

The Influence of Leadership Style and Work Culture on Performance with Organizational Communication Mediation at the Agriculture, Fisheries and Food Office of Jembrana Bali Regency

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ABSTRACT

This research is motivated by the importance of improving employee performance as one of the determining factors for organizational success, which is influenced by various internal aspects, including leadership style, work culture, and organizational communication. This study uses a quantitative approach with the type of explanatory research. The population in this study is employees at the Jembrana Regency Agriculture, Fisheries and Food Office which is the object of research as many as 77 respondents. The data analysis technique used in this study is path analysis to test the direct and indirect influence between research variables. The results of this study show that leadership style affects the performance of employees of the Agriculture, Fisheries and Food Service of Jembrana Regency Bali. Work Culture affects performance. Organizational communication affects employee performance.

INTRODUCTION

The performance of employees in the government sector is a crucial aspect in determining the effectiveness of public services, especially in the fields of agriculture and food. According to Robbins and Judge (2020), employee performance is influenced by various factors, including leadership, work culture, and organizational communication. In the context of government organizations, these factors are becoming increasingly relevant considering the complexity of the duties and responsibilities carried out by employees in serving the community (Mulyadi, 2020). Optimal employee performance not only has an impact on the achievement of the organization's internal targets, but also has direct implications for regional economic conditions, including factors such as agricultural productivity, crop distribution, and price stability (food inflation). In addition to affecting the economic aspect, employee performance also has a direct effect on the performance of local government program services.

The leadership style applied by leaders has a huge influence on employee performance. Leaders who apply the right leadership style can provide motivation, clear direction, and create a supportive work environment for employees. Recent research shows that transformational leadership styles based on inspiration, motivation, and individual development tend to be more effective in improving employee performance compared to more authoritarian or transactional leadership styles (Kurniati et al., 2024).

The work culture implemented in the organization plays an important role in creating a productive work environment. A work culture that supports collaboration, openness, and innovation can increase employee motivation to work better. In addition, a healthy work culture also plays a role in creating a sense of responsibility and commitment to the organization. Research by Suyanto (2023) revealed that organizations with an inclusive work culture based on shared values are able to significantly improve employee performance.

Effective organizational communication in the organization is key to maintaining a good relationship between employees and management. Clear and open communication not only smooths the flow of information, but also increases cooperation between employees and strengthens trust in leadership.

Based on this presentation, this study aims to understand more deeply how leadership style, work culture and organizational communication, together affect the performance of employees of the Jembrana Regency Agriculture, Fisheries and Food Office. A quantitative approach is used to explore employees' experiences and perceptions of these factors in the context of their day-to-day work. The results of this study are expected to provide recommendations for policy makers in improving the effectiveness of employee work and supporting the development of more optimal agricultural and food policies.

LITERATURE REVIEW

Study Empirical

The empirical study of this research is based on existing similar research that allows many future research references in finding problems and changes in phenomena that occur in the organization. Changes and problems are found by differences in the results of research that have been carried out in the field with the phenomenon that occurs or there is no research that examines the development of the phenomenon that occurs. Previous research is needed to make a reference and discovery of research gaps in this study.

Performance

The definition of performance is the achievement of the results of work carried out by individuals in the organization. This performance is measured by the standards that have been determined by the organization. According to him, performance also depends on individual motivation, training, and a supportive work environment. In accordance with what was expressed by Hasibuan (2016). Performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given.

Performance Appraisal

Performance appraisal is an important process in human resource (HR) management, which is used to evaluate the extent to which an employee has successfully met the targets or objectives set by the organization.

Variables Affecting Performance

According to Dessler (2020), it is explained that individual ability and skill variables have a great influence on performance. Employees with skills that match their jobs are able to achieve organizational goals more effectively. In addition, skill development through training and education is an important factor in maintaining optimal performance.

Leadership Style

Leadership style is the ability of a leader to direct, influence, encourage and control subordinates to be able to do something on their awareness and voluntarily achieve a certain goal. The leadership style is considered suitable if the agency's goals have been communicated and the subordinates have accepted it. Hoang (2015) emphasized that leadership is not innate, but a skill that can be learned and developed through experience, training, and other learning processes.

Work Culture

Work culture is one of the important elements in human resource (HR) management which has a great influence on organizational performance and productivity. In general, work culture can be interpreted as values, norms, habits, and behavior patterns that are embraced and applied by members of the organization in carrying out their daily duties and responsibilities. Work culture includes not only how work is done, but also how people interact,

communicate, and attitudes towards change and innovation within the organization.

The Formation of Work Culture

The formation of work culture is the result of the interaction between various internal and external factors. Strong leadership, clear values, proper recruitment processes, supportive policies, and the ability to adapt to external changes all contribute to the formation of an effective work culture. With good management, this work culture can improve employee motivation, performance, and engagement, as well as support the achievement of overall organizational goals.

Definition of Organizational Communication

Organizational communication refers to the process of conveying messages and information between individuals and groups within an organization to achieve common goals, increase work effectiveness, and ensure smooth operations. This communication is very important in human resources because it can affect relationships between employees, decision-making, and the management and development of human resources.

Conceptual Framework

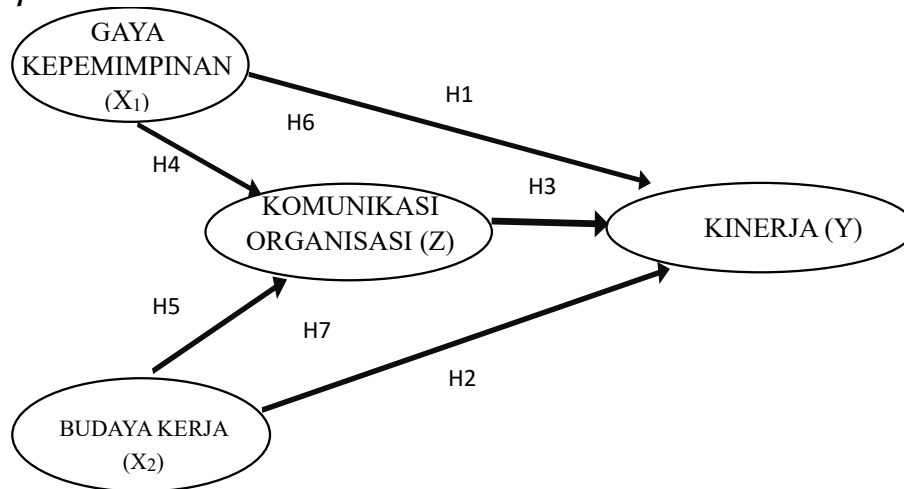


Figure 1. Conseptual Framework

Ket: —————> Simultan
 - - - - -> Partial

Hipotesis

- H1: Leadership Style Affects the Performance of Employees of the Agriculture, Fisheries and Food Service of Jembrana Regency Bali.*
- H2: Work Culture Affects the Performance of Employees of the Agriculture, Fisheries and Food Service of Jembrana Regency Bali.*
- H3: Organizational Communication Affects the Performance of Employees of the Agriculture, Fisheries and Food Service of Jembrana Regency Bali.*
- H4: Leadership Style Affects Organizational Communication of the Agriculture, Fisheries and Food Office of Jembrana Regency Bali.*

H5: Work Culture Affects Organizational Communication of the Agriculture, Fisheries and Food Office of Jembrana Regency Bali.

H6: Leadership Style Indirectly Affects Performance through Organizational Communication of the Agriculture, Fisheries and Food Service of Jembrana Regency Bali.

H7: Work Culture Indirectly Affects Employee Performance through Organizational Communication of the Agriculture, Fisheries and Food Office of Jembrana Regency Bali.

METHODOLOGY

This study uses a quantitative method, which prioritizes the focus of research by referring more to how the influence of leadership style and work culture affects employee performance through the mediation of organizational communication. In addition, this study is also an explanatory research that will prove the causal relationship between independent variables, namely leadership style and work culture, and the dependent variable is Performance, and is indirectly influenced by Organizational Communication as a mediating variable. Therefore, this study has proposed an integrative model to determine the extent to which the things mentioned above affect employee performance.

RESEARCH RESULT

Respondents' Responses on Leadership Variables (X1)

Leadership style includes approaches, behaviors, and strategies used by the Head of the Jembrana Regency Agriculture, Fisheries and Food Service in managing and motivating his team or organization. This leadership style can affect the effectiveness of the organization and the relationship between leaders and followers. The leadership indicators in this study are being able to provide a clear vision and direction, inspire and motivate subordinates, encourage creativity and innovation, provide individual attention (*coaching & mentoring*), and be an example in behavior and integrity. The leadership description is presented in Table 1.

Table 1. Distribution of Leadership Variable Responses

Indicator		Respondents (in %)					(mean)	Description
		1	2	3	4	5		
X1.1	Able to provide a clear vision and direction	-	10,4	20,8	16,9	51,9	4,10	Good
X1.2		-	7,8	22,1	15,6	54,5	4,17	
X1.3	Inspiring and motivating subordinates	-	5,2	19,5	20,8	54,5	4,25	Excellent
X1.4		1,3	3,9	22,1	22,1	50,6	4,17	
X1.5	Inspiring and motivating subordinates	1,3	3,9	22,1	23,4	49,4	4,16	Good
X1.6		-	6,5	22,1	16,9	54,5	4,19	
X1.7	Inspiring and motivating	1,3	7,8	14,3	13,0	63,6	4,30	Excellent
X1.8		1,3	3,9	24,7	16,9	53,2	4,17	

	subordinates (<i>coaching & mentoring</i>)							
X1.9	Be an example in behavior and integrity	-	2,6	28,6	20,8	48,1	4,14	Excellent
X1.10		-	-	26,0	18,2	55,8	4,30	
Leadership Style							4,20	Good

Source: Appendix 4

Table 1 shows the results of a descriptive analysis of leadership variables measured through ten statements. In indicators that are able to provide a clear vision and direction (X1.1 and X1.2), the majority of respondents give positive assessments. In the X1.1 statement, 51.9% of respondents said they strongly agreed and 16.9% of respondents said they agreed with an average score of 4.10. Meanwhile, in the X1.2 statement, 54.5% of respondents said they strongly agreed and 15.6% of respondents said they agreed with an average score of 4.17. This shows that leaders are considered able to provide clear work directions and objectives to employees.

Respondents' Responses on Work Culture (X2)

Work culture is not only related to the way work is done, but also to how the Jembrana Regency Agriculture, Fisheries and Food Office creates a work environment that can increase productivity and employee performance. In this case, understanding the work culture is important to minimize internal conflicts and improve the welfare of employees of the Jembrana Regency Agriculture, Fisheries and Food Office. The indicators of work culture in this study are *self-confidence*, *assertiveness*, the ability to manage emotions (*emotional management*), the ability to take initiative (*initiative*), and supervisory skills (*supervisory skills*). The description of this work culture is presented in Table 2.

Table 2. Distribution of Response Variables of Work Culture

Indicator		Respondents (in %)					(mean)	Description
		1	2	3	4	5		
X2.1	<i>Self Confidence</i>	-	6,5	14,3	7,8	71,4	4,44	Excellent
X2.2		-	1,3	23,4	9,1	66,2	4,40	
X2.3	<i>Assertiveness</i>	-	5,2	22,1	18,2	54,5	4,22	Good
X2.4		-	18,2	13,0	10,4	58,4	4,09	
X2.5	<i>Emotional Management</i>	-	1,3	27,3	9,1	62,3	4,32	Excellent
X2.6		-	1,3	19,5	5,2	74,0	4,52	
X2.7	The ability to take the <i>initiative</i>	-	-	15,6	23,4	61,0	4,45	Excellent
X2.8		-	2,6	20,8	13,0	63,6	4,38	
X2.9	Skills in conducting	-	1,3	18,2	13,0	67,5	4,47	Excellent

X2.1 0	<i>supervisory skill</i>	-	2,6	23,4	7,8	66,2	4,38	nt
Work Culture							4,37	Excell nt

Source: Appendix 4

Based on Table 2, the variables of work culture are measured through ten statements describing the conditions of employee work culture. On the *self-confidence* indicators (X2.1 and X2.2) the results showed a very positive assessment. Most respondents strongly agreed with X2.1 at 71.4% and X2.2 at 66.2% with an average score of 4.44 and 4.40 respectively. These findings show that employees have a high level of confidence in carrying out their duties and responsibilities, although strengthening the consistency of confidence in various work situations can still be improved.

Respondents' Responses on Organizational Communication (Z)

In general, the description of respondents' responses regarding organizational communication can be used to see the extent to which employees feel that there is an effective communication process within the organization. If communication takes place clearly, openly, accompanied by feedback, and supported by good interpersonal relationships, it will be easier for employees to understand tasks, complete work, and coordinate with other work units. The description of employee performance is presented in Table 3.

Table 3. Distribution of Organizational Communication Variable Responses

Indicator		Respondents (in %)					(mean)	Description
		1	2	3	4	5		
Z1	Message clarity	-	6,5	20,8	13,0	59,7	4,26	Excellent
Z2	Message clarity	-	2,6	20,8	28,6	48,1	4,22	
Z3	Open communication	1,3	2,6	23,4	28,6	44,2	4,12	Good
Z4		-	7,8	14,3	29,9	48,1	4,18	
Z5	feedback	-	7,8	18,2	22,1	51,9	4,18	Excellent
Z6		-	7,8	18,2	15,6	58,4	4,25	
Z7	Good interpersonal relationships	-	-	11,7	35,1	53,2	4,42	Excellent
Z8		-	1,3	15,6	32,5	50,6	4,32	
Z9	Effectiveness of message delivery	-	2,6	16,9	23,4	57,1	4,35	Excellent
Z10		-	2,6	18,2	26,0	53,2	4,30	
Organizational Communication							4,26	Excellent

Source: Appendix 4

Based on Table 3, organizational communication variables are measured through ten statements. In the message clarity indicators (Z1 and Z2), the majority of respondents gave positive ratings. In the Z1 statement, as many as 59.7% of respondents stated that they strongly agreed and 13.0% said they agreed with an average score of 4.26. Meanwhile, in the Z2 statement, 48.1% of respondents said they strongly agreed and 28.6% agreed with an average score of 4.22. These results show that the information conveyed in the organization has generally been well understood by employees.

Respondents' Responses on Employee Performance (Y)

Employee performance is the level of success of employees of the Jembrana Regency Agriculture, Fisheries and Food Service in carrying out the duties and responsibilities carried out, according to their abilities, ethics, experience, and time discipline. Performance includes any activity carried out by individuals or groups in achieving organizational goals. Employee performance indicators in this study are *ability/competence*, *professional ethics*, *adequate experience in carrying out tasks (experience)*, *obligations or responsibilities (responsibility)*, and *compliance with time (timeliness/discipline in time management)*. The description of employee performance is presented in Table 4.

Table 4. Distribution of Employee Performance Variable Responses

Indicator		Respondents (in %)					(mean)	Descri ption
		1	2	3	4	5		
Y1	<i>(ability/competence)</i>	-	-	14,3	24,7	61,0	4,47	Excellen t
Y2		-	1,3	13,0	26,0	59,7	4,44	
Y3	<i>(professional ethics)</i>	-	-	10,4	28,6	61,0	4,50	Excellen t
Y4		-	-	7,8	32,5	59,7	4,52	
Y5	Adequate experience in performing duties <i>(experience)</i>	-	-	10,4	39,0	50,6	4,40	Excellen t
Y6		-	-	9,1	23,4	67,5	4,58	
Y7	Obligations or responsibilities <i>(responsibility)</i>	-	-	6,5	32,5	61,0	4,55	Excellen t
Y8		-	-	5,2	29,9	64,9	4,60	
Y9	<i>(timeliness/discipline in time management)</i>	-	-	6,5	31,2	62,3	4,56	Excellen t
Y10		-	-	6,5	24,7	68,8	4,62	
Employee Performance							4,52	Excellen t

Source: Appendix 4

Based on Table 4, employee performance variables are measured through ten statements. On the indicators of *ability/competence* (Y1 and Y2), the majority of respondents gave a very positive assessment. Y1's statement received an average score of 4.47 with 61.0% of respondents saying they strongly agreed, while Y2 obtained an average score of 4.44 with 59.7% of respondents saying

they strongly agreed. These findings show that employees are considered to have adequate competence in carrying out their duties.

Validity and Reliability Tests

Table 5. Validity and Reliability Test Results

Variabel	Indicator	Validity Test		Reliability Test	
		Coefazine Regresi	Description	Coefesien	Description
Leadership Style (X1)	X1.1	0,369	Valid	0,919	Reliable
	X1.2	0,377	Valid		
	X1.3	0,539	Valid		
	X1.4	0,416	Valid		
	X1.5	0,344	Valid		
	X1.6	0,371	Valid		
	X1.7	0,442	Valid		
	X1.8	0,387	Valid		
	X1.9	0,365	Valid		
	X1.10	0,298	Valid		
Work Culture (X2)	X2.1	0,352	Valid	0,917	Reliable
	X2.2	0,268	Valid		
	X2.3	0,391	Valid		
	X2.4	0,269	Valid		
	X2.5	0,287	Valid		
	X2.6	0,284	Valid		
	X2.7	0,266	Valid		
	X2.8	0,316	Valid		
	X2.9	0,265	Valid		
	X2.10	0,344	Valid		
Communication Organisasi (Z)	Z1	0,862	Valid	0,939	Reliable
	Z2	0,854	Valid		
	Z3	0,841	Valid		
	Z4	0,826	Valid		
	Z5	0,805	Valid		
	Z6	0,844	Valid		
	Z7	0,688	Valid		
	Z8	0,736	Valid		
	Z9	0,753	Valid		
	Z10	0,823	Valid		
Employee Performance	Y1	0,647	Valid		
	Y2	0,633	Valid		

(Y)	Y3	0,736	Valid	0,863	Reliable
	Y4	0,604	Valid		
	Y5	0,690	Valid		
	Y6	0,694	Valid		
	Y7	0,696	Valid		
	Y8	0,668	Valid		
	Y9	0,700	Valid		
	Y10	0,647	Valid		

Source: Appendices 5&6

Based on Table 5, the results of the validity test show that all indicators in the leadership style variable (X1), namely X1.1 to X1.10, have correlation coefficient values that meet the validity criteria, so that all statements are declared valid. The reliability test on the leadership style variable resulted in a coefficient value of 0.919, which indicates that the instrument has an excellent level of consistency and is declared reliable.

Table 6. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		77
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.81137106
Most Extreme Differences	Absolute	.100
	Positive	.084
	Negative	-.100
Test Statistic	.100	Test Statistic
Asymp. Sig. (2-tailed)	.055 ^c	Asymp. Sig. (2-tailed)
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Appendix 7

Based on table 6, it can be concluded that the value of Asymp. Sig. (2-tailed) of $0.055 > \alpha = 0.05$. This result means that the data has a normal distribution and has met the normality requirements in the regression model.

Multicollinearity Test

The multicollinearity test was used to see if the regression model found a correlation between independent variables or bound variables. Variance inflation factor (VIF) and tolerance are used to determine whether or not there is multicollinearity in the regression model, provided that if the VIF value is > 10 or tolerance < 0.10 , then it can be stated that there are symptoms of multicollinearity. The following are the results of the multicollinearity test in table 7:

Table 7. Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.328	3.048
	X2	.484	2.066
	Z	.276	3.627
a. Dependent Variable: Y			

Source: Appendix 7

Table 7 shows that the tolerance value of leadership style, work culture, and organizational communication variables is greater than 0.10, while the VIF value is < 10 , so it can be concluded that there are no symptoms of Multicollinearity in the regression model.

Heteroscedasticity Test

Heteroscedasticity tests were performed to test whether there was a variance of residual variance in the regression model in one study compared to another. In this study, the Glejser Test was used to detect the presence or absence of heteroscedasticity. The conditions are as follows: if the significance value of $> \alpha = 0.05$ then it can be concluded that there is no heteroscedasticity. The results of the heteroscedasticity test are presented in Table 9 below.

Table 8. Heterokedasticity Test

Coefficients ^a						
Model		Unstandardize		Standardize	t	Sig.
		d Coefficients	Std.	d Coefficients		
		B	Error	Beta		
1	(Constant)	2.864	1.319		2.170	.033
	X1	.100	.048	.394	2.095	.090
	X2	.067	.040	.263	1.696	.114
	Z	-.185	.051	-.739	-3.602	.061
a. Dependent Variable: ABS						

Source: Appendix 7

Table 8 shows the significance of the variables of leadership style, work culture, and organizational communication (> 0.05), so it can be concluded that according to the decision-making from the glajser test, there is no heteroscedasticity in the regression model.

Path Analysis**Table 9. Direct and Indirect Effects Test Results**

No	Relationships Between Variables	Direct Effects	Indirect Effects	Total Effect	Sig	Description
1	Leadership Style (X1) → Performance (Y)	0,281	-	0,281	0,030	H1 accepted
2	Work Culture (X2) → Performance (Y)	0,295	-	0,295	0,009	H2 accepted
3	Organizational Communication (Z) → Performance (Y)	0,288	-	0,288	0,004	H3 accepted
4	Leadership Style (X1) → Organizational Communication (Z)	0,574	-	0,574	0,000	H4 accepted
5	Work Culture (X2) → Organizational Communication (Z)	0,362	-	0,362	0,000	H5 accepted
6	Leadership Style (X1) → Organizational Communication (Z) → Performance (Y)	-	0,165 (0,574*0,288)	0,165	-	H6 accepted
7	Work Culture (X2) → Organizational Communication (Z) → Performance (Y)	-	0,104 (0,362*0,288)	0,104	-	H7 accepted

Source: Appendices 8 and 9

DISCUSSION

The Influence of Leadership Style on the Performance of Employees of the Agriculture, Fisheries and Food Office of Jembrana Bali Regency

The results of the analysis showed that the leadership style (X1) had a positive and significant effect on the performance of employees (Y) of the Agriculture, Fisheries and Food Service of Jembrana Bali Regency with a path coefficient value of 0.281 with a significance value of 0.030 ($p < 0.05$). These results indicate that the more effective the leadership style applied, the higher the level of employee performance. Leadership style refers to a set of approaches, behaviors, and strategies employed by the Head of the Jembrana Regency Agriculture, Fisheries, and Food Service to guide, manage, and motivate employees to achieve organizational goals. The leadership style employed not only influences the effectiveness of task execution but also shapes the quality of working relationships between leaders and staff, which ultimately impacts the performance levels achieved by the Jembrana Regency Agriculture, Fisheries, and Food Service in Bali.

The Influence of Work Culture on the Performance of Employees of the Agriculture, Fisheries and Food Office of Jembrana Bali Regency

The results of the analysis showed that Work Culture (X2) had a positive and significant effect on performance (Y) with a path coefficient value of 0.295 with a significance value of 0.009 ($p < 0.05$). These findings indicate that the more conducive the work culture applied in the organization, the higher the employee performance produced. Work culture is not only related to how employees perform their duties, but also reflects the values, attitudes, and behaviors that have developed within the work environment of the Jembrana Regency Agriculture, Fisheries, and Food Service in Bali. A positive work culture fosters a harmonious work atmosphere, minimizes internal conflicts, and enhances employee well-being, thereby directly contributing to increased productivity and improved performance quality. In the context of the Jembrana Regency Agriculture, Fisheries, and Food Service, work culture serves as the foundation for employees' work behavior in carrying out their duties professionally, responsibly, and with a results-oriented approach.

The Influence of Organizational Communication on the Performance of Employees of the Agriculture, Fisheries and Food Service of Jembrana Bali Regency

The results of the analysis showed that organizational communication (Z) had a positive and significant effect on performance (Y), with a path coefficient value of 0.288 with a significance value of 0.004 ($p < 0.05$). This shows that the more effective the communication that is established in the organization, the more optimal the performance of the employees produced. Organizational communication is a strategic process that involves the delivery and exchange of information between members of the organization through various formal and informal channels. This process aims to build mutual understanding, coordinate work activities, and ensure that each employee can carry out tasks in accordance with the direction and goals of the organization. In the context of

public organizations that face the demands of technological change and the development of the times, open, fast, and adaptive communication is increasingly important to support work effectiveness and appropriate decision-making.

Work culture is not only related to how employees perform their duties, but also reflects the values, attitudes, and behaviors that have developed within the work environment of the Jembrana Regency Agriculture, Fisheries, and Food Service in Bali. A positive work culture fosters a harmonious work atmosphere, minimizes internal conflicts, and enhances employee well-being, thereby directly contributing to increased productivity and improved performance quality. In the context of the Jembrana Regency Agriculture, Fisheries, and Food Service, work culture serves as the foundation for employees' work behavior in carrying out their duties professionally, responsibly, and with a results-oriented approach.

The Influence of Leadership Style on Organizational Communication of the Agriculture, Fisheries and Food Office of Jembrana Bali Regency

The results of the analysis showed that leadership style (X1) had a positive and significant effect on organizational communication (Z), with a path coefficient value of 0.574 with a significance value of 0.000 ($p < 0.05$). These results show that the more effective the leadership style applied, the better the quality of communication built in the organization.

The Influence of Work Culture on Organizational Communication of the Agriculture, Fisheries and Food Office of Jembrana Bali Regency

The results of the analysis showed that work culture (X2) had a positive and significant effect on organizational communication (Z) with a path coefficient value of 0.362 with a significance value of 0.000 ($p < 0.05$). These results show that the more innovative the work culture that develops in the organization, the more effective the communication process will be. Leadership style reflects a leader's approach, behavior, and strategies in directing, guiding, and motivating employees to achieve organizational goals. In the context of public organizations, leadership that can provide a clear vision, build trust, and encourage active employee participation plays a crucial role in fostering open, transparent, and performance-oriented communication within the Agriculture, Fisheries, and Food Service of Jembrana Regency, Bali

Indirect Influence of Leadership Style on Performance through Organizational Communication of the Agriculture, Fisheries and Food Office of Jembrana Regency Bali

The results of testing the indirect influence of leadership style (X1) on employee performance (Y) through organizational communication (Z) with an indirect influence coefficient value of 0.165. Based on the results of the Sobel test, a Z value of 5.44 was obtained, which was greater than the critical value of 1.98 at a significance level of 5%. This shows that organizational communication has been shown to significantly play a role as a mediating variable in the relationship between leadership style and employee performance. Work culture

not only reflects employees' behavioral patterns in performing their duties but also shapes the values, norms, and attitudes that govern how individuals interact and communicate within an organization. A positive work culture fosters an open, mutually respectful, and collaborative work environment, thereby promoting the smooth flow of information and strengthening coordination among work units. In the context of the Jembrana Regency Agriculture, Fisheries, and Food Service in Bali, work culture serves as a vital foundation for building effective, harmonious, and goal-oriented organizational communication.

Indirect Influence of Work Culture on Performance through Organizational Communication of the Agriculture, Fisheries and Food Office of Jembrana Bali Regency

The results of the indirect influence test showed that work culture (X2) had an effect on employee performance (Y) through organizational communication (Z), with an indirect influence coefficient value of 0.104. Based on the results of the Sobel test, a Z value of 3.98 was obtained, which is greater than the critical value of 1.98 at a significance level of 5%. This shows that organizational communication has been shown to significantly play a role as a mediating variable in the relationship between work culture and employee performance. These findings indicate that the leadership style employed by the head of the Agriculture, Fisheries, and Food Service of Jembrana Regency, Bali, not only has a direct impact on improving employee performance but also operates through effective communication mechanisms within the organization. Leaders who are able to provide a clear vision and direction, build positive interpersonal relationships, and encourage openness and constructive information exchange will create a conducive communication climate. Such conditions enable employees to understand their tasks and responsibilities more comprehensively, reduce work errors, and improve coordination among departments.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the analysis and discussion, in this study, several conclusions can be drawn as follows.

1. Leadership style has a positive and significant effect on the performance of employees of the Agriculture, Fisheries and Food Service of Jembrana Regency Bali. This result means that the more effective the leadership style applied, the higher the performance level of employees of the Jembrana Bali Regency Agriculture, Fisheries and Food Office.
2. Work Culture has a positive and significant effect on the performance of employees of the Agriculture, Fisheries and Food Service of Jembrana Regency Bali. This result means that the more conducive the work culture applied to the Agriculture, Fisheries and Food Service of Jembrana Bali Regency, the higher the performance of the employees produced.

3. Organizational communication has a positive and significant effect on the performance of employees of the Agriculture, Fisheries and Food Service of Jembrana Bali Regency. This result means that the more effective the communication established at the Agriculture, Fisheries and Food Office of Jembrana Bali Regency, the more optimal the performance of the employees produced.
4. Leadership style has a positive and significant effect on organizational communication at the Agriculture, Fisheries and Food Service of Jembrana Regency Bali. This result means that the more effective the leadership style applied, the better the quality of communication built at the Agriculture, Fisheries and Food Service of Jembrana Bali Regency.
5. Work culture has a positive and significant effect on organizational communication at the Agriculture, Fisheries and Food Office of Jembrana Regency Bali. This result means that the more innovative the work culture that develops at the Agriculture, Fisheries and Food Office of Jembrana Bali Regency, the more effective the communication process will be.
6. Organizational communication has been proven to significantly play a role as a mediating variable in the relationship between leadership style and the performance of employees of the Agriculture, Fisheries and Food Service of Jembrana Regency Bali.
7. Organizational communication has been proven to significantly play a role as a mediating variable in the relationship between work culture and the performance of employees of the Agriculture, Fisheries and Food Service of Jembrana Regency Bali.

ADVANCED RESEARCH

Further research is recommended to use more diverse data collection methods, such as in-depth interviews, observations, and objective performance data, in order to obtain a more comprehensive and accurate picture.

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