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The Influence of Leadership and Communication on Employee Performance in Consumer Cooperatives is Dominated by Sinar Rezeki

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Abstract: The purpose of this study is to test two related questions: (1) Does leadership affect employee performance ? (2) Does communication affect employee performance ? This study uses a multiple linear regression analysis method that was previously tested for validity and reliability using SPSS (Statistic Product and Service Solution) software The research was conducted on the Dirajaya Sinar Rezki consumer cooperative in Takalar district with a sample of 60 people. The results of this study show that (1) Leadership has a positive and insignificant effect on employee performance. Leadership shows that the significance of 0.160 > 0.05 and the value of 1.425 < 2.002 means that the leadership variable has a positive and insignificant effect on employee performance. Communication shows that the significance of 0.000 < 0.05 and the tcal value of 4.735 < ttable 2.002 means that the communication variable has a positive and significant effect on employee performance.

Keywords: leadership, communication, employee performance

A. Introduction

One of the cornerstones of a company's success is its workforce, especially cooperative workers . Employee performance is the result of work created by workers, both in terms of quality and quantity, or the actual behavior they show in connection with the tasks assigned to them (Murty, 2012; in Nurcahyani, 2016).

Employee turnover is a good way to show how banking performance is realized. In fulfilling their roles and responsibilities and achieving company performance, employees are the organization's most important asset. Basically, because there is a stronger policy or plan for the company's human resources, it is an important component in the success and efficiency of an organization's development. According to (Rivai, 2004), performance is the true behavior that each individual shows as a result of their work. Human resources are potential abilities possessed by humans consisting of the ability to think, communicate, act, and morally to carry out an activity both technical and managerial (Ardana et al., 2011:5).

Employee performance is a factor in the success of the company, the success of the company is inseparable from the contribution of human resources in running the operational wheel to achieve optimal goals with performance is one of the important keys for an organization or agency because each agency can see improvement not only through the efforts of one or two people, but through the joint efforts of members of the organization.

Cooperatives in Indonesia are formed by a group of people who want to work together to achieve a common goal , regulated by Law Number 25 of 1992 concerning Cooperatives. The principles of cooperatives include voluntary membership, democratic management , fair distribution of SHU , limited remuneration for capital, independence, cooperative education, and cooperation between cooperatives. Cooperatives are divided into primary cooperatives, which are established by individuals, and secondary cooperatives, which are established by cooperatives. The Job Creation Law Number 11 of 2020 updates this regulation, including changing the provisions for the establishment of primary cooperatives from a minimum of 20 people to 9 people. (Ilham, 2024)

Performance is a condition that needs to be known and accepted by certain parties to find out the extent to which the results of an organization have been achieved in relation to the organization's vision or mission and to find out positive and negative impacts on operational policies (Mattala, 2018).

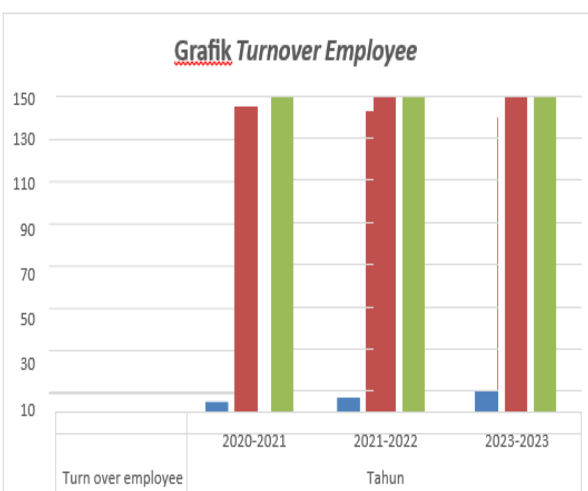

Figure 1. Grafik Turnover Employee

An organization that can function properly cannot be separated from the performance of its members. Therefore, an organization must be able to coordinate all its members to achieve optimal operational efficiency. The realization of good employee performance can be shown by employee turnover, based on the 2020-2021 report there were 5 employees who left, then in 2021-2022 there were 7 employees who left, and in 2022-2023 as many as 10 employees, this reflects that there are things that reflect that there are things that affect the turnover rate high employees .

Therefore, the business world must maintain the potential of its resources to avoid adverse impacts on employee mobility. In the business world, employee turnover is commonplace. Employee departure from the company is called turnover.

The employee's desire to move (also known as turnover instruction) refers to the results of an individual's evaluation of the continuation of the relationship with the company that has not been realized in the actual act of leaving the organization. Turnover refers to the final reality that a company faces in the form of a large number of employees who leave the organization within a certain period of time. Resignations, leaving company units, and dismissal of members are examples of turnover (Wibowo, 2015). Apart from that, companies have various kinds of problems that must be researched based on knowledge of what are the problems in the company, especially in terms of human resources, especially regarding the existence of leadership, which can be seen as something of great benefit, both for organizational leadership and for employees.

Based on field facts during observations and interviews of several employees in each division have poor leadership that affects human resource performance, a study on the relationship of leadership to employee turnover. Human resources make a great contribution to society (macro) and agencies (micro).

In a company, leaders and employees are considered human resources. Employees and leaders are essential components of a business and play a crucial role in managing an agency. Workers are the company's assets, and they are expected to work as best as possible to help the business succeed (Putri, 2014:1).

A strong individual with powers corresponding to his or her different levels is called a leader. Direction, support, and representation of group members are the responsibility of the leader. Its task is to motivate its members to fulfill the organization's goals (Tampubolon, 2012:115).

Each leader uses a unique style and set of techniques. Where employee performance will be influenced by each type of leadership that exists. According to Soekarno (1980:90), the leadership philosophy includes authoritarian, paternalistic, democratic, non-personal, and personal leadership.

The ability to persuade and inspire a group of individuals to achieve goals is commonly called leadership (Ksimono, 2001:217). Inappropriate communication can also have an impact on employee performance because it is easier to receive poor information.

The definition of communication according to (Keith Davis, 2010) is the process of communication and understanding from one person to another. As an example of a form of poor communication intensity, communication effectiveness and level of understanding, namely in providing work, leaders sometimes only give written orders and not the whole so that a change in attitude.

(Handoko, 2009: 272) explains that communication is the process of providing understanding in the form of information to a person. This is certainly supported by several previous studies by Ester Faya Kemby (2017), Leadership has a positive and significant effect on employee performance, communication has a positive and significant effect on employee performanc, motivation has a positive and significant effect on employee performance.

Sasa Feriatun (2024) Leadership, organizational culture, communication, and physical work environment have a positive and significant effect on the morale of PT. Nusaindo Interedia Purwokerto. Ingrit, Novalina, Br. Sitinjak (2024) Leadership and interpersonal communication variables have a positive and significant effect on employee job satisfaction. Rahyono (2021)

The results of the study show that there is a significant relationship between leadership, communication and employee performance. Tya Mulyani (2024) Leadership Style Affects Employee Performance Communication Affects Employee Performance.

Chrisensia Novita Setyo Rahayu (2024) Leadership and communication have a positive and significant effect on employee performanceCommunication has a positive and significant effect on employee performance. Imamatul Koria (2024) leadership has a positive and significant effect on employee performance, communication has a positive and significant effect on employee performance.

B. Research Methods

Research Instruments

Using a 5-point Likert scale to organize each category of statements, respondents ' responses were used to generate a research variable instrument . A score will be assigned to each respondent's answer, and the sum of these scores will show the high and low value of each variable measured. Researchers measure the attitudes, opinions, and perceptions of a person or a group towards social phenomena by using the Likert scale to make it easier for respondents to react to the researcher's questions or statements.

Population and Sample

Population is a unit of individuals or subjects in a region and time and with certain qualities that will be observed / researched (Supardi:2005). The population in this study is 150 people who are employees of the Dira Jaya Sinar Rezki Consumer Cooperative.

Sample

The sample is the part of the population that is the "representative" of the members of the population. The method used in this study is Simple random sampling , namely by random and simple sample withdrawal , the number of samples to be taken is 60 as a representative of the employee sample. This sampling is carried out by the incidental technique, as stated (Sugiyono, 2011), that incidental is the determination of the sample based on chance, namely who the employee is with . incidentally meeting with the researcher, it can be used as a sample, in this study, namely an employee of the Dira Jaya Consumer Cooperative Sinar Rezki.

Data Collection Techniques

Data collection techniques are the most important step in research, because the main purpose of research is to obtain data. In general , there are several data collection techniques , namely, observation, interviews, and questionnaires as well as literature studies. The data collection techniques used in this study are:

1. Observation is a data collection technique based on direct observation or facts collected to get a clear picture of the problem at hand.
2. Questionnaire is a data collection technique that is carried out by providing a list of questions to respondents as a research sample.
3. Literature study is a data collection technique by collecting information and data sourced from literature, research journals, and other scientific reports.

Data Source

This study uses data:

1. Primary data, namely data obtained from respondents ' answers to a series of questions asked based on indicators from research variables.
2. Secondary data, namely data obtained from documents or written reports on the general overview of the Dira Jaya Sinar Rezki Consumer Coorporative.

Analysis Methods

This method is a data analysis method in which researchers collect, classify, analyze and interpret data so that it can provide a clear picture of the problem being researched. The analysis methods used in this study are as follows :

Test Research Instruments

1. Validity tests are used to measure the validity or validity of a questionnaire. The validity test was carried out by conducting a bivariate correlation between each indicator score and the total variable score.
2. The reliability test is intended to measure a questionnaire which is an indicator of a variable. Reliability was measured by Ronbach's alpha (α) statistical test . According to Sugiyono (2016) A variable is said to be reliable if it gives a value of cronbach' alpha > 0.60.

Classic Assumption Test

1. Normality Test: The normality test aims to test the normality of the distribution of dependent variables (criteria) and independent variables. The normality test was carried out to test whether in the regression model the perturbating or residual variables had a normal distribution. To test it, it was carried out by a non-parametric statistical test Kolmogorov-Smirnov (Sugiyono, 2016). The variables are normally distributed, if the values of Kolmogorov Smirnov and Unstandardized Residual Asymp. Sig (2-tailed) > 0.05, meaning it passed the normality test on the contrary if

Kolmogorov-Smirnov and Unstandardized Residual Asymp. Sig (2-tailed) ≤ 0.05 means it does not meet the normality test.

2. Multicollinearity Test: This multicollinearity test is intended to determine whether there is a significant relationship (correlation) between independent variables. If there is a fairly high (significant) relationship, it means that there is the same aspect measured in the independent variable. This is not used to determine the contribution of the independent variable together to the bound variable. This study uses the VIF (Variance Inflation Factor) value method and the correlation coefficient between independent variables (Machali, 2017). The criteria used are:
   a. If the VIF value is < 10 or has a tolerance > 0.1, then it is said that there is no multicollinearity problem in the regression model.
   b. If the correlation coefficient between free variables is less than 0.05, then there is no multicollinearity problem.
3. Heterogeneity Test: A model is said to have a heteroscedasticity problem, which means that there is or is a variant of variables in the model that is not the same. This symptom can also be interpreted that in the model there is a variant inequality of residual in the observation of the regression model. In the heteroscedasticity test, it is necessary to test for the presence or absence of these symptoms. In this study, the Park Gleyser test was used by correlating the absolute residual value with each independent variable. If the result of the probability value has a significance value of more than α = 0.05, then the model does not have heteroscedasticity symptoms (Machali, 2017). Statistical Analysis To analyze the problems that have been raised previously, then:
   a. Descriptive Descriptive Statistical Analysis is to explain the influence of leadership, organizational culture, and motivation on service performance at the Dira Jaya Sinar Rezki Consumer Cooperative.
   b. Inferential Statistical Analysis Inferential analysis is a statistical technique used to analyze sample data and the results are applied to the population. The following is the method used by researchers in inferential analysis:

Multiple linear regression analysis is used by researchers, when the researcher intends to predict how the state (up and down) of the dependent variable, when the independent variable as a predictor factor is manipulated (up and down in value) (Sugiyono, 2016). In determining the influence of the capacity of state civil servants and information technology on the quality of financial reporting, multiple linear regression analysis techniques are used as quoted in Sugiyono (2016),:

$$Y = bo + b1X1 + b2X2 + b3X3 + e$$

Where:

Y= Employee performance
X1 = Leadership
X2 = Communication
bo = Constant
b1 = Regression coefficient for leadership
b2 = Regression coefficient for communication
e = Error rate.

4. Hypothesis Testing Hypothesis testing on regression and correlation is used with the following analytical tools:
   a. Test t (Partial Test) : This test is to find out whether the influence of each independent variable on the bound variable is significant or not. The test was carried out by comparing the calculated t value of each independent variable with the t-value of the table with a degree of error of 5% (α = 0.05). If the value of

t calculates = t of the table, then the independent variable has a meaningful influence on the bound variable. In addition, this test can also be used to find out how much the capacity of state civil servants and information technology affects the quality of financial reporting, by looking at the t-value of each variable. Based on the t-value, it can be known which independent variable has the most significant influence on the bound variable.

b. F Test (Simultaneous Test): This test is used to find out whether all the independent variables together have an influence on the bound variables. The test was carried out by comparing the value of Fcal with Ftabel at a degree of error of 5% (a = 0.05). If the value of F Count = from the value of F of the Table, it means that the independent variable simultaneously exerts a meaningful influence on the bound variable.

c. Coefficient of determination (adjusted R2). The R2 test is a test conducted on a model that was formed with the aim of explaining how much the independent variable studied contributes to the bound variable. used. Meanwhile, the smaller the R2 value, the smaller the free variable used against the bound variable

C. Result and Discussion

Result

Normality Test

The normality test aims to test the normality of the distribution of dependent variables (criteria) and independent variables. The normality test was carried out to test whether in the regression model the perturbating or residual variables had a normal distribution. To test it, it was carried out by a non-parametric statistical test Kolmogorov-Smirnov (Sugiyono, 2016).

In this study, the researcher used the exact test Monte Carlo in conducting the Kolmogorov-Smirnov test with a confidence level of 95%. According to Ghozali (2018), the basis for decision-making for the normality test using the Monte Carlo exact test is as follows:

a. If the probability of significance is greater than 0.05, the data being tested is distributed normally.

b. If the probability of significance is less equal to 0.05, then the data being tested is not distributed normally.

Table1 One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Predicted Valu
N			60
Normal Parameters[a,b]	Mean		50.6500000
	Std. Deviation		7.54940974
Most Extreme Differences	Absolute		.187
	Positive		.173
	Negative		-.187
Test Statistic			.187
Asymp. Sig. (2-tailed)			.000[c]
Monte Carlo Sig. (2-tailed)	Sig.		.028[d]
	99% Confidence Interval	Lower Bound	.024
		Upper Bound	.032

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. Based on 10000 sampled tables with starting seed 2000000.

Multicoloniality Test

This multicollinearity test is intended to determine whether there is a significant relationship (correlation) between independent variables. If there is a fairly high (significant) relationship, it means that there is the same aspect measured in the independent variable. A good model is characterized by no intercorrelation between independent variables (no multicolonelity symptoms). One way to detect the presence or absence of multicolononerial symptoms is to use the method if the tolerance value > 0.10 and the VIF value < 10.00.

Table 2. Multicoloniality Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership	0.188	5.326
Communication	0.188	5.326

a. Dependent Variable: Employee Performance

Source: Questionnaire Data processed, 2024

The table above shows that the leadership, communication and employee performance variables show a VIF value of < 10.00 or a tolerance value > 0.10. This means that there are no symptoms of multicoloniality in this data.

Heteroskedastisitas Test

In the heteroscedasticity test, it is necessary to test whether there are symptoms of heteroscedasticity or not. In this study, the Park Gleyser test was used by correlating the absolute residual value with each independent variable. If there is a probability value of more than α = 0.05, then the model does not have heteroscedasticity symptoms (Machali, 2017).

Tabel 3 Heteroskedastisitas Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
		Std. Error	Beta		
(Constant)	-2.094	1.977		-1.059	0.294
Leadership (X1)	0.194	0.131	0.426	1.480	0.144
Communication (X2)	-0.041	0.120	0.098	-0.342	0.733

Source: Questionnaire Data processed, 2024

Based on the results of the table above, each independent variable of leadership (X1) has a significance value of 0.144, communication (X2) has a significance value of 0.733. The significance value of each independent variable is greater than 0.05, so it can be concluded that there are no heteroscenity symptoms.

Multiple Regression Test Results

The results of the data analysis technique used in this study use multiple linear regression analysis techniques with the following equation assumptions:

$$\mathbf{Y = b_0 + b1X1 + b2X2 + b3X3 + e}$$

Where:

Y = Employee performance
X1 = Leadership
X2 = Communication
B_0 = Constant
B1 =Regression coefficient for leadership
b2 = Regression coefficient for communication
e = Error rate.

By using the SPSS verse data analysis program tool. 25 then the regression coefficient value of each variable including leadership, communication, & employee performance, can be explained as follows:

Table 4. Multiple Linear Regression Test

Model	Unstandardized Coefficients	Sig.
	B	
1 (Constant)	6.467	0.061
Leadership	0.319	0.160
Communication	0.972	0.000

a. Dependent Variable:

Source: Questionnaire Data processed, 2024

Based on the results of data analysis using SPSS ver. 25 is obtained in the regression calculation above, then the regression equation becomes: Y = 6.467 + 0.319.X1 + (0.972). X2 the double linear equation above can be interpreted as follows:

a. Constant value = 6.467 This means that if all independent variables, namely leadership, communication and employee performance are considered constant or zero or do not change, then the bound variable, namely employee performance, will be valued at 6.467, where positive indicates an improvement in employee performance.
b. Constant value = 0.319 the leadership coefficient has a positive value, then work discipline has a positive relationship with employee performance. This means that every additional point of

leadership (X1), will increase employee performance by 0.319 times

c. Constant value = 0.97 the organizational culture coefficient is positive then this means that for every additional point of communication (X2).

Results of the Hypothesis Test
Partial Test (T-Test)

To test variables partially or individually, independent variables (X) against dependent variables (Y) can be used, the T test can be used. 25 contained in table 4.14 as follows:

Table 5 Partial Test (T-Test)

Coefficients[a]

Model		t hitung	t tabel	Sig.
1	(Constant)	1.910		0.061
	Leadership (X1)	1.425	2.002	0.160
	Communication (X2)	4.735	2.002	0.000

a. Dependent Variable: Job Employee (Y)

Source: Questionnaire Data processed, 2024

1. Constant value = 1.910 This means that if all independent variables, namely leadership, communication and employee performance are considered constant or zero or do not change, then the bound variable, namely employee performance, will have a value of 1.910, where positive indicates an improvement in employee performance.
2. Leadership shows that the significance of the calculation is 0.160 > 0.05 and the calculation value is 1,425 < 2.002, meaning that the leadership variable has a positive and insignificant effect on employee performance
3. Communication shows that the significance of 0.000 < 0.05 and the t count value of 4.735 < t table 2.002 mean that the communication variable has a positive and significant effect on employee performance

Simultaneous Tests

The test was carried out by comparing the value of F cal with F tabel at a degree of error of 5% (a = 0.05). If the value of Fcal = from the value of F table, it means that the independent variable simultaneously exerts a meaningful influence on the bound variable.

Table 6 Simultaneous Tests (F Test)

ANOVA[a]

Model	F Hitung	F Tabel	Sig.
1 Regression Residual Total	97.489	5.77	.000[b]

a. Dependent Variable: TKP1

b. Predictors: (Constant), TTR, TKP

Source: data processed in 2024

The value of the determination coefficient (R Square) is 0.774 which can be interpreted that the free/independent variable (X) which includes leadership, communication has a contribution to the performance of Dira Jaya Sinar Rezki consumer cooperative employees by 77.4% while the rest is 22.6.

Discussion

1. The relationship of leadership variables to employee performance

   Leadership is simply defined as the ability in a person to influence his subordinates to act according to his wishes. Rivai defines leadership as constancy to move as well as to influence his subordinates to follow what the leader commands. Leadership is also defined as a tool and means to convince a person to be able to carry out what is ordered without coercion.

   In relation to an organization, leadership is also seen as an important aspect that is a driver to handle various changes that occur and the management that is implemented, so that the position of a leader is not only a symbol but must have a positive effect on the development of the organization. Based on the results of the Leadership, it was shown that the significance of the calculation was 0.160 > 0.05 and the calculation value was 1,425 < 2.002, meaning that the leadership variable had a positive and insignificant effect on employee performance.

In line with Sasa Feriatun's research (2024) Leadership, organizational culture, communication, and physical work environment have a positive and significant effect on the morale of PT. Nusaindo Interedia Purwokerto. Ingrit, Novalina, Br. Sitinjak (2024) Leadership and interpersonal communication variables have a positive and significant effect on employee job satisfaction. Rahyono (2021). The results of the study show that there is a significant relationship between leadership, communication and employee performance. Tya Mulyani (2024) Leadership style affects employee performance Communication affects employee performance.

2. The relationship of communication variables to employee performance

To achieve the set goals, information is exchanged within the corporate environment through an activity known as organizational communication. Mangkunegara (2011) states that communication is the process of conveying knowledge, concepts, and understanding from one individual to another so that it can be interpreted according to its designation.

Organizational communication, according to Himstreet and Baty in Purwanto, 2011: 4), is the process of communicating information between people using the same system, either with symbols, gestures, behaviors, or actions. Mutual understanding between fellow communicators (senders) and communicators (receivers) is the purpose of communication; it must be thorough, contain the truth, and encompass everything that is true and interesting.

Based on the results of the Communication T test, it shows that the significance of 0.000 < 0.05 and the calculation value of 4.735 < table 2.002 means that the communication variable has a positive and significant effect on employee performance.

In line with research with Chrisensia Novita Setyo Rahayu (2024) Leadership and communication have a positive and significant effect on employee performanceCommunication has a positive and significant effect of employee performance. Imamatul Koria (2024) leadership has a positive and significant effect on employee performance, communication has a positive and significant effect on employee performance.

D. Conclusion

Based on the results of the analysis in this study, conclusions can be drawn as follows:

1. Leadership shows that the significance of the tcount is 0.160 > 0.05 and the tcount value is 1.425 < ttable 2.002, meaning

that the leadership variable has a positive and insignificant effect on employee performance.
2. Communication shows that the significance of 0.000 < 0.05 and the tcal value of 4.735 < ttable 2.002 means that the communication variable has a positive and significant effect on employee performance.
3. Leadership and communication show that the significance value of 0.000 < 0.05 and the fcal value of 92,489 > ftable 5.7, means that it has a simultaneous positive and significant influence on employee performance.

Suggestion

Based on the conclusion above, the following suggestions are proposed:

1. For the consumer cooperative company Dira Jaya Sinar Rezki, this research can be evaluated and input to improve operations management so that employees can do their work sincerely and sincerely, motivate employees to be more enthusiastic about working, and provide direction to their employees to improve their mindset because what they do will have a good impact on themselves. In addition, this variable variable is used as a reference for the implementation of the company's progress from the aspects of leadership, communication and company performance.
2. For academics and researchers in the future, in order to be able to develop variables other than those contained in this study such as leadership, communication and employee performance. And in order to be able to increase his insight into the methods that will be used in conducting research.

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