



## The Effect of Leadership and Work Communication on Employee Performance at PT Biru Laksana Utama, South Jakarta

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### ABSTRACT

The purpose of the study was to evaluate the partial and simultaneous effects of communication and leadership on employee performance at PT Biru Laksana Utama Jakarta Selatan. According to the study, employee performance is significantly and partially improved by leadership. To get a sample of 69 respondents, the study employed a quantitative approach using a saturated sample sampling strategy. The following tests were used to assess the data: the Correlation Coefficient, Determination Coefficient (KD), Hypothesis Test, Classical Assumption Test, Validity Test, Reliability Test, and Descriptive Analysis.  $Y = 18.676 + 0.567X_1$ , a straightforward linear regression equation, illustrates this. A significance level of  $0.000 < 0.05$  is associated with the correlation value of 0.582 and the t count value of  $5.859 > t$  table 1.672. At South Jakarta's PT Biru Laksana Utama, communication significantly and favorably affects worker performance.

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## INTRODUCTION

PT Biru Laksana Utama South Jakarta is one of the companies engaged in the field of building materials construction in Indonesia, established since 2015 and has succeeded in penetrating the market very well so that it requires skilled and competitive workers in facing competition. Employees of PT Biru Laksana Utama South Jakarta, especially operational employees, will face quite tough challenges when working in the field. This is due to the different conditions in work situations, and the problems that arise at any time when carrying out work. To create a good working environment, every employee of PT Biru Laksana Utama South Jakarta must have discipline in doing their work, because the discipline factor must be carried out in accordance with the SOP (Work Operational Standards) that have been signed at the time of the contract agreement.

PT Biru Laksana Utama South Jakarta assessing performance with the aim of evaluating the performance of the employee concerned. Through performance assessment, the institution or HR team will find it easier to find out the abilities, skills, behaviors, strengths, and weaknesses of the employee. The implementation of employee performance evaluation and assessment must be carried out transparently, so that employees know that the assessment carried out is not only based on the likes or dislikes of the employee concerned. Employees themselves also feel that evaluations carried out routinely have a positive impact on their work motivation.

Every company has a way and method in measuring performance and a way to improve the performance of its employees, considering that by conducting a performance assessment, it can be known which aspects still need to be improved and which aspects need to be maintained. In conducting an assessment, the company will use a scale to assess the performance of its employees. The assessment given starts from the percentage achievement value (%) starting from an achievement of <50% to 100% which is then grouped into the sentence "Very good, good, sufficient, lacking, very lacking".

As for the results of employee performance assessments PT. Global Bintang Timur Express 2019-2023 obtained by the author, presented in the table below:

Table 1. Employee Performance Data PT Biru Laksana Utama South Jakarta 2019-2023

No	Rated aspect	Target (%)	Achievement per Year (%)				
			2019	2020	2021	2022	2023
1	Productivity	100%	75.5%	78.2%	74.2%	68.8%	66.7%
2	Service	100%	78.6%	79.4%	70.8%	67.5%	62.6%
3	Responsiveness	100%	80.2%	83.7%	65.5%	71.3%	64.3%
4	Responsibility	100%	78.4%	82.6%	73.2%	68.5%	66.2%
5	Accountability	100%	75.3%	81.5%	64.6%	70.2%	67.3%
Average Achievement			77.6%	81.1%	69.7%	68.1%	65.4%
Criteria			Good	Good	Enough	Enough	Enough

Source: HRD PT Biru Laksana Utama South Jakarta, 2024 (processed data)

Based on the data in the table above, the performance is measured from several indicators, namely productivity, service, responsiveness, accountability where the achievements fluctuate each year. The performance achievement in 2018 from the 100% target that was determined was only able to be achieved by 77.6% or at the good criteria level. Then in 2019 the performance achievement experienced an increase which was able to be achieved by 81.1% or a good category even though it did not reach the target. Then in 2020 the achievement decreased from the previous year which was only able to be achieved by 69.7% or in the sufficient category. Furthermore, in 2021 the achievement decreased again from the previous year which was only able to be achieved by 68.1% or included in the sufficient category. Furthermore, in 2022 the achievement decreased again from the previous year which was only able to be achieved by 65.4% which was only included in the sufficient category.

The condition of the decline according to the table above, the author suspects that it is caused by poor communication. Communication is one of the most important parts of an organization, communication in an organization is the process of conveying information, ideas between members of the organization reciprocally in order to achieve the goals set. Communication is established in order to create a common understanding between employees and employees or between employees and superiors so that they can work together well. In communication, language that is easy to understand should be used. Communication plays a very important role when humans want to interact with other humans and continues to develop into very modern and sophisticated communication. Through good communication, institutions can run according to expectations, and vice versa without good communication, institutions will find it difficult to run according to expectations.

In achieving a company's goals, there are several factors that must be considered, one of which is leadership. Leadership is a critical component of every organization or enterprise. Leadership is highly valued for two reasons: First, changing leaders frequently affects the effectiveness of a unit, agency, or organization. Leadership is a person's behavior in organizing, managing and ordering his subordinates to carry out a task and responsibility that is given.

Table 2. Leadership Assessment Data PT Biru Laksana Utama South Jakarta 2021-2023

NO	The elements that start	2021		2022		2023	
		Target	Realistic	Target	Realistic	Target	Realistic
1	Giving orders	85%	83%	85%	80%	85%	85%
2	Providing guidance	85%	85%	85%	75%	85%	85%
3	Giving directions	85%	81%	85%	74%	85%	84%
4	Providing work motivation	85%	72%	85%	71%	85%	76%
5	Adding	85%	75%	85%	76%	85%	81%

	initiative						
6	Growing communication	85%	77%	85%	85%	85%	78%
7	Encouraging cooperation	85%	85%	85%	82%	85%	80%
	Average	85%	79.7%	85%	77.5%	85%	81.2%

Source: HRD PT Biru Laksana Utama South Jakarta, 2024

Note:

2020 : The start of the pandemic, many employees worked from home and classroom training was closed to maintain social distancing.

2021 : Pandemic adaptation, WFH and WFO. Working online including training.

2022 : Conditions are getting better, 100% WFO and online training.

Based on the table above, it shows that the influence of the leadership level at PT Biru Laksana Utama South Jakarta has been effective. In 2021, the aspect of giving orders, the realistic percentage value reached 83%, in the aspect of providing guidance, the realistic percentage value reached 85%, in the aspect of providing direction, the realistic percentage value reached 81%, in the aspect of providing work motivation, the realistic percentage value was only achieved 72%, in the aspect of fostering initiative, the realistic percentage value was only achieved 75%, in fostering communication, the realistic percentage value was only achieved 77%, in the aspect of encouraging cooperation, the percentage value was only achieved 85% with an average of 79.7%. Furthermore, in 2022, the aspect of providing realistic percentage value commands reached 80%, in the aspect of providing guidance the realistic percentage value reached 75%, in the aspect of providing direction the realistic percentage value reached 74%, in the aspect of providing work motivation the realistic percentage value was only achieved 71%, in the aspect of fostering initiative the realistic percentage value was only achieved 76%, in fostering communication the realistic percentage value was only achieved 85%, in the aspect of encouraging cooperation the percentage value was only achieved 82% with an average of 77.5%. Meanwhile, in 2023, the aspect of providing realistic percentage value commands reached 85%, in the aspect of providing guidance the realistic percentage value reached 85%, in the aspect of providing direction the realistic percentage value reached 84%, in the aspect of providing work motivation the realistic percentage value was only achieved 76%, in the aspect of fostering initiative the realistic percentage value was only achieved 81%, in fostering communication the realistic percentage value was only achieved 78%, in the aspect of encouraging cooperation the percentage value was only achieved 80% with an average of 81.2%. Therefore, the value of the leadership indicator at PT Biru Laksana Utama South Jakarta, this factor can affect employee performance, because leaders do not evaluate and establish good communication with their employees.

In addition to leadership, communication is also a very important thing for companies to pay attention to if they want every employee to be able to

make a positive contribution to achieving company goals. Ineffective communication often results in misinterpretation, resulting in less than optimal work. As a result, communication plays a crucial role in achieving individual and organizational goals, responding to and implementing organizational change, coordinating organizational activities, and playing a role in almost all relevant organizational actions. Without effective communication, an institution will not function properly.

To obtain data related to communication, the author conducted a pre-survey activity by distributing questionnaires to 30 employees with several aspects as references and obtained the following data description:

Table 3. Communication Data Based on Pre-survey Results of 30 Employees PT Biru Laksana Utama South Jakarta

Aspect	Number of Pre-surveys	Agree		Disagree Less	
		Person	%	Person	%
Leaders are able to convey messages that are easy for employees to understand.	30	23	76.7%	7	23.3%
The communication process in the work environment has been quite pleasant so far.	30	24	80.0%	6	20.0%
Before carrying out tasks, the leadership always gives directions	30	22	73.3%	8	26.7%
Leaders always provide new ideas for the improvement process in completing work.	30	24	80.0%	6	20.0%
Leaders are able to establish good communication with their employees	30	20	66.7%	10	33.3%
Average		23	73.3%	7	24.7%

Source: HRD PT Biru Laksana Utama South Jakarta, 2024 (processed data)

Based on the data in the table above, employee responses based on the results of the pre-survey related to leadership conditions show that almost all aspects still provide an assessment of less agree or still need to be improved. These aspects include leaders being able to convey messages that are easily understood by employees, communication in a pleasant work environment, leaders providing detailed directions before carrying out tasks, leaders always providing new ideas for the improvement process in completing work and leaders being able to establish good communication with their employees,

where the average number of employees who answered that it was good was 23 employees or 73.3% while the employees who gave responses that were still not good were an average of 7 employees or 24.7%.

The above conditions must be immediately corrected considering that the delivery of orders and communication related to work is important to be able to make employees become active listeners. They can respond to what their superiors are talking about and are able to provide feedback on institutional policies. This communication and openness can build better work management.

## **LITERATURE REVIEW**

### ***Leadership***

In order to accomplish their objectives, businesses require leadership. Because leaders are thought to be able to inspire employees to share the company's aims, employees must be able to follow their instructions. If the goals are not the same, it will be difficult for an organization to carry out the process of achieving it.

According to Thoha in Sutrisno (2020:259) conveys " leadership is an action to influence individuals to be guided to achieve corporate goals". According to Fahmi (2019:15) it is a science that fully investigates how to guide, influence, and oversee others to carry out activities according to planned commands. According to Sudrayano (2019:8) "Leadership is every action determined by an individual or group to coordinate and provide direction to individuals or groups that are included in a certain container to achieve previously determined goals.

### ***Communication***

In an organization or company, communication must be built well considering that communication is one of the most important parts of an organization. Communication in an organization is the process of conveying information, ideas between members of the organization reciprocally in order to achieve the goals set. Communication is established in order to create the same understanding between employees and employees or between employees and superiors so that they can work together well. In communication, language that is easy to understand should be used. According to Himstreet and Baty in Purwanto's business communication book (2020:4) "communication is a process of exchanging information between individuals through a common (normal) system, either with symbols, signals, or actions or behavior".

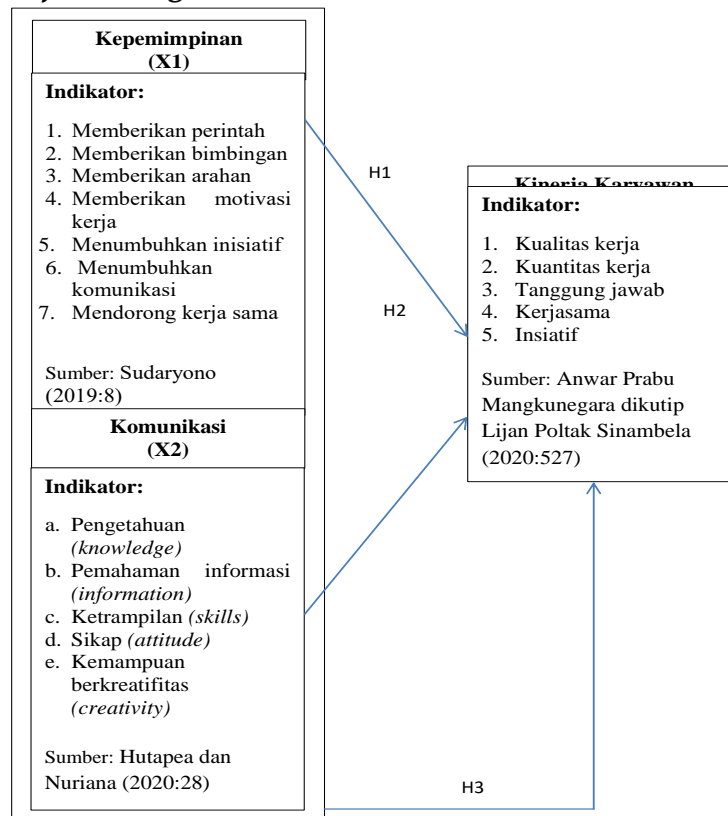
Meanwhile, according to Pine and Wesson (2019:422) "communication is a process by which information and meaning are transferred from the sender to the receiver". Meanwhile, Wibowo (2020:241) "communication refers to the process by which information is sent and understood between two or more people".

### ***Employee Performance***

According to Mangkunegara (2019: 67), "performance (work achievement) is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities

given to him." Meanwhile, "performance is the result of work that has a strong strategic relationship with the organization, consumer satisfaction, and provides economic contribution," according to Wibowo (2019: 18). Ratundo and Sacket (2019: 76) offered a different perspective, defining "performance as an activity that includes all actions or behaviors that are controlled by individuals and contribute to the achievement of company goals." Hariandja (2019: 55) agreed, noting that "performance is the work result produced by employees or the real behavior displayed according to their role in the organization."

### Framework of thinking



### Hypothesis Development

- H<sub>1</sub>:  $\beta_1 = 0$  : There is a partial influence between leadership and employee performance. PT Global East Express Kebayoran Lama Area
- H<sub>2</sub>:  $\beta_2 = 0$  : There is a partial influence between communication and employee performance. PT Global East Express Kebayoran Lama Area
- H<sub>3</sub>:  $\beta_3 = 0$  : There is an influence between leadership and communication on employee performance simultaneously. PT Global East Express Kebayoran Lama Area

Hey3:  $\beta_3 \neq 0$  :There is no influence between Leadership and Communication on Employee Performance simultaneously.PT Global East Express Kebayoran Lama Area.

## METHODOLOGY

This type of research is quantitative, Pen This research was conducted at PT Biru Laksana Utama South Jakarta, located at Jl. Gaharu VI No.5B Cilandak Cipete, South Jakarta, Special Capital Region of Jakarta 12430. The research period was conducted for 7 (seven) months starting from June - December 2024. The population in this study was all of PT Biru Laksana Utama South Jakarta, totaling 69 employees, and the sample determination used saturated sampling, namely the entire population was used as a sample, namely all employees. PT Biru Laksana Utama South Jakarta yesg totaling 69 employees. The data analysis technique uses multiple linear regression assisted by the SPSS 25 program.

## RESEARCH RESULTS

### Multiple Linear Regression Test

Table 4. Results of Multiple Linear Regression Test of Leadership (X1) and Communication (X2) Variables on Employee Performance (Y)

Model		Coefficients <sup>a</sup>		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients	Std. Error			
	B			Beta		
1	(Constant)	14,903	4.253		3,504	.001
	Leadership	.350	.123	.360	2,858	.006
	Communication	.305	.113	.339	2,696	.009

a. Dependent Variable: Employee Performance

Source: SPSS 25 data processing

Based on the results of the multiple linear regression calculation analysis in the table above, the regression equation  $Y = 14,903 + 0,350X_1 + 0,305X_2$ .

From the equation above, the following conclusions can be drawn:

- The constant value is 14,903 interpreted that if the Leadership (X1) and Communication (X2) variables are not considered then Employee Performance (Y) will only have a value of 14,903 point.
- Leadership Value (X1) 0,350 This means that if the constant remains the same and there is no change in the Communication variable (X2), then every 1 unit change in the Leadership variable (X1) will result in a change in Employee Performance (Y) of 0.350 point.
- Communication Value (X2) 0,305 This means that if the constant remains the same and there is no change in the Leadership variable (X1), then every 1 unit change in the Communication variable (X2) will result in a decrease in Employee Performance (Y) of 0,305 point.

**Correlation Coefficient Test (r)**

Table 5. Results of the Correlation Coefficient Test Between Leadership (X1) and Communication (X2) Towards Employee Performance (Y)

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636a	.404	.386	2,938

a. Predictors: (Constant), Communication, Leadership

b. Dependent Variable: Employee Performance

Source: SPSS 25 data processing

The Leadership and Communication factors have a high link with Employee Performance, as indicated by the correlation coefficient analysis (r) results in the above table, which show a R value of 0.636 within the 0.600–0.799 range.

**Analysis of Determination Coefficient (R Square)**

Table 6. Results of the Test of the Determination Coefficient Between Leadership (X1) and Communication (X2) on Employee Performance (Y)

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636a	.404	.386	2,938

a. Predictors: (Constant), Communication, Leadership

b. Dependent Variable: Employee Performance

Source: SPSS 25 data processing

It can be inferred from the test results in the above table that the Leadership and Communication variables have a 38.6% influence on the Employee Performance variable, with the remaining portion (100 - 38.6%) = 61.4% being influenced by other factors that were not investigated in this study. The Adjusted R Square value obtained is 0,386 or 38.6%.

**Partial Hypothesis Test (t-Test)**

Table 7. Partial Hypothesis Test Results (t-Test) of Work Environment Variable (X1) On Employee Performance (Y)

Model		<b>Coefficients<sup>a</sup></b>				
		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	18,676	4.200		4.447	.000
	Leadership	.567	.097	.582	5,859	.000

a. Dependent Variable: Employee Performance

Source: SPSS 25 data processing

According to the test results in the preceding table, the computed t value is greater than the t table or 5,859>. A Sig. value of less than 0.05 or 0.000 < 0.05

strengthens 1.672. This indicates that the Leadership variable at PT Biru Laksana Utama South Jakarta has a considerable impact on Employee Performance, as evidenced by the rejection of H0 and acceptance of H1.

Table 8. Partial Hypothesis Test Results (t-Test) of Communication Variable (X2) On Employee Performance (Y)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	20,912	3,889		5.377	.000
Communication	.517	.090	.575	5,754	.000

a. Dependent Variable: Employee Performance

Source: SPSS 25 data processing

The Sig. value  $< 0.05$  or  $(0.000 < 0.05)$  strengthens the computed t value, which is  $> t$  table or  $5,754 > 1.672$  based on the test findings in the above table. PT Biru Laksana Utama South Jakarta's employee performance is significantly impacted by the communication variable, as seen by the rejection of H0 and acceptance of H2.

### *Simultaneous Hypothesis Testing (F Test)*

Table 9. Simultaneous Hypothesis Test Results (F Test)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	386,849	2	193,424	22,408	.000 <sup>b</sup>
	Residual	569,702	66	8,632		
	Total	956,551	68			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Communication, Leadership

Source: SPSS 25 data processing

Based on the test results in the table above, the Fcount value is obtained  $> F$ table or  $22,408 > 3.16$  is strengthened by  $\rho$  value  $< \text{Sig. } 0.05$  or  $(0.000 < 0.05)$ . Thus, H0 is rejected and H3 is accepted, this shows that simultaneously the variables of Leadership and Communication have a significant effect on Employee Performance at PT Biru Laksana Utama South Jakarta.

## DISCUSSION

### *The Influence of Leadership (X1) on Employee Performance (Y)*

The regression equation generated from the basic regression test result is  $Y = 18,676 + 0.567X_1$ , and the correlation coefficient test yielded a R value of 0.582, which falls within 0.400 to 0.599, showing that the Leadership variable

has a moderate link with Employee Performance. The results of the determination coefficient test indicated an Adjusted R Square value of 0.329, or 32.9%. This indicates that the Leadership variable influences the Employee Performance variable by 32.9%, with the remainder  $(100 - 32.9\%) = 67.1\%$  influenced by factors not included in this study. The Sig. value  $< 0.05$  or  $(0.000 < 0.05)$  strengthens the t test results, which revealed a calculated t value  $> t$  table, or  $5,859 > 1.672$ . The Leadership variable has a considerable impact on employee performance at PT Biru Laksana Utama South Jakarta, as indicated by the rejection of H0 and acceptance of H1.

The findings of this study are consistent with those of a study conducted by I Made Adi Suryadharma, I Gede Riana, and Desak Ketut Sintaasih (2019) titled *The Influence of Leadership and Compensation on Job Satisfaction and Employee Performance (Study at PT. BPR Sri Artha Lestari Denpasar)*, which found that leadership has an effect on employee performance. The same is true for the findings of I Kadek Dwi Dharma Wiguna, Ni Putu Eka Mahadewi, and Ni Made Sofia Wijaya's (2019) study, *The Influence of Leadership Style on Employee Performance at PT Bali Daksina Wisata*.

#### ***The Influence of Communication (X2) on Employee Performance (Y)***

The R value of 0.575 indicates a moderate relationship between the Communication variable and Employee Performance, falling between 0.400 and 0.599 based on the results of the simple regression test calculations and the regression equation  $Y = 20,912 + 0.517X_2$ . The t-test results showed a calculated t value  $> t$  table or  $5,754 > 1.672$ , which is strengthened by the Sig. value  $< 0.05$  or  $(0.000 < 0.05)$ . Thus, H0 is rejected, whereas H2 is approved. The determination coefficient test resulted in an Adjusted R Square value of 0.331, or 33.1%, indicating that the Communication variable has a 33.1% effect on the Employee Performance variable, while the remaining  $(100 - 33.1\%) = 66.9\%$  is influenced by other factors not investigated in this study.

The findings of this study are consistent with those of Bralius Gideon and Imas Masriah's (2022) study titled *The Influence of Communication on Employee Performance at PT. Bina Agra Mulya in Jakarta*, which found that communication had an effect on employee performance. The findings of Rr. Vemmi Kesuma Dewi's (2021) study, *The Influence of Communication on Employee Performance at PT. Indosurya Kencana in Bekasi*, support this.

#### ***The Influence of Work Environment (X1) and Work Discipline (X2) on Employee Performance (Y)***

Based on the equation  $Y = 14,903 + 0,350X_1 + 0,305X_2$  and the results of the correlation test, the multiple linear regression calculation analysis yielded a R value of 0.636, which falls between 0.600 and 0.799. This indicates that there is a strong relationship between the Leadership and Communication variables and Employee Performance. It can be inferred that the Leadership and Communication variables have a 38.6% impact on the Employee Performance variable, while the remaining  $(100 - 38.6\%) = 61.4\%$  is influenced by other factors that were not investigated in this study. The determination coefficient test results then yielded an Adjusted R Square value of 0.636386, or 38.6%. In

the meantime, the  $\rho$  value  $< \text{Sig. } 0.05$  or  $(0.000 < 0.05)$  strengthens the F test results, which showed a computed F value  $> F$  table or  $22,408 > 3.16$ . PT Biru Laksana Utama South Jakarta's employee performance is significantly impacted by both the leadership and communication variables at the same time, as seen by the rejection of  $H_0$  and acceptance of  $H_3$ .

These findings are consistent with Rahyono Apip Alansori's 2021 study, *The Influence of Leadership and Communication on Employee Performance (Study at the Baitul Jannah Foundation, Bandar Lampung)*. The study's findings show that communication and leadership have a simultaneous impact on employee performance. Furthermore, the findings of a 2022 study titled *The Influence of Leadership Style and Communication on Employee Performance at PT. PLN (Persero) UP3 Palopo*, conducted by Indra Kusdianto, Rismalasari, et al., support this.

## **CONCLUSION AND RECOMMENDATION**

1. Employee performance at PT Biru Laksana Utama South Jakarta is significantly and favorably influenced by leadership. The basic linear regression equation provides evidence for this.  $Y = 18,676 + 0.567X_1$ . The tcount value is  $5.859 > t$ table  $1.672$ , and the correlation value is  $0.582$ , with a significance level of  $0.000 < 0.05$ .
2. At PT Biru Laksana Utama South Jakarta, communication has a good and significant impact on staff performance. The basic linear regression equation provides evidence for this.  $Y = 20,912 + 0.517X_2$ . The computed t value is  $5.754 > t$  table  $1.672$  with a significance level of  $0.000 < 0.05$ , and the correlation value is  $0.575$ .
3. Leadership and Communication have a favorable and significant impact on employee performance at T Global Timur Ekspres Kebayoran Lama. The linear regression equation provides evidence for this.  $Y = 14,903 + 0.350X_1 + 0.305X_2$ . The coefficient of determination is  $38.6\%$ . The Fcount value of  $22,408$  exceeds  $F$ table  $3.16$  at a significance threshold of  $0.000 < 0.05$ .

## **ADVANCED RESEARCH**

The research reveals that leadership and communication positively and significantly impact employee performance at PT Biru Laksana Utama in South Jakarta, both individually and collectively. Leadership influences performance with a correlation of  $0.582$  and a t-value of  $5.859$ , while communication shows a correlation of  $0.575$  and a t-value of  $5.754$ , both exceeding the critical t-table value of  $1.672$  at a  $0.000$  significance level. Additionally, a combined analysis at T Global Timur Ekspres Kebayoran Lama indicates that leadership and communication together contribute to  $38.6\%$  of employee performance variance, supported by an F-value of  $22.408$ , surpassing the F-table value of  $3.16$ . These findings underscore the strategic importance of effective leadership and communication in enhancing organizational productivity. Future studies should investigate potential moderating factors and examine these dynamics across different organizational settings.

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