee Performance

Table.2

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
(Constant)	38.429	8.434		4.557	.000	
Gaya Kepemimpinan	.032	.209	.026	.152	.880	
a. Dependent Variable: Kinerja Karyawan						

Based on the table above, it shows that the results of the t_{count} are $0.152 < t_{table} 2.0322$ with a probability of $0.880 > 0.05$, which means that Leadership Style does not have a significant effect on employee performance.

2) Team Work on Employee Performance

Table.3

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
(Constant)	29.177	4.851		6.015	.000	
Kerja Sama Tim	.296	.134	.349	2.206	.034	
a. Dependent Variable: Kinerja Karyawan						

Based on the table above, it shows the results of the calculation $t_{count} 2.206 > t_{table} 2.0322$ with a probability of $0.034 < 0.05$, which means teamwork has a significant effect on employee performance.

3) Communication on Employee Performance

Table.4

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.107	6.530		.169	.866
Komunikasi	.971	.164	.709	5.941	.000
a. Dependent Variable: Kinerja Karyawan					

Based on the table above, it shows the results of the calculation of $t_{count} 5.941 > t_{table} 2.0322$ with a probability of $0.000 < 0.05$, which means that communication has a significant effect on employee performance.

b. F Test

Table.5

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	743.145	3	247.715	20.717	.000 ^b
Residual	394.585	33	11.957		
Total	1137.730	36			
a. Dependent Variable: Kinerja Karyawan					
b. Predictors: (Constant), Komunikasi, Kerja Sama Tim, Gaya Kepemimpinan					

Based on the results of the table above, the value obtained is $F_{count} (20.717) > F_{table} (2.89)$ and a probability of $0.000 < 0.05$, meaning that there is a simultaneous/joint influence between leadership style, teamwork and communication on employee performance.

V. CONCLUSION

Based on the results of the research that has been carried out, it can be concluded that the research on leadership styles, teamwork and communication at PT Bintang Karunia Abadi is as follows :

1. The test results showed that the leadership style variable did not significantly influence the performance of PT Bintang Karunia Abadi employees. This can be seen from the t_{count} coefficient value of $0.152 < t_{table} 2.0322$ with a probability of $0.880 > 0.05$, so H_0 is accepted and H_a is rejected.
2. The test results showed that the Teamwork variable had a positive and significant effect on the performance of PT Bintang Karunia Abadi employees. This can be seen from the coefficient value of $t_{count} 2.206 > t_{table} 2.0322$ with a probability of $0.034 < 0.05$, so H_0 is rejected and H_a is accepted.
3. The test results showed that the communication variable had a positive and significant effect on the performance of PT Bintang Karunia Abadi employees. This can be seen from the coefficient value of $t_{count} 5.941 > t_{table} 2.0322$ with a probability of $0.000 < 0.05$ so H_0 is rejected and H_a is accepted.
4. Earned value is $F_{count} (20.717) > F_{table} (2.89)$ and a probability of $0.000 < 0.05$, meaning that there is a simultaneous/joint influence between leadership style, teamwork and communication on employee performance.

REFERENCES

- Aknes, A., & Silaswara, D. (2023). Pengaruh Beban Kerja, Kemampuan Kerja, dan Motivasi Kerja Pada Produktivitas Kerja Karyawan PT. Surya Teknik Dinamika. *Prosiding: Ekonomi Dan Bisnis*, 3(1), 432–441.
- Alfine Sentosa; Pujiarti. (2022). Pengaruh Lingkungan Kerja, Beban Kerja dan Stres Kerja Terhadap Kinerja Kayawan PT. Hippo Prima Plast. *Prosiding: Ekonomi Dan Bisnis*, 1(2). <https://jurnal.buddhidharma.ac.id/index.php/pros/article/view/1300/726>
- Bahri, S., Hasibuan, L. M., & Pasaribu, S. E. (2022). Pengaruh Komunikasi Dan Beban Kerja Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Pegawai Pada Kantor Dewan Perwakilan Rakyat Daerah Provinsi Sumatera Utara. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 5(1), 229–244. <https://doi.org/10.36778/jesya.v5i1.619>
- Daulay, R. (2020). Pengaruh Komunikasi, Motivasi dan Lingkungan Kerja Terhadap Kinerja Pegawai (Studi Pegawai Kantor Kec. Matraman JAKarta Timut). *Bab Ii Kajian Pustaka 2.1, 2004*, 6–25.
- Imron, & Suhardi. (2019). Pengaruh Gaya Kepemimpinan, Kerjasama Tim, Dan Budaya Organisasi Terhadap Prestasi Kerja Dan Dampaknya Kepada Kinerja Pegawai. *JEM: Jurnal Ekonomi Dan Manajemen STIE Pertiba Pangkalpinang*, 5(1), 64–83.
- Aknes, A., & Silaswara, D. (2023). Pengaruh Beban Kerja, Kemampuan Kerja, dan Motivasi Kerja Pada Produktivitas Kerja Karyawan PT. Surya Teknik Dinamika. *Prosiding: Ekonomi Dan Bisnis*, 3(1), 432–441.

- Alfine Sentosa; Pujiarti. (2022). Pengaruh Lingkungan Kerja, Beban Kerja dan Stres Kerja Terhadap Kinerja Kayawan PT. Hippo Prima Plast. *Prosiding: Ekonomi Dan Bisnis*, 1(2). <https://jurnal.buddhidharma.ac.id/index.php/pros/article/view/1300/726>
- Bahri, S., Hasibuan, L. M., & Pasaribu, S. E. (2022). Pengaruh Komunikasi Dan Beban Kerja Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Pegawai Pada Kantor Dewan Perwakilan Rakyat Daerah Provinsi Sumatera Utara. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 5(1), 229–244. <https://doi.org/10.36778/jesya.v5i1.619>
- Daulay, R. (2020). Pengaruh Komunikasi, Motivasi dan Lingkungan Kerja Terhadap Kinerja Pegawai (Studi Pegawai Kantor Kec. Matraman JAKarta Timut). *Bab Ii Kajian Pustaka 2.1, 2004*, 6–25.
- Imron, & Suhardi. (2019). Pengaruh Gaya Kepemimpinan, Kerjasama Tim, Dan Budaya Organisasi Terhadap Prestasi Kerja Dan Dampaknya Kepada Kinerja Pegawai. *JEM: Jurnal Ekonomi Dan Manajemen STIE Pertiba Pangkalpinang*, 5(1), 64–83.
- Jhuji, E. a. (2020). Pengertian, Ruang Lingkup Manajemen, dan Kepemimpinan Pendidikan Islam. *Jurnal Literasi Pendidikan Nusantara*, 1(2), 113.
- Kusnawan, A., Diana, S., Andy, A., & Tjong, S. (2019). Pengaruh Diskon pada Aplikasi e-Wallet terhadap Pertumbuhan Minat Pembelian Impulsif Konsumen Milenial di Wilayah Tangerang. *Sains Manajemen*, 5(2), 137–160. <https://doi.org/10.30656/sm.v5i2.1861>
- Kusuma, L. P., & Sutanto, J. E. (2018). Peranan Kerjasama Tim Dan Semangat Kerja Terhadap Kinerja Karyawan Zolid Agung Perkasa. *PERFORMA: Jurnal Manajemen Dan Start-Up Bisnis*, 3(4), 8. <https://journal.uc.ac.id/index.php/performa/article/view/754>
- Masturi, H., Hasanawi, A., & Hasanawi, A. (2021). Jurnal Inovasi Penelitian. *Jurnal Inovasi Penelitian*, 1(10), 1–208.
- Pohan, D. D., & Fitria, U. S. (2021). Jenis Jenis Komunikasi. *Journal Educational Research and Social Studies*, 2, hal. 31.
- Schwarz, P., Body, J. J., Cáp, J., Hofbauer, L. C., Farouk, M., Gessl, A., Kuhn, J. M., Marcocci, C., Mattin, C., Muñoz Torres, M., Payer, J., Van De Ven, A., Yavropoulou, M., Selby, P., & فاطمی, ح. (2014). No Title شیمی مواد غذایی. *European Journal of Endocrinology*, 171(6), 727–735. <https://ej.e.bioscientifica.com/view/journals/eje/171/6/727.xml>
- Silaswara, D., Ginny, P. L., Hanapi, F., & Parameswari, R. (2018). Pengaruh kepemilikan asing, ukuran perusahaan, dan leverage terhadap nilai perusahaan pada perusahaan non keuangan yang terdaftar di bursa efek indonesia periode 2015 – 2017. *Akuntoteknologi : Jurnal Ilmiah Akuntansi Dan Teknologi*, 10(2), 1–10. <https://jurnal.ubd.ac.id/index.php/akunto>
- Silaswara, D., Parameswari, R., & Kusnawan, A. (2021). Analisa Keberhasilan Program Pelatihan menggunakan Webinar di Masa Pandemi Covid-19. *ECo-Buss*, 4(2), 165–179. <https://doi.org/10.32877/eb.v4i2.226>
- Sushethio, D., & Pujiarti. (2021). The Effect of Leadership, Motivation, and Work Environment on Employee Performance at PT. BJA Sidoarjo. *Academia Open*, 5(41), 179–192. <https://doi.org/10.21070/acopen.5.2021.1758>

- Triwibowo, T. S., & Sutisna, N. (2023). *Prosiding : Ekonomi dan Bisnis Pengaruh Disiplin Kerja , Kompetensi , serta Keselamatan dan Kesehatan Kerja terhadap Kinerja Karyawan PT . Mitra Bangun Cemerlang PT Mitra Bangun Cemerlang bagian produksi . sampel purposive sebanyak 128 responden di bagian. 3(1).*
- Wibowo, P., Hernawan, E., Wicaksono, B. B., & Kusnawan, A. (2023). Faktor Yang Mempengaruhi Peningkatan Pendapatan Usaha Ekonomi Masyarakat Umkm Industri Batik Kota Yogyakarta Propinsi Daerah Istimewa Yogyakarta. *Primanomics : Jurnal Ekonomi & Bisnis, 21(2)*, 103–113. <https://doi.org/10.31253/pe.v21i2.1828>
- Winardi, W., & Parameswari, R. (2022). Pengaruh Harga, Kualitas Produk, dan Promosi terhadap Keputusan Pembelian pada PT. Hao Sheng Trading. *Prosiding: Ekonomi Dan Bisnis, 2(2)*, 1–14. <https://jurnal.ubd.ac.id/index.php/pros>