



## THE INFLUENCE OF LEADERSHIP BEHAVIOR AND LEADERSHIP COMMUNICATION ON EMPLOYEE PERFORMANCE, MEDIATED BY EMPLOYEE ENGAGEMENT

Lovella Hexaratih Bassar<sup>1</sup>, Singmin Johanes Lo<sup>2</sup>

<sup>1</sup>) Mercu Buana University, Jakarta, Indonesia, [lovella.bassar83@gmail.com](mailto:lovella.bassar83@gmail.com)

<sup>2</sup>) Mercu Buana University, Jakarta, Indonesia, [singmin.johanes@mercubuana.ac.id](mailto:singmin.johanes@mercubuana.ac.id)

Corresponding Author: Lovella Hexaratih Bassar<sup>1</sup>

**Abstract:** This research analyzes the phenomena that occur to the decrease in employee performance result. To achieve the company's vision in its development requires employees who provide the best performance and contribute to building the company. This research aims to analyze the effect of leadership behavior and leadership communication on employee performance mediated by employee engagement at the Customer Relations and Administration Division of PT XYZ. This research uses a quantitative approach. The population in this research as many as 83 employees with the sampling technique used is a saturated sample so that all populations are used as respondents. The data analysis method used Structural Equation Model-Partial Least Square (SEM-PLS). The results of research show that leadership behavior has a positive but not significant effect on employee performance, as well as on employee engagement. Employee engagement does not mediate leadership behavior on employee performance. Leadership communication has a positive and significant effect on employee engagement, but has no significant effect on employee performance. Employee engagement has a positive and significant effect on employee performance, and succeeded in fully mediating leadership communication on employee performance.

**Keywords:** Leadership Behavior, Organizational Communication, Employee Engagement, Employee Performance.

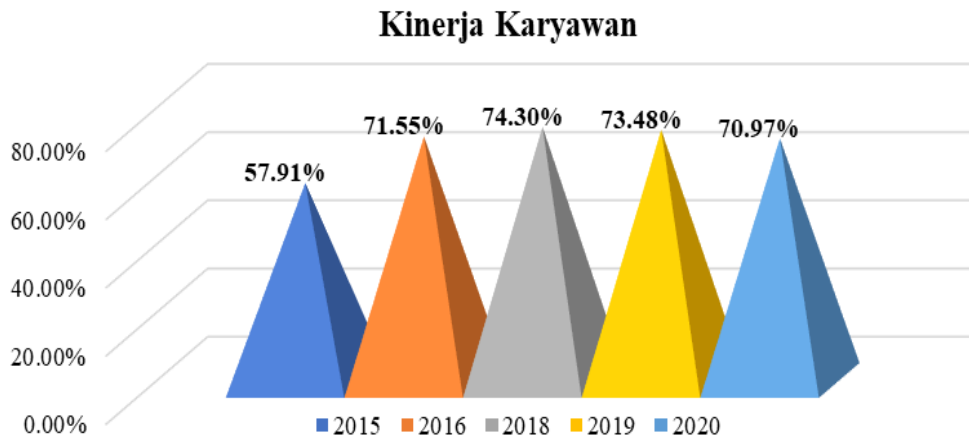
### INTRODUCTION

In an organization, all members of the organization are required to contribute in the form of performance by respondents, led by each head of the department. For this reason, in its implementation, the company through its leaders synergizes through communicating and interacting with each other, both between superiors and subordinates, as well as subordinates with superiors and between co-workers. Through the interaction process, the company's employees know the existence, trust, support, openness in communication, information

dissemination, attention as well as directness from leadership to subordinates including from subordinates to leadership (horizontal) including fellow colleagues (vertical).

Communication that is formed from these diverse interactions will lead to an organizational communication that develops in accordance with the goals, vision, and mission of the organization. The respondent's performance affects the quality of organizational performance, especially in the field of customer service. The privately owned clean water management and provider companies studied are companies that provide facilities for distribution and clean water services to the community, therefore it is very necessary for quality performance and services produced by respondents who have dedication and high work performance to meet the needs of the people in Jakarta.

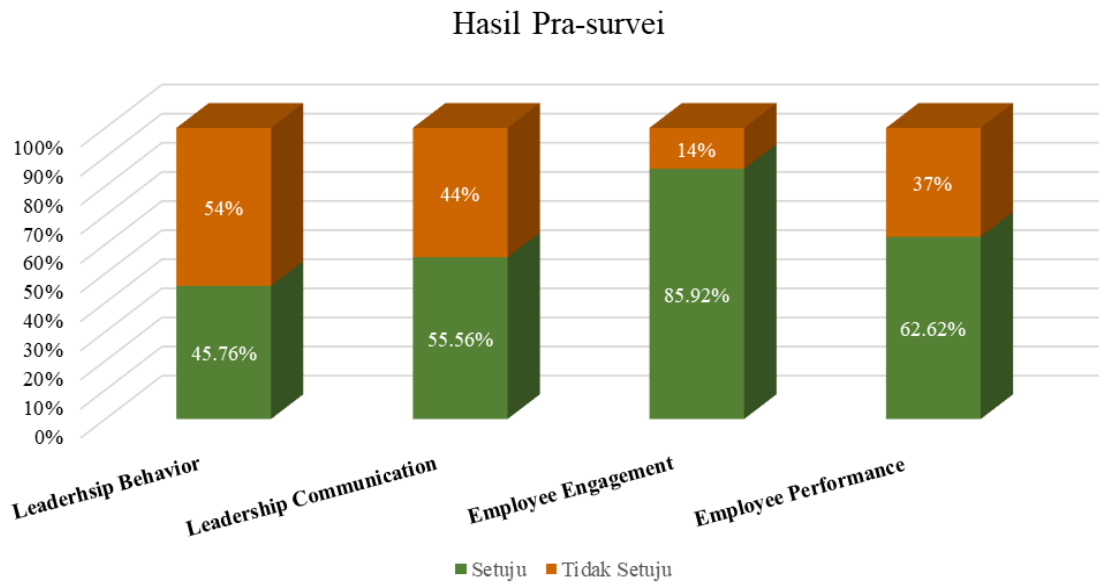
Prior to the Pandemic, an Employee Engagement Survey (EES) was conducted in early 2020, from interviews obtained from sources to obtain data on the phenomenon of problems in the performance of respondents in one of the important departments in the company's operations as follows:



**Figure 1. Respondents' Performance Data**  
Source: PT XYZ data

Based on Figure 1, there is a decrease in the performance of respondents from 2020 compared to the previous year. Good performance is a performance whose results are optimal, namely when the performance is in accordance with company standards and supports the achievement of company goals. Seeing these conditions, the author tries to carry out a preliminary study to see what factors affect the respondent's performance.

The results of the pre-survey that have been studied regarding the respondent's performance from the questions for 30 respondents disagreed from the highest number can be seen as follows:



**Figure 2. Employee Engagement Survey Results**  
**Source: Pre-survey results processed, 2021**

Figure 2 above shows that the respondent's performance can be influenced by the high factors of Leadership Behavior and Leadership Communication.

The key to the success of organizational change is how leaders can carry out the use of procedures that can influence, empower, develop, and involve respondents to be able to commit to carrying out work assignments, establish working relationships and make changes for better innovation innovations (Yukl, 2013). Another factor that affects employee performance is the communication factor. Organizational communication is also an important aspect because it relates to information that will be conveyed by the leadership or management so that it can be properly received and understood by all employees or respondents. (Schein in Mia, 2020) states that the organization is closely related to the process of rational coordination of the activities of a group of people to achieve common goals by way of division of functions and work, through authority and responsibility.

## LITERATURE REVIEW

### Employee Performance

Performance is the result obtained from work in quality and quantity achieved by a respondent in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2013). Meanwhile, according to Hasibuan (2012), work performance is a result achieved by a person in carrying out the tasks assigned to him.

Performance management is a way to produce better performance than before, a group or individual understands to manage performance in accordance with predetermined targets according to the standards as well as predetermined requirements and competencies (Dharma in the journal Fahmi, Rosalina and Jantje, 2020).

### **Employee Engagement**

According to Kahn in Armstrong (2014) Employee Engagement is the attachment of company members to the company itself, not only physically and cognitively but emotionally in their work. Kahn also found that interpersonal relationships from teamwork and co-workers, support and mutual trust greatly affect Employee Engagement.

Schaufeli and Bakker (2004) in the journal Rian and Zamralita (2017: 295) describe work engagement as positive thoughts with completing work and memorable experiences for the respondents. It is known that Employee Engagement requires behavior that is passionate (vigor), devoted (dedication) and has initiative (absorption). The engagement of each dimension can be felt by respondents to encourage the creation of a sense of personal engagement.

### **Leadership Behavior**

According to A. Chaniago (2017: 49) Leadership behavior is a leader is someone who is proficient in personal, without being appointed as a leader, he is able to influence a group of people to be able to direct them to achieve certain goals.

Yukl (2012:72) explains that Leadership Behaviors effective leaders have a high concern for task goals and interpersonal relationships, and they use certain types of behavior that are relevant to their leadership situation. Examples of specific task-oriented behaviors include planning, clarifying, and monitoring.

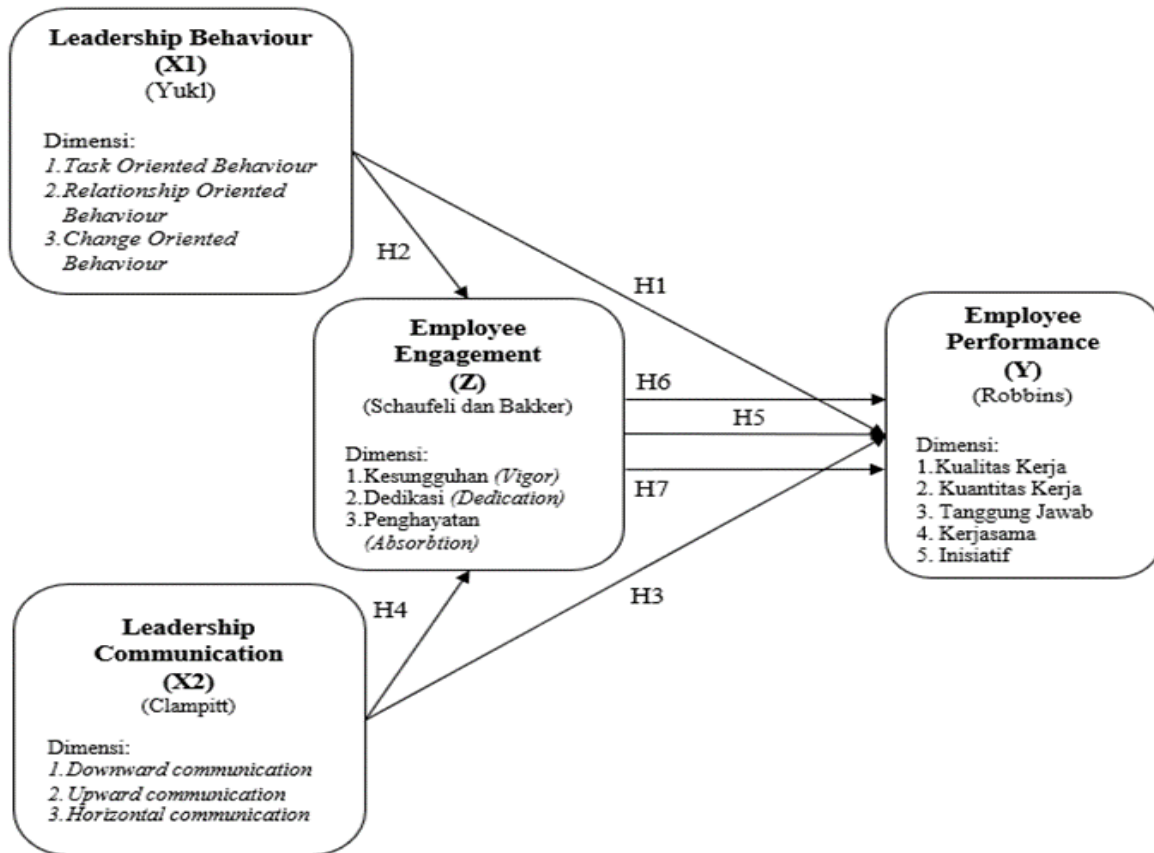
### **Leadership Communication**

According to McShane and Glinow in the book W. Gede (2017: 92), communication is the exchange of information conveyed by the sender to the recipient either orally, in writing or using communication tools. The role of communication is very important in integrating and coordinating, including activities within the company. How communication functions within the organization and in what ways the organizational structure limits the flow of communication. According to Pace and Faules (2001:31), "organizational communication can be defined as the performance and interpretation of messages between communication units that are part of a particular organization".

Clampitt (2017) in the journal Mia and Sigit (2020:94), explains that organizational communication is a form of delivering information from top-down, bottom-up, and integrative with the aim of conveying information and messages to minimize misunderstandings and resolve problems within the organization. Goldhaber in the book Poppy Ruliana (2014:20) states that organizational communication is a process of creating and exchanging messages in a network of interlinked relationships with one another in order to cope with an ever-changing environment.

### **Theoretical Framework and Hypotheses**

Based on the phenomenon, theoretical research and also from several previous studies, the theoretical framework and hypotheses in this study can be drawn as follows:



**Figure 3. Drawing of Theoretical Framework**  
Source: Data processed by the author (2021)

The theoretical framework above obtained the following hypothesis:

- Hipotesis 1 : Leadership Behavior has a positive and significant effect on Employee Performance. (H1)
- Hipotesis 2 : Leadership Communication has a positive and significant effect on Employee Performance. (H2)
- Hipotesis 3 : Leadership Behavior has a positive and significant effect on Employee Engagement. (H3)
- Hipotesis 4 : Leadership Communication has a positive and significant effect on Employee Engagement. (H4)
- Hipotesis 5 : Employee Engagement has a positive and significant effect on Employee Performance. (H5)
- Hipotesis 6 : Leadership Behavior has a positive and significant effect on Employee Performance mediated by Employee Engagement. (H6)
- Hipotesis 7 : Leadership Communication has a positive and significant effect on Employee Performance mediated by Employee Engagement (H7)

## RESEARCH METHODS

The research method uses quantitative research methods. Primary data (interviews and questionnaires) and secondary data (literature study). The independent variables in this study are Leadership Behavior and Leadership Communication, while the mediating variables are employee engagement and Employee Performance as binding variables. The results of the study are presented in a simple manner so that they are easy to understand and can describe and analyze the effect of the independent variables on the dependent variable. Research variables are explained in terms of dimensions, indicators, and question items as data collection instruments.

### Population and Sample

The sampling technique in this study is the nonprobability sampling method, the sampling technique uses a saturated sample, where the sample is everything in the population (Sekaran & Bougie, 2017). The use of saturated sampling technique in this study was due to the relatively limited number of populations less than 100 and easily accessible by researchers. This population was chosen because it is a division that produces the lowest performance from internal and external assessments and there is a high level of homogeneity or a completely homogeneous population, so one element is sufficient to represent the population to be studied. The saturated sample using permanent employees for all employees in the Customer Relations and Administration Division was 83 respondents at PT XYZ.]

### Data Analysis

The research data analysis method uses the Structural Equation Model (SEM) with the Smart-PLS analysis tool. Partial Least Square (PLS) is a model of variance-based SEM, PLS is intended for causal-predictive analysis in situations of high complexity and low theoretical support (Ghozali, 2014). To test the validity and reliability, the measurement model is used, while the causality test is carried out using a structural model.

## FINDINGS AND DISCUSSION

### Respondent Characteristics

From the results of the data analysis, descriptively presented from each variable is obtained. Respondents in this research amounted to 83 respondents in the Division of Customer Service and Administration at PT XYZ. Characteristics of respondents are distinguished by gender, age, last education and years of service.

The results of the characteristics of respondents obtained several categories, including respondents with male sex as much as 67% and the remaining 33% female respondents. Then at the age of less than 35 years as many as 6%, ages between 25-24 years as much as 64%, ages 40-55 years as much as 29% and the remaining 1% is over 55 years old.

### Research Data Analysis Results

A descriptive summary of the research variables is presented in the following table:



**Tabel 1. Deskripsi Responden**

Variabel	Average
Leadership Behavior	<b>3.82</b>
Leadership Communication	<b>3.79</b>
Employee Engagement	<b>3.88</b>
Employee Performance	<b>3.92</b>

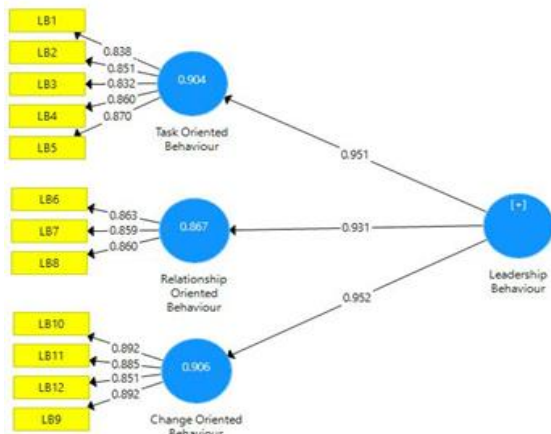
Source: Data processed by the author (2021)

Based on Table 1, it is known that the respondents' responses to the leadership behavior variable resulted in an average of 4.98. Next, respondents' responses to the leadership communication variable resulted in an average of 3.79. Then the respondents' responses to the employee engagement variable resulted in an average of 3.88. And furthermore, the respondents' responses to the employee performance variable produced an average of 3.92.

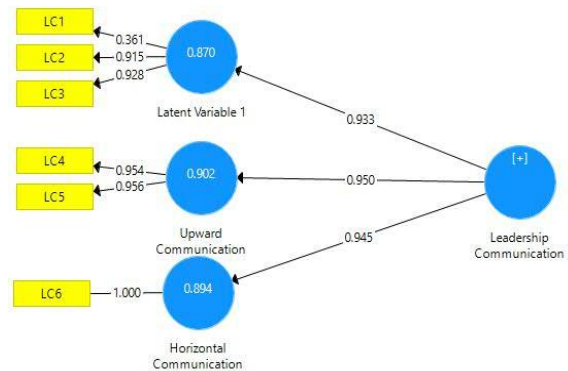
**Measurement Model Evaluation (Outer Model)**

**Convergent Validity**

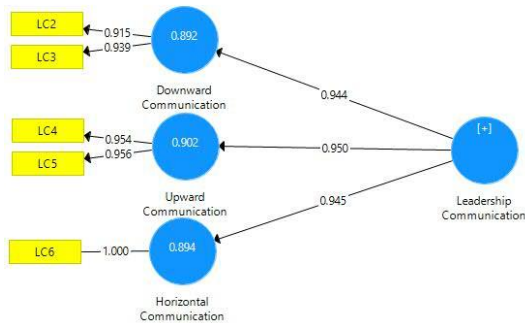
The following is a table of results from the calculation of the measurement model with SmartPLS version 3.0 which produces the loading factor value for the research variable indicator. The factor value used in this study was > 0.7.



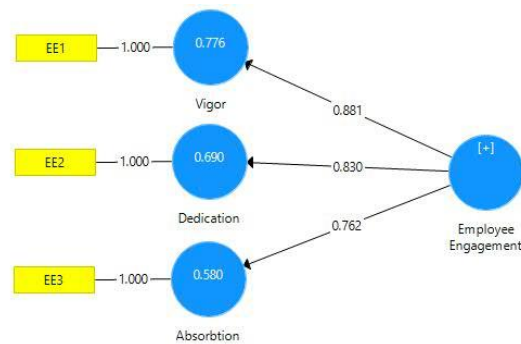
**Figure 3. Testing the Loading Factor of the Leadership Behavior Variable (X1)**



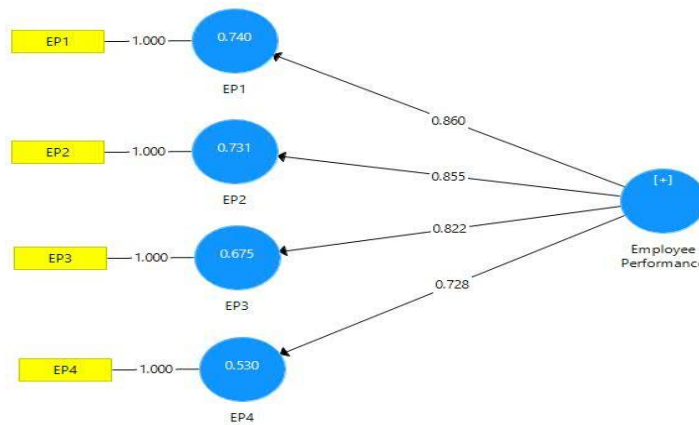
**Figure 4. Testing of Leadership Communication Variable Loading Factor (X2)**



**Figure 5. Testing the Loading Factor (Modification) of the Leadership Communication Variable (X2)**



**Figure 6. Employee Engagement Variable Loading Factor Test (Z)**



**Figure 7. Testing of Employee Performance Variable Loading Factor (Y)**

Source: Data processed with SmartPLS version 3.0, (2021)

The term Manifest Variable is often interpreted as an indicator. The AVE value must be greater than 0.5. The results of the convergent validity test are presented in table 2 below:

**Table 2. Convergent Validity Test with AVE**

Variabel	AVE	Cut Off	Ket.
<i>Leadership Behaviour</i>	0.511	0.5	Valid
<i>Leadership Communication</i>	0.652	0.5	Valid
<i>Employee Engagement</i>	0.549	0.5	Valid
<i>Employee Performance</i>	0.591	0.5	Valid

Source: Data processed by the author with SmartPLS version 3.0, (2021)

**Discriminant Validity**

Discriminant Validity of the measurement model with reflective indicators based on Cross Loading measurements with constructs. The results of the Cross Loading calculation are presented in Table 3 below:

**Table 3. Discriminant Validity Test (Cross Loading)**

Indikator	<i>Leadership Behaviour</i>	<i>Leadership Communication</i>	<i>Employee Engagement</i>	<i>Employee Performance</i>	Ket.
X1.1.1	<b>0.628</b>	<b>0.354</b>	<b>0.322</b>	<b>0.413</b>	<b>Valid</b>
X1.1.2	<b>0.654</b>	<b>0.449</b>	<b>0.420</b>	<b>0.467</b>	<b>Valid</b>
X1.1.3	<b>0.692</b>	<b>0.400</b>	<b>0.463</b>	<b>0.409</b>	<b>Valid</b>
X1.1.4	<b>0.713</b>	<b>0.503</b>	<b>0.379</b>	<b>0.332</b>	<b>Valid</b>
X1.1.5	<b>0.637</b>	<b>0.416</b>	<b>0.354</b>	<b>0.325</b>	<b>Valid</b>
X1.1.6	<b>0.513</b>	<b>0.303</b>	<b>0.437</b>	<b>0.308</b>	<b>Valid</b>
X1.1.7	<b>0.740</b>	<b>0.567</b>	<b>0.462</b>	<b>0.344</b>	<b>Valid</b>
X1.1.8	<b>0.735</b>	<b>0.505</b>	<b>0.533</b>	<b>0.393</b>	<b>Valid</b>
X1.1.9	<b>0.691</b>	<b>0.519</b>	<b>0.505</b>	<b>0.455</b>	<b>Valid</b>
X1.1.10	<b>0.722</b>	<b>0.534</b>	<b>0.482</b>	<b>0.519</b>	<b>Valid</b>



Indikator	<i>Leadership Behaviour</i>	<i>Leadership Communication</i>	<i>Employee Engagement</i>	<i>Employee Performance</i>	Ket.
X1.1.11	0.602	0.442	0.293	0.328	Valid
X1.1.12	0.638	0.462	0.377	0.420	Valid
X1.1.13	0.659	0.550	0.291	0.319	Valid
X1.1.14	0.676	0.498	0.349	0.317	Valid
X1.1.15	0.718	0.584	0.348	0.350	Valid
X1.1.16	0.761	0.660	0.392	0.392	Valid
X1.1.17	0.798	0.557	0.525	0.514	Valid
X1.1.18	0.677	0.541	0.380	0.336	Valid
X1.1.19	0.697	0.527	0.241	0.264	Valid
X1.1.20	0.780	0.621	0.300	0.328	Valid
X1.2.1	0.715	0.516	0.390	0.340	Valid
X1.2.2	0.658	0.426	0.403	0.322	Valid
X1.2.3	0.790	0.548	0.446	0.327	Valid
X1.2.4	0.797	0.618	0.507	0.397	Valid
X1.2.5	0.667	0.398	0.277	0.283	Valid
X1.2.6	0.741	0.477	0.305	0.351	Valid
X1.2.7	0.791	0.536	0.483	0.399	Valid
X1.2.8	0.814	0.611	0.461	0.415	Valid
X1.2.9	0.770	0.558	0.383	0.432	Valid
X1.2.10	0.552	0.280	0.276	0.250	Valid
X1.2.11	0.669	0.366	0.378	0.400	Valid
X1.2.12	0.520	0.367	0.365	0.302	Valid
X1.3.1	0.777	0.607	0.442	0.418	Valid
X1.3.2	0.861	0.715	0.518	0.493	Valid
X1.3.3	0.851	0.618	0.577	0.549	Valid
X1.3.4	0.836	0.634	0.504	0.491	Valid
X1.3.5	0.822	0.626	0.435	0.436	Valid
X1.3.6	0.612	0.436	0.370	0.260	Valid
X1.3.7	0.780	0.581	0.482	0.486	Valid
X1.3.8	0.766	0.626	0.564	0.490	Valid
X1.3.9	0.738	0.551	0.428	0.389	Valid
X1.3.10	0.617	0.444	0.277	0.305	Valid
X1.3.11	0.753	0.592	0.454	0.348	Valid
X1.3.12	0.786	0.650	0.480	0.340	Valid
X1.3.13	0.677	0.733	0.440	0.384	Valid
X1.3.14	0.631	0.595	0.426	0.362	Valid
X1.3.15	0.661	0.718	0.504	0.397	Valid
X1.3.16	0.714	0.724	0.542	0.453	Valid
X2.1.5	0.427	0.589	0.353	0.335	Valid
X2.1.6	0.617	0.778	0.518	0.553	Valid
X2.1.7	0.343	0.667	0.344	0.393	Valid
X2.1.8	0.542	0.640	0.469	0.377	Valid
X2.1.9	0.680	0.913	0.510	0.473	Valid
X2.1.10	0.701	0.922	0.568	0.473	Valid
X2.2.1	0.666	0.766	0.489	0.362	Valid
X2.2.2	0.639	0.832	0.470	0.431	Valid
X2.2.3	0.459	0.743	0.385	0.405	Valid

Indikator	Leadership Behaviour	Leadership Communication	Employee Engagement	Employee Performance	Ket.
X2.2.4	0.659	0.844	0.649	0.557	Valid
X2.2.5	0.679	0.847	0.636	0.479	Valid
X2.2.6	0.698	0.871	0.578	0.498	Valid
X2.3.1	0.684	0.888	0.592	0.511	Valid
X2.3.2	0.555	0.850	0.414	0.396	Valid
X2.3.3	0.654	0.870	0.528	0.435	Valid
Z.1.1	0.574	0.633	0.709	0.604	Valid
Z.1.2	0.589	0.661	0.709	0.559	Valid
Z.1.3	0.380	0.486	0.745	0.587	Valid
Z.1.4	0.537	0.612	0.694	0.462	Valid
Z.1.5	0.446	0.543	0.806	0.638	Valid
Z.1.6	0.256	0.419	0.734	0.506	Valid
Z.2.1	0.344	0.365	0.746	0.539	Valid
Z.2.2	0.417	0.406	0.791	0.585	Valid
Z.2.3	0.374	0.336	0.775	0.571	Valid
Z.2.4	0.392	0.385	0.772	0.613	Valid
Z.2.5	0.515	0.416	0.672	0.515	Valid
Z.3.1	0.499	0.437	0.647	0.453	Valid
Z.3.3	0.240	0.294	0.541	0.376	Valid
Z.3.4	0.203	0.171	0.523	0.357	Valid
Z.3.5	0.323	0.297	0.561	0.353	Valid
Y.1.1	0.451	0.599	0.570	0.663	Valid
Y.1.2	0.406	0.443	0.605	0.767	Valid
Y.1.3	0.352	0.402	0.525	0.726	Valid
Y.1.4	0.469	0.509	0.517	0.728	Valid
Y.2.1	0.482	0.329	0.343	0.536	Valid
Y.2.2	0.366	0.298	0.411	0.549	Valid
Y.2.3	0.533	0.438	0.466	0.686	Valid
Y.2.4	0.342	0.429	0.546	0.773	Valid
Y.3.1	0.304	0.284	0.542	0.722	Valid
Y.3.2	0.251	0.303	0.494	0.740	Valid
Y.3.3	0.222	0.356	0.451	0.641	Valid
Y.4.1	0.463	0.341	0.533	0.644	Valid
Y.4.2	0.193	0.185	0.407	0.514	Valid
Y.4.3	0.235	0.234	0.522	0.624	Valid

Source: Data processed by the author with SmartPLS version 3.0, (2021)

From the results of the cross-loading measurement, it can be seen that the overall indicator on each variable dimension produces a loading factor value that is greater than the other loading values. So, it can be stated that each indicator is able to measure the latent dimension according to the indicator.

### Reliability Testing

The results of testing the reliability value can be declared reliable or consistent if the value of the latent variable produced has composite reliability  $> 0.7$  and Cronbach's alpha  $> 0.7$ .

The following is a summary of the results of the calculation of composite reliability and Cronbach's alpha in Table 4.

**Table 4. Reliability Test**

Variable	Cronbach's Alpha	Desc.	Composite Reliability	Desc.
Leadership Communication	0.979	Reliabel	0.980	Reliabel
Employee Engagement	0.960	Reliabel	0.965	Reliabel
Employee Performance	0.903	Reliabel	0.918	Reliabel
Leadership Behaviour	0.924	Reliabel	0.934	Reliabel

Source: Data processed by the author with SmartPLS version 3.0, (2021)

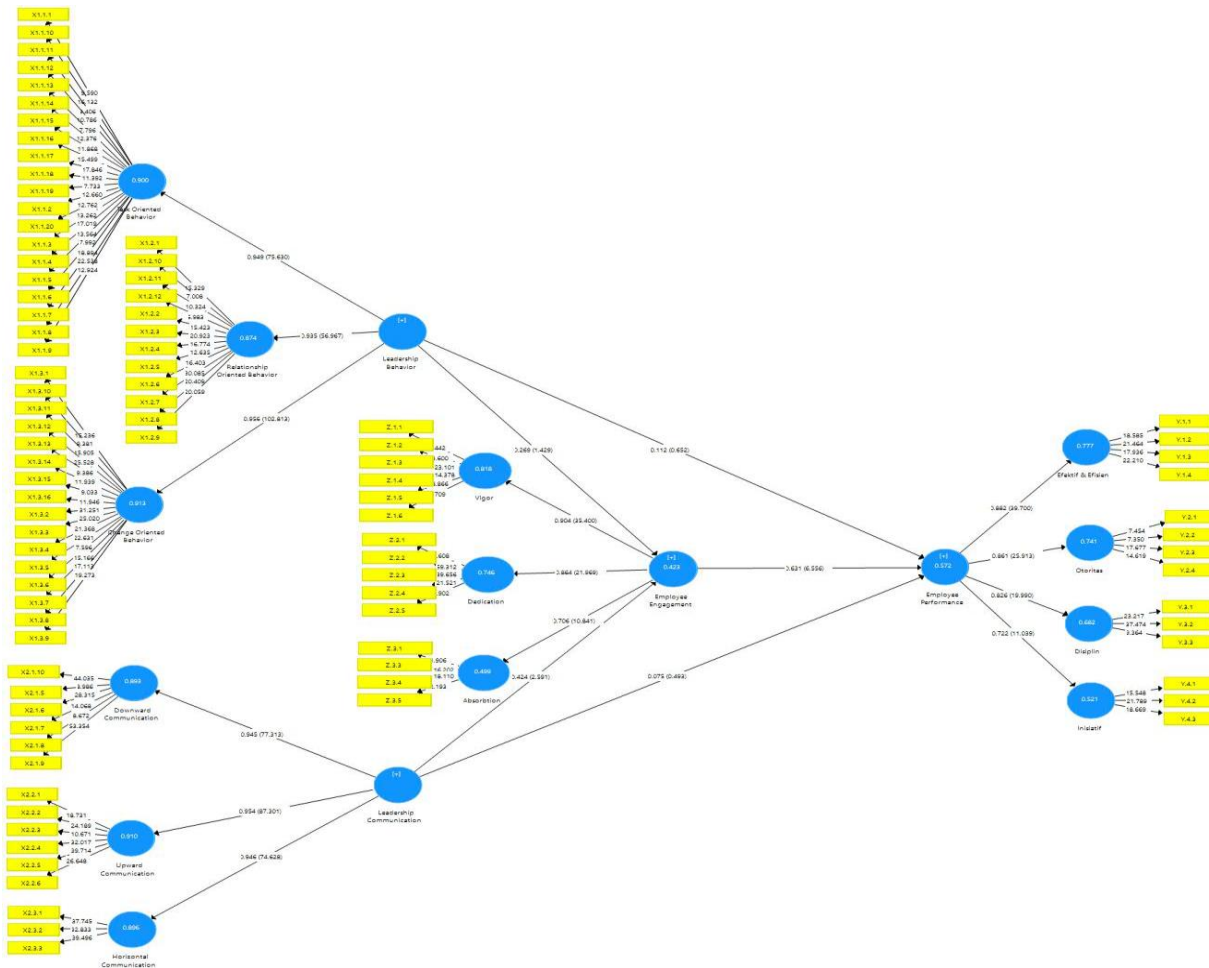
### Structural Measurement Evaluation (Inner Model)

This test is done by looking at the significance of the path coefficient (path coefficient) which describes the strength of the relationship between the variable constructs. Structural model tests were conducted to assess the coefficient of determination (R<sup>2</sup>), Effect Size (F<sup>2</sup>), Predictive Relevance Value (Q<sup>2</sup>), T-statistics.

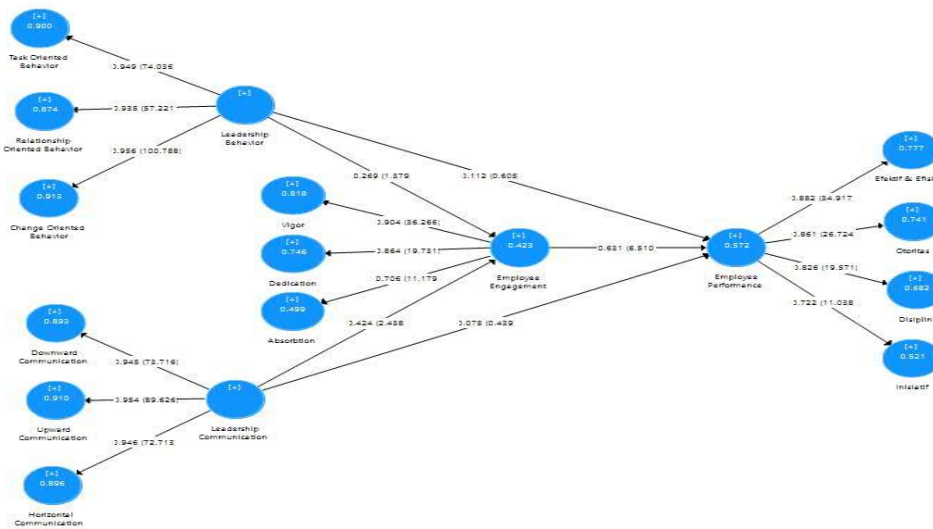
**Table 5. Results of Partial Hypothesis Testing**

Direct Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Leadership Behaviour (X1) → Employee Performance (Y)	0.112	0.107	0.168	0.669	0.504
Leadership Behaviour (X1) → Employee Engagement (Z)	0.269	0.268	0.190	1.414	0.158
Leadership Communication (X2) → Employee Performance (Y)	0.075	0.072	0.158	0.474	0.635
Leadership Communication (X2) → Employee Engagement (Z)	0.424	0.423	0.164	2.580	0.010
Employee Engagement (Z) → Employee Performance (Y)	0.631	0.640	0.100	6.341	0.000
Indirect Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Leadership Behaviour -> Employee Engagement -> Employee Performance	0.170	0.178	0.139	1.221	0.223
Leadership Communication -> Employee Engagement -> Employee Performance	0.268	0.264	0.100	2.690	0.007

Source: Data processed by the author with SmartPLS version 3.0, (2021)



**Figure 8. Full Structural Model of Research Results**  
 Source: Data processed by the author with SmartPLS version 3.0, (2021)



**Figure 9. Full Structural Model of Research Results**  
 Source: Data processed by the author with SmartPLS version 3.0, (2021)

**R Square (R<sup>2</sup>)**

Based on the results of the R2 test, the employee engagement variable (Z) is 44% and the employee performance variable is 56.5%, indicating that leadership behavior and leadership communication influence employee engagement. Likewise with leadership behavior, leadership communication and employee engagement on employee performance.

**Table 6. Value R Square (R<sup>2</sup>)**

Variabel	R Square
<i>Employee Engagement</i>	0.572
<i>Employee Performance</i>	0.423

Source: Data processed by the author with SmartPLS version 3.0, (2021)

**F Square (F<sup>2</sup>)**

The results show that the variable employee engagement on employee performance has an effect size of 0.526 in the large category, thus it can be said that employee engagement has a major role in improving employee performance. Furthermore, leadership communication has an effect size of 0.002 in the small category has an influence on employee performance.

**Tabel 7. Nilai F Square (R<sup>2</sup>)**

Pengaruh	F <sup>2</sup>	Ket.
<i>Leadership Behaviour (X1) → Employee Engagement (Z)</i>	0.054	Minor
<i>Leadership Communication (X2) → Employee Engagement (Z)</i>	0.136	Moderat
<i>Leadership Behaviour (X1) → Employee Performance (Y)</i>	0.012	Minor
<i>Leadership Communication (X2) → Employee Performance (Y)</i>	0.005	Minor
<i>Employee Engagement (Z) → Employee Performance (Y)</i>	0.537	Major

**Predictive Relevance (Q<sup>2</sup>)**

Predictive Relevance (Q2) testing which serves to validate the model. This measurement is suitable if the endogenous latent variable has a reflective measurement model. Predictive Relevance (Q2) results are said to be good if the value is > 0 which indicates the exogenous latent variable is good (appropriate), as for Predictive Relevance (Q2) results. In this research, it can be seen that the results of the Q2 calculations are as follows:

$$Q2 = 1 - (1 - R12) (1 - R22)$$

$$Q2 = 1 - (1 - 0,5722) (1 - 0,4232)$$

$$Q2 = 1 - (0,673) (0,821)$$

$$Q2 = 1 - 0,552$$

$$Q2 = 0,448$$

The results of the calculation of predictive relevance (Q2) above are worth 0.448. Then the endogenous latent variable appears to have a Q2 greater than 0 (zero), so that the exogenous variable is appropriate as an explanatory variable because it is able to predict the endogenous variable, namely employee performance. This means that it is proven that this model is considered to have good predictive relevance.

### ***Goodness of Fit (GoF)***

The purpose of testing the Goodness of Fit Index (GoF) is to validate the combined performance of the outer model and the inner model. With the following calculations:

$$\text{GoF} = \sqrt{AVE \times R^2} = \sqrt{0,576 \times 0,498} = \sqrt{0,287} = 0,536$$

The result of the calculated Goodness of Fit Index (GoF) is 0.536. So the conclusion is that the overall performance of the outer model and inner model is good, because the Goodness of Fit Index (GoF) value is more than 0.36 (major).

### **Discussion**

#### ➤ **Effect of Leadership Behavior on Employee Performance**

The results of this study have a positive effect on leadership behavior but no significant effect on employee engagement. This is in line with Mariza's research (2017) that leadership has no effect on employee performance because the nature of the operation work already has SOPs for each where the calculation of performance achievement is due to what each employee has to do and do, there are instructions and guidelines.

#### ➤ **Influence of Leadership Behavior on Employee Engagement**

The results of this study indicate that leadership behavior has a positive but not significant effect on employee engagement. Devi (2020) states the same thing that leadership has a positive influence but does not have a significant effect due to the vision or foresight of the leadership that is too high beyond the capabilities of the employees, so that it becomes a little burdensome for employees and can even lead to a decline in employee engagement with employees.

#### ➤ **Influence on Leadership Communication on Employee Performance**

The results of the study show that leadership behavior has a positive but not significant effect on employee performance. This is in line with Muchran's (2017) statement that if the leader does not have the ability to communicate both horizontally and vertically, it will not produce good performance.

#### ➤ **Influence on Leadership Communication on Employee Engagement.**

The results of the study indicate that leadership communication has a positive and significant effect on employee engagement. This is reinforced by Agustiani (2017), that there is a significant influence of Employee Communication on employee engagement because employees feel they receive complete information from their leaders.

#### ➤ **Influence on Employee Engagement on Employee Employee Performance**

Employee Engagement on Employee Performance is positive and has a significant effect. This also shows that leadership behavior has a positive but not significant effect on employee performance. This is in line with Muchran's (2017) statement that if the leader does not have the ability to communicate both horizontally and vertically, it will not produce good performance.



➤ **Influence on Leadership Behavior on Employee Employee Performance in the mediation of Employee Engagement**

The results showed that employee engagement did not mediate the effect of leadership behavior on employee performance. Dhian's statement (2019) that a leader should do everything he can to improve the performance of his employees, including through employee engagement with the company.

➤ **Influence on Leadership Communication on Employee Performance in Employee Engagement mediation**

The results show that employee engagement mediates the effect of leadership communication on employee performance. Communication is a process that connects various components of the company both vertically and horizontally. Communication that occurs in the company is still considered poor because there are still frequent work errors caused by communication errors (Sitompul & Saragih 2020).

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the results of previous research and discussion, several conclusions can be drawn as follows:

1. The leadership behavior variable has a positive but not significant effect on Employee Performance at PT XYZ.
2. The leadership behavior variable has a positive but not significant effect on Employee Engagement at PT XYZ.
3. Leadership Communication variable has a positive effect but does not significantly affect Employee Performance at PT XYZ.
4. Leadership Communication variable has a positive and significant effect on Employee Engagement at PT XYZ.
5. Employee Engagement variable has a positive and significant effect on Employee Performance at PT XYZ.
6. Employee Engagement variable plays a positive and significant role in mediating the influence of Leadership Behavior on Employee Performance at PT XYZ.
7. Employee Engagement variable plays a positive and influential role in mediating Leadership Communication on Employee Performance at PT XYZ.

### Suggestion

From the results of the analysis of the discussion and conclusions above, the suggestions that can be given to complete the results of this study are as follows:

1. For Companies
  - a. Company leaders to be able to be active in participating in socialization and work examples to convey and unite a common vision. Leaders can be active in work forums, provide coaching and counseling, give morning briefings every week, management reviews every month.

- b. Create innovative transformation programs that can be implemented within the company and given appreciation in the form of rewards, and promotions of outstanding employees.
  - c. Leaders learn and master the right way of communication to be able to inform, convey common goals and objectives through existing communication technology media applications such as Google Meet, Zoom, Team Viewer or Whatsapp and the like.
2. For the next researcher
- Suggestions from researchers for further researchers are:
- a. Researcher can use a wider sample and a wider range of research objects.
  - b. For further research to be able to use other variables that can affect employee performance, such as employee satisfaction, motivation, organizational citizenship behavior, and so on that are beneficial for the company.

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