

## Leadership And Communication Quality Affect Performance With Organizational Culture As An Intervening Variable

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### ***Abstract***

*This study examines the practice of human resources on leadership styles, communication, and performance of employees of local tax management agencies in Indonesia. This study also investigates the intervening role of organizational culture in the relationship between human resource practice, leadership style, communication, and employee performance of tax management agencies in Indonesia. This article has used a questionnaire to collect data and smart-PLS to examine the relationship between variables. The results show that the sub-structure equation shows that leadership and communication quality partially affect organizational culture, and in the leadership structure equation, communication quality and organizational culture have a positive effect on employee performance, but the leadership variable has a very dominant influence on local tax management agencies in Indonesia. Indonesia. The findings also show that organizational culture is a significantly strong intervening between leadership and communication quality on the performance of employees of local tax management agencies in Indonesia.*

**Keywords:** *Leadership Style, Communication Quality, Organizational Culture, Employee Performance*

### ***Abstrak***

Penelitian ini mengkaji praktik sumber daya manusia terhadap gaya kepemimpinan, komunikasi, dan kinerja pegawai badan pengelola pajak daerah di Indonesia. Studi ini juga menyelidiki peran intervensi budaya organisasi dalam hubungan antara praktik sumber daya

manusia, gaya kepemimpinan, komunikasi, dan kinerja pegawai lembaga pengelola pajak di Indonesia. Artikel ini menggunakan kuesioner untuk mengumpulkan data dan smart-PLS untuk menguji hubungan antar variabel. Hasil penelitian menunjukkan bahwa persamaan substruktur menunjukkan bahwa kepemimpinan dan kualitas komunikasi secara parsial berpengaruh terhadap budaya organisasi, dan pada persamaan struktur kepemimpinan, kualitas komunikasi dan budaya organisasi berpengaruh positif terhadap kinerja pegawai, namun variabel kepemimpinan berpengaruh sangat dominan terhadap kinerja pegawai. badan pengelola pajak daerah di Indonesia. Indonesia. Temuan juga menunjukkan bahwa budaya organisasi merupakan intervensi kuat yang signifikan antara kepemimpinan dan kualitas komunikasi terhadap kinerja pegawai badan pengelola pajak daerah di Indonesia.

**Kata Kunci:** *Gaya Kepemimpinan, Kualitas Komunikasi, Budaya Organisasi, Kinerja Karyawan*

## Introduction

Optimization of human resource management is inseparable from employee factors so that employees can perform well to achieve organizational goals, the strategic role of human resources in organizations is very important because human resources are thinkers, planners, and controllers of organizational activities (Jallo et al, 2017 ). Human resources that are not managed properly will have an impact on the achievement of planned goals, so the role of leaders to use their authority and leadership is needed in achieving organizational goals, the ability of superiors in making decisions will greatly determine success or failure in achieving organizational goals (Wahab, 2008) are determined in the progress of an organization, even though an organization has abundant human resources, has good management control and uses modern technology, it will not be effective if it is not supported by human resources who have superior quality competence. and professional.

According to (Hasibuan, 2019) human resource development efforts are activities that must be carried out by every organization so that the capabilities and attitudes of human resources are increasing in accordance with the demands of the work needed by the organization, in addition (Rivai, 2014) also reveals that the target is to identify the human resource department. Human resources are trying to achieve their goals by meeting their goals.

Many factors cause human resources or employees to have superior performance so that they are able to encourage organizational success. These factors include work motivation, job design, commitment, reward system, or compensation system. ,

leadership, participation, competence, organizational culture, and others (Sedarmanto, 2015). Success in controlling human resources cannot be separated from the ability of a leader in an organization, an effective leader is someone who has the ability to influence others, and performs Through communication, either speaking directly or indirectly with the intention of moving these people with understanding, awareness, and pleasure, they are willing to follow the will of the leader in question (Anoraga, 2018) Furthermore, interpersonal communication is a systematic series of behaviors that occur from time to time. time and repeatedly (Budyatna, 2015). Employee work skills, communication, and organizational performance can be improved through the formation and application of a professional and effective leadership style (Linhartova, 2021). Currently, with the increasing need for innovation in the market, it is necessary to apply effective human resource management in order to overcome problems related to employees (Stacho et al, 2019)

This study analyzes the influence of leadership style, and communication quality on employee performance with organizational culture as an intervening variable in the agency. blood tax manager in the city of Palembang, South Sumatra, Indonesia, Realization of regional tax revenues in 2020 is 1.5 billion, or 108.42% in 2021, 1.7 billion or 135.80%. Apparatus who have regional tax certification in 2020 is 50 people and in 2021 as many as 60 people from a total of 151 employees, and most of the core businesses of the Palembang city community are developing in the trade and service sector, therefore employees are encouraged to develop and maintain skills and apply them when performing in the workplace. This research is based on an analysis of leadership style and communication quality at the local tax management agency, Palembang, South Sumatra, Indonesia. This research is a guide for tax managers in developing cities in Indonesia on how they can develop employee performance and organizational performance in the local revenue-generating sector. or local taxes.

Based on the strategic plan of the regional tax management agency, Palembang, South Sumatra, Indonesia in 2018 - 2023, it is stated that quality human resources are still inadequate in the technical field of regional tax management, especially employees who already have regional tax certification. also due to the issuance of various new regulations on local taxes the perception of every employee in the blood tax

management agency is not evenly distributed about these regulations, as well as many employees do not understand the main duties and functions of their work units, besides that there are also employees who do not understand the importance of standard operating procedures in collecting local taxes, and other weaknesses in the field of human resources are the absence of functional positions within the organizational structure of the Palembang city tax management agency. Although in previous studies the direct influence of leadership style Leadership and communication quality on employee performance has been analyzed, the influence of intervening by organizational culture variables will be of particular concern. Therefore, this study was conducted to answer the existing gaps.

The stages in this study begin with an introduction to the background of the research and the gaps that exist in the development of human resources in the local tax management agency, Palembang, South Sumatra, Indonesia, researchers see different views about the influence of leadership style and communication quality on the performance of the intervening by organizational culture, in the next section the appropriate methodology is applied to collect quantitative data and the data analysis method is referred to, in the next section the research finds out the results. Meanwhile, in the discussion comparing the results with previous research, the last conclusion is that all research problems have been solved.

## **Literature Review**

Employee performance is one of the main supporting factors in building the success of an organization. This of course requires special attention to managing human resources in search of a competitive advantage that can manage the behavior and results of employee performance. Employee performance is the willingness of a person or group of people to carry out an activity and perfect it according to responsibilities with results as expected (Rivai et al, 2016). Employee performance is one of the main foundations in supporting the success of an organization, good performance management, and supportive human resource management are needed. Performance management plays an active role in managing the performance of human resources, this

will have a positive impact on supporting organizational success. Performance management can help integrate organizational goals (Dharmadi, 2018)

One of the factors for increasing employee performance is leadership. Leadership plays a very important role because it is the leader who will move and direct the organization in achieving organizational goals, but in practice, in leading an organization or company, the leader is often faced with several problems. An organization certainly wants a form of change for the better, but to make a change, sometimes it does not heed the values that have been set previously (Suwatno, 2016). Every leader must have their own leadership style that is applied to the company they manage, the leadership used by a manager if you want a group to be able to develop its capabilities and have superior performance and be able to compete or be able to achieve entirely new organizational goals (Sagala, 2003). 2017). With the support of a good and appropriate leader in an organization, of course, each individual member of the employee will try to improve his ability to be able to carry out tasks in accordance with their respective responsibilities (Atika et al, 2017).

Hypothesis 1: Leadership affects the organizational culture of the local tax management agency, Palembang, South Sumatra, Indonesia. Hypothesis 3: Leadership affects the performance of employees of the local tax management agency, Palembang, South Sumatra, Indonesia.

Hypothesis 6: Leadership has a positive effect on performance through the organizational culture variable of the blood tax management agency, Palembang, South Sumatra, Indonesia.

In addition to leadership factors, another factor that can affect employee performance is communication. Communication is needed in an organization or company not only communication that exists between superiors and subordinates or vice versa but also horizontal communication between employees who have the same level. Organizational communication is the most important aspect in influencing the achievement of work performance or employee performance (Triana et al, 2016). Good and effective organizational communication can be the right means to improve employee performance. This means that by exchanging good, complete, and smooth information, it is hoped that employees can carry out their duties and responsibilities

correctly and can have a good impact on employees. Organizational communication can occur at any time, at least someone who occupies a position in an organization interprets a performance (Pace & Faules, 2006). 2013).

Hypothesis 2: Communication quality affects the organizational culture of the regional tax management agency, Palembang, South Sumatra, Indonesia. Hypothesis 4: The quality of communication affects the performance of the local tax management agency in the city of Palembang, South Sumatra, Indonesia.

Hypothesis 7: The quality of communication has a positive effect on performance through the organizational culture of the local tax management agency in the city of Palembang, South Sumatra, Indonesia.

Another factor that affects employee performance is the organizational culture factor, organizational culture is an agreement with the members of an organization or company so as to facilitate the birth of a wider agreement for individual interests so that organizational culture plays an important role in an organization because organizational culture guarantees achievement organizational goals, this important role cannot be separated from the primacy of organizational culture which is the controller and direction in shaping human attitudes and behaviors that involve themselves in organizational activity, and in general, they will be influenced by the diversity of existing resources as a stimulus for action. Robbins, 2018)

*Hypothesis 5:* Organizational culture affects the performance of employees of the regional tax management agency, Palembang, South Sumatra, Indonesia. The results of previous studies that have been carried out by several researchers on the influence of leadership, The quality of communication on organizational culture, and employee performance include the results of research conducted by (Yusuf, 2014) and (Profita et al, 2017) research (Khairiyah & Anisa, 2013), (Kemby et al 2017) and (Muchlis, 2014) showing that leadership and communication simultaneously affect employee performance. Subsequent research conducted by (Romondor et al, 2017) partially shows that leadership has a positive and significant influence on employee performance. While the communication variable does not have a significant effect on employee performance and research that has been conducted (Solutondok & Soegoto, 2017) the research results show that the leadership variable has no significant negative effect on employee

performance, while the results of research conducted by (Syafii et al, 2015 ) and (Haryanto, 2017) that leadership has a positive and significant effect on employee performance.

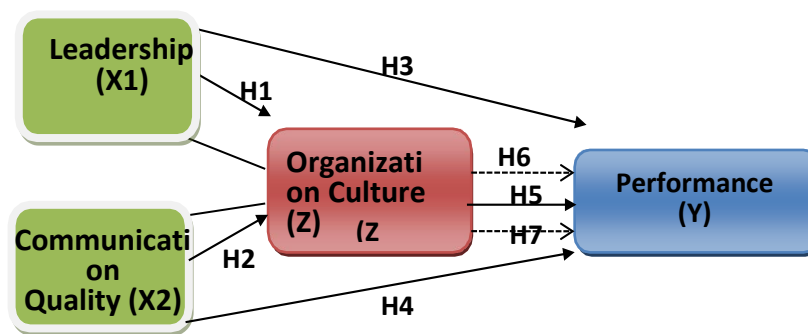
The results of research conducted by (Mohsen et al, 2020) and (Hamonangan et al, 2021) explain that organizational culture has an important effect on employee performance, while the results of research conducted by (Ferdian and Devita, 2020) conclude that organizational culture does not exist. influence on employee performance. Organizational culture becomes a value as well as a factor in the organization or a system of meaning that is shared by all employees in the organization (Samsuddin, 2020). Organizational culture is a scheme to increase the meaning of recognition by employees that make one organization different from another (Robbins & Judge, 2018) Organizational culture is a principle in the form of a collection of character traits within the organization that is upheld as a differentiator from other organizations (Badu & Judge, 2018). Djafri, 2017).

### **Research Methodology**

The research method used is a descriptive quantitative method, namely by looking for information about existing symptoms, clearly defined goals to be achieved, planning the approach, and collecting data as material for making reports (Sugiyono, 2019). This research also uses observation, interviews, or questionnaires regarding the current state of the subject being studied (Arikunto, 2014). Through questionnaires collect data to test hypotheses or answer a statement. This study uses 151 respondents who are employees of the regional tax management agency, Palembang, South Sumatra, Indonesia. The research was carried out from August 2021 to December 2021.

In this study, researchers measured the influence of leadership and communication quality on employee performance, and also analyzed the role of the intervening variable of organizational culture on employee performance. The model used in this study is the Smart-PLS model to test the relationship of the independent variable to the dependent variable, due to the complexity of the model and the large sample size (Hair Jr. Babin & Krey, 2017) the number of items from each variable for leadership with nine items,

communication quality with nine items, organizational culture nine items and employee performance with nine items, the frame of mind in this study is illustrated below.



## Findings

These research outcomes firstly show the convergent validity that highlighted the relation among items. The figures indicated that Alpha and CR values are not smaller than 0.70, and loadings and AVE values are cross the limits of 0.50. These values indicated the high relations among items. These figures are mentioned in Table 1.

**Table 1. Convergent Validity**

Constructs	items	Loadings	Alpha	R	VE
Leadership	LD 1	,873	.894	.917	.616
	LD 2	,830			
	LD 3	,676			
	Ld 6	,840			
	LD 7	,674			
	LD.8	,874			
	LD.9	,694			
	CQ 1	,766			
	CQ 2	,742			
Communication Quality	CQ 3	,737	.926	.970	.623
	CQ 4	,691			
	CQ 5	,672			
	CQ 6	,753			
	CQ 7	,757			
	CQ 8	,771			
	CQ 9	,768			
	OC 1	,927	.908	.923	.641
Organization Culture	OC 2	,884			
	OC 3	,608			
	OC 6	,908			
	OC 7	,616			



Performance	OC 8	,931			
	OC 9	,643			
	PF 1	,889	.917	.933	.667
	PF 2	,846			
	PF 3	,713			
	PF 4	,560			
	PF 5	,569			
	PF 6	,869			
	PF 7	,724			
	PF 8	,890			
	PF 9	,740			

This research outcomes secondly show the discriminant validity that highlighted the relation among variables. The figures indicated that the values of Heterotrait Monotrait (HTMT) ratios are not higher than 0.85. These values indicated no high relations among variables. These figures are mentioned in Table 2.

**Table 2. Heterotrait Monotrait Ratio**

	EC	LD	PF	CQ
EC				
LD	0.299			
PF	0.206	0.391		
CQ	0.058	0.178	0.328	

The results revealed that Leadership have a positive linkage with employee communication quality, leadership and employee performance and accept H1, H2 and H3. In addition, communication Quality also has a positive association with employee performance and organization culture of the petroleum local tax management in Indonesia and accept H4 and H5. The findings also indicated that organization culture significantly intervening among the relations of leadership, employee communication quality and employee performance of the petroleum local tax management in Indonesia and accept H6 and H7. These relations are mentioned in Table 3.

**Table 3. Path Analysis**

Relationships	Beta	S.D.	T-Statistics	P-values	.L.	.L.
LD -> OC	.296	.096	.088	.002	.180	.301
LD -> PF	.414	.078	5.296	.000	.392	.421
CQ -> OC	.175	.098	2.762	.004	.272	.183
CQ -> PF	.233	.076	3.080	.002	.196	.319
OC -> PF	.315	.067	4.679	.000	.180	.247
LD -> OC -> PF	.093	.037	2.701	.004	.082	.095
CQ -> OC -> PF	.123	.030	2.742	.004	.036	.074

The R square value also mentioned in the results section indicated the 21.1 per cent variation in leadrship, 07.8 per cent variation in communication quality, and 90,0 per cent variation in organization culture 79.7 percent and employee performance are due to the selectedpredictors in the study. These figures are shown in Table

**Table 4. R Square**

	R Square	R Square Adjusted
Leadership	0.214	0.217
Communication Quality	0.074	0.078
Organization Culture	0.901	0.900
Performance	0,801	0,797

## Discussion

The results showed that leadership has a positive effect on the quality of communication. This study shows that through good leadership being able to provide support to subordinates can provide work motivation, be able to overcome complications in the organization, and be able to meet the needs of employees so that employees feel comfortable and satisfied at work, the expected leadership is situational leadership, actions and actions to see conditions and situations of employees and organizations, then feedback from employees is that commitment can be created between employees and the organization, and employees can be motivated to work efficiently implementing and maintaining innovations in the city's local tax management agency. Palembang, South Sumatra, Indonesia (Kemby et al, 2017). The results also show that leadership has a positive relationship with employee performance. from (Syafeii, 2015) research shows that the quality of communication has a positive and significant effect on organizational culture, this study shows that through

communication that runs in a harmonious and healthy manner between superiors and subordinates, also between employees who have the same level will realize superior work performance and employee performance (Triana et al. , 2016) Healthy communication in conveying complete and correct information can have a good impact on employees and communication can occur anytime and anywhere in line with the main duties and functions of each employee. The results of research related to communication also have a positive relationship to employee performance, the study implies that there is communication between employees and between employees and leaders who have better perceptions of understanding, actions, attitudes, and working relationships (Lawesi & Triatmanto, 2017)

The study also shows that there is a positive relationship between organizational culture and employee performance. This study suggests that organizational culture is a system of meaning that is jointly believed by all members of the organization or all employees which makes the difference between an organization, in this case, the local tax management agency of the city of Palembang. South Sumatra, Indonesia, with organizational culture in the local tax management office that is similar to other regions in Indonesia, what distinguishes it is the character of the members who have been mutually agreed upon which is held in high esteem as a differentiator from other organizations (Badu & Djafri, 2017)

### **Implications**

This study has theoretical and empirical implications, this study analyzes a large number of leadership and communication quality analyzes its effect on employee performance, whereas in the past many researchers have analyzed the contribution of leadership and communication quality in developing organizational culture and improving employee performance, but in general research Previously, many have explored the influence of leadership and communication quality on employee performance, this study introduces organizational culture as an intervening between leadership and communication quality on employee performance. In addition, this research is considered in the life of practitioners and has important meaning for leaders of developing organizations in Indonesia, because it guides them on how to develop

organizational culture and efforts to improve employee performance, this research shows that effective and efficient leadership in an organization, communication, and organizational culture can be developed and maintained, and employee performance can be improved.

## **Conclusion**

This study was conducted to analyze that effective leadership plays an important role in developing organizational culture and efforts to improve employee performance and is also included in the objective of examining how much communication quality affects organizational culture and employee performance. In this context, the researcher analyzes leadership such as providing work motivation, providing compensation and rewards, and feedback from employees as a commitment to the organization besides analyzing the impact of communication quality on organizational culture and improving employee performance in tax management agencies in Indonesia.

Based on the analysis found several results support that sub-structure leadership and communication quality have a positive effect on employee performance, and structurally leadership, communication quality, and organizational culture have a positive and significant relationship on employee performance, but leadership has a very dominant influence in improving employee performance. employee performance. This study shows that organizational leadership where a leader is able to bring innovation when making decisions or any strategy related to employee problems, providing work motivation to employees both internally as well as externally, providing financial and non-financial compensation as well as being able to overcome employee conflicts and problem-solving skills and have sensitive responsiveness to the organizational environment. Thus the research concludes that when leadership is applied effectively, they develop effective communication and organizational culture and improve employee performance.

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