

THE INFLUENCE OF INTERPERSONAL SKILLS AND LEADERSHIP STYLE ON EMPLOYEE WORK EFFECTIVENESS

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Abstract - The implementation of employee work has the aim of achieving work effectiveness. Work effectiveness is an important component of company goals. However, realizing work effectiveness is inseparable from supporting factors such as this study which involves interpersonal skills and leadership styles. The purpose of this study is to determine the effect of interpersonal skills and leadership style on work effectiveness. This research is *ex post facto* research. The approach used in this research is a quantitative approach so that the research data is in the form of numbers and the analysis used is statistical analysis. This research was conducted in one of the companies in Sidoarjo Regency. The population is 120 employees. The sample will be determined by purposive sampling technique based on age over 23 years and tenure of more than 1 year so that 78 employees are obtained. Primary data is obtained from a questionnaire prepared using indicators based on variables of interpersonal skills, leadership style and work effectiveness as well as brief interviews with employees. The data will also be tested for quality with validity test, reliability test, classical assumption test, t test, F test and coefficient of determination using SPSS software version 26. This study proves the significant influence of interpersonal skills and leadership style on work effectiveness based on partial and simultaneous effects.

Keywords: *interpersonal skills, leadership style, work effectiveness, organizational behavior.*

INTRODUCTION

Manpower has a very important and strategic position in the organisation to achieve goals. Human capital is needed by companies in managing, organising and empowering employees so that they can function professionally to achieve company goals. The Company that hires employees certainly does not only expect capable, capable and skilled employees but most importantly they are willing and eager to work and want to achieve maximum work results based on predetermined work standards. This is because the capabilities and skills possessed by employees are meaningless to the company if they are not willing to try hard. For this reason, the company must find ways to mobilize the abilities and potential of employees on an ongoing basis. This is also in accordance with the statement of Fatimah et al. (2018) that increasing employee capabilities must be carried out on an ongoing basis even though all forms of change can occur at any time. In addition, management needs to direct employees to apply effective ways of working. Effectiveness will provide the best results for the company (Hariani et al., 2019). Employee work effectiveness is needed in the company. Employees are required to work optimally by using existing resources (Ernawati et al., 2020). Sometimes the resources provided are not able to support their work but employees must be able to do their jobs (Mardikaningsih et al., 2022). Luscher (2014) states that work effectiveness is the utilization of resources, funds, facilities, and infrastructure in a certain amount that is consciously predetermined to produce a certain amount of goods or services of a certain quality at the right time. Employee work effectiveness is a way for employees to be able to work by utilizing their resources effectively (Mahyanalia et al., 2017). Effectiveness is the main element of company activities in achieving predetermined goals or objectives (Darmawan, 2019). Effectiveness when examined from the point of view of achieving goals, means focusing on the level towards the company's goals. In terms of target achievement, effectiveness is the timeliness of the implementation of the completion of various goals that have been planned by utilising a number of resources that have been earmarked for the implementation of a number of programmes (Hutomo, 2011). It can also be influenced by interpersonal skills and leadership style.

Communication is very important in the work environment where communication is the driving force to achieve a success that has been set by the leadership (Djazilan, 2022). Communication can be done in the form of notification, talk, conversation, exchange of thoughts, or relationships (Lembong et al., 2015). Lunenburg (2010) revealed that interpersonal skills are a person's communication skills with other people in interactions with social or organisational environments by utilising certain communication mediums and using language that is communicative and understood appropriately to achieve a certain goal. Based on this, the existence of interpersonal skills between workers will create comfort in the work environment because it feels that there is attention from the workplace to jointly share and express ideas for the progress of the company (DeVito, 2017). The formation of effective interpersonal communication is based on assertiveness to employees. With assertiveness to employees, they do not engage in activities that can damage the company and get attention from company managers which affects the

fulfilment of employee job satisfaction (Lodisso, 2019) which leads to work effectiveness (Kumari, 2011). Previous research conducted by Nazari et al. (2011); Amit & Singh (2014); Singh & Lalropuii (2014); Putranto et al. (2020); Syarif et al. (2020) explain that the running of communication in the company will increase employee work effectiveness.

Through an effective leadership style, the work effectiveness of employees can also be fostered and developed (Mardikaningsih & Munir, 2021). Leadership style is a way to show attitude with the aim of influencing employees to achieve company goals (Handayani & Khairi, 2022). This is any way or technique used by a leader in influencing, mobilizing, directing, guiding, motivating, ordering, prohibiting, supervising, controlling subordinates, willingness to behave in accordance with the leader's will so that employees work effectively to achieve goals (Jahroni et al., 2021). A good leader must be able to adapt various leadership styles according to workplace conditions so as not to use only one leadership style (Kaleem & Syed, 2013; Mardikaningsih, 2016). The existence of such a well-established relationship between leaders and their members will create progress, seen from the leadership model applied by a leader (Javed et al., 2017). The factors that cause changes in employee attitudes and behaviour are as follows: 1. The spirit and direction of a manager who is skilled in directing and diving into the aspirations and desires of his subordinates, and arousing the enthusiasm of his subordinates to work harder (Khasanah et al., 2010; Afshinpour, 2014). The nature and behavior of the leader will be assessed by employees so that mistakes made can damage the image that has been built and the trust of employees is also reduced (Munir et al., 2022; Putra & Mardikaningsih, 2022). From this leadership style, benefits can be taken to be used as a guide for leaders in leading subordinates or followers or leadership style is a norm of behavior used by a person when that person tries to influence employee behavior. Studies from Rukmani et al. (2010); Antonieta et al. (2013); Bucata & Rizescu (2016); Dwiyono (2017); Chandrasekara (2019); Putranto et al. (2020) show that the more appropriate the leadership style applied to a company, the more employee work effectiveness will increase.

A fact that the company has clear goals and the achievement of these goals can be measured by standards and methods to achieve predetermined goals. Effectiveness is a company statement that requires an understanding of the work done. Thus, good interpersonal skills and leadership style can affect the effectiveness of employee work in achieving predetermined goals or objectives and can measure the extent to which the work has been done and is accountable to the leadership. Based on the problems and theoretical studies, the purpose of this study is to determine the effect of interpersonal skills and leadership styles on work effectiveness.

RESEARCH METHODS

This research is ex post facto research. The approach used in this research is a quantitative approach so that the research data is in the form of numbers and the analysis used is statistical analysis. This research was conducted in one of the companies in Sidoarjo Regency. The research subjects were employees who worked in the company, totaling 120 people. However, all employees are not used as samples because there are specific criteria. The sample will be determined by purposive sampling technique based on age over 23 years and tenure of more than 1 year so that 78 employees are obtained. Primary data was obtained from a questionnaire prepared using indicators based on variables of interpersonal skills, leadership style and work effectiveness as well as brief interviews with employees.

The interpersonal skills variable has indicators: (1) openness; (2) empathy; (3) support; (4) communication quality; (5) togetherness. These indicators are based on DeVito (2017). Leadership style variables are measured by the opinion of Hassan et al. (2016), namely: (1) decision-making ability; (2) motivating ability; (3) social skills; (4) controlling ability. The indicator work effectiveness variables are: (1) adaptability; (2) work achievement; (3) satisfaction. The three indicators are from Steers (1980).

The answer to each instrument item using Likert has a gradation from very positive to negative, which can be described in the following words: (1) the answer is always worth 5; (2) the answer is often worth 4; (3) the answer is sometimes worth 3; (4) the answer is almost never worth 2; (5) the answer is never worth 1. Furthermore, the results of the questionnaire that employees have responded to will be analyzed by multiple linear regression. The data will also be tested for quality with validity tests, reliability tests, classical assumption tests, t tests, F tests and coefficients of determination using SPSS version 26 software.

RESULTS AND DISCUSSIONS

Based on the research sample of 78 respondents, it was found that there were more male respondents than female. This is because there are 56 male respondents and 22 female respondents. The age of the employees also shows that there are 63 respondents aged 25-40 years and the remaining 15 respondents are over 40 years old. In terms of tenure, there are 33 respondents with a tenure of 3 years, 25 respondents with a tenure of exactly 5 years and 20 respondents with a tenure of more than 5 years. There are 20 respondents from high school graduates, there are 48 respondents from S1 graduates, and the remaining 10 respondents are S2 graduates.

A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire provided that the corrected item total correlation value is more than 0.30. From the results, all questions representing the variables of interpersonal skills, leadership style and work effectiveness on the questionnaire are valid.

In addition to the validity test, a good instrument must also be tested for reliability. Based on the results of the reliability test analysis, it is concluded that the instruments for the variables of interpersonal skills, leadership, and work effectiveness have a Cronbach Alpha coefficient greater than 0.60. The three instruments are in a very high category and are declared reliable for use in this study.

Next, we will conduct a classical assumption test using normality, heteroscedasticity and autocorrelation tests. The normality test is carried out by observing the graph presented through figure 1 below.

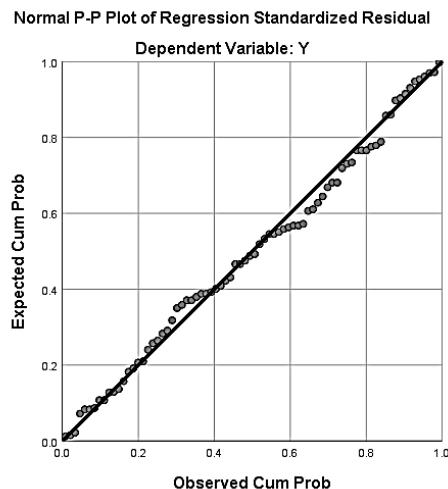


Figure 1. Normality Test

Source: SPSS Output

Figure 1 shows that the data distribution is around the diagonal line and moves in the same direction so that the research data is normally distributed. Figure 2 below shows the results of the heteroscedasticity test.

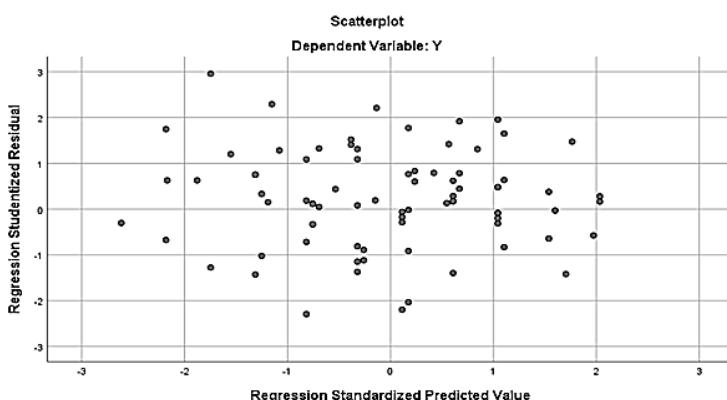


Figure 2. Heteroscedasticity Test

Source: SPSS Output

Based on Figure 2, the results show that the research data does not experience heteroscedasticity. This is because the distribution of the data does not show a clear pattern on and on the Y axis. Likewise, the autocorrelation test has no disturbance because based on the Durbin Watson value is 1.027 which means it is still between -2 to 2. Multiple linear regression analysis is used to test hypotheses based on the influence of interpersonal skills and leadership style variables with work effectiveness variables. Table 1. Multiple Linear Regression Analysis Results and t Test Results.

Table 1
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	35.260	5.234		6.736 .000
	X.1	4.297	.968	.387	4.440 .000
	X.2	4.904	.888	.481	5.525 .000

Source: SPSS Output

In the coefficient table, the regression model $Y = 35.260 + 4.297X1 + 4.904X2$ is obtained. It can also be explained that the significance value of the interpersonal skills variable is 0.000 with a t-count of 4.440. The significance value for leadership style is also the same, namely 0.000 and 5.525 is the t-count value. Based on the significance value, it means that it is still below 0.05 so that it can be explained that: (1) there is a significant influence of interpersonal skills on work effectiveness; (2) there is a significant influence of leadership style on work effectiveness. Furthermore, the variables of interpersonal skills and leadership style on work effectiveness will be tested simultaneously. The results are in table 2.

Table 2
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7540.820	2	3770.410	46.430 .000 ^b
	Residual	6090.474	75	81.206	
	Total	13631.295	77		

Source: SPSS Output

The results of simultaneous testing obtained a calculated F value of 46,430 with a significant value of 0.000. These results indicate that interpersonal skills and leadership style have a significant influence on shaping work effectiveness. This is based on the significance value which is still far below 0.05. Next, the coefficient of determination test was carried out, the results of which are in table 3.

Table 3.
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.744 ^a	.553	.541	9.011	1.027

Source: SPSS Output

The test results show that the value of 0.744 is the value obtained by R. The value of 0.553 is the value of R-Square. This value proves that work effectiveness gets a contribution of 0.553 or 55.3% from interpersonal skills and leadership style. For other independent variables can also contribute to shaping work effectiveness but only 44.7%.

Based on the results of hypothesis testing, it is known that there is a significant positive influence between interpersonal skills on work effectiveness. In line with the results of studies conducted by Nazari et al. (2011); Amit & Singh (2014); Singh & Lalropuii (2014); Putranto et al. (2020); Syarif et al. (2020). This shows that the better a person's interpersonal skills in a company, the more employee work effectiveness will increase. The existence of interpersonal skills serves to convey certain information, thoughts and attitudes that occur in the exchange of messages as communicants and communicators with the aim of achieving understanding of the problem to be discussed, which in turn is expected to change behavior. Communication between leaders and employees is characterized by understanding, pleasure, influence on attitudes and actions, and better relationships (Retnowati & Darmawan, 2022). Effective interpersonal skills in a company will provide a comfortable atmosphere at work because employees feel valued (Andayani & Darmawan, 2004). It will strengthen better work bonds (Arifin & Darmawan, 2022). Interactive communication patterns between leaders and subordinates and fellow coworkers can provide understanding and tolerance so that it can lead to good work effectiveness. Without communication, employees will not know information from the leadership and vice versa. Therefore, it is important to strengthen the work culture in a more positive direction (Jamaluddin et al., 2013).

There is a significant positive influence between leadership styles on work effectiveness. Some research results from Rukmani et al. (2010; Antonieta et al. (2013); Bucata & Rizescu (2016); Dwiyono (2017); Chandrasekara (2019); Putranto et al. (2020). Leadership style describes the skills, traits, and attitudes that underlie a person's behavior (Lestari & Mardikaningsih, 2020). Every leader has different skills, traits and attitudes to influence their subordinates (Anjanarko & Arifin, 2022). Leadership style in a company is a central role in leadership to achieve goals because the leader is the driving force to implement company goals (Irfan, 2022; Naufalia et al., 2022). Leadership is very important in order to create a conducive work environment and providing motivation is also one way to influence and mobilize

employees carried out by leaders (Putra, 2022; Radjawane, 2022). In addition, good leadership will lead to a level of job satisfaction for employees (Andayani & Darmawan, 2011; Karina et al., 2015); prevent turnover intention (Irfan & Putra, 2021) and strengthen commitment (Hariani & Irfan, 2022). Therefore, leaders must innovate with their involvement in various seminars or conferences on a national and international scale as well as various forms of training. By doing so, managers are expected to develop the potential and ability to create new breakthroughs and encourage all team members to contribute optimally.

CONCLUSIONS

This study proves the significant influence of interpersonal skills and leadership styles on work effectiveness based on partial and simultaneous effects. Based on the research results and conclusions, the suggestion that can be conveyed is that the company must increase the intensity of interpersonal communication through frequent conversation or direct communication related to work that is not understood. Thus, it is expected to improve the relationship between leaders and employees so as to increase optimal work effectiveness. Can apply a democratic leadership style which is an ideal leadership style. This leadership style places employees as the main factor and will increase employee work effectiveness. In addition, it must motivate employees to be enthusiastic at work because employee enthusiasm can be used to develop their own abilities so that the results achieved can be in line with the effectiveness of employee work which will be carried out properly. From motivation can produce the ability to complete work and work together so that indirectly work effectiveness will run better. Further studies can be carried out by subsequent researchers related to the comparison between several previous leadership styles with employee work effectiveness in each leadership period. It can also examine more deeply about work effectiveness by adding factors other than interpersonal skills and leadership styles.

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