

# The Influence Of Communication, Leadership Style, Work Environment, And Employee Performance At PT FGH

## Abstract

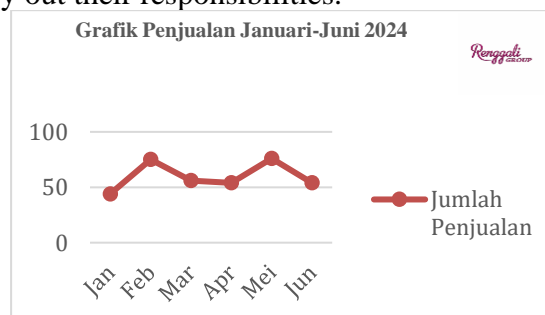
Employee performance is a critical factor in determining a company's success because, with employees, the company's operations can run effectively. This study analyzes the influence of communication, leadership style, and work environment on employee performance at PT FGH. The population in this study is employees of PT FGH, and the sample was selected using the purposive sampling method, with 100 employees selected based on specific criteria. Data analysis was carried out using multiple linear regression. The results of the study show that communication, leadership style, and work environment have a significant influence on employee performance.

**Keywords:** Communication, Leadership Style, Work Environment and Employee Performance

## 1. Introduction

Every company has goals it wants to achieve and reach; companies use various resources, including employees. Although technology continues to evolve, the role of employees remains crucial to a company's success. A company is said to be successful because of the amount of profit obtained and the quality of its human resources. Human resources are individuals who play an essential role in the operational effectiveness of a company. A high level of discipline reflects the employee's responsibility for their tasks, which helps the company grow and stay in existence. To improve the quality of human resources, it is necessary to pay attention to factors such as communication, leadership style, and a supportive work environment.

In the development process, PT FGH requires employees to meet high sales targets every month. Employees are not only required to achieve sales targets but are also responsible for providing the best service to consumers in the long process of buying and selling houses. Recently, there has been a decline in PT FGH sales data. Employee performance will affect how well employees carry out their responsibilities.



**Figure 1:** Graph of Employee Performance Levels at PT FGH

The image above illustrates that sales of PT FGH have declined over a certain period of time. This decline is likely due to various factors, including employee performance. To

achieve good performance results, companies need to support and engage in effective employee management (Sari et al., 2021).

In this company, some of the communication problems that often occur include the need for more communication between leaders and employees. As a result, communication could be more optimal, even though balance is essential for smooth work. Communication aims to improve the organization by building good relationships, thereby reducing the possibility of misunderstandings between colleagues and personal life (Yulian et al., 2021).

In addition to affecting employee performance through leadership style communication, the leadership style in this company tends to be autocratic, as seen in decisions taken without considering subordinate input. According to Sutikno (2014: 35), the authoritarian/autocratic leadership style considers leadership to be the personal right of the leader, so there is no need to consult with others. Authoritarian leaders tend to be selfish, highlight ego, and ignore the role of subordinates in decision-making.

Another factor that affects employee performance is the work environment. The current state of the work environment in the company shows that an inadequate work environment hinders employees. Sedarmayanti (2017:135) explained that the workgroup is located in the work environment and has supporting facilities to achieve the company's goals per the vision and mission.

The existing problems can be formulated, namely, Does communication affect employee performance, Does leadership style affect employee performance, Does the work environment affect employee performance, Is there an influence of communication, leadership style, and work environment together on employee performance and the purpose of this research, to understand how communication affects employee performance, to understand how leadership style affects employee performance, to understand how the work environment affects employee performance, and to understand how communication, leadership style, and work environment affect employee performance in the company.

## 2. Research Method

In this study, the data type used is quantitative with descriptive type. The variables involved were communication (X1), leadership style (X2), work environment (X3), and employee performance (Y). Primary data sources were collected from PT FGH employees through questionnaires. In determining the answer scale, it is using the Likert scale. For comparison, Arikunto (2012) suggested that if the total population is less than 100 people, the method can be taken as a whole, while if it is more than 100 people, it can be taken about 10-15% or 20-25% of the total population. The study used the Slovin formula to determine the sample size. Here is the Slovin formula used in the sample draw.

$$n = \frac{N}{1 + N(e)^2}$$

n: Sample size

N: Population

E: Percentage of unbound slack due to sampling errors that are still desired

e: fault tolerance limit

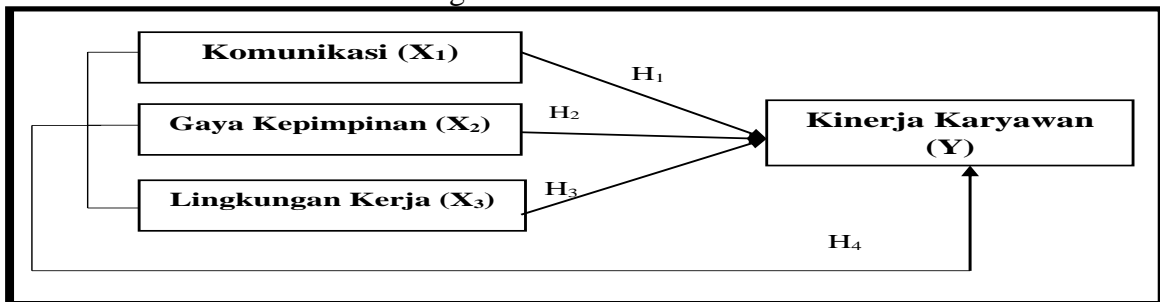
The population of respondents is all employees of PT FGH, totaling 100 people, so the sample we take as a study if we use the Slovin formula with a confidence level of 95% and an error rate of 5% is:

$$n = \frac{100}{1 + (100 \cdot 0.05)^2} = 80 \text{ people}$$

So, the research sample of 100 people with a 95% confidence level is 80 respondents. The sampling technique used is *non-probability sampling*, and the type of technique used is *purposive sampling*. This study was carried out based on criteria such as departments and positions of employees of PT FGH.

### Research Instruments and Frameworks

Figure 2 Research Outline



Source: Self-processed(2023)

Based on the figure above, the independent variables consisting of communication (X1), leadership style (X2), and work environment (X3) will affect the bound variable, namely employee performance (Y), either partially or simultaneously. The hypothesis to be proven in this study is as follows:

H1: Communication has a significant effect on employee performance

H2: Leadership style has a significant effect on employee performance

H3: The work environment has a significant effect on employee performance

H4: There is an influence between leadership style, communication, and work environment that simultaneously have a significant effect on employee performance

### Data Analysis

In this study, the data analysis methods used include validity and reliability tests to evaluate the level of validity of research instruments. After that, the data will be analyzed using classical assumption tests, multiple linear regression analysis, and hypothesis testing.

## 3. Results and Discussion

### Test Research Instruments

#### Validity Test

The results of the validity test of this data were 80 respondents. This test was carried out using the *Corrected Item Total Correlation* method. To determine whether an item is valid, compare the *Rcal* (value on the *Corrected Item-Total Correlation*) with the *Rtable* (obtained from the r-table). If the  $Rcal > Rtable$ , the item can be declared valid; if the  $Rcal < Rtable$  or

the value is negative, the item is declared invalid. In the Rtable, the significance of 0.05 is found with a 2-sided test  $df = 80-2 = 78$ , then the Rtable is 0.219.

**Table 1. Validity Test Results**

Variable	Statement	Calculate		Table	Conclusion
<b>Communication (X1)</b>	X1.1	0,689	>	0,219	Valid
	X1.2	0,655	>	0,219	Valid
	X1.3	0,650	>	0,219	Valid
	X1.4	0,717	>	0,219	Valid
	X1.5	0,733	>	0,219	Valid
	X1.6	0780	>	0,219	Valid
	X1.7	0,680	>	0,219	Valid
	X1.8	0,516	>	0,219	Valid
<b>Leadership Style (X2)</b>	X2.1	0,577	>	0,219	Valid
	X2.2	0,601	>	0,219	Valid
	X2.3	0,732	>	0,219	Valid
	X2.4	0.698	>	0,219	Valid
	X2.5	0,600	>	0,219	Valid
	X2.6	0,507	>	0,219	Valid
<b>Work Environment (X3)</b>	X3.1	0,519	>	0,219	Valid
	X3.2	0,637	>	0,219	Valid
	X3.3	0,784	>	0,219	Valid
	X3.4	0,672	>	0,219	Valid
	X3.5	0,701	>	0,219	Valid
	X3.6	0,364	>	0,219	Valid
	X3.7	0,358	>	0,219	Valid
<b>Employee Performance (Y)</b>	Y.1	0,485	>	0,219	Valid
	Y.2	0,458	>	0,219	Valid
	Y.3	0,568	>	0,219	Valid
	Y.4	0,654	>	0,219	Valid
	Y.5	0,582	>	0,219	Valid
	Y.6	0,516	>	0,219	Valid
	Y.7	0,420	>	0,219	Valid
	Y.8	0,379	>	0,219	Valid
	Y.9	0,518	>	0,219	Valid
	Y.10	0,560	>	0,219	Valid

Source: Self-processed, IBM SPSS (2024)

### Reliability Test

The results of the data reliability test of 80 respondents were conducted with SPSS software. A questionnaire is reliable if the response to the statement remains consistent and stable over time. Reliability testing was done by applying the instrument once and analyzing the data

obtained using Cronbach's Alpha ( $\alpha$ ) technique. The variable is considered reliable if Cronbach's Alpha value  $> 0.6$ .

**Table 2. Reliability Test Results**

Variable	Cronbach's Alpha	Information
Communication (X1)	0,833 $> 0,6$	Reliable
Leadership Style (X2)	0,682 $> 0,6$	Reliable
Work Environment (X3)	0,678 $> 0,6$	Reliable
Employee Performance (x4)	0,696 $> 0,6$	Reliable

Source: Source: Self-processed, IBM SPSS (2024)

### Descriptive Statistics

#### Characteristics by Department/Section

It can be seen from 80 respondents, the frequency of respondents based on department was obtained, namely the most respondents, namely in the marketing department, which was 61 respondents (76.3%), the mortgage section as many as 4 respondents (5%), the Accounting department as many as 6 respondents (7.5%), respondents (11.8%), the legal department as many as 2 respondents (2.5%), the field department as many as 7 respondents (8.8%). From these conditions, it can be concluded that the marketing department is the most critical part and significantly impacts the company's activities, such as canvassing by distributing brochures and installing banners, and online marketing by sharing flyers on social media, including Instagram and Facebook.

#### Characteristics Based on Service Period

It can be seen from 80 respondents that the frequency of respondents based on service period was obtained, namely the respondents with the most  $<1$  year as many as 27 respondents (33.8%) and 1-2 years as many as 27 respondents 1-2 years,  $>2$  years as many as 26 respondents (32.5%). From these conditions, it can be concluded that new employees work for around  $<1$  year and 1-2 years, indicating that the company has experienced rapid growth with many new employees joining quickly.

### Description of Research Variable Data

**Table 3. Descriptive Statistics**

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Communication	80	16	32	24.65	4.204
Leadership Style	80	12	24	18.45	2.704
Work Environment	80	11	28	20.30	3.384
Employee Performance	80	21	40	31.29	4.032

The table above shows that the communication variable has a minimum value of 16 and a maximum of 32. The average is 24.65, so the standard deviation is 4.204. The Leadership Style variable has a minimum value of 12 and a maximum value of 24. The average is 18.45, so the standard deviation is 2.704. The Work Environment variable has a minimum value of 11 and a maximum of 28. The average is 20.30, so the standard deviation is 3.384. The Employee Performance variable has a minimum value of 21 and a maximum of 40. The average is 31.29, so the standard deviation is 4.032.

### **Description of Communication Variables**

Based on the results of the description test of the frequency of answers to the Communication variable questionnaire (X1), it can be seen that the statement that most respondents who chose the statement strongly agree with is statement No.7, namely "I often communicate with other departments to improve relationships," as many as 30 respondents or 37.5%, who agreed with 43 respondents or 43.8%, who disagreed with 19 respondents or 23.8%, and those who strongly disagree with 6 respondents or 7.5%. The data was obtained from the total number of respondents who filled out a questionnaire distributed to 80 employees at PT FGH.

It is known that the mean value or average obtained on the communication variable is 3.08, so it can be stated that the respondent's answer is in the very high category. The statement that gets the highest mean value is the eighth statement (X1.8), which states that I provide support to other colleagues. This statement has a mean value of 3.25, so it can be stated that the respondents' answers are in the very high category. Then, the statement that received the lowest mean value was the fourth statement (X1.4), which stated that the leader gave directions in carrying out the work, where this statement had a mean value of 2.98.

### **Description of Leadership Style Variables**

Based on the results of the description test of the frequency of responses to the questionnaire variable Leadership Style (X2), it can be seen that the statement that most respondents who chose the statement strongly agree with is statement No.6, namely "Leaders make decisions independently without involving employees.", which is as many as 30 respondents or 37.5%, who stated that they agreed with 48 respondents or 60%, who stated that they disagreed as many as 20 respondents or 25%, and those who strongly disagree with 3 respondents or 3.8%. The data was obtained from the total number of respondents who completed a questionnaire distributed to 80 employees at PT FGH.

It can be seen that the mean or average value obtained on the leadership style variable is 3.07, so it can be stated that the respondent's answer is in the very high category and the statement that gets the highest mean value is the sixth statement (X2.6) which states that the leader makes decisions independently without involving employees where this statement has a mean value of 3.26 so that it can be stated that the respondent's answer is in the category very high. Then, the statement that gets the lowest mean value is the third statement (X2.3),

which states that the leader gives targets to subordinates in carrying out their work, where this statement has a mean value of 2.94.

### **Description of Work Environment Variables**

Based on the results of the description test of the frequency of responses to the questionnaire of respondents for the Work Environment variable (X3), it can be seen that the statement that most respondents who chose the statement strongly agree is statement No.7, namely "The room temperature in the workplace feels comfortable," as many as 27 respondents or 33.9%, who stated that they agreed with 42 respondents or 52.5%, who stated that they did not agree as many as 21 respondents or 26.3%, and those who strongly disagree with 9 respondents or 11.3%. The data was obtained from the total number of respondents who completed a questionnaire distributed to 80 employees at PT FGH.

It can be seen that the mean value or average obtained on the work environment variable is 3.00, so it can be stated that the respondent's answer is in the very high category and the statement that gets the highest mean value is the sixth statement (X3.6) which states that the room temperature in the workplace is comfortable where this statement has a mean value of 3.18 so that it can be stated that the respondent's answer is in the very high category. Then, the statement that received the lowest mean value was the third statement (X3.3), which stated that the noise level in the workplace did not interfere with concentration, where this statement had a mean value of 2.69.

### **Description of Employee Performance Variables**

Based on the results of the description test of the frequency of responses to the Employee Performance (Y) variable questionnaire, it can be seen that the statement that most respondents who chose the statement strongly agree with is statement No.4, namely "I do not leave the workplace during working hours," which is 30 respondents or 37.5%, who agree with 54 respondents or 67.5%, who disagree with 13 respondents or 16.3%, and those who strongly disagree with 8 respondents or 10%. The data was obtained from the total number of respondents who filled out a questionnaire distributed to 80 employees at PT FGH.

Then it can be known that the mean value or average obtained on the employee performance variable is 3.13, so it can be stated that the respondent's answer is in the very high category and the statement that gets the highest mean value is the fifth statement (Y.5) which states that I show my willingness to do work without being ordered by the boss where this statement has a mean value of 3.21 so that it can be stated that the respondent's answer is in the very high category. Then, the statement that received the lowest mean value was the third statement (Y.3), which stated that I came to the office on time, where this statement has a mean value of 3.00.

### **Classical Assumption Test**

#### **Normality Test**

**Table 4. Normality Test Results**

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**One-Sample Kolmogorov-Smirnov Test**

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		Unstandardized Residual		
N		80		
Normal Parameters,b	Mean	.0000000		
	Std. Deviation	3.68524996		
Most Extreme Differences	Absolute	.049		
	Positive	.049		
	Negative	-.047		
Test Statistic		.049		
Asymp. Sig. (2-tailed) <sup>c</sup>		.200d		
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Mr.	99% Confidence Interval	Lower Bound	.916
			Upper Bound	.909
				.923

Source: Self-processed, IBM SPSS (2024)

Based on the table "*One-Sample Kolmogorov-Smirnov Test*" above, it is known that the *Asymp Sig.* ( 2-tailed) by 0.200 is more significant than 0.05 with a total of 80 data. Therefore, according to the basis for deciding the Kolmogorov-Smirnov normality test above, it can be concluded that the data is usually distributed.

### Multicollinearity Test

**Table 5. Multicollinearity Test Results**

Variable	Tolerance	BRIGHT
Communication (X1)	0,863	1,159
Leadership Style (X2)	0,871	1,148
Work Environment (X3)	0,990	1.010

Source: Self-processed, IBM SPSS (2024)

Based on the table, the tolerance values for variables (X1) are 0.863, (X2) is 0.871, and (X3) is 0.990. The VIF values of the X1, X2, and X3 variables are 1.159, 1.148, and 1.080, respectively. Since all tolerance values are  $> 0.1$  and  $VIF < 10$ , it can be concluded that there is no multicollinearity between independent variables so that further analysis can be performed.

### Multiple Linear Regression Analysis

**Table 6. Multiple Linear Regression Analysis**

Model	Coefficients			T	Mr.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	15.303	4.285		7.143	<.001
Communication	.260	.054	.444	4.804	<.001
Leadership Style	.249	.084	.273	2.970	.004

Work Environment	.246	.063	.337	3.913	<,001
a. Dependent Variable: Employee Performance					

Source: Self-processed, IBM SPSS (2024)

Based on the table above, it can be seen that the regression model equation that occurs is as follows:

$$Y = 15.303 + 0,260 X1 + 0,249 X2 + 0,246 X3$$

- 1) The constant value of 15.303 indicates that Communication (X1), Leadership Style (X2), and Work Environment (X3) have a value of 0, and employee performance (Y) has a value of 15.303.
- 2) The coefficient for the Communication variable ( $\beta_1$ ) of 0.260 indicates that each increase of one unit in Communication will result in an increase of 0.260 in Employee Performance, assuming the other variables remain at zero.
- 3) The coefficient for Leadership Style ( $\beta_2$ ) of 0.249 indicates that every single increase in Leadership Style will increase Employee Performance by 0.249, assuming the other variables remain at zero.
- 4) The coefficient for Work Environment ( $\beta_3$ ) of 0.246 indicates that each additional unit in the Work Environment will increase Employee Performance by 0.246, assuming that the other variables remain at zero.

**Hypothesis Test Results**

**Uji T-test**

**Table 7. Hypothesis Test Results**

Type	Table	Calculation	Mr	Information
Communication	1,665	4,804	0,001	Accepted
Leadership Style	1,665	2.970	0,004	Accepted
Work Environment	1,665	3,913	0,001	Accepted

Source: Self-processed, IBM SPSS (2024)

From the output results in the table above, it can be concluded that:

- a. The value of the communication calculation is 4.804 greater than the t-value of the table (4.804 > 1.665) with a significant value of 0.001 less than 0.05 or (0.001 < 0.05), so the independent variable of communication has a significant effect on the dependent variable.
- b. The value of the leadership style calculation is 2.970, more significant than the t-value of the table (2.970 > 1.665) with a significant value of 0.004, less than 0.05, or (0.004 < 0.05). The independent variable of leadership style significantly affects the dependent variable.
- c. The value of the work environment calculation is 3.913, more significant than the t-value of the table (3.913 > 1.665), with a significant value of 0.001 less than 0.05 or (0.001 < 0.05). The independent variable, Communication, significantly affects the dependent variable.

**Statistical F Test (Simultaneous Test)**

**Table 8. Simultaneous Tests**

ANOVA	
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	<b>Model</b>	<b>Sum of Squares</b>	<b>DF</b>	<b>Mean Square</b>	<b>F</b>	<b>Mr.</b>
1	Regression	211.483	3	70.494	19.974	<,001
	Residual	268.226	76	3.529		
	Total	479.709	79			

a. Dependent Variable: Employee Performance

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

Source: Self-processed, IBM SPSS (2024)

The table above shows that the value of  $F_{cal}$  is  $19.974 > F_{table} 2.49$  or  $Sig$  is  $0.000 < 0.05$ , meaning that  $H_0$  is rejected and  $H_a$  is accepted. This shows that the variables, communication, leadership style, and work environment significantly affect employee performance at PT FGH.

### Coefficient of Determination (R<sup>2</sup>)

**Table 9. Coefficient of Determination Test**

Model Summary					
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	
1	.664a	.441	.419	1.879	

a. Predictors: (Constant), Work Environment, Leadership Style, Communication

Source: Self-processed, IBM SPSS (2024)

based on the t-test, it is stated that the Work Environment value is  $3.913 > 1.665$  with a significant value of  $0.001$  or a significant value of  $0.001 < 0.05$ . It can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, meaning that the Work Environment Affects Employee Performance.

## 4. Conclusion

Based on the research, several practical suggestions and theoretical suggestions were obtained as follows:

### A. Practical Advice

1. Based on the description of the communication research, it is necessary to have a deep understanding of the communication principles that have been built. This is important so that communication between superiors, subordinates, and fellow colleagues can support employee performance. Clear and open communication between management and employees contributes to improved understanding of tasks and the reduction of errors. Employees who feel they are getting enough information and good communication support show better performance.
2. Based on the research on leadership style, an in-depth understanding of the influence of leadership style in organizations is necessary. A harmonious relationship between leaders and employees is essential. Research can significantly improve employee performance with the right approach to fostering positive attitudes.
3. Based on the description of the research on the work environment, it is necessary to conduct research that focuses more on improving the quality of the work environment,

including regulating room temperature and providing better facilities. This will support employees in working more optimally and improving their performance.

B. Theoretical advice

1. The researcher hopes to increase the number of other variables in the following study to provide a broader picture of the factors that affect employee performance.
2. It is hoped that the next research can be carried out in similar large-scale companies, with the aim of finding out whether communication, leadership style, and work environment influence employee performance in these companies.

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