

EFFECTIVENESS AND COMMUNICATIONS ORGANIZATION LEADERSHIP STYLE ON THE PERFORMANCE OF EMPLOYEES AT HALEYORA POWER IN THE PANDEMIC COVID-19

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Abstract

The purpose of the organization, customer satisfaction and contributing to the economy are part of performance. Leadership style and organizational communication are several factors that affect employee performance, because certain leadership styles affect organizational communication and then affect performance. The purpose of this study was to determine the contribution of leadership style and organizational communication to performance, especially when working from home during the Covid-19 pandemic at VI' Haleyora Power. This study uses a descriptive verification method with a sample size of 140 respondents. The results of the research on leadership style and organizational communication variables have an influence on employee performance at PT Haleyora Power. Meanwhile, simultaneously leadership style and organizational communication contribute to employee performance by 9.1 % .Suggestions should be that leaders are able to choose leadership styles and

organizational communication that are in accordance with the conditions, especially amid limited physical contact, during the Covid-19 pandemic.

Keywords: Employee Performance, Leadership Style, Organizational Communication

INTRODUCTION

Performance is actuality that has been determined by the company, and then carried out by each individual in order to achieve the goals that have been planned. According to [1], performance is the result of a process that refers to and is measured over a certain period of time based on predetermined provisions or agreements. According to Umar quoted by [2], there are two aspects or dimensions of employee performance standards, and then developed into several indicators, including: (1). Quantitative, the indicators include: (a). Work process and working conditions, (b). Time at work, (c). The number of errors, (d). Number and type of work. (2). Qualitative, the indicators include, (a). Quality of work, (b). Punctuality, (c). Ability and work skills, (d). Ability to evaluate.

Since March 2020 around the world there has been a pandemic called Covid-19, a virus whose spread and death rate is very high, even the latest data until March 2021 has killed up to three million people around the world. A phenomenon that has indeed shaken the lives of human beings in the world, starting from the changing way of life and socializing, disrupting the economy and politics.

As a result of this pandemic, stock prices plummeted, many companies finally had to close their businesses. Because there are restrictions on human movement whose purpose is to break the chain of spread. As a result of this, all processes of production, distribution and eventual consumption must be limited, this causes all companies to suffer losses. Especially companies that deal with physical activities and physical services.

In Indonesia, the sectors affected by many industries, service industries and technical services related to resources cannot be eliminated, but reduced. Due to restrictions on physical activity, many targets were not achieved. As a result of the target not being achieved, the performance company was also not achieved.

PT Haleyora Power (commonly abbreviated as HP) was established specifically to meet the electricity needs of the PT Antam mining area which will be opened in the Halmahera area, Maluku. As anticipation, PT PLN formed a subsidiary, namely PT Haleyora Power, which will establish and operate a 300 MW power plant. Where 100% of the electricity production is intended to serve PT Antam's mining operations and processing in its smelter.

However, after several negotiations between the two parties, there was disagreement on the issue of determining the selling and buying price of electricity, which resulted in the cancellation of the transaction between PT PLN and Antam.

Based on this, also to anticipate the dynamics of business changes faced by PLN, HP is directed to manage the electricity sales (retail) business, which in the future is expected to be more competitive through the development of electricity supply with special services and tariffs, so as to reduce subsidies.

LITERATURE REVIEW

Performance appraisal also aims to evaluate work. More specifically, the purpose of performance evaluation is as stated by Sunyoto in [2] namely: (a). Increase mutual understanding between employees about performance requirements. (b) Recording and recognizing the work of an employee, so that they are motivated to do better, or at least achieve the same as previous achievements. (c). Provide opportunities for employees to

discuss their desires and aspirations and increase their concern for their careers or for the work they currently hold., (d). Define or reformulate future goals, so that employees are motivated to participate according to their potential. (e). Examine the implementation and development plan according to the training needs, specifically the current plan, and then approve the plan if nothing needs to be changed. (O. As a basis for making decisions that are used for achievements, dismissals and the amount of remuneration. (g). To measure the extent to which an employee can complete his work., (h). As a basis for evaluating the effectiveness of all activities within the company, (i). As a basis for evaluating the training program and the effectiveness of the work schedule, work methods, organizational structure, supervisory style, working conditions and supervision., (j). As an indicator to determine the need for training for employees within the organization., (k). As a tool to increase employee motivation to achieve good performance., (l). As a tool to see the shortcomings or weaknesses and improve the ability of the next employee., (m). As a determining criterion, selection and placement of employees. (n). As a tool to improve or develop employee skills. (o). As a basis for improving or developing job descriptions'

According to [3-5] suggests that leadership style is as follows: "a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that style leadership is a pattern of behavior and strategies that are preferred and often applied by a leader. A leadership style that shows, directly or indirectly, about a leader's belief in the abilities of his subordinates [6].

[3, 7] say that according to Contingency Theory Leadership there is a relationship between leadership style and certain required situations. According to this theory, a leader will be effective if his leadership style is in accordance with the situation. This theory suggests how the actions of a manager in certain situations his leadership behavior is effective, meaning that the leader in demonstrating his leadership is not guided by one pattern of behavior from time to time but is based on the manager's analysis after he studies a particular situation, then takes the right approach. If the motivational abilities and needs of subordinates vary greatly, a leader must have the sensitivity and ability to diagnose in order to be able to read and accept differences.

Communication is the transfer and understanding of meaning. note emphasis transfer of meaning : if information or ideas have not been conveyed, communication hasn't taken place. [5]. The meaning of the notion of communication according to Robbin & Coulter above, communication is the transfer of meaning and understanding of meaning. The emphasis is on the transfer of meaning, if information or ideas have not been conveyed then communication has not occurred. Communication is also one of the most important elements in the framework of Total Quality Service, every leader must be able to communicate, both verbally and non-verbally [7-9].

The four main functions of communication within a group or organization According to [10] namely: (1) Control, Communication in certain ways acts to control the behavior of organizational members. The communication process is carried out in ways according to the hierarchy of authority and formal organizational guidelines that employees must obey. For example, the leadership asks employees to submit complaints related to work according to job descriptions and organizational policies; (2) Motivation, communication strengthens and maintains motivation by explaining to employees what to do, how well employees are working, and what can be done to improve performance according to specified standards. Providing feedback on progress toward organizational goals or objectives and encouragement to desired behavior stimulates motivation and demands communication; (3) Expression of Emotions, Communication facilitates the release of emotional expression of feelings and fulfillment of employees' social need. Communication that occurs in employees in social

interactions in work groups is a fundamental mechanism by which members show disappointment and satisfaction; (4) Information Communication occurs to provide the necessary information for individuals and groups. Information is needed by individuals or groups to make decisions to identify and evaluate alternative choices. With the above explanation so that the communication pattern during the Covid-19 pandemic with online methods and work from home and social media, chat often occurs distortion, so that employees fail to carry out orders and tasks properly, because there is a role of media used to interfere with perfect communication, Moreover, it is not accompanied by affection or expression and emotion when communicating[11].

Organizational communication has several objectives, including: (a) improving managerial skills and social relations; (b) convey and or receive information; (c) submit and answer questions; (d) changing behavior (thoughts, feelings, and actions) through planning, organizing, directing, and controlling; (e) changing social conditions. To realize effective organizational communication skills are needed. According to [12-14] there are 5 main skills, namely: (a) listening; (b) giving and receiving feedback; (c) show firmness; (d) dealing with conflicts and; (e) problem solving

METHOD

This research is quantitative research, using regression analysis, correlation and contribution. The population in this study were employees of the operational section as many as 140 respondents. The characteristics of the population in this study are: (1) permanent or non-permanent employees; (2) working period of at least 3 years; (3) willing to be a respondent. The number of samples in this study were 140 people. The instrument in this study was a questionnaire as a measuring instrument for research variables. To test the hypothesis in this study, namely knowing the relationship between variables X1 and X2 on variable Y, a double correlation formula was used using software in the form of SPSS ver. 22.0

RESULTS AND DISCUSSION

Based on the result— the result of data analysis that has been carried out, it can be seen that the relationship between leadership style variables (X1) and Communication known Organizational (X2) and employee performance variables (Y) is. The hypotheses to be tested in this study are: (1) the relationship between X1₂ Y; (2) the relationship of variable X2 to variable Y and; (3) the relationship of the variables X1 and X2 to variable Y. The calculation with SPSS ver.22.0 generate the following data:

1. Relationships X₁ to variable Y

Based on calculations using SPSS program versi.22.0 obtained the following data

Table 1

Against the relationship X1 Coefficients variable Regression

Model 1	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	1056	.148	7.12	0000	3
Style Leadership	.153	.096	.169	1.59	.115

a. Dependent variables: categorical performance

From the table above shows that the regression coefficient value of the chairman's leadership style has a significance level of 0.000, the value is 0.000 smaller than 0.05 or sig value > , this means that the alternative hypothesis (Ha) is accepted which states "There is an influence of leadership style on employee performance at PT Haleyora Power".

Relationship X₂ to variable Y

Based on calculations using SPSS program ver.22.0 obtained the following data:

Table 2

Variable relationship X2 Coefficients Against variable Y Regression

Model 1	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	1557	.144		10.912	0.000
Communication	-202	.099	-.241	-2.033	.047

a. Dependent Variable: categorical performance

From the table above, it can be seen that the regression coefficient value of the organizational communication of the leadership of PI' Haleyora Power has a significance level of 0.047, a value of 0.047 smaller than 0.05 or a sig < , this means that the alternative hypothesis (Ha) is accepted, which states "There is an influence of leadership Organizational Communication on the performance of PT Haleyora Power employees.

Relationship of Xiand X2 to variable Y

Based on calculations using the SPSS ver.22.0 program, the following data were obtained:

Table 3

Relationship of Variables XI and X2 to Variable Coefficients

Model 1	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	1325	.144	7188	0000	0.022
Communication	-202	.099	-.241	-2.033	.047
Leadership Styles	.185	0.095	205	1,958	

(1) the constant has a value of 1,325. This shows that if XI (leadership style) has a value of 0.185 and X2 (organizational communication) has a value of -0.202 then Y (employee performance) has a value of 1.325, . (2) variable XI (leadership style) has a regression coefficient value of 0.185. This means that if the other independent variables remain or do not change, then every 1 point increase or 1% of the leadership style variable will increase employee performance by 0.185; (3) the coefficient of XI is

positive, this means that there is a positive relationship between X1 (leadership style) and Y (employee performance) meaning that the higher the value of X1 (leadership style), it will increase Y (employee performance); (4) variable X2 (organizational communication) has a regression coefficient value of -0.202. This means that if the other independent variables remain or do not change, then every 1 point increase or 1% of the organizational communication variable will decrease employee performance by - 0.202; (5) the coefficient of X2 is negative, this means that there is a negative relationship between X2 (organizational communication) and Y (employee performance) meaning that an increase in the value of X2 (organizational communication) will not increase the value of Y (employee performance).

3. Relationship of Xland X2 to variable Y

Based on calculations using the SPSS ver.22.0 program, the following data were obtained:

Table 4

F Test on Independent Variables on Employee Performance Variables

Model 1	Sum of Square	df	Mean Square	F	Sig.
Regression	1.559	3	.799	4.045	0.025
Residual	16339	140	.192		
Total	17898				

Predictors: (Constant), categorical style of leadership, communication categorical

a. Dependent variables: categorical performance

From the table above can be seen the value of the regression coefficient leadership style and organizational communication Leaders HI' Haleyora Power Bring the Covid-19 pandemic had a significance value of 0.025. The value of 0.025 is smaller than 0.05 or the value of $\text{sig} <$, this means that the alternative hypothesis (H_a) is accepted which states "There is an influence of leadership style and organizational communication of the leadership of Haleyora Power during the Covid-19 pandemic". Using calculated F values compared to the F table. In this study, F arithmetic has a value of 4.045 while F table has a value of 2.00, this means that $F \text{ arithmetic} > F \text{ table}$, so the research hypothesis H_a is accepted and H_o is rejected,

The magnitude of the coefficient of determination is in the table below:

Table 1

Coefficient of Determination of Leadership Style and Organizational Communication Together Against Employee Performance

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	.985	.091	.66	.438

a. Predictor;(constant); leadership style category, communication category

b. Dependent variable: employee performance

In the table above, it can be seen that the number R^2 0.091 , this means that the percentage contribution of the variables X1 (leadership style) and X2 (organizational communication) in the regression model is 9.1%. or variations in the Y variable (employee performance) can be explained by variables X1 (leadership style) and X2

(organizational communication) of 9.1% while the remaining 89.9% is explained by variables that are not included and studied in this study, such as organizational climate, motivation and organizational culture.

Discussion of the Influence of the Leadership Style of the leadership of PT Haleyora Power on Employee Performance during the Covid-19 pandemic

The results of research that have been processed using SPSS 22 for windows show that the regression coefficient value of the leadership style of the leadership of PT Haleyora Power has a significance level of 0.000, this value is smaller than 0.05 or the value of $\text{sig} <$ and the calculated t value is 7.188 while the table is 1.9770, this means that H_a is accepted and H_o is rejected and there is a significant influence between the leadership style of the leadership of PT Haleyora Power during the Covid-19 pandemic. Of the three leadership styles studied, it turns out that the ones that have a significant value that affect employee performance improvement are leadership styles autocratic and laissez faire with significant values of 0.000 and 0.004, of the two styles, the style is the autocratic one that has the most significant effect on improving performance.

The results are consistent with the Contingency Theory of Leadership presented by Fiedler and Hersey Blanchard on Leadership and Organizational Behavior book [4, 15] which states that there is influence between leadership style required by particular situations.

It means that a leader will be more effective if his leadership style is adapted to the situation that occurs and the level of maturity of the members of the organization. The assumption used based on this approach is that there is no single leadership style that is right for every leader in all conditions. Therefore, through this theoretical approach, a leader will apply a certain style based on consideration of factors such as leaders, followers, and situations. Leader, follower and situation factors are critical variables that are interrelated.

The Effect of Organizational Communications led by IT Haleyora Power on Employee Performance during the Covid-19 pandemic

The results of research that have been processed with SPSS 22 for windows show that the regression coefficient value of organizational communication led by PT Haleyora Power on employee performance during the COVID-19 pandemic has a significant value of 0.047, this value is smaller than 0.05 or $\text{sig} <$ and a t-count value of 10,912 is obtained with a t table of 1,977, thus H_a is accepted and H_o is rejected and there is a significant influence between the organizational communication of the leadership of Haleyora Power on employee performance during the Covid-19 pandemic. From the results of the analysis, as many as 64.8% of respondents stated that leadership organization communication is less effective. The influence of organizational communication variables on employee performance variables can be seen from the data that only 29.1% of employees have effective performance, while 71.9% of employees have less effective performance. Thus it appears that there is an effect of organizational communication on employee performance. The influence of organizational communication on performance shows that good communication can increase mutual understanding and cooperation among members of the organization to achieve organizational goals.

This is in line with research conducted by [2, 16] The highest item in communication is the delivery of information directly from superiors to subordinates. Communication

between superiors and subordinates is very important to improve employee performance. With increased transparency of communication with superiors will be able to contribute to employee performance.

Influence of Leadership Style and Organizational Communication led by PT Haleyora Power on Employee Performance during the Covid-19 pandemic

The results showed that organizational leadership and communication style had an effect on improving employee performance. Through the results of the calculations carried out, the R^2 value of 0.091 means that the presentation of the contribution of the X1 (leadership style) and X2 (organizational communication) variables to the Y variable (employee performance) is 0.091 or 9.1%, while the remaining 89.1 % is influenced by other variables not included in this study. This is in line with what was stated by Luthans and the research proposed by Chairunnisa, Kiswanto, and Saputra. According to the researcher, the leadership style laissez faire and autocratic chosen by the leadership in this study is associated with employee performance; some employees have poor performance. Therefore, to improve employee performance, variations in leadership styles are needed laissez faire and autocratic.

Employee Performance at yr Haleyora Power during the Covid-19 pandemic

The performance of employees at PT Haleyora Power is still less effective, this is evidenced by the results of the frequency distribution that 71.9% of employees have less effective performance. Employee performance is said to be effective if employees can carry out work in accordance with the expectations of an organization.

Organizational Communication at yr Haleyora Power during the Covid-19 pandemic was less effective.

Organizational communication carried out by the leadership was less effective, this was evidenced by the results of the frequency distribution table, and most of the leaders still had ineffective communication, which was 63.6%. Organizational communication is said to be effective if the leader is able to make employees carry out certain activities with awareness, excitement and joy.

Leadership Style at PT Haleyora Power Affects Employee Performance The results of research that have been processed by researchers using SPSS 22 for windows show that there is a significant and positive influence between the leadership style of PT Haleyora Power's leadership on employee performance during the Covid-19 pandemic. Of the three leadership styles studied, only two leadership styles, namely autocratic and styles laissez faire , have significant values that can affect employee performance.

CONCLUSIONS AND SUGGESTIONS

Conclusions

In this study the following conclusions can be drawn: (1) There is a significant influence between the leadership style of the leadership on employee performance at VI Haleyora Power during the Covid-19 pandemic with a regression coefficient of 0.185, this means that if the variables independent others remain constant or does not change, then every 1 point or 1% increase in the leadership style variable will increase employee

performance by 0.185 or 18.5%. Of the three styles assessed, it turns out that the autocratic and leadership styles laissez faire have significant values that affect the improvement of employee performance; (2) There is a significant influence between the chairman's organizational communication on improving employee performance at the College of Health Sciences in Pontianak with a regression coefficient of -0.202. this means that if the other independent variables remain or do not change, then every 1 point increase or 1% organizational communication will decrease employee performance. The relationship they have is a negative relationship;

(3) The leadership style and organizational communication of the Head of the College of Health Sciences together have a significant effect on increasing employee performance by 0.091 or the percentage of the effect is 9.1% while 89.1% is influenced by other variables not examined in this study; (4) The employee performance in PT Haleyora Power in past pandemics Covid-19 was less effective, this is evidenced by the results of the frequency distribution of obtained the results 71.9% of employees have a less effective performance; (5) Based on the results of the frequency distribution, 63.6% of the leaders of PT Haleyora Power have less effective organizational communication; (6) The three leadership styles studied by the researcher, leadership styles laissez faire and autocratic have a significant effect on improving employee performance.

Suggestion

Based on conclusion above and the results of data processing, the following can be suggested: (1) The leadership of PT Haleyora Power can consider using a leadership style approach that emphasizes the situation of followers and the phenomenon of changes in the organizational environment, during the Covid-19 pandemic. (2) Communicating through the media will indeed cause distortion, so that leaders must be able to maximize communication using more media than meeting faceface to during the Covid-19 pandemic. So that employees can properly complete the task of the instructions and directions of the leadership.

(3) For the next researchers, it is hoped that they can examine other variables that can affect the improvement of employee performance such as work motivation, work climate and organizational culture.

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