

THE INFLUENCE OF LEADERSHIP STYLE, MOTIVATION, AND INTERNAL COMMUNICATION ON EMPLOYEE WORK EFFECTIVENESS THROUGH JOB SATISFACTION AT MR. DIY INDONESIA OFFICE

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Abstract: Every organization or company needs to effectively utilize working time, which means that in a company or institution, time should be used efficiently without wasting any. This research aims to examine the influence of leadership style, motivation, and internal communication on work effectiveness through job satisfaction at the MR. DIY Indonesia office. This study employs a quantitative method with primary data sources. The sample consists of 87 employees from MR. DIY Indonesia was selected through a purposive sampling method. The results of the study demonstrate that internal communication is the strongest predictor influencing job satisfaction. Leadership style significantly positively influences work effectiveness. This indicates that the higher the level of leadership style, the greater the work effectiveness. Motivation does not significantly influence work effectiveness, suggesting that higher levels of motivation do not influence work effectiveness. Internal communication significantly positively impacts work effectiveness. Job satisfaction does not influence work effectiveness, suggesting that higher levels of job satisfaction do not influence work effectiveness. Leadership style significantly influences job satisfaction positively. However, the results differ for motivation, which does not significantly influence job satisfaction. This suggests that higher levels of motivation do not influence job satisfaction.

Keyword: Leadership Style, Motivation, Internal Communication, Work Effectiveness, Job Satisfaction.

INTRODUCTION

Human resources are the most crucial factor compared to other factors such as technology and capital because humans are the driving force. Therefore, it is important to manage human resources well in order to enhance the effectiveness and efficiency of an organization or company. This is because the effectiveness of employees' work also determines the effectiveness of the organization's work. Generally, every organization or institution strives to improve its effectiveness to achieve its predetermined goals. Resources require competent abilities in their field, so individuals with insight, creativity, knowledge, and shared vision and mission with the company become highly valuable resources. The success of an organization or company is one of the outcomes when human resources are considered the most valuable asset (Arraniri, 2021).

According to Juharni (2022), effectiveness is the achievement of predetermined goals at the right time in planning using specific resources allocated to perform various types of activities. Every organization or company requires structured management to achieve specific goals for the organization or company. Then there is the need for effective time utilization in work, which means that time utilization in a company or institution should be used effectively without wasting any. After that, in an institution or company, the use of facilities that should meet the required standards is necessary. Following that, institutions require the ability of every member or employee to adapt to their work. Finally, when work is said to be effective, it is work completed according to the applicable SOP in the institution or company.

Mr. DIY Indonesia is a company that provides quality and consistent household products, oriented towards customer satisfaction, and has the vision to become the best household equipment company in Southeast Asia and provide optimal value to all

stakeholders and the general public.

Mr. DIY Indonesia will produce household products accepted in the market by continuously developing the industry towards improvement and becoming a benchmark in the same segment. It is in this company that Mr. DIY Indonesia's employees should ideally work optimally for the advancement of product quality. Below are the performance achievement data from 2021 to 2023.

Table 1
Performance Achievement 2021-2023

No	Criteria for Evaluation:	Evaluation Targets	Year		
			2021	2022	2023
1	Responsibility for completing tasks to company work standards	100%	90%	80%	90%
2	Ability to accomplish assigned tasks	100%	95%	90%	85%
3	Ability to collaborate effectively and efficiently	100%	80%	80%	80%
4	Compliance with obligations	100%	90%	80%	80%
5	Attendance discipline	100%	80%	95%	80%
Average achievement		100%	87%	85%	83%

Source: Mr. DIY, 2023

Based on the table above, it can be seen that the performance achievement of Mr. DIY Indonesia from 2021 to 2023 shows a decrease in employee performance percentage in 2021 by 87%, a further decrease in the target by 85% in 2022, and another decline in performance assessment by 83% in 2023, while the company set a performance target of 100%. This indicates that the actual performance does not align with the set targets. Therefore, there is still a need to improve performance. This raises concerns about the suboptimal achievement of Mr. DIY's performance, indicating ineffective performance. Ineffectiveness in performance is caused by leadership, motivation, communication, and satisfaction.

Leadership is one of the crucial factors in work effectiveness. According to Junaidi & Susanti (2019), a leader must possess various skills, experiences, character, and motivation, which are no longer solely based on the pride they gain and universal work experience. Leadership plays a vital role because leaders lead and direct the organization or company toward its goals. Subordinates are influenced in such a way that they can contribute and participate effectively and efficiently in the organization or company. Leadership in an organization or company can occur due to the interaction between several important components such as managers, employees, and specific work environment conditions (Khaliffa, 2023). This is supported by research conducted by Fariska, Kirana, & Subiyanto (2022), which found that

leadership style does not influence work effectiveness. However, another study by Juharni (2022) suggests a positive and significant relationship between leadership and employee work effectiveness.

Communication is also a factor that can influence work effectiveness. Communication is a source of accurate information dissemination (Nurhadi & Kurniawan, 2018), usually done verbally. In activities, conveying messages, ideas, and even thoughts from one party to another is necessary (Rusda et al., 2022). Therefore, communication is closely related to effectiveness (Rusda et al., 2022). Effective communication is useful for preventing or resolving issues (Fahmi & Mudiantono, 2019); if good communication can be established, the interlocutor can understand the

intention behind the statement to be conveyed (Rachmayuniawati, 2018).

Another factor influencing work effectiveness is employee motivation. According to Effendi & Yogie (2019), work motivation is defined as one's innate feeling to drive them to perform tasks and duties towards achieving the company's set goals. Employees with good work motivation will always be enthusiastic and willing to devote most of their time to helping the company achieve its goals (Issalillah, 2019). This is supported by Junaidi and Ahmad (2019), who found a positive influence of work motivation on employee work effectiveness. However, a study by Fariska (2022) suggests that work motivation does not influence work effectiveness.

Another factor that can influence work effectiveness is job satisfaction. Job satisfaction is an essential element in maintaining the quality of human resources and the life of every organization. They say that in the academic world, especially in high schools, employee job satisfaction is one of the crucial pillars of a healthier high school (Meilani, 2019). To determine the level of employee job satisfaction, it is necessary to differentiate whether someone is genuinely satisfied at work or just satisfied with certain factors, to what extent various important job aspects influence their current job satisfaction intensity, and to recognize when the employee feels satisfied with their work and when they do not. Every employee not only thinks of doing their best for their workplace but also expects rewards for their work, and if their remuneration is not met through a good compensation system, they are more likely to quit and look for another job. This also applies to a lower level of satisfaction; they will seek another job (Siahaan & Meilani, 2019). This is supported by research by Sembiring et al. (2021), which states that job satisfaction has a positive and significant effect on work effectiveness. Additionally, a study by Mardhiah (2021) found a positive and significant influence of job satisfaction on work performance.

Based on field observations conducted in June 2022, it turns out that there are still many realities that do not meet expectations, namely the low level of work motivation. This is evidenced by the number of employees who are not punctual when entering the office, delaying office tasks, leaving the office during office hours, and inefficiencies in office facility utilization.

The low level of work motivation exhibited by Mr. DIY Indonesia's employees is certainly related to the leadership style implemented by the management.

After conducting observations, some employees still feel hesitant to express their ideas to department leaders whom they consider the highest-ranking individuals in the organization and always deserving of respect. Employees always wait for orders from superiors and try to carry out orders without input from the employees themselves. Employees also rarely discuss work; they often gather but discuss informal matters.

Based on the description above, the author is interested in researching leadership style, motivation, internal communication, and job satisfaction at Mr. DIY Indonesia. The novelty in this research is the use of an intervening variable, namely employee job satisfaction. Therefore, the research focuses on the Influence of leadership style, work motivation, and internal communication on work effectiveness with job satisfaction as the intervening variable among Mr. DIY Indonesia office employees.

RESEARCH METHODOLOGY

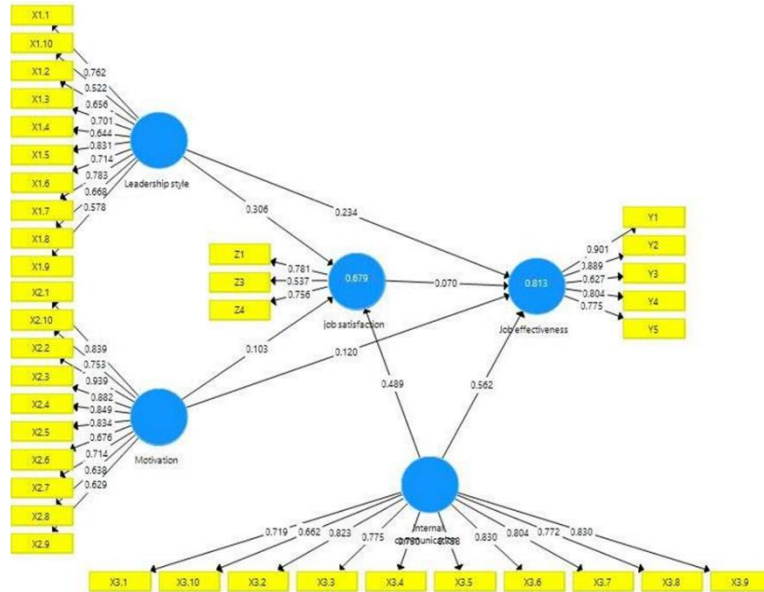
The research method employed quantitative methods (Sugiyono, 2018). This research utilized raw data obtained from distributed questionnaires. The population in this study is 680 employees of Mr DIY Indonesia. Meanwhile, the sample in this study used the Slovin formula, resulting in a sample of 87 employees of Mr DIY Indonesia. This research used measurement with a Likert scale, where respondents were asked to fill out questionnaires indicating their agreement with the questions. Respondents' answers were measured on a 1-5 interval scale, which could range from Strongly Disagree (SD), Disagree (D), Neutral, Agree (A), to Strongly Agree (SA). The data analysis method used

SEM PLS to conduct validity and reliability tests. After that, testing was carried out to find out the significant influence of independent variables on dependent variables through hypothesis testing.

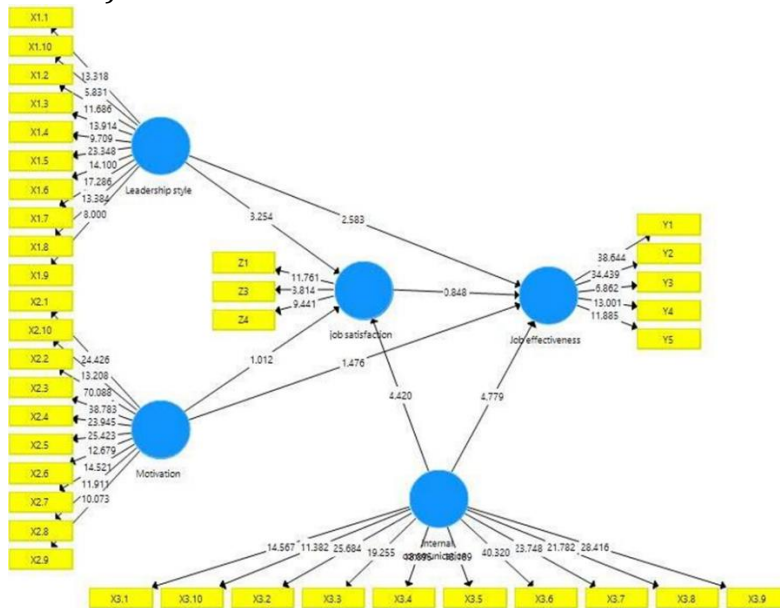
RESULTS AND DISCUSSION

Model Test

The results of the analysis at the inner level are as follows: (T-value is calculated from the loading factors and t is calculated from the coefficients of the direct influence paths)



The results of the analysis at the inner level are as follows: (P-value of the direct effect path coefficients)



Taken from the Model Bootstrapping, Model Blindfolding, and Model PLS data. From both diagrams above, they can be explained in detail as follows:

Direct Effects

T-statistic analysis on the Inner Model is conducted by comparing the figures of T-Statistic > 1.96 and P-value < 0.05 to determine the acceptance of the hypothesis; conversely, if the p-value exceeds the specified threshold, the hypothesis can be rejected. The test results are as follows.

Table 1. T-Statistic Analysis

Hipotesis	Original Sample (O)	T Statistics (O/STDEV)	P Values	Explanation
Leadership Style -> Work Effectiveness	225	2,491	7	Accepted
Motivation -> Work Effectiveness	118	1,482	62	Rejected
Internal Communication -> Work Effectiveness	567	4,675	0	Accepted
Job Satisfaction -> Work Effectiveness	73	960	169	Rejected
Leadership Style -> Job Satisfaction	303	3,161	1	Accepted
Motivation -> Job Satisfaction	103	1,110	134	Rejected
Internal Communication -> Job Satisfaction	489	4,272	0	Accepted

Source: Data processed by researchers (2024)

Based on the table above, out of the 7 hypotheses, 4 hypotheses are accepted because their significance values are below 0.05, namely the first, third, fifth, and seventh hypotheses, while the remaining 3 hypotheses are rejected.

Indirect Effects

This section analyzes the level of significance of leadership style, motivation, and internal communication on work effectiveness indirectly through the mediation of job satisfaction. The test results are presented in the following table.

Table 2. Indirect Effect

	Original Sample	T Statistics	P Values	Explanation
Leadership Style -> Job Satisfaction -> Work Effectiveness	21	818	207	Not Significant
Motivation -> Job Satisfaction -> Work Effectiveness	7	580	281	Not Significant
Internal Communication -> Job Satisfaction -> Work Effectiveness	34	839	201	Not Significant

Source: Data processed by researchers (2024)

Based on the indirect effect testing, it is known that the job satisfaction variable has not been able to mediate the influence of the leadership style, motivation, and internal communication variables on work effectiveness.

Discussion

Based on the correlation between leadership style and work effectiveness, a p-value of $0.007 < 0.05$ was obtained, indicating that H1 is accepted. This means that leadership style is positively influenced by work effectiveness, indicating that as leadership style increases by 1 unit, work effectiveness will increase by 0.225. This implies that a better leadership style can enhance work effectiveness. Based on the data collected and analyzed by researchers, statistically, leadership style is positively influenced by work effectiveness. This is supported by the research of Juharni (2022), which states that there is a positive and significant relationship between leadership and employee work effectiveness.

In the second hypothesis, there is a correlation between motivation and work effectiveness, with a p-value of $0.062 > 0.05$, indicating that H2 is rejected. This means

that motivation does not influence work effectiveness, implying that an increase in motivation by 1 unit will not influence work effectiveness. Based on the data collected and analyzed by researchers, statistically, motivation does not influence work effectiveness. This contradicts the research by Junaidi and Ahmad (2019), which found a positive influence of work motivation on employee work effectiveness.

Meanwhile, in the third hypothesis, there is a correlation between internal communication and work effectiveness, with a p-value of $0.000 < 0.05$, indicating that H3 is accepted. This means that internal communication is positively influenced by work effectiveness, indicating that as internal communication increases by 1 unit, work effectiveness will increase by 0.567. This implies that better internal communication can enhance work effectiveness. Based on the data collected and analyzed by researchers, statistically, internal communication is positively influenced by work effectiveness. This is supported by the research of Fahmi & Mudiantono (2019), which states that effective communication is useful for preventing or solving problems if one can build good communication; the interlocutor can understand the intent behind the statements to be conveyed (Rachmayuniawati, 2018).

Next, for the fourth hypothesis, there is a correlation between job satisfaction and work effectiveness, with a p-value of $0.169 > 0.05$, indicating that H4 is rejected. This means that job

satisfaction does not influence work effectiveness, implying that an increase in job satisfaction by 1 unit will not influence work effectiveness. Based on the data collected and analyzed by researchers, statistically, job satisfaction does not influence work effectiveness. This contradicts the research by Sembiring et al. (2021), which states that job satisfaction has a positive and significant effect on work effectiveness.

Then, for the fifth hypothesis, there is a correlation between leadership style and job satisfaction, with a p-value of $0.001 < 0.05$, indicating that H5 is accepted. This means that leadership style is positively influenced by job satisfaction, indicating that as leadership style increases by 1 unit, job satisfaction will increase by 0.303. This implies that better leadership style can enhance job satisfaction. Based on the data collected and analyzed by researchers, statistically, leadership style is positively influenced by job satisfaction. This is supported by the research by Feri et al. (2020), Abdelwahed et al. (2022), Ángeles López-Cabarcos et al. (2022), Eliyana et al. (2019), (Mukmin et al., 2021), which prove that leadership style influences job satisfaction. Meanwhile, Tambunan (2020) proves that leadership style has a positive and significant effect on employee performance.

In the sixth hypothesis, there is a correlation between motivation and job satisfaction, with a p-value of $0.134 > 0.05$, indicating that H6 is rejected. This means that motivation does not influence job satisfaction, implying that an increase in motivation by 1 unit will not influence job satisfaction. Based on the data collected and analyzed by researchers, statistically, motivation does not influence job satisfaction. This contradicts the research by Rasyid and Tanjung (2018), which states that motivation has a significant effect, and there is an influence between motivation and job satisfaction. The research by Rihdo and Susanti (2019) states that motivation has a positive and significant effect on employee job satisfaction. The research by Amali et al. (2022) states that work motivation has a significant positive effect on job satisfaction.

Finally, in the seventh hypothesis, there is a correlation between internal communication and job satisfaction, with a p-value of $0.000 < 0.05$, indicating that H7 is accepted. This means that job satisfaction positively influences internal communication, indicating that as internal communication increases by 1 unit, job satisfaction will increase by 0.384. This implies that better internal communication can enhance job satisfaction. Based on the data collected and analyzed by researchers, statistically, internal communication is positively influenced by job satisfaction. This is supported by

the research by Ulfa and Surenda (2018), which states that communication has a positive and significant effect on employee job satisfaction. The research by Pamungkas et al. (2022) states that communication has a positive and significant effect on employee job satisfaction.

CONCLUSION

Based on the results of the research conducted, it can be concluded that:

- 1) Internal communication is the biggest predictor that influences job satisfaction.
- 2) Leadership style has a significant positive effect on work effectiveness. This indicates that the higher the level of leadership style, the greater the work effectiveness.
- 3) Motivation does not influence work effectiveness. This indicates that the higher the level of motivation, the less it will influence work effectiveness.
- 4) Internal communication has a significant positive effect on work effectiveness. Job satisfaction does not influence work effectiveness. This indicates that the higher the level of job satisfaction, the less it will influence work effectiveness.
- 5) Leadership style has a significant positive effect on job satisfaction.
- 6) The different result obtained is that motivation does not influence job satisfaction. This indicates that the higher the level of motivation, the less it will influence job satisfaction.

Recommendations in this study are that the R Square value is 0.813, which means there are still many factors that can influence work effectiveness besides the variables in this research model, so this model still has very potential for development. For further research, it is hoped that this model can be improved by adding predictors or mediator variables such as work discipline.

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