

The Effect of Leadership Style and Internal Communication on Employee Work Effectiveness at the Ministry of Public Works and People's Housing Directorate General of Bina Marga Bandar Lampung

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Abstract

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This study aims to determine whether there is an influence of leadership style and internal communication on the work effectiveness of employees at the Ministry of Public Works and Public Housing at the Directorate General of Bina Marga, Bandar Lampung. This research is a quantitative research. The population in this study were all employees of the Office of the Ministry of Public Works and Public Housing, Directorate General of Bina Marga Bandar Lampung, which did not include employees who held the position of a Head of Service and 5 Heads of Sections, so that the population in this study was 90 employees. Testing the hypothesis in this study using multiple regression analysis. Based on the descriptive analysis, the percentage obtained by the leadership style is 84.24% and is included in the very good category, the level of internal communication is 86%, including the very good category, while the work effectiveness level is 78.78%, including the good category. Meanwhile, based on the calculation of multiple linear regression analysis obtained the equation: $Y = 8,730 + 0,405 X_1 + 0,513 X_2$. Based on the calculation of multiple linear regression analysis also obtained F-count of 17,234 with a significance of 0.000.

Keywords: Leadership, communication, effectiveness, work, employee

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INTRODUCTION

Human resources are the main component of an organization that becomes an active planner and actor in every organizational activity. They have heterogeneous thoughts, feelings, desires, status and educational background, age, gender which are brought into an organization so that they are not like machines, money and materials, which are passive and can be fully controlled and regulated in supporting the achievement of organizational goals.

Human resources both in leadership and member positions are the most important factors in every organization or agency, both government and private. This is because the success or failure of an organization or agency is largely influenced by human factors as the executor of the work.

The organization is a collection of people who work together by utilizing existing facilities to achieve the planned goals. Organizational goals are the attainment of a goal



that individuals cannot achieve on their own. With a group of people who work cooperatively and coordinated can achieve more results than done by one person. Thus, the basic pillar in organizing is the principle of division of labor (Handoko, 1995:171). In achieving organizational goals, many factors influence it, including the quality of human resources or employees, work methods, work environment and facilities that support the achievement of goals.

One of the things that must be considered in the implementation of work is the realization of positive work effectiveness. To realize positive work effectiveness is certainly not an easy business, because it is influenced by several factors including: work environment, office layout, work atmosphere, leadership style and communication both internally and externally and so on. In this regard, this study will only discuss the factors of leadership style and internal communication.

In an organization or agency, leadership is related to directing employees to do work. This is an important part of understanding work behavior. Several studies have shown that there is no "one best way to lead people. It depends on the leader, the subordinates, and the situation at hand.

A good leader will definitely get more work from his subordinates with an attitude as a good leader. To find the appropriate leadership style, they not only see their position as leaders who want everything done, but they must also work within the existing structure effectively.

Leadership style can be defined as a pattern of behavior designed to integrate organizational goals with individual goals to achieve a certain goal (Heidjrachman and Suad Husnan, 2002:224). Each leader can have a leadership style that is different from one another, and not necessarily a leadership style is better or worse than other leadership styles.

Kinds of leadership style applied in an organization can help create positive work effectiveness for employees. The existence of a leadership style that is in accordance with the situation and conditions of the organization, employees will be more enthusiastic in carrying out their duties and obligations and have the hope of meeting their needs.

In addition to leadership style, internal communication also has a very important role in realizing positive work effectiveness. Internal communication is the process of delivering messages that take place between members of the organization, it can take place between leaders and subordinates, leaders and leaders, and subordinates and subordinates (Muhyadi 1989:164).

Internal communication will be more effective, if the various factors that support success can be used together. These factors include: trying to get feedback, using the right language followed by body movements to clarify the content of the message, and if necessary repeating in terms of delivery, placing oneself as both the sender and the recipient. The existence of internal communication in an agency, then the coordination and cooperation in carrying out the work can run well.

The office of the Ministry of Public Works and Public Housing, Directorate General of Bina Marga, Bandar Lampung is one of the educational institutions at the Bogor Regency level which is responsible for developing, improving the quality and coordinating elements of education within the Bogor Regency. In this institution, the employees of the Ministry of Public Works and Public Housing, the Directorate General of Bina Marga, Bandar Lampung, should work optimally. However, based on field observations conducted in July 2005, it turns out that there are still quite a lot of things that are not in line with expectations, namely the low work ethic of employees. This is evidenced by the number of employees who are not on time when entering the office, delaying the implementation of office tasks, leaving the office during office hours and inefficiency in the use of office facilities. The low work ethic shown by the employees of the Ministry of Public Works and

Public Housing at the Directorate General of Bina Marga Bandar Lampung is certainly related to the leadership style applied by the leadership. Because leadership style is an activity to influence and direct the behavior of subordinates or other people to achieve organizational or group goals (Kartono, 1982:39). In addition, the location of the office space which is somewhat far apart from one part to another of course also affects the smooth implementation of internal communication within the agency. These problems certainly affect the effectiveness of employees' work. Because effectiveness is related to the degree of achievement of organizational goals, both implicitly and explicitly, namely how far the plan can be implemented and how far the goals can be achieved (Soegiyono, 2001:23).

If the effectiveness of the employee's work is not optimal, of course the organizational goals that have been set will not be able to be achieved properly. These two things need to get attention from the managerial side, especially the head of the agency, so that they can anticipate and try to improve the quality of human resource management at the institution as early as possible. How is it possible that the goals set can be achieved, if many employees are less concerned with their responsibilities, not to mention the implementation of less than optimal internal communication.

METHOD

The population in this study were all employees of the Office of the Ministry of Public Works and Public Housing, Directorate General of Highways Bandar Lampung, which did not include employees who held the position of a Head of Service and 5 Heads of Sections. Testing the hypothesis in this study using multiple regression analysis. Multiple regression analysis is used to determine the effect of leadership style and internal communication on work effectiveness.

RESULTS AND DISCUSSION

Statistical analysis is a multiple regression analysis based on computer calculations with the SPSS release 12 statistical program, the following calculation results are obtained:

Keterangan	Nilai
Konstanta	8,740
Gaya kepemimpinan	0,405
Komunikasi intern	0,513
F _{hitung}	17,234
R Square	0,284
T _{hitung} variabel gaya kepemimpinan	4,072
T _{hitung} variabel komunikasi intern	2,202

From the table above, the regression equation is obtained as follows:

$$Y = 8,740 + 0.405X_1 + 0.513X_2$$

Constant = 8.730 Coefficient X1 = 0.405 Coefficient X2 = 0.513 The regression equation has the following meaning:

A constant of 8.730 means that without a leadership style and internal communication, the effectiveness of the employee's work will be 8.740.

If the variable of the work leadership style of the employees of the national education office in the Bogor district increases by 1 (one) point while internal communication is considered constant, it will cause an increase in the effect on the work effectiveness of the employees of the national education office in the Bogor district by 0.405.

If the variable of internal communication of employees of the Office of the Ministry of Public Works and Public Housing, Directorate General of Highways Bandar Lampung increases by I (one) point while the variable of work leadership style is considered constant, it will cause an increase in the work effectiveness of the employees of the Office of the

Ministry of Public Works and Public Housing of the Directorate General Bina Marga Bandar Lampung is 0.513.

Discussion

Based on the results of the study, it turns out that leadership style and internal communication have a positive influence on work effectiveness. That is, the better the leadership style and internal communication, the better the employee's work effectiveness.

The important thing that must be understood by a leader in implementing a leadership style in an organization or agency is that there is no one best leadership style, but a leader must have a perceptive nature, meaning that he is able to observe and find reality and an environment. For this reason, he must be able to see, observe, and understand the situation or situation in his workplace, in terms of how his subordinates are, what is the state of the organization, how is the assignment situation, and also about his own abilities so that the leader is able to apply the right leadership style. (Heidjrachman and Husnan (2002:173). In this study, of the four situational leadership style indicators which are a combination of the four basic leadership behaviors which include directive, consultative, participatory and delegative, all of them have been applied although with unequal portions. because the application of situational leadership style must adapt to existing situations and conditions.

This illustrates that the reality that occurs in the Office of the Ministry of Public Works and Public Housing, Directorate General of Highways Bandar Lampung, is that the leader sets goals and gives orders after these matters have been discussed with subordinates. Subordinates can make their own decisions about how to perform tasks. Rewards are used to motivate subordinates rather than threats of punishment. Then goals are set and work decisions are made by the group. When leaders formally make decisions, they do so after considering suggestions and opinions and group members. To motivate subordinates, leaders not only use economic rewards but also try to give subordinates a feeling of being needed and important.

The results of this study also indicate that the internal communication that occurs at the Bogor Regency Office is in the very good category. It can be seen from the answers of 90 respondents who stated that the communication that occurred in the Office of the Ministry of Public Works and Public Housing, Directorate General of Highways Bandar Lampung which included downward communication, upward communication and horizontal communication had been going very well. The three sub-variables are categorized as very good.

For the effectiveness of the work of employees, the results of this study indicate that the effectiveness of the work of employees at the Bogor Regency Office is in the good category. This can be known and the measurement of production, efficiency, job satisfaction and work performance of employees are generally included in the good category.

The existence of a good leadership style and intense communication turned out to have a positive influence on the effectiveness of employees' work. Because the leadership style and good internal communication can increase the effectiveness of employees' work.

CONCLUSION

Based on the results of the analysis and discussion above, it can be concluded that:

1. There is a positive influence between leadership style and internal communication on the work effectiveness of employees in the Office of the Ministry of Public Works and Public Housing, Directorate General of Highways Bandar Lampung.

2. The magnitude of the influence of each independent variable partially is 16% for the leadership style variable and 5.29% for the internal communication variable. Meanwhile, simultaneously the magnitude of the influence of leadership style and internal communication on work effectiveness is 28.4%.

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