

Situational Leadership Style Influence and Internal Communication on Employee Performance in PT.INTI (Persero) Bandung

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Abstract

An organization or a company will succeed or fail largely determined by the performance of members or employees, so therefore the success of the company is supported by the role of a leader who is able to improve the performance of employees with leadership styles in influencing subordinates and how to create employee satisfaction. There are many factors that affect the high or low performance itself, Sudarmanto (2009: 30) suggests there are several factors that determine an individual's performance include work motivation, leadership, job satisfaction and job design. In addition, according Mangkunagara (2010: 9), the performance is the result of the quality and quantity of work accomplished by an employee in performing their duties in accordance with the responsibilities given to him. These aspects include performance appraisal, discipline, creativity, teamwork, skill, and responsibility. Employee or subordinate is the one executing various jobs and tasks that would require ongoing encouragement to increase the passion and morale. , According Veithzal Rival (2005: 309), "From the assessment results can be seen in the company's performance, as reflected by the performance of the employee". This means that the performance of the Division of Human Resources Management in PT.INTI which decreased significantly from year to year, a reflection of poor employee performance. Because, the company's performance depends on the performance of human resources in it.

According to the theory of performance that has been mentioned before by Sudarmanto (2009: 30), one of the factors that affect performance is leadership. Sudarmanto (2009: 133) supports through his writings stating "leadership is a crucial dimension of competence on the performance or success of an organization". From this statement we can know that leadership is important in running an organization to improve performance.

A person's leadership in the enterprise is one factor that determines the steps a business organization in achieving its goals. As Paul Hersey and Kenneth H. Blanchard (1982), "Leadership is the process of Influencing the activities of an individual or a group in the effort toward goal achievement in a given situation" .Kepemimpinan is the process of influencing the activities of individual or group in an effort to achieve goals in certain situations. One leadership style that describes the process of influencing and advancing our employees and provide a change in the company's organization is the Situational Leadership Styles created by Ken Blanchard and Paul Hersey at Ohio University in 1968. As Ken Blanchard and Paul Hersey explained, is a process for the Leadership Style controlling and motivating employees by directing, coaching, supporting, and assigns (Sedarmayanti 2011: 13) subordinates to achieve goals and utilize all the capabilities optimally by combining the existing situation with regard to the behavior of leaders and subordinates.

In addition to the leadership style which is owned by the leader, to achieve organizational goals also required effective communication between leaders and employees (Robbins, 2001: 325). Communication between leaders and employees are called internal communications. Based on a journal written by Lena Satlita entitled "InternalCommunicationProgramToImprove.KinerjaKaryawan(Sumber:http://staff.uny.ac.id/sites/default/files/Program%20Komunikasi%20Internal_1.pdf accessed on 7 November 2014) stated that the relationship between members of the organization held together with communication, forming a unity that allows the organization to perform its function. With good communication, an organization can run smoothly and successfully vice versa, lack or absence of communication, resulting in the organization is not going well. As said by Katz and Kahn (1978) that organizational communication as a process of delivering information, and understanding from one person to another is the only way of management activities within an organization (Ruslan1999: 80). Leaders are willing to listen to opinions and suggestions and even criticism from employees, the attitude of the leader as it would make the employees feel treated as human beings and consequently will improve employee performance.

According to some employees who have been my interview one of which is a problem that occurs in the PT. INTI in Human Resource Management division itself with respect to the vertical communication, such as the boss attitude is indifferent to subordinates relax at work or otherwise other than lack of knowledge led the development of activities in the work of subordinates. As for horizontal communication, problems that can be seen from their disfluencies relationship between the leadership with the leaders or subordinates and subordinates. That is, communication is substandard, non-transparent between coworkers or fellow leaders. This is due to issues between subordinates regarding employment. Namely the existence of unhealthy competition among co-workers or fellow leaders are usually caused jealousy in the task and promotions.

*Based on the description above problems, the authors are interested to dig deeper about the object under study, by directing research in the form of a thesis with the title: "Influence of Situational Leadership Style and Internal Communications on Employee Performance in PT. INTI (Persero) Bandung ".***Keywords: Leadership Situational Leadership Style Influence and Internal Communication on Employee Performance, path analysis.**