



The Importance of Leadership and Communication on Raising Employee Satisfaction and How It Affects Performance at PT. Source: Alfaria Trijaya Tbk

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Abstract

This study aims to find out and test the extent of the influence of Communication and Leadership in increasing satisfaction and its impact on the performance of employees of PT. Source: Alfaria Trijaya. The data used in this study is in the form of primary data collected from the answers of the respondents, namely Employees of PT. Sumber Alfaria Trijaya Tbk who filled out the questionnaire as many as 57 people. The findings reveal that communication and leadership have a positive influence on job satisfaction and can improve the performance of company employees. The conclusion obtained is that to improve employee performance, various interesting programs are needed that can improve the interaction between employees and company leadership. So that employees can feel appreciated for their performance and support their enthusiasm to advance the company in the future.

Keywords: Communication, Leadership, Satisfaction, Employee Performance

1. INTRODUCTION

In the era of globalization, several problems have been found that cause many companies to fail, both due to the inability to adapt to technological advances caused by poor work results from human resources in the company (Halilintar, 2018; Susilastuti, 2018). The development of advanced human resources requires good personnel management to realize fair and skilled human resources or labor productivity so that it can help companies in achieving the goals that have been set (Darwanti, 2012; Rizqia et al., 2021). Workforce plays an important role in carrying out operational activities in the company. They become planners, controllers and always play an active role in realizing thoughts, feelings and desires that affect every attitude. This attitude determines the workforce, dedication and love for the work charged to him. Increasing the workforce of employees will bring progress to the company.

Communication is the breath of the sustainability of an organization. An organization will not run without communication. This is the background of organizational communication. Communication is an important part of influencing others to get what we want. The ability to communicate shows the ability to send messages clearly, humanely, efficiently, and receive messages accurately. The

key to success is communication, especially within a team. So in a team, a wise leader, wise and a good listener are needed. A leader who is able to provide direction to achieve the company's goals that have been set also has an impact on the performance of the company's employees.

PT. Sumber Alfaria Trijaya, Tbk or better known as Alfamart is one of the companies in Indonesia engaged in general trading and retail services that provide daily necessities. The following is the outlet data provided by PT. Source Alfaria Trijaya Tbk, Cileungsi Branch in 2016 – 2020:

Table 1. Outlet data of PT. Source: Alfaria Trijaya Tbk, Cileungsi Branch in 2016-2020

Year	Sum Outlets / Shops	Percentage Down/Up	Percentage (%)
2016	2030	-	-
2017	1980	Turku	97,5%
2018	2036	Climb	2,8
2019	2058	Climb	1,0%
2020	2093	Climb	1,7%

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Based on table 1, the number of outlets in the period 2016 – 2017 experienced a drastic decline that was detrimental, but the percentage of the number of declines experienced a fairly drastic increase In 2017 – 2018, the number of outlets decreased from 97.5% to 2.8% up. This phenomenon cannot be considered ordinary, because the number of decreases reached 97.5% of the previous percentage. If this situation continues to be left unchecked, productivity or the number of sales decreases resulting in the company's goals not being achieved properly.

The following is the number of sales of one of the Alfamart I Gusti Ngurah Rai 21 Cileungsi Branch, in 2020.

Table 1. Data on the number of sales of PT. Source: Alfaria Trijaya Tbk, IKT (Shop Incentive) Year 2020

Moon	Target (IDR)	Act	Gross Margin
January	175.000.000	205.000.000	98 %
February	175.000.000	189.390.000	93%
March	180.000.000	200.000.000	105%
April	185.000.000	175.000.000	100%
May	170.000.000	165.000.000	99%
June	170.000.000	165.934.200	99,29%
July	170.000.000	182.934.500	99%
August	170.000.000	217.345.000	103%
September	180.000.000	190.040.100	98%
October	180.000.000	179.034.200	95%
November	180.000.000	186.245.600	99%
December	185.000.000	220.003.800	95%

Based on Table 2, the above IKT when March and August reach the target and reach a gross margin percentage of 100%, the store only reaches the IKT 2 times a year. In April the store almost reached the sales target and reached a gross margin of 100% but could not be included in the category of IKT achievements, then in December the sales of figures exceeded the sales target, but did not reach a gross margin of 100%, it can be seen in the table that the store was less productive in sales and did not get profits according to the company's request, in December the store only relied on the sale of promo items which resulted in a decrease in gross margin and profit.

Academically, this research is to find out the relationship between theories that have been studied and developed knowledge, especially human resource science, about the relationship between job characteristic variables and job satisfaction on organizational commitment and work performance for employees. The findings are expected to provide information for PT. Source: Alfaria Trijaya Tbk to find out the influence of job characteristics and job satisfaction on organizational commitment and work

performance and analyze the influence of organizational commitment on work performance in employees. Another goal is to convey information and messages, so that it can minimize misunderstandings and solve problems in the organization (Goldhaber, 1986; Ruliani & Lestari, 2019).

Clampitt (2017) explained that the positive impact of good and sufficient communication in an organization is that it can increase individual and organizational productivity, because the flow of information and ideas flows quite well and smoothly, as well as the existence of a managerial who can accommodate ideas and continue to propose strategies that are beneficial to the organization In this case, the leader or management will get appropriate input and ideas and cover all organizational needs and The main problem that needs to be solved. The larger the organization, the more complex the communication process will be, so that it becomes a factor that can be an obstacle in communication.

Leadership Style is a way for a leader to influence the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals (Hasibuan, 2016). The indicators used to measure leadership in the company are emotional stability, human relationships, personal motivation, and communication skills (Fahmi, 2017).

Theoretically, the definition of job satisfaction has been put forward by several experts. One of them is according to Agus and Nunung (2018), job satisfaction is a feeling of fun or unpleasant about work based on expectations and rewards given by the agency. Meanwhile, another opinion about job satisfaction was also put forward by Hasibuan (2017), job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected in work morale, discipline, and work performance. Job satisfaction is enjoyed on the job, outside of work, and a combination of inside and outside of work. Job satisfaction at work is job satisfaction enjoyed at work by obtaining praise for work results, *placement, treatment, equipment, and a good work environment. While job satisfaction outside of work is the job satisfaction of employees who enjoy outside of work with the amount of remuneration that will be received from the results of their work, so that they can buy their needs.*

2. METHOD

This research was conducted to find out whether the influence of Communication and leadership in increasing Satisfaction and its impact on Employee Performance of PT. Source: Alfaria Trijaya Tbk (Alfamart) duren palm oil area Cileungsi branch. This study uses an associative quantitative method. The research was carried out in January 2022 – July 2022, starting from January 1, 2022 until now. At that time, the author used it from the preparation stage to the collection of data that was related to the research title. The sample taken in this study as respondents were 133 employees of the Alfamart Cileungsi branch in the Duren Sawit area. This sampling was carried out randomly with a sampling technique. This study was determined to have a research sample size of 57 people from 133 employees of PT Sumber Alfaria Trijaya Tbk.

Analysis was used to analyze the data after data from all respondents were collected.

3. RESULT AND DISCUSSION

PT. Alfa Minimart Utama (AMU) was established on July 27, 1999, with the shareholder of PT. Alfa Retailindo, Tbk by 51% and PT.

Distrindo's current is 49%. PT. Alfa Minimart Utama (AMU) then opened Alfa Minimart on October 18, 1999 located on Jalan Beringin Raya, Karawaci Tangerang.

Based on the data of respondents who filled out the questionnaire, it was revealed that of the 57 respondents aged 18-25 years as many as 24 respondents or 42.1%, respondents aged 25-30 years as many as 20 respondents or 35.1%, respondents aged 30-35 years as many as 11 respondents or 19.3%, respondents aged 35-40 years as many as 2 respondents or 3.5%. The majority of respondents in this study were 18-25 years old, as many as 24 respondents or 42.1% who were employees of PT Sumber Alafaria Trijaya Tbk. high school education level as many as 44 respondents or 77.2%. The data of respondents at the D3 education level was 5 respondents or 8.8%, respondents with S1 education level were 8 respondents or 14.0%. It can be concluded that the majority of respondents in this study are 44 respondents or 77.2% who are employees of PT Sumber Alafaria Trijaya.

Based on the results of the validity test, it can be seen that the overall value of $r_{\text{calculated}} > r_{\text{table}}$ is 0.22, thus all statement items in the independent variable indicator are valid. So that no statement items are deleted, and all statement items can be used across the entire test model. The variables of communication, leadership, satisfaction and employee performance have a Cronbach Alpha value > 0.60 . Thus, the results of the reliability test for all variables are reliable. So that all question items can be trusted, and can be used for further research.

Substructure Equation 1: $Y = ++ \rho_{yx1} X1 \rho_{yx2} X2 \rho_{ye1}$

Interpretation of Structure Test Results 1:

- The Influence of Simultaneous Communication and Leadership on Satisfaction. The results of the simultaneous test / F test obtained a Sig value of 0.000 less than 0.05 or $[0.000 < 0.05]$, thus Communication and leadership simultaneously had a significant effect on Satisfaction.
- The Effect of Communication on Satisfaction. The results of the Individual (partial) test / t-test obtained a Sig value of 0.000 less than 0.05 or $[0.000 < 0.05]$, then the path analysis coefficient is significant with an influence of 0.249 or 25 percent. Thus, Communication has a significant and positive effect on Satisfaction.
- The Influence of Leadership on Satisfaction. The results of the Individual (partial) test / t-test obtained a Sig value of 0.000 less than 0.05 or $[0.000 < 0.05]$, then the path analysis coefficient is significant with an

influence of 0.763 or 76.3 percent. Thus, Leadership has a significant and positive effect on Satisfaction
Substructure Equation 2 : $Z = ++ \rho_{zx1} X1 \rho_{zx2} X2 \rho_{ze1}$

Interpretation of Structure Test Results 2:

- The Simultaneous Influence of Communication, Leadership, and Satisfaction on Employee Performance. The results of the simultaneous test / F test obtained a Sig value of 0.000 less than 0.05 or $[0.000 < 0.05]$, thus Training, Communication, Leadership, and Satisfaction simultaneously have a significant effect on Employee Performance.
- The Influence of Communication on Employee Performance. The results of the Individual (partial) test / t-test obtained a Sig value of 0.000 less than 0.05 or $[0.000 < 0.05]$, then the path analysis coefficient is significant with an influence of 0.913 or 91.3%. Thus, Communication has a significant and positive effect on Employee Performance.
- Leadership on Employee Performance. The results of the Individual (partial) test / t-test obtained a Sig value of 0.000 less than 0.05 or $[0.000 < 0.05]$, then the path analysis coefficient is significant with an influence of 1.009 or 100.9%. Thus, Leadership has a significant and positive effect on Employee Performance.
- The Effect of Satisfaction on Employee Performance. The results of the Individual (partial) test / t-test obtained a Sig value of 0.000 less than 0.05 or $[0.000 < 0.05]$, then the path analysis coefficient is significant with an influence of 0.738 or 73.8%. Thus, satisfaction has a significant and negative effect on Employee Performance

Thus, from the Sobel test mentioned above, it can be concluded in the table of indirect influences as follows:

Table 3. Indirect Influence

Influence	Against	Through	Signifikan
Communication	Employee Performance	Satisfaction	0,01567705
Leadership	Employee Performance	Satisfaction	0,0

All exogenous variables had a significant and positive indirect influence on endogenous variables with an overall significance value less than 0.05. Thus, the intervening variable of work performance functions as a mediator in all endogenous variables to its exogenous variables.

Based on the results of the hypothesis test, it turns out that the entire alternative hypothesis proposed is significantly acceptable. The description of each acceptance of all the hypotheses in question can be explained as follows:

3.1 The Effect of Communication on Employee Satisfaction

Communication results have a significant and positive effect on satisfaction. Based on the results of the analysis, the coefficient of the Training variable path to the Satisfaction variable was 0.249 or 24.9% with a significance of 0.000. This shows that the communication that the company conducts regularly and periodically with its employees to improve their knowledge, insights, skills and expertise will increase satisfaction for employees. The company has provided opportunities for employees to learn and grow can create a positive work environment, which supports business strategy by attracting talented employees and motivating and retaining current employees.

3.2 The Influence of Leadership on Satisfaction

Leadership has a significant and positive effect on Satisfaction. Based on the results of the analysis, the path coefficient of the leadership variable to the satisfaction variable was 1.009 or 100% with a significance of 0.000. This shows that the leadership carried out by the company regularly and periodically towards its employees to increase employee satisfaction. Leadership is very important and needs to be done, both from the interests of employees and the interests of the company. The company has carried out a leadership program that is in accordance with the procedures applicable to an organization, there is no discrimination, every employee is the same in the eyes of the leader. Implementation provides satisfaction to employees. The results of this study are in line with the previous research conducted by Agnetha Judas (2013) where the results of her research show that leadership has a significant and positive effect on satisfaction with the object of her research.

3.3 The Influence of Communication on Employee Performance

Communication has a significant and positive effect on employee performance. Based on the results of the analysis, the coefficient of the Communication variable path to the Employee Performance variable was 0.913 or 91.3% with a significance of 0.000. This shows that employees who show communication relationships at work will have an impact on improving employee performance. For employees, a high work communication relationship can provide its own benefits, such as improving leadership relationships, and satisfaction. The results of this study are in accordance with previous research conducted by (Ardiansyah, 2016) where the results of the research show that job satisfaction has a significant and positive effect on employee performance in the object of the study The Influence of Leadership on Career Performance

3.4 The influence of leadership on performance

Leadership has a significant and positive effect on employee performance. Based on the results of the analysis, the coefficient of the leadership variable to the Employee Performance variable variable was 1.009 or 100% percent with a significance of 0.000. This shows that leadership can

improve employee performance. The results of this study are in line with previous research conducted (Muizu et al., 2019) where the results of the research show that Leadership has a significant and positive effect on employee performance in the object of the research.

3.5 Effect of satisfaction on Performance

Satisfaction has a significant and positive effect on employee performance. Based on the results of the analysis, the coefficient of the Job Satisfaction variable to the Employee Performance variable was 0.738 or 73.8% with a significance of 0.000. This shows that employees who show satisfaction at work due to career development programs and competency improvement regularly and periodically will have an impact on improving employee performance. For employees, a high level of satisfaction can provide its own benefits, such as increasing salary, opportunities for promotion, decreasing to be demoted, and making them more skilled and experienced in their field of work. Conversely, low employee satisfaction levels indicate that the employee is not actually experiencing a good relationship in his or her job

3.6 Satisfaction of being able to be a mediator or mediator of the influence of communication on Employee Performance

Satisfaction is able to be a mediator or mediate the influence of communication on performance satisfaction. Based on the results of the sobel test, a significance of 0.01567705 was obtained. This shows that employee satisfaction caused by regular and periodic communication will make employees enthusiastic at work so that it has an impact on significant performance improvement. The intervening variable Satisfaction is proven to be able to strengthen the influence of Communication on employee performance.

3.7 Satisfaction of being able to be a mediator or mediate the influence of leadership on employee performance

Satisfaction is able to be a mediator or mediate the influence of leadership on performance satisfaction. Based on the results of the sobel test, a significance of 0.0 was obtained. This shows that employee satisfaction caused by leadership that is carried out regularly and periodically will make employees enthusiastic at work so that it has an impact on significant performance improvement. The intervening variable Satisfaction is proven to be able to strengthen the influence of leadership on employee performance.

4. CONCLUSION

This study has found new evidence that communication and leadership have a positive effect on employees and employee performance of PT. Source: Alfaria Trijaya Tbk. Employee satisfaction also functions to mediate the indirect influence of communication on the performance of employees of PT. Source: Alfaria Trijaya Tbk. Satisfaction functions to mediate the indirect influence of leadership on the performance of employees of PT. Source: Alfaria Trijaya Tbk. It can be understood that communication for the development of

leadership and employee relationships is one of the important components in a company. It is therefore recommended that training for technical development is the main way for employees to understand how to do tasks correctly. Not only new employees, but old employees also need to do continuous learning regularly to always know and understand the latest developments in the company.

Before implementing a leadership program, it is recommended that companies must first set clear end goals. This goal determines the change of employment. If the goal is for employees in a department to be able to do all types of work, then the company must organize Leadership very carefully. For satisfaction, the company does its best so that all parties, whether the employee who will be given a price or wages and praises, the company, can understand each other's situation. The way that needs to be taken is to convey to the employee concerned about what will be done. The performance of the company's employees can be improved through attractive and contemporary human resource programs that will stimulate employees to be more enthusiastic and have high dedication in increasing their work productivity.

To other researchers who will conduct research on work performance and performance, it is recommended to research other variables that also have a significant influence. So it is hoped that these studies can be useful in providing input and recommendations to companies and the academic world

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