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## Effect of Leadership and Communication Style on the Employee - Employees in PTPN III (Persero) Medan North Sumatera



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### ABSTRACT

PT. Perkebunan Nusantara III Medan is one of the companies engaged in the field of industry/plantation with the vision of the mission "Become a Plant-Based Agroindustry Firm Tough and Competitive in Global Market" and is a State Owned Enterprise (SOE) which is the result/merger or merger of PTP. III, PTP. IV, and PTP V on February 14, 1996, PP. 8 of 1996, where the merger of PTP management. III, PTP. IV and PTP. V (Persero) is managed by PTPN directors. III. The purpose of this study is to describe how the leadership style in PT. Perkebunan Nusantara III Medan and the benefits of this research is to expand the author's knowledge about the relationship of leadership style and communication as well as the benefits and effects on employee morale. From the analysis result obtained regression equation  $y = 3263.832 + 0,42x_1 + 0,41x_2$ ,  $t_{table}$  value with significant level 5% and  $n = 80$  is equal to 0,220. Means the value of  $t_{hitung} > t_{table}$ ;  $t_{hitung} > 0,220$ . So the hypothesis is accepted which means there is influence of variable ( $x_1$ ) leadership style and variable ( $x_2$ ) communication to variable ( $y$ ) employee morale at PTPN III Medan. From the calculation results obtained  $t_{hitung} = 3.417$ , while the  $t_{table}$  value at  $n - 2$  ( $80 - 2$ ) is 78 at 5% significant level (0,05) equal to 1,960, and if  $t_{hitung} > t_{table}$  hence alternative hypothesis ( $H_a$ ) accepted, then from the above calculation, it turns  $t_{hitung} > t_{table}$  is  $3.417 > 1.960$ , then there is a significant influence between leadership style ( $x_1$ ) to employee morale ( $y$ ) employees in PTPN III Medan. Based on the F test obtained the price  $F_{hitung}$  ( $F_h$ ) = 5.909, this value is then compared with  $F_{table}$ , based on  $dk$  denominator =  $k$  and  $dk$  denominator = ( $n - k - 1$ ), then obtained  $F_{table} = 3.00$ . The result indicates that  $F_{count}$  is greater than  $F_{table}$  that is  $5.909 > 3.0$  then the double coefficient tested is significant. From the calculation results obtained  $D = 13\%$  which means that employee morale in PTPN III Medan is influenced by leadership and communication variables of 13% while 87% more influenced by other variables beyond the contribution of this study

## INTRODUCTION

The growth and development of a company, whether large or small, is determined by several factors. Most of these factors are determined by leadership factors. An expression that leaders are responsible for the success and failure of the job. This means that leaders have an important position in a company, in addition, leaders can bring the company to the peak of success. But it can also bring it to the brink of destruction. Therefore, the selection of leaders must be really selective and have the criteria as a leader, because it is not easy to be the leader that many people want in a positive way that is good and wise leaders.

For a leader in carrying out the tasks of leadership should be prioritized on all the potential, strength, talent, science, and influence to be done precisely, correctly, effectively and efficiently in the efforts of organizational goals by applying a good leadership style so that leaders can move subordinates, and knows its employees and can provide responsibility for every job and task performed by its employees.

A leader who has a good leadership pattern will improve the performance of the company including employee morale, where employees will provide dedication and contribution to the company by working efficiently, effectively, economically, and productively. The spirit of work is the desire and sincerity of a person doing his job well and disciplined to achieve maximum performance.

In addition to a good leadership style, it is necessary to have a communication that can support employee morale. Communication plays an important role for the life of the company, both government and private agencies. Communication is very important to establish cooperation between people involved in the organization. Communications will succeed if the sender of the message and the recipient of the message have the same conclusion. Good communication is a two-way communication, but in the organization often occurs communication through mediators or intermediaries resulting in indirect communication. For example, an order according to organizational principles must flow from superiors to subordinates through command chains. Likewise, accountability of subordinates will rise through the chain of command chain so that the principle will affect the speed and accuracy of communication. Actions that companies do in corporate communications and motivate employees means generating employee morale to do willingness to do a job more effectively and efficiently. Constraints faced by employees who are less aware of the work

patterns of each unit or part of the company is the lack of communication with employees.

To raise the morale of employees need to do a good communication between employees with superiors, as well as fellow employees in the company. In addition, with the holding of programs that can motivate employees work and will increase employee morale so that corporate goals can be achieved.

### **Understanding Leadership**

In essence, leadership is the ability of a person to influence others i.e. his subordinates for a particular purpose. Leadership and communication are vital to corporate survival and indispensable for an organization or company. The values of success of an organization itself, whether the leadership is able to direct all elements and components of existing resources, both human resources, capital and facilities and infrastructure that exist within the organization/company. For a leader, in carrying out his leadership tasks, which must be prioritized is to apply all the potential, strength, talent, knowledge and knowledge to be done effectively and efficiently.

According to Siagian (2003: 63) Leadership is the ability of a person to influence others, in this case, his subordinates, in such a way that other people are willing to do the will of the leader although personally, it is unlikely to be liked. According Hasibuan (2005: 83) Leadership is an important aspect for a leader because a leader must act as a group organized to achieve the established. Leadership can be defined as a process to direct and influence activities related to the assignment of members of the organization in order to achieve group / organizational goals. In this definition, it appears that a leader is in charge of encouraging subordinates to achieve goals in accordance with existing abilities. A leader must be a facilitator of his group members in achieving common goals

### **Leadership Function**

According Rivai (2003: 53) can be operationally distinguished in five leadership functions are as follows:

- Instruction Function This function is one-way communication. The leader as a communicator is the party who determines what, how and when the order is done so that the

decision can be implemented effectively. Effective leadership requires the ability to move and motivate others to carry out orders.

- Consultation function: This function is a two-way communication. At a major stage in determining decisions, leaders often require consideration that requires consultation with the people they lead who are deemed to have the various information materials necessary to make decisions. The next stage of consultation from the leadership of the leaded person can be done after the decision is implemented and is being implemented. This consultation is intended to obtain feedback in the form of feedback (feedback) to improve and refine the decisions that have been established and implemented. By carrying out consultative functions can be expected decisions of leadership decisions will get support and more easily instructed, so that leadership takes place effectively.

- Function of Participation In carrying out this function the leader tries to activate the people he leads, either in the participation of decision making and in carrying it out. Participation does not mean to be free to do everything, but it is done in a controlled and directed way of cooperation by not interfering or taking on the basic task of others, the participation of the leader must remain in the function of the leader and not the executor.

- Delegate function: This function is carried out by granting or delegating authority, making or determining decisions through consent or without the consent of the management. The function of delegation basically means trust. The recipients of the delegation must be believed to be assistant leaders who have principles, perceptions, and aspirations.

- Control Function The control function implies that successful or effective leadership is able to organize the activities of its members directed and in effective coordination, enabling maximum achievement of shared objectives. Control functions can be realized through guidance, direction, coordination and supervision.

According to Djopari (2000: 17) leadership function there are 3, namely: 1. Leader as Communicator Leaders as communicators have the ability to make changes in attitudes, opinions and communication behavior and are willing to abide by the content that communicates communicators. 2. Leader as Negotiator in a negotiation situation, a leader has a dual function of communicator function, which as a leader communicator becomes a good listener to the message as well as the outcome of the decision. 3. Leader as Monitor, in this case, a leader to observe and examine the symptoms that arise and increasingly influence on

himself, representative groups or organizations.

Furthermore Kartono (2000: 73) says that "the function of leadership is to guide, demand, guide, build, give or build motivation, control the organization, establish good communication relations, provide efficient supervision and bring subordinates to the desired target in accordance with the provisions time and plan ". The entire leadership function is held in an integral leadership activity. The implementation takes place as follows:

1. The leader is obliged to describe the work program.
2. Leaders must be able to provide clear guidance.
3. Leaders should strive to develop freedom of thought and expression.
4. Leaders must develop harmonious cooperation.
5. Leaders must be able to solve problems and make decisions masalh appropriate limit of responsibility of each.
6. Leaders should strive to develop the ability to assume responsibility.
7. Leaders should use supervision as a controlling tool.

Based on the description above, it can be concluded that the function of leadership is essentially the activities that have been planned to achieve corporate goals secara effectively and efficiently. After seeing the main function of leadership, the leader must have the essential traits in order that the expected leadership can be done well and smoothly since the level and scope of power of expertise and power of leader's refren is mainly found to be determined by personal traits. Some leaders, having difficulties in personality and communications, cannot influence others through the power of expertise or refren.

### **The Importance of Leadership in Organizations**

The effect on the efforts of all the work in achieving the goals of the organization or company should be given by the leader so that leadership can be effective.

According to Robbin (2003: 40) "Leadership is about overcoming change. Leaders set the course by developing a vision of the future and then they unite people by consuming this vision and inspiring them to overcome obstacles ".

This situation illustrates the fact that leadership is necessary if an organization or company has differences with the other is to be seen from the extent to which leadership in it can work effectively. In the leadership there must be three elements, among others, namely:

- a. Ability to influence others, subordinates or groups.
- b. Ability to direct the behavior of subordinates or others.
- c. To achieve certain goals.

### **Leadership Style**

A leader in an organization usually implements a leadership style based on certain assumptions of its employees as well as ongoing conditions within the organization or company will make it easier to realize or achieve the goals set by the company.

Leadership style is basically a way how a leader influences, directs, motivates and controls his subordinates in certain ways so that subordinates can complete the job task effectively and efficiently.

### **Factors Affecting Leadership Style**



According to Winardi (2004: 73), Leadership style (leader style) a leader will greatly affect the employee performance and achievement of company goals. The selection of the right and proper leadership style can lead to the achievement of individual and organizational and corporate goals. Leaders in influencing others are determined by factors such as skills, talents, abilities, traits and characters possessed.

Factors that affect a manager has a style of leadership that is:

- a. Characteristics of Managers: The way a mimimpin manager is influenced by his educational background, his past experience, his values, and so on.
- b. Characteristics of Subordinates A manager will give freedom and include his subordinates in decision making if his subordinates are considered sufficiently experienced and have sufficient knowledge to solve problems effectively. If subordinates understand well the goals of the organization have the knowledge and experience to solve problems effectively and efficiently, managers will tend to be democratic and include subordinates in

leadership. But if a subordinate is deemed to have no such ability, the manager will tend to be authoritarian.

c. Characteristics of the Organization A manager will determine the style of leadership based on the organization's climate, the type of work of the organization, and so on.

### **Understanding Communication**

Communication is a process of delivering ideas, concepts, ideas or information from the sender or communicator to the receiver of information or communicant.

Maintaining good relationships with subordinates or employees requires effective communication. Regardless of the size of an organization, continuous communication is a must. It is said so because through communication various matters concerning the life of the organization delivered from one party to another party.

Communication can be done orally, written or gesture only, which is very necessary in order to divide the job tasks as well as mobilize and encourage the subordinates who have been given the task to achieve corporate goals.

According Mangkunegara (2000: 145) said that communication is the process of transfer of information, understanding and understanding of a person, a place or something, place or others.

### **Factors Affecting Communication**

Components incorporated in the communication process are endeavored in such a way as to have competence in their respective activities, however maximal efforts in building the fabric of understanding through communication mechanisms can be fascinating. The influence of mechanism or potential of communication can be known through the review (review) of communication implementation. Discovery from obstacles is a step to minimize the occurrence of the same event in the next process.

According Purwanto (2006: 77), the factors that affect communication include:

a. Information that does not match the actual data. The effect of this communication is often due to lack of information about the data submitted and the ability and honesty of

communicators in interpreting presents useful communication materials, so psychologically people will be reluctant, not even believe in the communications data delivered.

b. Motivation Lack of motivation is even caused by incompetence but instead comes from the negative impact of communication performance. Its realization is evident from the performances of everyday workers in the organization.

c. Intermediaries The mechanism of information delivery through some intermediaries. Throughout this distribution, there is sometimes a change of authentic data by intermediary parties. But these obstacles in the dedication of modernization of communication to obtain the maximum maintenance qualification of any deviation distributed to employees will be researched and authenticated in accordance with the authentic format.

d. Work Participation Participation is the outcome of a common view and work uniformity of work. Participation will feature active job attention.

### **Understanding Morale Work**

A thorough research on the moral aspect of *verja* or the spirit of *verja* against all work is not yet available. But the clear *kaiyannya* between morale and its effect on work productivity was not so simple. It can be said that employee morale heightens work productivity under certain conditions, but under other conditions is not so affected by productivity.

This is largely true for all work done by machines or where it is basically just following a program and does not necessarily take much consideration in situations where the actual work morale is associated with low productivity, this fact is usually because the work morale has been entrenched in closed groups that limit their productivity.

According Hasibuan (2003: 94), "The spirit of work is the desire and sincerity of a person doing his job well and discipline to achieve maximum performance. This work spirit will stimulate a person to work and creativity in his work".

### **Relationship of Leadership and Communication to Employee Morale**

In order to see the relationship between leadership and communication, it is most appropriate to review the definition and meaning of leadership.

Leadership is the ability and skills of a person occupying the position as a leader of the work



unit to influence the behavior of others, especially subordinates to think and act in such a way that through positive behavior he contributed real in achieving organizational goals.

Leadership according to Hasibuan (2003: 63) is the ability of a person to influence others, in this case, his subordinates, in such a way that other people are willing to do the will of the leader although personally, it is unlikely to be liked.

While leadership and communication to employee morale is how leaders are able to move their employees to run their boring and repetitive jobs in the most efficient way of communicating to employees so that they do the job successfully.

Based on the two definitions above it can be seen the relationship between leadership and communication adalh with the ability of leaders to move subordinates both behavior and attitude, then subordinates will be active, enthusiastic and try maximally to provide the best (physical and spiritual) in the work to realize goals organization effectively and efficiently.

### Data Collection Techniques

To obtain the data and information needed, used data collection techniques as follows:

- a. Field Research Is a direct method of research on the object of research center in the field. The method used is Interview (interview), Questioner (Questionnaire) and Observation (Observation)
- b. Library Research (Library Research) Is a research method by using books, magazines, scientific papers in the form of thesis and others that have to do with the object of research conducted. The data generated from this method is secondary data.

### Data Analysis Techniques

After the data collected the authors analyze it by using the method of analysis as follows: Descriptive Methods and Statistical Methods with the general formula as follows:

$$y = b_0 + b_1x_1 + b_2x_2$$

seek :

$$b_0 = y - b_1\bar{x}_1 - b_2\bar{x}_2$$

$$b_1 = \frac{(\sum x_2^2)(\sum x_1 y) - (\sum x_1 x_2)(\sum x_2 y)}{(\sum x_1^2)(\sum x_2^2) - (\sum x_1 x_2)^2}$$

$$b_2 = \frac{(\sum x_1^2)(\sum x_2 y) - (\sum x_1 x_2)(\sum x_1 y)}{(\sum x_1^2)(\sum x_2^2) - (\sum x_1 x_2)^2}$$

Information

y = Dependent variable (Working spirit)

x1 = Leadership Style

x2 = Communication

b1 = regression coefficient variable X1

b2 = Regression coefficient of variable X2

b0 = Constants

Hypothesis testing

t-test (Partial Test)



To see the significance of the effect of variables x1 and x2 to y partially done t-test that is comparing tcount with ttable with  $\alpha = 5\%$ . If  $t_{hitung} > t_{table}$  then accept  $H_1$  and reject  $H_0$ , meaning significant, then the variables x1 and x2 partially have a real effect on y.  $t_{hitung}$

sought by the following formula:  $t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$  to find the value of r is as follows:

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{[n \sum x^2 - (\sum x)^2][n \sum y^2 - (\sum y)^2]}}$$

Information:

th = t count

r = Correlation coefficient

n = Number of samples

### **Leadership Style Implemented in PTPN III Medan**

As we see that effective leadership can move a company from its present state into the future builds a picture of a potential opportunity for the company, encouraging employees to commit to change and instilling new cultures and strategies in companies that mobilize and focus energy and resources.

To lead a company applied bebapa way that is expected to improve employee morale. At PTPN III Medan applying a leadership style that can affect employee morale is a style of democracy, where leaders give freedom to subordinates to issue aspirations and perceptions for the achievement of desired goals.

### **Communication System at PTPN III Medan**

PTPN III Medan uses communication system, Communication from Top to Bottom, Communication from Bottom to Top, Horizontal Communication, and Diagonal Communication

### **Data Analysis of Achievement Free Variable (x1)**

Based on the result number of questions about the free variable leadership style (x1) contained in the questionnaire distributed to the respondents. The following will present the free variable data of leadership style (x1).

### **Free Data Variable Analysis of Communication (x2).**

Based on the answers to the question about the free communication variable (x2) contained in the questionnaire provided to the respondent. The following will be presented data free communication variable (x2).

### **Variable Data Analysis Tied to Morale (y).**

Based on the answer to the question about the variable tied morale (y) contained in the questionnaire distributed to the respondent. The following will present the variable data bound to morale (y). From the results of questionnaires that have been spread to 80 respondents, it appears that the leadership style applied by the leadership in the company has

been optimal. This is seen in the questionnaire which of the 80 respondents 35 of them agreed. It is also seen that the process of communication that took place was effective. This is seen in the questionnaire which of 80 respondents, 38 of them agreed.

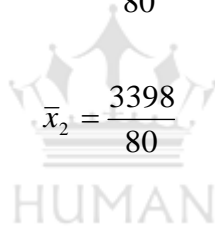
**The correlation coefficient between independent variables of leadership style (x1), communication (x2), and work-bound morale variable (y).**

Based on the answers to the questions of each variable and bound above, the following is presented data correlation coefficient between each of these variables. The data can be inferred from table V.37 about the coefficient of correlation between the independent variables of leadership style (x1), communication (x2), and work-bound morale variable (y) and will be used in finding a simple correlation between the variables: = 80

$$y = b_0 + b_1x_1 + b_2x_2 \qquad b_0 = y - b_1\bar{x}_1 - b_2\bar{x}_2$$

$$\bar{x}_1 = \frac{\sum x_1}{n} \qquad \bar{x}_1 = \frac{3150}{80} \qquad \bar{x}_1 = 39,37$$

$$\bar{x}_2 = \frac{\sum x_2}{n} \qquad \bar{x}_2 = \frac{3398}{80} \qquad \bar{x}_2 = 42,47$$



**CONCLUSIONS**

1. PTPN III implements an excellent leadership style. This can be seen from the high loyalty in the employees and good communication between the leadership of the company and employees.
2. From the test results can be b0 value of 3263.832 units which means that without the leadership style (x1) and communication (x2) then employee morale (y) is 3263.832 units, while the value of b1 is 0.420 gives the meaning that any improvement of leadership style one unit, the employee morale will increase 0.240 units. And the value of b2 is 0.580 which means every increase of communication one unit, then employee morale will increase 0.580 unit.
3. From the calculation of correlation analysis can be assessed rtabel with a significant level of 5% and n = 80 is 0.279. Means rth> value of rtabel ie. ; ; > 0.220. So the hypothesis is

accepted which means there is a strong relationship between variable (x1) leadership style and variable (x2) communication to variable (y) employee morale in PTPN III Medan.

4. From the calculation results obtained  $t_{hitung} = 3.417$ , while the  $t_{table}$  value at  $n - 2$  (80 - 2) is equal to 78 at a significant level of 5% (0.05), and if  $t_{hitung} > t_{table}$  then alternative hypothesis ( $H_a$ ) accepted, then from the above calculation,  $t_{table}$  of 1.960 can be seen that  $t_{hitung} > t_{table}$  is  $3.417 > 1.960$ , then there is a significant influence between leadership style (x1) and communication (x2) to employee morale (y) employees in PTPN III (Persero) Medan.

5. Based on the F test obtained the price  $F_{hitung}$  ( $F_h$ ) = 5.909, this value is then consulted with  $F_{table}$ , based on dk numerator = k and dk denominator = (n - k - 1), then obtained  $F_{table} = 3.00$ . The result indicates that  $F_{count}$  is greater than  $F_{table}$  ie  $5.909 > 3.0$  then the double coefficient tested is significant.

## SUGGESTIONS

1. In carrying out coaching and development of employees should approach the subordinates by using fatherhood system or we coaching to be better than in previous moments.

2. In exercising wisdom, it is best to do it objectively regardless of the educational and social background of the employee concerned. If based on the closeness of the relative relationship feared the level of implementation of the task will be disrupted and this could invite various reactions from other employees/employees who ultimately interfere with the implementation of work.

3. Applied communication used is good. Preferably, existing communication is maintained and developed by way of leadership should more often provide encouragement to employees in order to create a more intimate and pleasant atmosphere in realizing employee morale.

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