



The Influence of Leadership and Communication Style on the Performance of TPI Parepare Class II Immigration Office Employees

Hartati

Fakultas Bisnis Institut Ilmu Sosial dan Bisnis Andi Sapada, Parepare, Indonesia

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Abstract

This research aims to find out how much influence leadership and communication styles have on the performance of TPI Parepare Class II Immigration Office Employees. The analytical method used is multiple linear regression with validity, reliability, and hypothesis testing through partial tests and simultaneous tests. The results showed that work discipline (X1) had no partially significant effect on The results of the research show that leadership style (X1) had a partially significant effect on the performance of Class II TPI Parepare Immigration Office Employees, this is shown based on a significant value of 0.026 which is smaller and 0.05, communication (X2) has a partially significant effect on the performance of Immigration Office Employees Class II TPI Parepare, this is shown based on a significant value of 0.001 which is smaller than 0.05. Simultaneously, leadership and communication styles influence the performance of TPI Parepare Class II Immigration Office Employees, this is shown based on a significant value of 0.000, which is less than 0.05.

Keywords: *Leadership Style; Communication; Performance*

Introduction

Human resources are an integral part and play an important role in an organization, being active planners and actors in every organizational activity. Without quality human resources, an organization cannot carry out its activities well. They have heterogeneous thoughts, feelings, desires, educational status, and background, age, gender, and are brought into an organization so that they are not like machines, money, and materials, which are passive and can be completely controlled and regulated to support the achievement of organizational goals.

Arifuddin (2022) states that Human Resource Management (HRM) is "The process of managing people, through planning, recruitment, selection, training, development, providing compensation, career, safety, and health as well as maintaining industrial relations until termination of employment to achieve company goals and increase the welfare of stakeholders".

According to Karina et al., (2020), Performance is the work result that can be achieved by a person or group of people in a company by their respective authority and responsibilities to achieve organizational goals illegally, does not violate the law, and does not conflict with morals and ethics. In an

organization or government agency, several factors can influence employee performance, one of which is the role of leadership, even now it can be said that the progress achieved and the setbacks experienced by the agency are largely determined by the role of its leadership.

The TPI Parepare Class II Immigration Office is an immigration service agency that in carrying out its activities must always strive to fulfill customer wishes. Customers are groups of people or communities who have an interest, either directly or indirectly, in the service. The various interests of these customers must be the main reference in planning and implementing services. The success of an office depends on the role of a leader with a leadership style in influencing his subordinates and how to create employee job satisfaction so that it will improve employee performance. To create an effective leadership style and job satisfaction for subordinates, a qualified and professional leader can motivate subordinates so that they can carry out their duties according to the provisions set by the organization.

Agustin et al., (2019) state that leadership style is a norm or behavior used by someone when that person tries to influence the behavior of other people to achieve a goal. This shows that leadership has a very important role in achieving employee performance, and leaders can apply their leadership appropriately and to the existing situation and conditions, so employees will be able to work comfortably and with high enthusiasm.

Based on observations of employee performance, it can be seen that employee performance is still not optimal. This is because employees are still found with low attendance levels, do not comply with office entry times, leave earlier than the specified time, and some employees even often leave the office during working hours. The conditions that occur at the TPI Parepare Class II Immigration Office need to get the attention of the leadership at that office so that employee performance will be better in the future.

Literature Review

A. Leadership Style

Hasibuan & Silvy, (2019) state that leadership style is a leader influencing the behavior of subordinates which aims to encourage work passion, job satisfaction, and high employee productivity, to achieve maximum organizational goals. SAPUTRA, (2022) suggests that leadership style is a norm of behavior that a person uses when that person tries to influence the behavior of other people as they see it.

From the definitions above, it can be concluded that leadership style is the ability to influence other people, subordinates, or groups, the ability to direct the behavior of subordinates or groups by having special abilities or expertise in the field desired by the group, to achieve organizational goals.

B. Communication

According to Muslih, (2020), Communication is a process of conveying and receiving news or information from one person to another. According to Davis (Simamora, 2018) Communication is the transfer of information and understanding from one person to another. Meanwhile, according to Harorl D. Lasswell in Mulyana (2017:9), communication is a process that explains who says what, by what channel, to whom, with what consequences, or what results. From the definition above, it can be concluded that communication is the process of conveying messages from one person to another through media that causes certain effects or interactions.

C. Performance

To overcome complex problems, management can make improvements, one of which is through developing human resources. These improvements aim to strengthen ourselves and increase the resilience of human resources and organizations in facing competition. The success of an organization in improving

its organizational performance is very dependent on the quality of the resources involved in the work or work, so the organization needs to have employees who are capable and high-performing.

Definition of performance according to A. Arifuddin et al., (2023)"Performance is the willingness of a person or group of people to carry out activities and perfect them by their responsibilities with the expected results."

Machmud et al., (2022) state that "Performance is a description of the level of achievement of an activity program or policy in realizing an organization's goals, objectives, vision and mission as outlined through an organization's strategic planning."

WhereasHasibuan & Silvya, (2019), stated that "Performance is performance or performance. Performance can also be interpreted as work performance work implementation or results of work performance.

Apart from that, Rifai and Basri are inBudianto, (2015), state that "Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him".

Research Methods

The data used in this research are primary and secondary. This research uses quantitative and qualitative methods. The population in this study covers Parepare class II immigration office employees.

The data collection techniques used in this research are observation, interviews, questionnaires, and documents. By using multiple linear regression analysis, validation test, reliability test, hypothesis testing: t-test (partial), f-test (simultaneous), and Coefficient of Determination test (R^2).

Results and Discussion

Results

A. Data Description

1. Description of Respondent Characteristics

Table 1. Respondents According to Gender

Gender	Amount	Percentage (%)
Man	32	74
Woman	11	26
Total	43	100

Source: Primary Data (Questionnaire), processed 2022

Based on Table 1 above, respondents according to gender were 32 people (74%), while 11 people were women (26%) from the total sample of 43 employees.

Table 2. Respondents According to Age

Age	Amount	Percentage (%)
21 - 30 Years	16	37
31 - 40 Years	26	61
41 - 50 Years	-	-
> 50 Years	1	2
Total	43	100

Source: Primary Data (Questionnaire), processed 2022

Based on Table 2 above, respondents according to age were 16 people aged 21-30 years (37%), 26 people aged 31-40 years (61%), and 1 person aged over 50 years (2%).

Table 3. Respondents According to Last Education

Last education	Amount	Percentage (%)
High school or equivalent	11	26
Diploma III (D3)	2	4
Strata I (S1)	2	58
Strata II (S2)	25	12
Total	43	100

Source: Primary Data (Questionnaire), processed 2022

Based on Table 3 above, the results of the frequency test show that respondents according to their last education were 11 people (26%), Diploma III (D3) as many as 2 people (4%), Strata I (S1) as many as 25 people (58%), and Strata II (S2) as many as 5 people (12%).

Table 4. Respondents According to Work Period

Years of service	Amount	Percentage (%)
< 5 Years	14	33
6-11 Years	14	33
12-17 Years	7	16
18-25 Years	6	14
> 25 Years	2	4
Total	42	100

Source: Primary Data (Questionnaire), processed 2022

Based on Table 4 above, respondents according to work period are less than 5 years as many as 14 people (33%), 6-11 years as many as 2 people (38%), 12-17 years as many as 16 people (38%) and 18-25 years as many as 10 people (24%), more than 25 years as many as 2 people (4%).

B. Hypothesis Testing

1. Validity test

Table 5. Leadership Style Validity Test

Statement	r Count	r Table	Information
X1.1	0.827	0.3008	Valid
X1.2	0.943	0.3008	Valid
X1.3	0.922	0.3008	Valid
X1.4	0.937	0.3008	Valid
X1.5	0.911	0.3008	Valid
X1.6	0.956	0.3008	Valid

Source: Primary data processed (2022)

The results of the table above show that the overall total Pearson correlation or calculated r for each statement related to work discipline has a value above 0.3008 so the results can be said to be valid for each item of the instrument.

Table 6. Validity Test Career Development

Statement	r Count	r Table	Information
X2.1	0.938	0.3008	Valid
X2.2	0.939	0.3008	Valid
X2.3	0.962	0.3008	Valid
X2.4	0.975	0.3008	Valid
X2.5	0.809	0.3008	Valid
X2.6	0.963	0.3008	Valid

Source: Primary data processed (2022)

The results of the table above, show that the total Pearson correlation or calculated r for each statement related to career development has a value above 0.3008 so the results can be said to be valid for each item of the instrument.

Table 7. Performance Validity Test

Statement	r Count	r Table	Information
Y.1	0.918	0.3008	Valid
Y.2	0.972	0.3008	Valid
Y.3	0.972	0.3008	Valid
Y.4	0.961	0.3008	Valid
Y.5	0.961	0.3008	Valid
Y.6	0.601	0.3008	Valid

Source: Primary data processed (2022)

The results of the table above show that the total Pearson correlation or calculated r for each statement related to performance has a value above 0.3008 so the results can be said to be valid for each item of the instrument.

2. Reliability Test

Table 8. Leadership Style Reliability Test

Cronbach'Alpha	N of Items
,955	6

Source: Primary Data (Questionnaire), processed 2022

Based on the table of reliability test results for the work discipline variable (X_1) above, it has a Cronbach's alpha value of 0.955, meaning that the value is greater than the value of 0.60. Based on the provisions above, the work discipline variable (X_1) in this study is said to be reliable or consistent.

Table 9. Communication Reliability Test

Cronbach'Alpha	N of Items
,966	6

Source: Primary Data (Questionnaire), processed 2022

Based on the table of reliability test results for the career development variable (X_2) above, it has a Cronbach's alpha value of 0.966, meaning that the value is greater than the value of 0.60. Based on the provisions above, the career development variable (X_2) in this study is said to be reliable or consistent.

Table 10. Performance Reliability Test

Cronbach'Alpha	N of Items
,957	6

Source: Primary Data (Questionnaire), processed 2022

Based on the table of reliability test results for the performance variable (Y) above, it has a Cronbach's alpha value of 0.957, meaning that the value is greater than the value of 0.60. Based on the provisions above, the performance variable (Y) in this study is said to be reliable or consistent.

3. Multiple Linear Regression Test

Table 11. Multiple Linear Regression Analysis Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,907	1,177		4,168	,000
	Leadership Style	,299	,129	,388	2,316	,026
	Communication	,531	,152	,584	3,485	,001

Dependent Variable: Performance (Y)

Source: Primary Data (Questionnaire), processed 2022

From the results of the multiple linear regression analysis above, it can be seen that the equation regarding the influence of leadership (X_1) and communication (X_2) on performance (Y) can be written in the following equation:

$$Y = \alpha + b_1 X_1 + b_2 X_2$$

$$Y = 4.907 + 0.299 X_1 + 0.531 X_2$$

From the regression equation above, it can be explained as follows:

- The constant (α) is 4.907, meaning that if the leadership and communication values are equal to 0, then the initial performance value is 4.907.
- The leadership assessment variable (X_1) has a positive regression coefficient value of 0.299. A positive regression coefficient value indicates that leadership on performance has a positive influence. This illustrates that if the leadership value increases by one unit, the performance value will also increase by 0.299.
- The communication variable (X_2) has a positive regression coefficient value of 0.531. A positive regression coefficient value indicates that communication on performance has a positive influence. This illustrates that if the communication value increases by one unit, the performance value will also increase by 0.531.

4. Partial Test (t-Test)

Table 12. Partial Test (t-Test) Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,907	1,177		4,168	,000
	Leadership Style	,299	,129	,388	2,316	,026
	Communication	,531	,152	,584	3,485	,001

Dependent Variable: Performance (Y)

Source: Primary Data (Questionnaire), processed 2022

From the table above, the t-calculated value for the leadership variable (X_1) is 2.316 with a significant value of 0.026 and the t-calculated value for the communication variable (X_2) is 3.485 with a significant value of 0.001.

To find out the value of t_{table} in the partial test (t test) it can be written in the following equation:

$$\begin{aligned} t_{table} &= t(\alpha / 2 ; n - k - 1) \\ &= t(0.05 / 2 ; 43 - 3 - 1) \\ &= t(0.025 ; 39) = 2.023 \end{aligned}$$

The t-table value of 2.023 is obtained from the distribution of t-table values with a confidence level of 0.05, so:

- 1) The leadership variable (X_1) has a significant effect on the performance of class II TPI Parepare immigration office employees. This can be seen from the significant value of 0.026 which is smaller than 0.05 and the t-count value of $2.316 > t_{table} 2.023$.
- 2) The communication variable (X_2) has a significant effect on the performance of the TPI Parepare Class II Immigration Office employees. This can be seen from the significant value of 0.001 which is smaller than 0.05 and the t_{count} value of $3.485 > t_{table} 2.023$.

5. Simultaneous Test (F Test)

Table 13. Simultaneous Test Results (F Test)

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	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	261,373	2	130,687	273,140	,000b
	Residual	19,138	40	,478		
	Total	280,512	42			

a. Dependent Variable: Performance (Y)

b. Predictors: (Constant), Communication, Leadership Style

Source: Primary Data (Questionnaire), processed 2022

From the equation above, the F_{table} value of 3.232 is obtained from the table distribution of F values with a confidence level of 0.05. So the Sig value ($0.000 < (0.05)$) and the F_{count} value ($273.140 > F_{table}$ value (3.232)) which means leadership (X_1) and communication (X_2) simultaneously influence employee performance at the TPI Parepare Class II Immigration Office (Y).

6. Analysis of the Coefficient of Determination (R^2)

TABLE 14. Results of Determination Coefficient Analysis (R^2) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,965a	,932	,928	,69171

a. Predictors: (Constant), communication, leadership style

Source: Primary Data (Questionnaire), processed 2022

Based on the table above, the value of R^2 is 0.932, which shows that leadership (X_1) and communication (X_2) on performance (Y) influence 0.932 or (93.2%), while the remaining 0.068 or (6.8%) is influenced by other factors not examined by researchers.

Discussion

This research aims to examine the influence of leadership and communication on employee performance at the Class II TPI Parepare Immigration Office. Based on the results of the analysis, the discussion of the research results is as follows:

1. The Influence of Leadership on Performance

Based on the partial test results, the calculated t value for the leadership variable is 2,316 greater than the t_{table} value of 2.023 with a significance value of 0,026 smaller than 0.05, this indicates that leadership has a significant effect on performance. The results of this research are based on an analysis of respondents' responses regarding leadership using indicators such as the ability to make decisions, the ability to motivate, communication skills, responsibility, and the ability to control emotions. In general, the leadership at the TPI Parepare Class II Immigration Office is considered good, but several things still need to be improved, namely, the leadership's ability to communicate with fellow employees or subordinates. Respondents' responses show that 7 people or 16% of the total employees doubt the leadership's ability to motivate their subordinates.

2. The Effect of Communication on Performance

Based on the partial test results, the calculated t value for the communication variable (3,485) is greater than the t_{table} value (2.023) with a significance value of (0.001) smaller than (0.05), this shows that communication has a significant effect on employee performance at the TPI Parepare Class II Immigration Office. The results of this research are based on an analysis of respondents' responses regarding communication using indicators such as understanding, enjoyment, influence on attitudes, improved relationships, and action.

Respondents' responses generally described that work communication between employees at the TPI Parepare Class II Immigration Office was very good. The indicators that are the basic consideration for measuring performance each have a huge influence on improving employee performance.

3. Simultaneous Influence of Leadership and Communication Style on Performance

Based on the results of the simultaneous test, the F_{count} value (273,140) is greater than the F_{table} value (3.232) with a significance value of (0.000) smaller than the significance level, namely (0.05), this explains that simultaneously leadership and communication have a significant effect on performance Parepare Class II Immigration Office employee, the magnitude of the influence leadership and communication on performance amounted to 93.2%, while 6.8% was influenced by other factors not examined by researchers.

Conclusion

Based on the research and discussion that has been carried out regarding the influence of leadership and communication styles on employee performance at the TPI Parepare Class II Immigration Office, the following conclusions can be drawn from this research;

1. Based on partial test results, the leadership style variable (X_1) influences performance at the TPI Parepare Class II Immigration Office. This is indicated by the significance value of 0.026 which

is smaller than 0.05 and the t_{count} value 2,316 greater than the t_{table} value 2,023. On communication variables, partial communication (X_2) has a effect positive and significant on performance employee at the TPI Parepare Class II Immigration Office. This is indicated by the significance value of 0.001 which is smaller than 0.05 and the t_{count} value 3,485 greater than t_{table} 2,023.

2. Based on the simultaneous test results, Leadership and communication styles influence employee performance at the TPI Parepare Class II Immigration Office. This is shown based on the sig value of 0.000 which is smaller than 0.05 and the F_{count} value (273,140) is greater than the F_{table} value of 3.232.

Suggestion

Based on the results of the analysis of the conclusions above, the author puts forward several suggestions, including:

1. For Institutions

In general, the two variables that are the subject of this research show that leadership and communication style variables have a significant effect on employee performance. The author hopes that the agency will maintain the existing leadership style and ensure that current work communication is maintained. However, the magnitude of the influence of leadership style is smaller than communication on current performance, this is illustrated by the leadership style significance value of 0.026 which is greater than the communication significance value of 0.000. This is described in the respondents' responses to the questionnaire statement on the indicator of the leader's ability to motivate. On the indicator of the leader's ability to motivate, there were still 7 respondents, or 16% of the total respondents who were still in doubt. The author hopes that the agency, in this case, the leadership of the TPI Parepare Class II Immigration Office, will provide more motivation to produce maximum employee performance. The author hopes that the results of this research will be used as input or consideration for the TPI Parepare Class II Immigration Office to achieve even better performance.

2. For Academics

The author hopes that the results of this research can become a reference reference for future authors in obtaining information about variables related to leadership style, communication, and performance. The researcher also hopes that the topics and discussions that have been presented can arouse curiosity to conduct further research on other variables related to performance that were not researched by the author.

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