

The Influence of Leadership, Communication Skills, and Organizational Culture on Work Effectiveness at PT ABC

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Abstract: This study aims to determine the influence of leadership, communication skills, and organizational culture on the work effectiveness of PT ABC. This study uses a quantitative method with a descriptive model. The population and sample in this study included all employees of PT ABC, totaling 77 people. This research was conducted by distributing questionnaires as an instrument for collecting research results. The results of this study indicate that leadership has a significant positive effect on work effectiveness at PT ABC with a t count > t table, namely 2.147 > 1.993; communication skills have a significant positive effect on work effectiveness at PT ABC with a t count > t table, namely 2,939 > 1,993; and organizational culture has a significant positive effect on work effectiveness at PT ABC with a t count > t table, namely 3,354 > 1,993. In addition, the three independent variables of leadership, communication skills, and organizational culture simultaneously have a significant influence on work effectiveness at PT ABC, where the calculated f value is 21.808 > 2.730.

Keywords: Leadership, Communication Skills, Organizational Culture, Work Effectiveness

1. Introduction

The development of the business world is currently experiencing very quick growth, which has resulted in increasingly high competition in the business sector. As a result, one of the most frequently highlighted issues is the problem of human resources. It is the foundation for businesses to continue to thrive in the age of globalization. The primary factor determining the success of implementing corporate activities is the human factor, especially for companies operating in the service sector. Performance is an overall exhibition of the results of work in the firm over a certain period that is influenced by the company's operational activities in using its resources [2].

So, performance measures how well employees perform to the company's strategic objectives. If the company's employees have good performance, then the company's effectiveness and success will be achieved. The leadership component, from supervisors, can provide guidance and direction to employees when dealing with new responsibilities and work environments. A good leader will be able to transfer his or her positivity and knowledge to his or her subordinates. The ability to influence a group to achieve a goal is referred to as leadership [8].

2 Literature Review and Hypothesis

2.1 Work Effectiveness

Performance has many aspects, but economists usually only focus on three main aspects: efficiency, technological progress, and balance in distribution [1]. The simplest efficiency calculation is to produce a maximum value with a certain amount of input, both in terms of physical quantitative value and economic value (price).

In summary, it can be explained that several bonus inputs are avoided so that no resources are not used and are wasted. Alone efficiency is classified into two categories: intrinsic efficiency and allocation. Thus, financial performance is the achievement achieved by a company in the financial field in a particular period that reflects the level of soundness of the company in that field [7].

2.2 Leadership

The role of leadership in an organization or company is very important. The progress of an organization or company depends on its leadership [2]. A leader is a controller and a decision-maker; therefore, one's leadership style greatly influences the achievement of personal and corporate goals [3]. Efforts made to achieve company goals come not solely from leadership but also from the organizational structure of the company, one of which is a strong organization to create high employee performance in the company.

2.3 Communication Skills

Communication is the process of conveying information, ideas, facts, thoughts, and feelings from one person to another. Communication is needed so that employees know their obligations and responsibilities; this means that employees know their position in the organization [4]. So the communication mechanism can make the behavior of each employee intelligible to the group to achieve one goal.

2.4 Organizational culture

Organizational culture, or what can be described as experiential knowledge, history, beliefs, and shared norms that characterize a company or organization [6]. Meanwhile, Taliziduu Ndra defines organizational culture as a portrait or record of the results of the cultural processes that are currently taking place in an organization or company. Walter R. Freytag defines organizational culture as a distinct and shared set of conscious and unconscious assumptions and values that guide organizational behavior and prescribe appropriate patterns of behavior [5]. A set of accepted values is always true, which shapes a person in the organization to understand which actions are acceptable and which are not, and the values are communicated through stories and other symbolic ways [3]. A definition of organizational culture is an organization of learning processes, adaptation to external problems, and integration of internal problems. Organizations have cultural learning processes, the inheritance of adaptation results, and the proof of adopted values or values that have proven themselves [9].

3 Research Method

This research is classified as a type of ex-post facto research that is causal, namely to explain cause-and-effect relationships between the variables used in the research and the indicators that make it up. Operational definitions can be found in the following table:

Table 1. Variables of Operation and Measurements

Research Variable	Definition	Indicator	Scale Measurement
Leadership	Leadership is the ability to influence the behavior of individuals or groups of people to achieve specific goals in specific conditions.	1. Be honest 2. Tolerance 3. Fair 4. Supervision.	
Communication Skills	Organizational culture is one of the opportunities to develop human resources via aspects of changing attitudes and behavior that are expected to be able to adapt to ongoing and future challenges.	1. Inventive. 2. Have Orientation 3. Initiative 4. Collaboration	
Communication	Communication is a process by which a person or a person uses information to connect with the environment and other people.	1. Openness's 2. Compassion 3. A positive outlook 4. Survival	
Effectiveness Work	Work effectivity is the link between goals and output, and it is the greater share of output in achieving goals.	1. Work volume 2. Productivity 3. Making use of time. 4. Improving the standard of human resources.	

The population in this research is all employees of PT ABC, totaling 77 employees from various existing divisions. Considering that the population size is not large, the writer uses a special technique in sampling, namely making the entire population as reliable as the population. The data found in this study were obtained by distributing questionnaires, which were arranged in digital form, namely by using a Google Form and then sending them to the respondents directly or via Inte.

4 Research Result

4.1. Descriptive Statistics Test

Table 2. Descriptive Statistics Test

<i>Descriptive Statistics</i>					
	N	Minimum	Maximum	Man	Std. Deviation
Leadership	77	9.00	36.00	30.9740	6.01746
Communication Skills	77	5.00	20.00	17.4805	3.12717
Cultural aspects of an organization	77	10.00	20.00	17.7143	2.81377
Effectiveness Work	77	14.00	28.00	25.6883	3.49157
Valid N (listwise)	77				

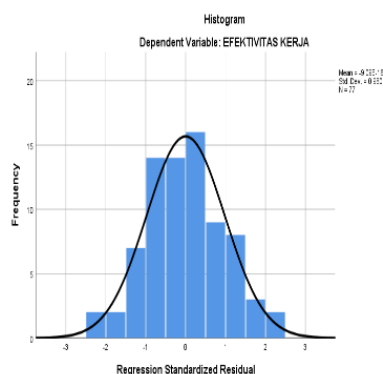
Based on the results of the descriptive test above, we can describe the distribution of the data obtained by the researchers as follows:

1. Leadership Variable (X1): From the data, it can be revealed that the minimum value is 9, the maximum value is 36, the average value of leadership is 30.9740, and the standard deviation of leadership data is 6.01746.
2. Communication Skills Variable (X2): From the data above, it can be described that the minimum value is 5, the maximum value is 20, the average value of Leadership is 17.4805, and the standard deviation of Leadership data is 3.12717.
3. Variable Organizational Culture (X3): From the data above, it can be described that the minimum value is 10, the maximum value is 20, the average value of Leadership is 17.7143, and the standard deviation of Leadership data is 2.81377.

Work Elasticity Variable (Y): From the data above, it can be described that the minimum value is 14, the maximum value is 28, the average value of leadership is 25.6883, and the standard deviation of leadership data is 3.49157.

4.2. Normality Test

Figure 1. Normality Test



In this figure, it can be concluded that the distribution of a data cell follows the normal distribution, namey the distribution in the form of a bell. Good data is data that has a normal distribution pattern and does not deviate to the left or the right. This histogram pattern shows a normal distribution pattern, so this regression mode mets the normality assumption.

4.3. Multicollinearity Test

Table 3. Test Multicollinearity

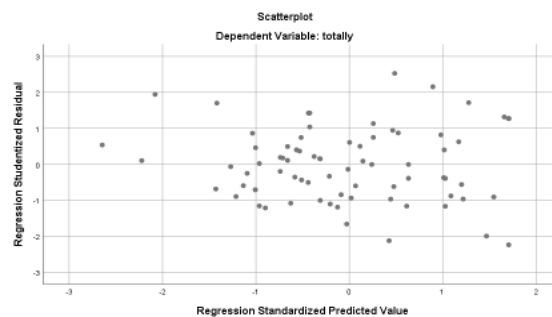
Coefficients		
Mode	Collineity Statistics	
	Tolence	VIF
1 (Constant)		
Leadership	.732	1.366
Communication Skill	.504	1.984
Cultural aspects of an organization	.416	2.403

a. Dependent Variable: Effectiveness Work

According to the table above, the VIF values for all independent variables are 10, and the tolerance is greater than 0.10. An independent regression model of multicollinearity can be concluded.

4.4. Heteroscedasticity Test

Figure 2. Test Heteroscedasticity



The results above show that the points on the scatterplot are spread out in a random or unclear pattern, thus there is no heteroscedasticity problem in the regression model.

4.5. Autocorrelation Test

Table 4. Autocorrelation Test

Model Summary					
Model	R	R Square	Adjusted R Square	d Std. The error of the Estimate	Durbin-Watson
1	.787 ^a	.620	.598	2.244	2.262

a. Predictors: (Constant), leadership, Communication Skills, and Cultural aspects of an organization
b. Dependent Variable: Effectiveness Work

The results of the Durbin-Watson autocorrelation test are:

$$N = 77$$

$$D = 1.203$$

$$dL = 1.5771$$

$$dU = 1.6835$$

$$4 - dL = 4 - 1.5771 = 2.4229$$

$$4 - dU = 4 - 1.6835 = 2.3165$$

$$\text{Result} = dU < d < 4 - dL$$

$$= 1.6835 < 2.262 < 2.3165$$

Conclusion:

NO AUTOCORRELATION HAPPENED

4.6. Multiple Linear Regression Test Results

Table 5. Multiple Linear Regression

Mode	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.899	.134		14.137	.000
Leadership	.006	.004	.167	1.698	.004
Communication Skill	.015	.009	.200	1.681	.002
Cultural aspects of an organization	.039	.012	.438	3.354	.001

a. Dependent Variable: Effectiveness Work

Based on the table above, it is known that the relationship formula is as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e_1$$

$$EIK = 1.899 + 0.006 KP + 0.015 KK + 0.039 BO + e_1$$

4.7. Simultant Test (Test F)

Table 6. Simultant Test (Test F)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	450.953	3	150.318	21.808	.000 ^b
Residual	503.177	73	6.893		
Total	954.130	76			

a. Dependent Variable: Effectiveness Work
b. Precursors: (Constant), Leadership, Communication Skills, and Cultural aspects of an organization

This computation yielded an F count value of 21,808 > F table of 2.730 and a Sig value of 0.000 0.05, indicating that the variables of leadership, communication skills, and organizational culture all affect work effectively.

4.8. Partial Test (T-Test)

Table 7. Partial Test (T Test)

Model	Coefficients				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients	Beta		
	B	Std. Error				
1 (Constant)	1.899	.134			14.137	.000
Leadership	.006	.004	.167		2.147	.004
Communication Skill	.015	.009	.200		2.939	.002
Cultural aspects of an organization	.039	.012	.438		3.354	.001

a. Dependent Variable: Effectiveness Work

The outcome of this computation is:

1. Given t count (2.174) > t table (1.993) or Sig. (0.004) 0.05, This indicates that the leadership variable has a favorable effect on work effectiveness.
2. Communication abilities. It is well understood that t count (2.939) > (1.993) or Sig. (0.002) 0.05. This means that variable organizational capability has a favorable effect on work effectiveness.
3. The organizational culture It is well established that t count (3.354) > t table (1.993) or Sig. (0.001) 0.05. This indicates that organizational culture variables have a beneficial effect on work effectiveness.

4.9. Test the coefficient of determination

Table 8. Test the determination coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 ^a	.481	.460	.12544

a. Predictors: (Constant), Cultural aspects of an organization, Leadership, Communication Skill

A deta threshold of 0.481 was calculated using the data presented above. This means that the influence of leadership, communication skills, and organizational culture on work effectiveness might be up to 48.1%. While the last is influenced by other variables that are not included in this regression model.

5. Discussion

5.1. The Influence of Leadership on Work Effectiveness

According to the findings of this study, leadership has a positive effect on the dependent variable. This may be determined using the regression equation, which yields a t count of 2.147 with a significance level of 0.004 and a t table of 1.993. Thus, the t count (2.147) is greater than the t table (1.993) or Sig. (0.004) 0.05. This indicates that the leadership variable has a favorable effect on work effectiveness. According to the findings, leadership is one of the most essential factors that might promote work effectiveness in a company. Leadership is something that is felt by employees and can lead to strong positive behavior towards the company. Extra behavior cannot be separated from a leader because, after all, the achievements of an employee are determined by the strong influence the leader has on the progress of the company where they work. An important key to attracting good employees is to produce good leaders who carry out self-actualization by achieving everything that delivers. An employee has the right to achieve all of his goals based on his personality and orientation. A good organization is one in which leaders can help their employees realize their dreams or achieve their goals. Organizations that are unable to do so risk losing their most valuable employees. Self-actualization is a goal that someone aspires to achieve in a field where they have potential.

5.2. The Effect of Communication Skills on Work Effectiveness

According to the findings of this study, communication skills have a beneficial effect on the dependent variable. This may be determined using the regression equation, which yields a t count of (2.939) with a significance leve of (0.002) and a t table of 1.993. As a result, t count (2.939) > t table (1.993) or Sig. (0.002) 0.05. This indicates that the variable of communication skills has a beneficial effect on job effectiveness. According to the findings, communication skills are one of the most crucial aspects of a corporation. The ability to interact effectively with coworkers is the most significant factor in increasing work effectiveness. This communication ability is also expected to be possessed by all employees because this is the beginning of being able to work properly. Every employees can convey identify their have with good communication abilities.

5.3. The Influence of Organizational Culture on Work Effectiveness

According to the findings of this study, organizational culture has a favorable effect on the dependent variable. This can be calculated using the regression equation, which yields a t count of (3.354) with a significance level of (0.001) and a t table of 1.993. As a result, t count (3.354) > t table (1.993) or Sig. (0.001) 0.05. This indicates that organizational culture variables have a beneficial effect on work effectiveness. According to the findings, organizational culture must exist in every company for it to function well. A good corporation is capable of reviving the organizational culture of its employees. Organizational culture is extremely crucial for any firm.

5.4. The influence of leadership, communication skills, and organizational culture, on work effectiveness.

In this example, a stimulant test was used to test the last hypothesis in this investigation. The result of this computation is that the value of F count is 21,808 > F table 2.730, and a Sig value of f 0.000 0.05 means that the variables of leadership, communication skills, and organizational culture together influence work effectiveness. Based on the findings, it can be concluded that leadership, communication skills, and organizational culture all have a significant impact on work effectiveness.

6. Conclusion

1. Leadership has a significant positive effect, communication skills have a significant positive effect, and organizational culture has a significant positive effect on work effectiveness.
2. The variables of leadership, communication skills, and organizational culture all have a positive and considerable influence on work effectiveness at the same time.
3. According to the t-test, the organizational culture variable (X3) is the most important influencing work effectiveness.

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