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## The Influence of Leadership and Communication on Outsourced Employee Performance

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**Abstract:** This study aims to analyze the influence of leadership and communication on the performance of outsourcing employees at PT X. The research background highlights the crucial role of effective leadership and clear organisational communication within outsourcing. This research employs a quantitative method with a descriptive, associative and verificative approach. The population consists of 140 employees, of whom 104 respondents were selected using purposive sampling. Data were collected through questionnaires and the analysis was conducted using multiple linear regression. The findings reveal that leadership has a positive and significant effect on employee performance. And also communication. Simultaneously, both variables contribute significantly to the performance of outsourcing employees at PT X. These results indicate that the synergy between effective leadership and well-structured communication enhances productivity and overall work quality. The study provides valuable insights for PT X's management in formulating more effective human resource development strategies.

**Keywords:** Leadership, Communication, Employee Performance, Outsourcing

### INTRODUCTION

In the era of globalization and increasingly rapid industrial development, competition between companies demands that organizations have superior, productive, and adaptive human resources (HR) that are responsive to changes in the business environment (Imaduddin & Pamudy, 2017). Quality HR is a key factor in determining an organization's success in achieving its strategic goals. Therefore, companies need to build a management system capable of optimizing employee potential to align with the company's needs and direction (Su Nurmala, 2020). Concurrently, the development of modern employment systems has encouraged many organizations to use outsourcing strategies to increase efficiency (Rahmawati, 2020). This system provides companies with the flexibility to focus on core activities by outsourcing some support functions to third parties. However, behind these advantages come new challenges in maintaining the morale and performance of outsourced employees, who often have a lower sense of ownership and emotional attachment than permanent employees (Neng Eti Setiawati 2021).

One important factor influencing employee work effectiveness is leadership (Sinaga et al.). A good leader not only issues orders but also serves as a role model that fosters employee

enthusiasm and loyalty. Effective leadership creates a sense of appreciation for employees, fostering a sense of responsibility to deliver the best possible work. Leaders who inspire their subordinates build harmonious working relationships and encourage continuous productivity improvement (Ritaudin, A 2017).

However, leadership cannot be effective without the support of good organizational communication (Pitasari, 2015). Communication is a crucial tool for conveying information, establishing working relationships, and aligning visions and goals between leaders and employees (Robbins & Judge 2017). Open, two-way communication fosters mutual understanding, trust, and active involvement from all members of the organization. Poor communication hinders coordination and can lead to misunderstandings, which can negatively impact employee performance (Angelina Purnama et al. 2024). Therefore, communication is a crucial bridge connecting leadership and performance.

The relationship between leadership and communication shows that the two complement each other in creating a productive work environment (Wahyudi, 2019). Communicative leaders are able to create an open and collaborative work atmosphere, so that employees feel more comfortable and motivated in carrying out their responsibilities (Yusrizal et al. 2024). On the other hand, effective communication strengthens the legitimacy of leadership and helps direct the team toward common goals (Yue et al. 2019). Thus, leadership and communication are two variables that interact to influence employee performance. Performance reflects the work results achieved by an individual based on the responsibilities given by the organization, both in quality and quantity. High performance indicates the success of management in optimally managing human resource potential (Garry Desler 2016). In the context of PT X, where the majority of the workforce comes from an outsourcing system, employee performance is an important indicator in assessing the effectiveness of the work system implemented by the company. Several previous studies concluded that leadership and communication are factors that significantly influence employee performance and show that internal communication has a positive and significant influence on employee performance (Tamba, Ferine 2024). Meanwhile, according to (Yue et al 2019) emphasized that communicative and transparent leadership can increase the trust and effectiveness of subordinates' work, which ultimately has an impact on improved performance. Thus, both leadership and communication variables have been shown to significantly influence employee performance in various research contexts. These differences may be caused by variations in organizational contexts, employee characteristics, and work environment conditions. Therefore, further research is needed to deepen the relationship between leadership and communication on employee performance, especially in outsourcing work systems. Based on the differences in previous research results, a research gap can be identified, which indicates the need for further study on how leadership and communication influence the performance of outsourcing employees (Nugraha, 2023). Through this research, it is hoped that a deeper understanding of the role of these two factors in improving the performance of outsourcing employees at PT X can be obtained.

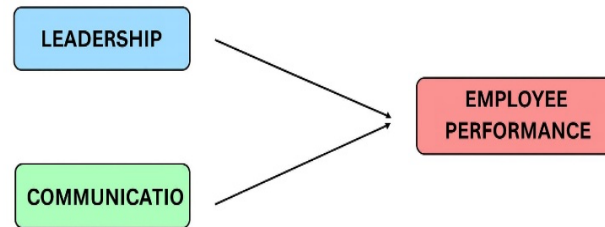
Leadership is a fundamental factor in an organization, serving to direct and motivate employees to achieve common goals. (Sinaga, Maidani, Fauzi, & Marbun, 2021). Leadership is not merely a formal position within an organizational structure, but rather a person's ability to influence and inspire others to work with full responsibility and commitment. An effective leader is able to serve as a role model, provide morale, and create a work environment conducive to individual and team performance growth. In this context, an organization's success in achieving its goals is greatly influenced by the extent to which leaders are able to foster work enthusiasm and loyalty among their employees. According to (Arifin, 2020), successful leadership is leadership that is able to create a balance between achieving organizational targets and employee satisfaction. Leaders are not only required to provide direction but also play a role in building relationships.

Positive emotional support helps employees feel valued and engaged with the organization. A transformational leadership style, for example, emphasizes the importance of inspiring, inspiring, and addressing individual employee needs. Leaders who employ this style are able to create a harmonious work environment and motivate employees to perform better because they feel recognized within the organization. In companies that implement an outsourcing system, such as PT X, leadership faces more complex challenges (Pratama, 2022). Outsourced employees generally have temporary employment relationships and a high level of uncertainty regarding their future at the company. This can impact loyalty, motivation, and a sense of belonging. Therefore, humanistic, fair, and communicative leadership is crucial in this context. Leaders who demonstrate empathy and provide guidance and support to outsourced employees will create a sense of psychological security and boost their work morale. Thus, leadership plays a significant role in shaping the work behavior and performance of outsourced employees at PT X.

Effective leadership cannot exist without good communication between leaders and subordinates (Pitasari, 2015). Communication serves as the primary bridge in conveying vision, instructions, and feedback between various levels of the organization. Through clear communication, messages can be well received, and misunderstandings can be avoided. Effective organizational communication will create harmonious working relationships, strengthen coordination, and increase productivity. Furthermore, open communication also plays a role in building trust and collaboration between leaders and employees. (Wahyudi, 2019) explains that communication within an organization includes vertical, horizontal, and diagonal communication. Vertical communication connects leaders and subordinates in conveying orders and reports, horizontal communication facilitates collaboration between colleagues, while diagonal communication enables coordination between different functional areas. These three forms of communication play a crucial role in maintaining the smooth flow of information and preventing gaps within an organization. When communication is ineffective, the potential for conflict and errors increases, ultimately negatively impacting individual and organizational performance. In outsourcing companies, communication is a major challenge (Nugraha, 2023). Complex work structures often create distance between the main company's management and outsourced employees. Lack of effective communication can lead to feelings of alienation, role confusion, and decreased work morale. Therefore, leaders at PT X must establish open, empathetic, and participatory communication patterns to foster mutual understanding. With two-way communication, employees feel valued and have the opportunity to express their opinions and address the problems they face, thus fostering a healthy and productive work environment. Effective communication is also a key contributing factor to successful leadership (Utami, 2024). Leaders who can convey messages clearly, provide constructive feedback, and listen to input from subordinates will more easily move their teams toward common goals. Good communication helps strengthen trust between leaders and employees and reduces resistance to organizational policies. Thus, it can be said that communication is not only a complement but also a booster for leadership effectiveness in modern organizations.

Employee performance is the tangible result of a combination of various internal and external factors, including leadership and communication (Rivaldi & Fadhil, 2022). Performance reflects the extent to which an individual is able to carry out assigned tasks with quality, quantity, and timeliness in accordance with organizational standards. High-performing employees demonstrate good productivity and contribute significantly to achieving company goals. Optimal performance can be achieved if employees have strong work motivation, supported by an effective leadership style and open communication in the workplace. According to (Sari, 2022), employee performance is influenced by factors such as leadership, communication, motivation, and the work environment. Leaders who are able to create a conducive work environment and provide clear direction through effective communication will

help employees understand their responsibilities and work targets. Conversely, if communication is hampered and the leadership style is inappropriate, employee motivation will decrease, directly impacting performance. Therefore, it is crucial for every organization, including PT X, to ensure that leadership and communication go hand in hand to support the productivity of outsourced employees.



**Figure 1. Research Framework**

The conceptual framework in this study describes the relationship between the independent variables, namely leadership ( $X_1$ ) and communication ( $X_2$ ), and the dependent variable, namely employee performance ( $Y$ ). Based on human resource management theory and the results of previous research, these two independent variables are suspected to have a partial or simultaneous influence on improving the performance of outsourced employees. According to Purnamasari (2023), leadership and communication are two fundamental aspects in creating a conducive and productive work environment. A good working relationship between leaders and subordinates, as well as effective communication, will encourage increased employee motivation and work results. Thus, employee performance can be a key indicator of an organization's success in achieving company goals.

Leadership plays a crucial role in guiding employee behavior and work attitudes. A leader who is able to provide role models, guidance, and motivation will create a positive work environment and increase employee commitment to the company (Rahmadani & Fathurrahman, 2022). Research conducted by Suryani and Wahyudi (2023) shows that a transformational leadership style has a positive influence on improving employee performance through empowerment and recognition for work achievements. Therefore, leadership is considered a key factor that can motivate outsourced employees to work more effectively and efficiently according to company standards. Furthermore, communication plays a crucial role in strengthening coordination between individuals in the workplace. According to Fitriani (2024), open, clear, and two-way communication can create harmonious working relationships between leaders and employees, thereby reducing misunderstandings in carrying out tasks. Research conducted by Wijayanti and Hidayat (2023) shows that effective internal communication has a significant impact on increasing employee productivity, especially in organizations with complex work structures, such as outsourcing companies. Good communication also serves as a means of conveying information, instructions, and feedback, which directly impacts the quality of employee work results.

Thus, it can be said that leadership and communication play complementary roles in influencing employee performance. Effective leadership without good communication will struggle to create optimal work coordination, and vice versa. Research by Putra and Lestari (2022) shows that the synergy between leadership and communication results in increased motivation, discipline, and a sense of responsibility, which positively impacts individual performance. Therefore, the relationship between these two variables needs to be empirically tested to determine the extent of their influence on the performance of outsourced employees at PT X.

Based on the theoretical description and previous research results, the following research hypotheses are formulated:

H<sub>1</sub>: Leadership has a positive effect on the performance of outsourced employees

H<sub>2</sub>: Communication ( $X_2$ ) has a positive effect on the performance of outsourced employees

H<sub>3</sub>: Leadership ( $X_1$ ) and communication simultaneously have a positive effect on the performance of outsourced employees

Thus, the framework of this research shows that leadership functions as a director and motivator of work, while communication acts as a liaison that ensures messages and directions from leaders are well received by employees. Employee performance is the result of the interaction of these two factors, where leadership effectiveness and smooth communication together create a productive and efficient work environment. Based on this framework, this study will examine the influence of leadership and communication on the performance of outsourcing employees of PT X both partially and simultaneously to provide theoretical and practical contributions to the development of human resource management in the company.

## METHOD

This study uses a quantitative method with a descriptive-associative approach and is verifiable in nature. It aims to describe the leadership and communication conditions at PT X while also examining their influence on the performance of outsourced employees. This approach was chosen because it can explain the causal relationship between the independent and dependent variables in a measurable manner using statistical analysis (Sari, 2023).

The population in this study was all 140 outsourcing employees of PT X who were actively working in 2025. From this population, 104 respondents were selected using a purposive sampling technique, which determines the sample based on certain criteria that align with the research objectives. The respondent criteria included employees who had worked for at least six months, were active, and were directly involved in the company's operational activities (Rahmawati, 2022). This sample size was considered representative of the overall population with a 5 percent error rate.

The data types used in this study consist of primary and secondary data. Primary data were obtained directly from respondents through a questionnaire with a five-point Likert scale: strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). Secondary data were obtained through internal company reports, supporting documents, and previous research and scientific articles relevant to the topics of leadership, communication, and employee performance. The use of these two types of data aims to strengthen the analysis results to make them more comprehensive and valid (Putri, 2024).

The variables in this study consist of two independent variables and one dependent variable, namely leadership ( $X_1$ ), communication ( $X_2$ ), and employee performance ( $Y$ ). Leadership is defined as a leader's ability to direct, motivate, and influence subordinates to achieve organizational goals effectively (Nurhadi, 2023). Communication is the process of conveying messages, information, and instructions between leaders and employees or between employees to create good coordination in the work environment (Hartati, 2022). Meanwhile, employee performance describes individual work results in terms of quality, productivity, timeliness, and contribution to achieving organizational goals (Fitriana, 2024).

The research instrument was developed based on indicators for each variable adapted from previous research. Each indicator was broken down into several items in the questionnaire to clearly and consistently measure respondents' perceptions. Before the questionnaire was widely distributed, validity and reliability tests were conducted to ensure the instrument was truly suitable and reliable as a data collection tool (Riyanto, 2023).

Data analysis was performed using the SPSS program. The analysis stages included validity and reliability tests to measure instrument accuracy, classical assumption tests to ensure the regression model met statistical requirements, and multiple linear regression analysis to determine the influence of leadership and communication on outsourced employee performance. The t-test was used to assess the partial influence of each independent variable on the dependent variable, while the F-test was used to assess the simultaneous influence of

leadership and communication on employee performance. Furthermore, the coefficient of determination ( $R^2$ ) was used to determine the extent to which leadership and communication variables contribute to explaining variations in employee performance changes (Maulana, 2023).

## RESULTS AND DISCUSSION

The validity test data for the Quality Management System variable (X1) was conducted on 11 statements using the Corrected Item–Total Correlation value. The instrument was declared valid if the calculated r-value was greater than the calculated r-value ( $r\text{-value} = 0.193$ ,  $n = 102$ ). Based on the validity test results, the following results were obtained:

**Table 1. Leadership Validity Test Results (X<sub>1</sub>)**

Item	r-Count	r-Table	Sig.	Information
X1.1	0.685	0.195	0.001	Valid
X1.2	0.752	0.195	0.001	Valid
X1.3	0.633	0.195	0.001	Valid
X1.4	0.698	0.195	0.001	Valid
X1.5	0.641	0.195	0.001	Valid
X1.6	0.715	0.195	0.001	Valid
X1.7	0.740	0.195	0.001	Valid
X1.8	0.713	0.195	0.001	valid
X1.9	0.674	0.195	0.001	valid
X1.10	0.724	0.195	0.001	valid
X1.11	0.631	0.195	0.001	valid

Source: SPSS data processing, 2025

Based on the data processing results, all items in the X1 Leadership variable have an r-value greater than 0.195 and a significance value  $<0.05$ . This indicates that all statement items are valid and can be used as research instruments. Thus, the questionnaire used in this study has met the validity requirements and can proceed to the next testing stage.

**Table 2. Results of Training Validity Testing (X<sub>2</sub>)**

Item	r-Count	r-Table	Sig.	Information
X2.1	0.689	0.195	0.001	valid
X2.2	0.731	0.195	0.001	valid
X2.3	0.759	0.195	0.001	valid
X2.4	0.783	0.195	0.001	valid
X2.5	0.752	0.195	0.001	valid
X2.6	0.667	0.195	0.001	valid
X2.7	0.788	0.195	0.001	valid
X2.8	0.749	0.195	0.001	valid
X2.9	0.739	0.195	0.001	valid
X2.10	0.658	0.195	0.001	valid
X2.11	0.708	0.195	0.001	valid

Source: SPSS data processing, 2025

The validity test on the Training variable (X2) was conducted on 10 question items. The calculation results in Table 2 show that all r-calculation values for variable X2 are above the r-table of 0.195 with a significance value  $<0.05$ . Thus, all items in variable X2 are declared valid, because each question item has a strong correlation with the total score of the variable. This

means that each X2 item is able to represent the quality of training received by employees accurately and consistently.

**Table 3. Employee Performance Validity Test Results (Y)**

Item	r-Count	r-Table	Sig.	Information
Y.1	0.755	0.195	0.001	valid
Y.2	0.788	0.195	0.001	valid
Y.3	0.800	0.195	0.001	valid
Y.4	0.779	0.195	0.001	valid
Y.5	0.821	0.195	0.001	valid
Y.6	0.781	0.195	0.001	valid
Y.7	0.817	0.195	0.001	valid
Y.8	0.775	0.195	0.001	valid
Y.9	0.830	0.195	0.001	valid
Y.10	0.824	0.195	0.001	valid
Y.11	0.807	0.195	0.001	valid

Source: SPSS data processing, 2025

Validity testing for the Employee Performance (Y) variable was conducted on 10 statement items. The analysis results showed that all calculated r-values for the Y variable were higher than the r-table of 0.195. Furthermore, the significance value for each item was also below 0.05.

To test the internal consistency of the research instrument, a reliability test was conducted using the Cronbach's Alpha method. This reliability test aims to determine whether the questions used to measure the research variables can produce consistent results when repeated under the same conditions. Based on the results of data processing using SPSS, the Cronbach's Alpha values for each variable were obtained as follows:

**Table 4. Reliability Test Results**

Variables	Cronbach Alpha	Information
X1 Leadership	0,885	Reliable
X2 Communication	0,912	Reliable
Employee Performance	0,943	Reliable

Source: SPSS data processing, 2025

The results of the study showed that the three variables Leadership (X1), Communication (X2), and Employee Performance (Y had Cronbach's Alpha values above 0.70. Thus, the instrument was deemed reliable and could be used in subsequent analyses.

### Classical Assumption Test

This classical assumption test consists of a normality test, a heteroscedasticity test, and a multicollinearity test. The tool used to process the data was SPSS 29. The normality test was conducted to determine whether the residual data in the regression model was normally distributed. The test used a Normal P–P Plot. Data is considered normally distributed if the points (plots) are spread along a diagonal line and do not form a specific pattern. Based on the Normal P–P Plot, the residual points are spread along the diagonal line and follow the direction of the line. The distribution pattern of the points appears to approach a straight line without showing extreme deviations upward or downward. This condition indicates that the residuals are approximately normally distributed.

**Multicollinearity Test and Heteroscedasticity**

Test Based on the test results of the two independent variables, the Tolerance value is 0.319, and the Variance Inflation Factor (VIF) value is 3.132. The Tolerance value is far above the minimum limit of 0.10, and the VIF value is below the maximum tolerance limit of 10. These results indicate that there are no symptoms of multicollinearity between the Leadership System variable (X1) and the communication variable (X2) in the regression model. Thus, both independent variables are suitable for use in regression analysis because they do not influence each other strongly or excessively.

The heteroscedasticity test is used to determine whether there is inequality of variance in the residuals of the regression model. A good regression model is free from heteroscedasticity problems, so that the residual variance is constant or homoscedastic. In this study, the heteroscedasticity test was conducted using the Scatterplot method by observing the pattern of points on the graph between ZPRED and SRESID. If the points on the graph are randomly distributed, do not form a specific pattern, and are spread above and below the zero line, then it can be concluded that the data does not experience heteroscedasticity. Based on the results of the scatterplot output in the image above, it can be seen that the residual points are randomly distributed and do not form a clear pattern.

The distribution of points is also above and below the zero line without showing any specific movements such as a wave pattern, conical, or widening. Under these conditions, it can be concluded that this regression model is free from symptoms of heteroscedasticity. This means that the residual variance is constant, making the model suitable for further regression testing.

**Partial Test**

The partial test (t-test) is used to examine the effect of each independent variable on the dependent variable partially. In other words, the t-test indicates whether each independent variable has a significant effect on employee performance separately.

Leadership Variable (X1). The partial t-test was conducted to determine whether Leadership (X1) has a significant effect on Employee Performance (Y). The test results can be seen in the coefficient table below.

**Table 5. Coefficients of Leadership Variables (X<sub>1</sub>)**

Model	B	Std Error	Beta	t	Sig
1 (Constant)	2.924	2.837		1.031	305
X1	1.124	.074	.832	15.138	<.001

Source: SPSS data processing, 2025

Based on the results of the t-test in the coefficients table, the Leadership variable (X1) shows a calculated t-value of 15.138 with a significance value <0.001. This significance value is much smaller than 0.05. This means that Leadership has a positive and significant effect on Employee Performance (Y). The X1 regression coefficient of 1.124 indicates that every increase in leadership will improve employee performance. This means that the better the policies, direction, guidance, and role models of leaders, the more employee performance will improve.

**Communication Variable (X2)**

A partial t-test was conducted to determine whether Communication (X2) significantly influences Employee Performance (Y). The test results can be seen in the coefficient table below.

**Communication Variable (X2)**

A partial t-test was conducted to determine whether Communication (X2) significantly influences Employee Performance (Y). The test results can be seen in the coefficient table below.

**Table 6. Coefficients of Communication Variables (X2)**

Model	B	Std Error	Beta	t	Sig
1 (Constant)	7.211	2.329		3.096	,003
X2	1.005	.061	.854	16.614	<,001

Source: SPSS data processing, 2025

The t-test results show that the Communication variable (X2) has a t-value of 16.614 with a significance value of <0.001. Because the sig value is far below 0.05, it can be concluded that Communication has a positive and significant effect on Employee Performance (Y). The X2 regression coefficient of 1.005 indicates that the more effective communication that occurs in the workplace both superior-subordinate communication and between employees the more employee performance increases. Clear and smooth communication plays an important role in speeding up work processes and minimizing errors.

**Simultaneous Test (F Test)**

The F test is used to determine whether the Leadership (X1) and Communication (X2) variables simultaneously (jointly) influence Employee Performance (Y). The regression model is considered significant if the significance value is <0.05. If the sig value is less than this limit, then all independent variables collectively have a significant influence on the dependent variable.

**Table 7. Simultaneous Test Results (f Test)**

Model	Sum of Sq	Mean Sq	F	Sig
Regression	2595.229	1297.615	179.615	<,001 <sup>b</sup>
Residual	729.607	7.224		
Total	3324.837			

Source: SPSS data processing, 2025

Based on the results of the F test in the ANOVA table, the calculated F value was 179,630 with a significance value of <0.001. The very small significance value and far below 0.05 indicates that the regression model used in this study is simultaneously significant. Thus, it can be concluded that Leadership (X1) and Communication (X2) together have a significant effect on Employee Performance (Y). This means that these two independent variables have an important role and provide a strong contribution in improving employee performance when applied simultaneously in the work environment.

**Discussion**

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

The results of this study confirm that leadership has a significant influence on employee performance at PT X. This finding strengthens the theoretical argument that leadership is a fundamental element in influencing individual and group behavior within an organization. From a modern management perspective, leadership is understood as the ability to direct, motivate, and facilitate individuals to achieve optimal performance. The presence of a competent leader enables the creation of an orderly work system, a positive organizational culture, and healthy working relationships between superiors and subordinates. Effective leaders not only provide instructions but also foster a work climate that supports high

productivity. Clarity of direction and work expectations minimizes the potential for errors and reduces role ambiguity, which often leads to decreased performance. The role model of the leader is also an important factor in shaping employee behavior. When leaders demonstrate discipline, integrity, and high professional ethics, employees are encouraged to adjust their behavior based on the standards displayed. In many organizations, employee work behavior is a direct reflection of their leader's behavior.

Furthermore, motivational support from leaders impacts employees' psychological well-being. Leaders who are responsive to subordinates' needs, provide constructive feedback, and demonstrate appreciation for their work can boost commitment and morale. From an organizational psychology perspective, employees' intrinsic motivation increases when they feel valued, supported, and involved in the decision-making process. This contributes to improved work quality and quantity. Leadership also impacts performance through the leader's ability to resolve conflict and make strategic decisions. Dynamic work situations often give rise to operational issues, inter-employee conflict, or changes in organizational policy. Leaders who are able to handle these situations wisely will create a sense of security and stability in the work environment. This stability has a direct impact on employee focus, motivation, and performance. Empirically, the results of this study indicate that the higher the quality of leadership, the better the employee performance. In the context of PT X, the leadership implemented was proven to facilitate employee needs, provide clear direction, and create a conducive work environment. Thus, leadership is a crucial foundation for achieving organizational goals and increasing work productivity.

Research by Nugroho & Setiawan (2021) found that clear and assertive leadership increases work effectiveness through clarity of instructions. Apriyanto (2020) demonstrated that transformational leadership plays a role in increasing employee motivation and productivity. Rachmawati & Husni (2019) emphasized that exemplary leadership creates a positive work culture that significantly impacts performance improvement. Hidayat (2021) also demonstrated that leaders who provide emotional and technical support to subordinates significantly contribute to improving individual and team performance.

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

Communication within an organization functions as an information circulation system that connects the vision, mission, strategy, rules, and instructions with each work unit within the company. The results of this study indicate that communication has a significant influence on employee performance, consistent with organizational communication theories that position communication as a vital element in the management process. Through good communication, information can be conveyed efficiently, work objectives can be accurately understood, and coordination between departments can run smoothly.

Clarity of information is a key determinant of performance. When work instructions are delivered with a clear structure, in easy-to-understand language, and supplemented with necessary technical details, employees can complete tasks without confusion. Minimizing errors and accelerating work completion times are direct impacts of clear communication. In the context of modern organizations, the speed of information flow significantly impacts employee productivity, especially in work environments that demand high efficiency. Effective communication is also two-way, allowing employees to express their opinions, report challenges, and provide feedback on work processes. When two-way communication is well-established, working relationships become more harmonious and group dynamics more productive. Employees feel valued and involved in operational processes, enhancing their sense of ownership of their work. Furthermore, communication serves an equally important social function. Positive interpersonal relationships between employees reduce stress, minimize conflict, and enhance work comfort. In the long term, this increases job satisfaction and leads to improved performance.

Communication also plays a role in quickly resolving problems. When a company has a responsive communication system, information regarding work obstacles can be acted upon promptly, thus preventing productivity from being hampered. This demonstrates that communication not only conveys messages but also creates a workflow that is adaptive and flexible to changing situations. Putri & Suparno (2020) demonstrated that effective internal communication improves task completion accuracy and minimizes the risk of errors. Research by Setyawan (2022) shows that companies with good communication systems experience significant improvements in employee performance. Lestari (2021) emphasized that two-way communication creates harmonious working relationships and impacts employee motivation and productivity. Research by Wibowo (2019) also shows that clear and open communication is a crucial prerequisite for effective teamwork and high performance.

### ***The Joint Effect of Leadership and Communication on Employee Performance (Y)***

The results of the simultaneous analysis indicate that leadership and communication simultaneously have a significant impact on employee performance. This finding confirms that these two variables are inseparable in the context of human resource management. Theoretically, leadership provides strategic direction, vision, and motivation, while communication ensures the effective delivery of these directions. The combination of the two creates a synergy that supports optimal employee performance. In the workplace, leaders need communication to clarify goals, coordinate work, and build positive working relationships. Poor communication can lead to misunderstood leadership directives, create conflict, slow down work processes, and reduce employee motivation.

On the other hand, good communication without adequate leadership quality will also be ineffective due to the lack of a clear vision and direction. Therefore, these two variables complement and reinforce each other. The synergy between leadership and communication creates a responsive, adaptive, and productive organization. Leaders who are able to communicate clearly and empathetically will build trust and emotional closeness with employees. This trust results in increased employee loyalty, commitment, and willingness to work beyond given targets (extra-role performance). Coordination between departments also improves when communication and leadership are effective. Instructions can be transmitted quickly, errors can be corrected promptly, and obstacles can be overcome without causing significant disruption to the company's operational processes. In the context of PT X, this condition is crucial, considering the company requires a quick response to work dynamics and operational demands.

Furthermore, the combination of good leadership and communication creates a conducive work climate with minimal conflict. Employees feel cared for, given space to express their opinions, and are guided professionally. This creates a sense of psychological security that is crucial for building long-term performance. Rahmawati & Prabowo (2020) found that leadership and communication simultaneously significantly increase work productivity. Wardhani (2021) noted that companies with effective leadership and structured communication experienced up to a 30% increase in output. Hidayat (2019) emphasized that leadership will not be optimal without the support of strong communication, as the two work through mutually reinforcing mechanisms. Research by Amalia (2022) also showed that organizations with a combination of good leadership and communication have higher levels of work effectiveness than those that rely solely on one or the other.

## **CONCLUSION**

Based on the results of a study of 104 respondents, it can be concluded that leadership and communication have a significant and positive influence on employee performance, both viewed individually and together. The t-test shows that leadership has a strong influence, as the calculated t-value is much greater than the tabulated t-value. This means that the better a leader

is at providing direction, motivating, being a role model, and organizing work, the better their employees' performance. The same is true for communication. The calculated t-value is even higher, indicating that clear, smooth, and open communication in the workplace truly helps employees work faster, more precisely, and more efficiently. When these two factors are combined, the results are also highly significant. The F-test shows that leadership and communication together provide a significant boost to performance improvement. Good leadership combined with effective communication creates a more productive work environment, strengthens collaboration, and improves work output. Overall, this study confirms the need for companies to improve the quality of leadership and communication within the organization. Both factors are equally important, and their impact will be greater when they work together. By improving leadership and communication, companies can drive continuous employee performance improvement.

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