

The Influence of Leadership and Organizational Culture on Employee Performance Mediated by Interpersonal Communication

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Abstract: The purpose of this research is to answer and solve the research problems outlined above, including the following: to analyze the influence of leadership, organizational culture, and interpersonal communication on employee performance; the impact of leadership on employee performance; the effect of organizational culture on employee performance; and the role of interpersonal communication in mediating the relationship between leadership and organizational culture on employee performance. In this research, the method used is quantitative. The population used in this study consisted of all Civil Servants in South Bengkulu Regency, totaling 5,617 individuals. Based on the results of the sample calculation, the minimum sample size to be used in this study is 365 samples. The research concludes that leadership has a positive effect on interpersonal communication, organizational culture positively affects interpersonal communication and interpersonal communication influences employee performance. Additionally, leadership and organizational culture also have a positive impact on employee performance, and interpersonal communication can mediate this relationship.

Keywords: Employee Performance, Leadership, Organizational Culture

A. Introduction

The development of science and technology has brought changes in almost all aspects of human life. Various problems can only be solved by efforts to master and improve science and technology (Zhang et al., 2018). This is linked to schools' role in producing qualified laborers capable of meeting modern difficulties and utilizing emerging technologies. Each person must be able to compete and survive for progress and development to occur. Education attempts to create skills and dispositions that can respond to problems by the needs and advancements that are and will occur (Altan et al., 2019; Dishon & Gilead, 2021). According to Sagala (2007), the primary responsibilities of the school are to conduct the teaching and learning

process, assess the development of each student, and graduate those who are capable of meeting the requirements.

Effective interpersonal communication plays a mediating function in the relationship that exists between employee performance, company culture, and leadership (Metwally et al., 2019; Park et al., 2022). For instance, effective leadership can promote open lines of communication, and a supportive workplace environment that encourages cooperation, and feedback. Employee performance may therefore increase as a result of feeling more engaged and supported. The relationship between employee performance and leadership can be mediated by organizational culture (Khan et al., 2020; Meng & Berger, 2019; Virgiawan et al., 2021). A supportive and inclusive culture driven by effective leadership can increase employee motivation and satisfaction, leading to improved performance. Conversely, a negative culture resulting from poor leadership practices can negatively impact employee performance.

The mediating role of leadership can mediate the relationship between organizational culture and employee performance. Effective leaders can shape and influence culture, promoting values and behaviors that are conducive to high performance (Paais & Pattiruhu, 2020). On the other hand, poor leadership can impede worker performance by creating a poisonous workplace culture. To put it briefly, mediation clarifies the relationships between these factors. The success and advancement of an organization are influenced by several interrelated elements, including strong leadership, favorable corporate culture, high employee performance, and effective interpersonal communication (Ababneh, 2021; Islam et al., 2019). To gain a deeper understanding of these interactions and provide recommendations for enhancing organizational dynamics and results, researchers and practitioners frequently employ mediation analysis.

Organizations looking to enhance employee performance, cultivate a positive organizational culture, and enhance leadership practices must recognize the role that interpersonal communication plays in these relationships (Lasrado & Kassem, 2020; Men & Yue, 2019). Organizations may maximize performance outcomes, promote effective communication, and match leadership practices with cultural values by identifying these mediating factors and developing tailored tactics accordingly (Maamari & Saheb, 2018; Srisathan et al., 2020). This study offers actionable insights for organizational leaders, HR specialists, and communication specialists looking to build successful workplaces built on strong leadership, efficient communication, and a culture that supports employee excellence. It is not only academically relevant but also highly practical.

In the following sections, we will explore a comprehensive examination of the literature, research methodology, data analysis, and recommendations, highlighting

the intricate relationships between interpersonal communication, leadership variables, organizational culture, and employee performance. Through this exploration, we aim to provide valuable insights that can catalyze positive change in organizations and contribute to the broader discourse on organizational effectiveness in the 21st century.

Leadership in an organization is not simply a top-down hierarchy but a dynamic interaction between leaders and their teams (Empson, 2020; Oedzes et al., 2019). Effective leaders not only influence the productivity and motivation of their workforce but also play a fundamental role in shaping the culture of the organization. Organizational culture, in turn, significantly impacts employee behavior, attitudes, and performance (Al-Swidi et al., 2021; Di Stefano et al., 2019). It acts as the collective personality of an organization, guiding the way individuals within it interact, make decisions, and achieve goals.

According to Edison et al. (2018), a leadership style is an action that persuades followers or subordinates to cooperate to accomplish specific objectives. Within an organization, leadership encompasses more than just power and oversight. To be an effective leader means to inspire, motivate, and steer people and groups toward shared objectives. Leadership variables include a variety of factors, including leadership style (e.g. autocratic, democratic, transformational), leadership behavior (e.g. communication skills, decision-making ability, empathy), and leadership effectiveness (e.g. achievement of organizational goals, employee satisfaction). Leadership variables affect not only the strategic direction of an organization but also the daily experiences of employees. Effective leaders can foster trust, create a positive work environment, and inspire innovation (Schuckert et al., 2018; Xie et al., 2018). Conversely, ineffective leadership can lead to confusion, demotivation, and high turnover rates (Jacobs, 2019; Octavian, 2023).

Organizational culture is a set of collective beliefs, values, norms, and practices that determine how an organization operates (Joseph & Kibera, 2019). It is often described as the “personality” of an organization and plays an important role in shaping employee attitudes and behavior. Organizational culture includes elements such as communication norms, collaboration practices, ethical standards, and the level of adaptability to change (Nguyen et al., 2019). Organizational culture is a collection of fundamental presumptions and beliefs (Sarwari, 2022) that people inside an organization hold, which are subsequently created and passed down to solve issues with internal integration and outward adaption (Fanani et al., 2023). A strong and positive organizational culture can increase employee engagement, job satisfaction, and overall performance. Employees who are aligned with the organizational culture tend to align their actions with the organization’s values, resulting in a cohesive and productive workforce (Tyagi, 2021). On the other hand, a

toxic or misaligned culture can lead to disengagement, conflict, and decreased performance.

Some of the functions of culture for an organization are 1) culture acts as an organizational boundary, meaning that culture functions to create an identity or characteristic of an organization that can distinguish it from other organizations, 2) culture can bring a sense of identity to its members, meaning that culture can instill a sense of pride in being a member of the organization, 3) culture can foster a broader commitment and loyalty of members to their organization than a commitment to narrower things individually, 4) culture can increase the stability of the social system, meaning that organizational culture can create a sense of togetherness among members that can unite all components of the organization, and 5) culture functions as a meaning-making and control mechanism that can shape the attitudes and behavior of its members. The strength or weakness of an organization or company's culture depends greatly on how employees internalize and practice the values contained in the culture (Bussmann & Niemeczek, 2019). A strong culture will certainly be able to create and strengthen employee commitment to the organization.

Thus, employees will remain loyal to their organization and will not be easily influenced by other factors, both from outside the organization and from within the organization itself. Corporate culture will also ultimately function as a motivator for employees to carry out their work. A bad or negative culture will certainly also affect employee work motivation. Employees will be lazy to work because there are no positive values that can encourage them to work better. Every employee in the organization must have a high commitment to achieving the mission, vision, and goals of the organization (Hadian Nasab & Afshari, 2019). In an organization, the desire to work for the government is more than just a financial benefit; other emotional bonds include social standing, the desire to become civil servants and public servants, and other such bonds. Thus, the performance of the public sector would undoubtedly improve if every employee is steadfastly committed to providing the finest work for the nation and the best community service (Maghfirah, 2018).

Employee performance is a multifaceted concept that includes an individual's ability to achieve tasks related to their work and make a positive contribution to organizational goals. It includes dimensions such as productivity, work quality, creativity, and job satisfaction. High employee performance is a key driver of organizational success, as it has a direct impact on goal achievement, customer satisfaction, and competitive advantage. Performance, according to Rivai (2013), is a product of drive and aptitude for finishing jobs or working for someone with a particular level of aptitude and willingness.

Communication is the lifeblood of these interactions. Effective interpersonal communication between leaders and employees can foster a culture of trust, transparency, and collaboration. Conversely, poor communication can lead to misunderstandings, disengagement, and decreased performance. Thus, how leaders communicate with their teams and the quality of communication throughout the organization has major implications for leadership effectiveness, organizational culture, and ultimately, employee performance. Interpersonal communication is the process of communication that occurs between two or more people face-to-face, where the sender can convey the message directly and the receiver can respond to the message directly. Interpersonal communication, according to Herlambang & Fuadi (2018), is the exchange of messages between an individual and a small group of people, with a variety of effects and the chance for instantaneous feedback. Conversely, interpersonal communication is defined as the process of conveying messages to or from one person to another (Effendy, 2003). Six variables affect interpersonal relationships (Munawarah et al., 2021). These include one's perception of oneself, one's perception of others, the physical and social environments, circumstances, and body language. At the heart of these interconnected elements lies interpersonal communication. It serves as the fundamental channel through which leadership variables are conveyed, organizational culture is maintained, and employee performance is influenced. Effective interpersonal communication involves not only the exchange of information but also the transmission of values, vision, and motivation.

When leaders communicate effectively with their teams, they can inspire trust, convey goals, and align employees with the mission of the organization. In addition, communication patterns within an organization can either reinforce or challenge the existing culture. Open and transparent communication fosters a culture of trust and collaboration, while poor communication can lead to misunderstandings and cultural misalignment. Furthermore, communication serves as a medium through which leaders can provide feedback, clarify expectations, and offer support to employees, all of which can have significant impacts on individual and collective performance. Given the complex relationships among leadership variables, organizational culture, employee performance, and interpersonal communication, it is important to systematically investigate the mediating role of communication. Understanding how communication influences and shapes these critical aspects of organizational life has major implications for businesses seeking to improve leadership effectiveness, foster positive cultures, and optimize employee performance.

In the next section of this study, we will explore the existing literature, research methodology, data analysis techniques, and recommendations to explain the complex web of interactions between these variables. In doing so, we aim to provide valuable insights and practical strategies that can empower organizations to create

an environment where effective communication, strong leadership, cultural alignment, and superior employee performance come together to achieve sustainable success. This prompted the researcher to conduct a study by trying to uncover the magnitude and strength of Interpersonal Communication Mediation on Leadership, Organizational Culture, and Employee Performance Variables. Given the problem and to address the conditions above, a study was conducted related to the title "Analysis of the Influence of Leadership and Organizational Culture on Employee Performance Mediated by Interpersonal Communication".

B. Methods

In this study, the method used is quantitative. Sugiyono (2018) claims that the quantitative approach is known as the discovery technique since new science and technology can be found and developed using it. The Likert scale is the instrument scale employed in this investigation. The Likert scale is employed to gauge an individual's or a group's attitudes, beliefs, and perceptions on social issues (Sugiyono, 2018). The population used in this study were all Civil Servants in South Bengkulu Regency, totaling 5,617 people (Statistik, 2022). Neolaka (2014) defines the population as the entirety of the objects under study. Based on the results of the sample calculation, the minimum sample that will be used in this study is 365 samples.

C. Results and Discussion

The Influence of Leadership on Interpersonal Communication

The influence of leadership variables on interpersonal communication variables is $\rho = 0.443$ with a calculated t value of 8.105 where this value is greater than 1.96, thus stating that there is a significant influence between leadership and interpersonal communication. The coefficient value of 0.443 in the parameter coefficient means that the better the leadership, the better the interpersonal communication. These results support the proposed hypothesis, that leadership has a direct positive effect significantly on interpersonal communication.

One of the factors that influences interpersonal communication is leadership. To carry out leadership, leaders in carrying out their leadership need to communicate with their employees both in the office and in the field. Thus, the ability of a leader to motivate and communicate becomes a mainstay or main factor that influences employee performance in carrying out tasks so that the results follow the company's goals. The ability of leaders to carry out their duties is said to be quite good; it can be seen from the characteristics shown by the leader in organizing subordinates and in communicating. Communication can also be done in various ways, by relying on telephone media, the internet, via SMS, and so on, so that the need for

communication between fellow employees and even with leaders can run well. This is what is continuously done to improve their performance both in terms of quality and quantity.

Finthariasari & Septiani (2022) research from 2022 supports these findings, stating that the study's findings concurrently demonstrate that the significant value of 0.000 is less than 0.05 and the Fcount value of 62.084 is more than the Ftable value of 2.69. This suggests that H0 is accepted by the research findings. As a result, employee performance is positively and significantly impacted by interpersonal communication (X3), organizational culture (X2), and leadership (X1).

The Influence of Organizational Culture on Interpersonal Communication

The influence of organizational culture variables on interpersonal communication variables is $\rho = 0.299$ with a calculated t value of 5.629 where this value is greater than 1.96, thus stating that there is a significant influence between organizational culture and interpersonal communication. The coefficient value of 0.299 in the parameter coefficient means that the better the organizational culture, the better the interpersonal communication. These results support the proposed hypothesis, that organizational culture has a significant direct positive effect on interpersonal communication.

Organizational culture has a significant influence on interpersonal communication within an organization. A strong organizational culture influences employee behavior and work attitudes. Conceptually, an organizational culture that is acceptable to the internal organization will influence interpersonal communication. Effective communication facilitates collaboration and understanding among members of the organization. An organizational culture that supports a certain leadership style will influence the way leaders communicate with their team members. For example, a culture that supports participatory leadership will encourage open two-way communication.

An organizational culture that supports the use of sophisticated technology will influence the way communication is carried out. The level of openness and transparency in an organization is also influenced by organizational culture. A culture that encourages openness will make members feel freer to share ideas and feedback. A culture that values and recognizes members' contributions will encourage positive communication and strengthen interpersonal relationships. Conversely, a culture that lacks recognition can reduce the motivation to communicate effectively. By understanding how organizational culture influences interpersonal communication, managers and organizational leaders can create an environment that supports effective communication and strong relationships among team members.

The Influence of Interpersonal Communication on Employee Performance

The effect of interpersonal communication variables on employee performance variables is $\rho = 0.415$ with a calculated t value of 9.547 where this value is greater than 1.96, thus stating that there is a significant effect between interpersonal communication and employee performance. The coefficient value of 0.299 in the parameter coefficient means that the better the interpersonal communication, the better the employee performance. These results support the proposed hypothesis, that interpersonal communication has a direct positive effect significantly on employee performance.

Effective interpersonal communication has a significant impact on employee performance in an organization. Good communication will provide a good response so that everything can be done well. Good interpersonal communication encourages more effective collaboration among employees. When employees can communicate clearly and openly, they are more likely to work together, share ideas, and achieve common goals. Delegation of authority, giving technical tasks, direction, and motivation require good communication techniques. Cooperation and coordination also require good communication techniques, especially interpersonal communication. Per Shani & Lau (2005), "communication is an interpersonal process" refers to the interpersonal process of communicating messages with other individuals. Conflict avoidance and misconceptions are reduced when there is effective communication. Through effective communication and attentive listening, colleagues can comprehend one another's viewpoints and prevent erroneous presumptions. Leopani et al (2022) claims that the pertinent research findings demonstrate the favorable and significant effects of organizational culture, working circumstances, and interpersonal communication on employee performance at Negari Agro Wisata Kopi & Balinese House.

The Influence of Leadership on Employee Performance

The influence of leadership variables on employee performance variables is $\rho = 0.300$ with a calculated t value of 8.013 where this value is greater than 1.96, thus stating that there is a significant influence between leadership and employee performance. The coefficient value of 0.299 in the parameter coefficient means that the better the leadership, the better the employee performance. These results support the proposed hypothesis, that leadership has a direct positive effect significantly on employee performance.

Leadership plays an important role in influencing employee performance in an organization. Effective leaders provide employees with a clear vision and direction, helping them understand the goals and objectives of the organization. This gives employees the motivation and focus to work towards achieving those goals.

Effective leaders provide employees with a clear vision and direction, helping them understand the goals and objectives of the organization. This gives employees the motivation and focus to work towards achieving those goals. Good leadership creates a positive work environment, where employees feel valued and supported. This increases employee job satisfaction and motivation, which in turn improves employee performance. Overall, effective leadership creates a work environment that supports and empowers employees to reach their full potential, ultimately improving individual and overall organizational performance by the research that It is possible to conclude that each variable significantly influences the other factors based on the research findings. Thus, it can be said that organizational culture and leadership have an impact on performance through the work environment, which has a direct and indirect effect (Triatna, 2015).

The Influence of Organizational Culture on Employee Performance

The influence of organizational culture variables on employee performance variables is $\rho = 0.477$ with a t-value of 9.990, which is greater than 1.96, thus stating that there is a significant influence between organizational culture and employee performance. The coefficient value of 0.299 in the parameter coefficient means that the better the organizational culture, the better the employee performance. These results support the proposed hypothesis, that organizational culture has a direct positive effect significantly on employee performance.

Organizational culture can be used as a distinguishing identity from one organization to another according to its characteristics. Organizational culture is the basic values of the organization in the form of beliefs, norms, and ways of learning of people in the organization which are the glue and characteristics of the organization that can distinguish it from other organizations (Triatna, 2015). A positive and supportive organizational culture increases employee motivation and job satisfaction. Employees who feel appreciated and supported tend to be more motivated and satisfied with their work, which has a positive impact on performance. Culture is characterized by teamwork, employee involvement programs, high employee commitment to the organization and coworkers, high organizational commitment to employees and employee development carried out in the organization (Cameron & Quinn, 2011).

The Influence of Leadership and Organizational Culture on Employee Performance in Interpersonal Communication Mediation

The mediation effect on this hypothesis is 4.874. If $\alpha = 0.05$ then t table = 1.96. From the calculation above, it can be concluded that the t count (4.874) is greater than the t table (1.96) with a significance level of $0.000 < 0.05$. These results indicate that interpersonal communication can significantly mediate the relationship between

leadership and organizational culture on employee performance. A culture that encourages open communication and collaboration increases interaction between employees. This allows for better information flow, faster problem-solving, and increased teamwork efficiency.

D. Conclusion

Referring to the results of the research and discussion that has been done in the previous chapter, the following conclusions can be made.

1. Leadership has a positive and significant influence on interpersonal communication;
2. Organizational culture has a positive and significant influence on interpersonal communication;
3. Interpersonal communication has a positive and significant influence on employee performance;
4. Leadership has a positive and significant influence on employee performance
5. Organizational culture has a positive and significant influence on employee performance; and
6. Interpersonal communication can positively and significantly mediate the relationship between leadership and organizational culture on employee performance.

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