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THE INFLUENCE OF ORGANIZATIONAL COMMUNICATION AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE OF THE DIRECTORATE OF PLACEMENT AND PROTECTION OF ASIA AND AFRICA REGIONS (BP2MI) WITH ORGANIZATIONAL CULTURE AS AN INTERVENING VARIABLE

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ABSTRACT

This study aims to determine and analyze 1) the influence of organizational communication and leadership style on employee performance, 2) the influence of organizational communication and leadership style on organizational culture, 3) organizational communication on employee performance, 4) the influence of leadership style on employee performance, 5) the influence of organizational culture on employee performance, 6) the influence of organizational communication on organizational culture, 7) the influence of leadership style on organizational culture, 8) the influence of organizational communication on employee performance through organizational culture and 9) the influence of leadership style on employee performance through organizational culture. The research was conducted by the Directorate of Placement and Protection of the Asia and Africa Region (BP2MI) with a research sample of 76 respondents. The sampling technique used was the saturated technique. The data analysis method used descriptive analysis and path analysis.

The results of the study showed that 1) there is an influence of organizational communication and leadership style on employee performance, 2) there is an influence of organizational communication and leadership style on organizational culture, 3) there is organizational communication on employee performance, 4) there is an influence of leadership style on employee performance, 5) there is an influence of organizational culture on employee performance, 6) there is an influence of organizational communication on organizational culture, 7) there is an influence of leadership style on organizational culture, 8) there is an influence of organizational communication on employee performance through organizational culture and 9) there is no influence of leadership style on employee performance through organizational culture at the Directorate of Placement and Protection of the Asia and Africa Region (BP2MI).

KEYWORDS: Organizational Communication, Leadership Style, Organizational Culture, Employee Performance

INTRODUCTION

Indonesia is blessed with diverse natural and cultural wealth. However, many of these gifts still cannot be utilized perfectly for the prosperity of this country. The economic sector that utilizes these gifts has been unable to process them perfectly. The still high unemployment rate and the tough job market One of the interests of job applicants is to become civil servants as the high interest of applicants to become civil servants

Civil servants are one of the choices of high interest of job applicants because it is considered by the community that becoming a civil servant is the dream or dream of every person in the employment sector other than BUMN. However, the potential for job absorption itself has not been achieved optimally. According to the report, the number of Civil Servants in 2024 was 3.79 million people, which is far from the permanent unemployment rate in 2024 of 7.2 million people and in the ranking of unemployment in the world based on IMF data, Indonesia is ranked 59th in the world for unemployment.

The performance ranking is based on 14 things, including; regulation, environmental sustainability, security, health, priority for travel and tourism, air transportation infrastructure, underground transportation infrastructure, tourism infrastructure, and information and communication technology infrastructure. In addition, it is also based on price competition, human resources, natural resource attractiveness, and cultural wealth. Indonesia gets good scores in terms of price competition, priority for tourism and travel, and natural and cultural wealth. On the other hand, Indonesia's score is low regarding infrastructure, health and cleanliness, and the environment (Rika et al, 2012). BNP2TKI was established in 2007. This was established because the agency focused on taking care of Indonesian workers abroad. The agency was established during the era of President Susilo Yudoyono with the aim of the Government being present to provide services and protection for Indonesian citizens abroad, both in terms of law and social aspects, as well as protection for families left behind. At that time, almost 8 million Indonesian citizens were abroad, both registered and unregistered. This was the reason why BNP2TKI was formed with the hope that Indonesian citizens abroad would receive protection when abroad. In addition, BNP2TKI was formed to organize data and administration of Indonesians abroad so that Indonesian citizens abroad would feel comfortable and dignified. In 2019, BNP2TKI changed its name to BP2MI, which was adjusted to the 9th meeting of the Indonesian House of Representatives at that time, which was carried out together with the Ministry of Manpower. This name change was adjusted to Law 18 of 2017 concerning the protection of Indonesian migrant workers, which was adjusted to the ILO Migrant Worker Convention. BP2MI Later, not only for prospective PMI but also for their families, it is hoped that there will be more overseas job opportunities and place skilled and professional Indonesian migrant workers PMI, this is following the mission of President Joko Widodo's Vision and Mission in 2019, the first is improving the quality of Indonesian people and protection for all Indonesian people and providing a

sense of security for all citizens and the third is clean, effective and reliable government management and the last is government synergy within the framework of a unitary state

The change of name from BNP2TKI to BP2MI is an innovation and government service in protecting its citizens and efforts so that its synergy between other government agencies provides excellent service and creates Indonesian migrant workers who have skills and dignity. In addition, the government hopes that after Migrant Workers return to work abroad, the government hopes that migrant workers can open up business opportunities so that they can provide business opportunities and improve the national economy

In the BP2MI era, the direction of policy has a large PMI protection, namely combating the NON-procedural PMI shipping syndication with the strategic target of increasing the protection and welfare of PMI and their families and increasing good governance to realize the protection of migrant workers through the placement of skilled and professional migrant workers to improve the welfare of migrant workers and their families as national assets and to improve governance.

According to the main secretary, Tatang Budi Razak, the scope of services by BP2MI will not only be for prospective PMI but also their families. In addition, BP2MI will look for more opportunities for overseas cooperation so that it can place skilled and professional PMIs to reduce the number of PMI placements that are categorized as low-level and high-risk, such as household assistants.

Human resources are one resource within an organization, including all people who carry out activities (Gomes, 2003). The results of HR activities are referred to as performance. Armstrong and Baron (2010) state that performance is the result of work that has a strong relationship with the strategic goals of the organization, customer satisfaction, and contributes to the economy (Wibowo, 2012). However, all of that cannot be separated from the ability and performance of the HR working in it. This performance is also influenced by organizational culture. According to Kotter and Heskett (2010), organizational/corporate culture has a strong influence on performance (Wibowo, 2016).

Cultural values always serve as guidelines for the actions and behavior of all levels of management and employees. Organizational culture is important because it can drive employee performance levels. However, the above values will not be effective if there is no good communication in it, either between superiors and subordinates or vice versa, subordinates to superiors and co-workers. The relationship between communication and culture is very close. Communication and culture have a symbiotic relationship, changing one will facilitate changes in the other Sriamesh et al (Rivera, 2011). If communication does not go well, the values of organizational culture will also not be embedded well in employees.

Smooth communication within an organization can drive performance. O'Reilly and Robert (Muhammad, 2007) stated that there is a relationship between the quality and quantity of

communication within an organization and organizational performance. If the communication process in working between employees occurs without any problems affecting it, this will be a driver for employees to achieve the performance expected by the company. However, communication sometimes becomes unstable and results in poor working conditions. At that time, a leader is needed who can direct, motivate, and maintain employees so that they can work well.

A leader is someone who directs, moves and influences his subordinates to work harmoniously to complete each task after task to achieve organizational goals. An organization will success or fail largely determined by leadership, a noble expression that reveals that the leader is responsible for the failure of the implementation of a job is an expression that places the most important position of the leader in the organization (Thoha, 2006). In an organization, each leader has his/her style of leadership. Each style used will affect the culture and performance of employees in an organization. Kusumawati (2008) stated that leadership style has a positive effect on employee job satisfaction and performance. In addition, a study conducted by Schimmoeller (2010) stated that there is a significant relationship between organizational culture and leadership style.

LITERATURE REVIEW

Employee Performance

Wahyuningsih, (2015) stated that performance is the result or level of success of a person independently during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or objectives, and predetermined criteria. Meanwhile, according to Moeheriono (Lukman, 2017), performance is defined as a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of an organization which is outlined through the strategic planning of an organization.

From several of these definitions, it can be concluded that employee performance is the result of a process carried out by employees to achieve something they want. According to Miner in Fahmi (2017), there are 5 (five) criteria used to measure the extent of individual performance.

- 1) Quality. The level at which the results of the activities carried out are close to perfect in the sense of completing several ideal ways and appearance of activities or meeting the expected goals of an activity.
- 2) Quantity. The amount produced is expressed in terms of the number of units, and the number of activity cycles completed.
- 3) Timeliness. The degree to which an activity is completed at the desired early time in terms of coordination with the output results and maximizing the time available for other activities.
- 4) Effectiveness. The degree to which the use of organizational resources is maximized to generate profits and reduce losses from each use of resources.
- 5) Independence. The degree to which an employee can perform his/her job functions without asking for assistance, guidance, and supervision or asking for the intervention of a supervisor or asking

for the intervention of a supervisor.

Organizational Communication

Communication is the process of delivering a message from one person to another to inform or change attitudes, opinions, or behavior, either directly (verbally) or indirectly (through the media). (Hubeis et al, 2012). According to Harold Lasswell, a good way to describe communication is to answer the following questions, Who says what in which channel to whom with what effect,? Or who says what, with what channel, to whom, and with what influence? (Mulyana, 2010)

DeVito (2011). states that communication refers to the actions of one or more people who send and receive messages, occur in a certain context, have a certain influence, and there is an opportunity for feedback that is influenced by the environment (context) in which the communication occurs. Definition of Organizational Communication Pace & Faules, (2006) in the book "Organizational Communication Strategy to Improve Company Performance" is the organizational behavior that occurs and how those involved in the process transact and give meaning to what is happening, organizational communication is a process of creating and exchanging messages in a network of interdependent relationships to overcome an uncertain or ever-changing environment.

According to Pace and Faules (2001:31), indicators of organizational communication are as follows:

- 1) Downward communication. , Communication that flows from one level in a group or organization to a lower level. The pattern is used by group leaders and managers to set goals, provide work instructions, inform policies and procedures to subordinates, indicate problems that need attention, and provide feedback on performance.
- 2) Upward communication. Upward communication flows to a higher level in a group or organization. This communication is used to provide feedback to superiors, inform them about progress towards goals, and convey problems faced.
- 3) Horizontal communication. Communication occurs between members of the same workgroup, between members of work groups at the same level, between managers at the same level, or between individual employees horizontally.

Leadership Style

According to Wahjosumidjo (2005), leadership is translated into terms of traits, personal behavior, influence on others, patterns, interactions, cooperative relationships between roles, the position of an administrative position, and persuasiveness, and perceptions from others about the legitimacy of influence. Thoha (2016) leadership is an activity to influence the behavior of others, or the art of influencing human behavior, both individuals and groups.

Leadership is one of the most important factors in an organization because most of the success and failure of an organization are determined by leadership in the organization. According to C. Turney (1992), leadership is a group process carried out by someone in managing and inspiring several jobs

to achieve organizational goals through the application of management techniques.

Thoha (2016) defines leadership as an activity to influence people to be directed to achieve organizational goals. Leadership includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, and influencing to improve groups and their culture.

Timple (2002) defines leadership as a social influence process in which managers seek voluntary participation from subordinates to achieve organizational goals. The leadership carried out by a leader also describes the direction and goals to be achieved by an organization. So it can be said that leadership is very influential for the big name of the organization.

According to Supardo (2006), leadership style is "a complex way and process in which someone influences other people to achieve a mission, task or target and directs the organization more reasonably". According to Hasibuan (2016), leadership style is "a way for leaders to influence their subordinates, so that they are willing to work together and work productively to achieve organizational goals". Meanwhile, according to Thoha (2012), leadership style "is a behavioral norm used by someone when that person tries to influence the behavior of others or subordinates.

From several opinions above, the author can conclude that leadership style is a way for leaders to influence their subordinates so that they are willing to work together and work productively to achieve organizational goals, measured by indicators: authoritarian leadership, participative leadership, and delegation leadership.

According to Hasibuan (2016), leadership styles are divided as follows:

- 1) **Authoritarian Leadership.** Authoritarian Leadership is power or authority, most of which is absolutely in the hands of the leader if the leader adheres to a centralized authority system. Decision-making and policies are only determined by the leader himself, subordinates are not involved in providing suggestions, ideas, and considerations in the decision-making process.
- 2) **Participative Leadership.** Participative Leadership is when leadership is carried out persuasively, creating harmonious cooperation, and fostering loyalty, and participation of subordinates. The leader will encourage the ability of subordinates to make decisions.
- 3) **Delegative Leadership.** The leader delegates authority to subordinates quite completely. Thus, subordinates can make decisions and policies freely or freely in carrying out their work. The leader does not care how subordinates make decisions and do their work, it is completely left to the subordinates.

Organizational Culture

Wibowo (2016), organizational culture is what workers feel and how this perception creates patterns, beliefs, values, and expectations". Furthermore, Mangkunegara (2005:133) organizational culture is a set or assumption or system of beliefs, values, and norms developed in an organization that is used as

behavioral guidelines for its members to overcome external adaptation and internal integration problems.

Armstrong (2005) organizational or corporate culture is a pattern of values, norms, beliefs, attitudes, and assumptions that may no longer be articulated, but shape and determine how people behave and get things done". Robbins (2016) states that organizational culture is the dominant value that is disseminated in an organization and is used as employee work philosophies that guide organizational policies in managing employees and consumers. According to Robbins (2006), a strong organizational culture is a culture where the core values of the organization are held intensively and widely adopted by members of the organization. From the several opinions above, the author can conclude that organizational culture is what workers feel and how this perception creates patterns, beliefs, values, and expectations. According to Greenberg and Baron (1997), and Robbins (2006:721), there are seven dimensions of organizational culture. Based on the seven dimensions of organizational culture, overall it captures the essence of organizational culture, namely;

- 1) Innovation and risk-taking, namely the extent to which members of the organization are encouraged to innovate and dare to take risks.
- 2) Attention to detail, namely the extent to which members of the organization demonstrate analytical accuracy and attention to detail.
- 3) Orientation towards people/individuals, namely the extent to which decision-making takes into account its impact on the results of people in the organization.
- 4) Orientation towards results, namely the extent to which management focuses on results rather than the techniques and processes used to achieve those results
- 5) Orientation towards cooperation, namely the extent to which work activities are organized based on teams, rather than based on individual organizations.

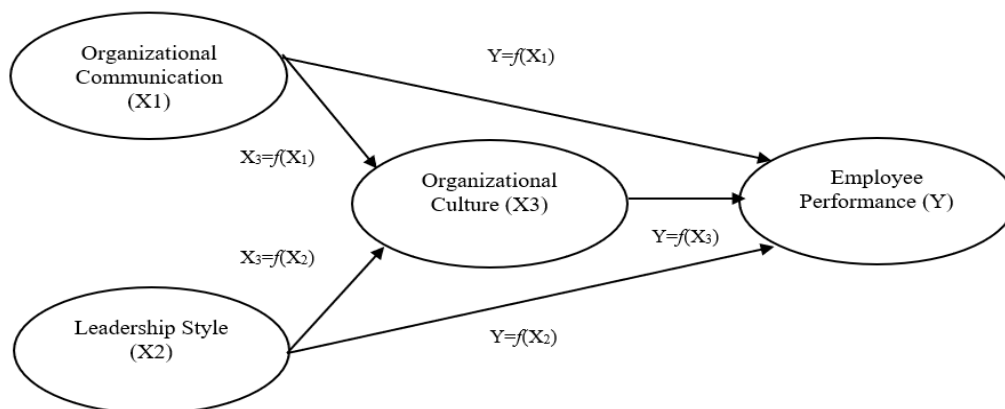


Figure 1. Framework of Thought

RESEARCH METHOD

Place and Time of Research

This research was conducted at the Office of the Indonesian Migrant Workers Protection Agency (BP2MI), Jalan MT Haryono Kav 52, Pancoran, South Jakarta 12770. With a research period of 5 months, namely January 2024 to May 2024.

Population and Sample

According to Sugiyono (2019), a population is a generalization area consisting of subjects who have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. In this study, the population taken as employees at the work unit of the Directorate of Placement and Protection of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) totaling 76 people.

According to Sugiyono (2019), the research sample is part of the number and characteristics of the population. The sample taken is a population that represents the actual conditions so that the results of the study are truly accurate. The sampling technique used is a saturated sample (census) where the entire population in this study was used as a sample, namely all employees from the work unit of the Directorate of Placement and Protection of the Asia and Africa Region, the Indonesian Migrant Workers Protection Agency (BP2MI) as many as 76 respondents.

Types and Sources of Data

This type of research is a type of quantitative research. According to Sugiyono (2019), the definition of quantitative research is a type of research that explains phenomena by collecting numerical data that is analyzed using mathematical-based methods, mainly statistics. Methods based on statistics must be supported by the use of data analysis tools, research designs, and appropriate data collection instruments.

When deciding on the data collection method to be used for research, researchers must remember two types of data, namely primary data and secondary data. In this study, one type of data was used, namely primary data (Sugiyono, 2019) which is data collected directly by researchers through the distribution of questionnaires (questionnaires) to respondents. In this study, the data source was employees at the work unit of the Directorate of Placement and Protection of the Asia and Africa Region, the Indonesian Migrant Workers Protection Agency (BP2MI).

Analysis Model

Descriptive analysis is the most basic analysis to describe the general state of a situation. This descriptive analysis includes several things, namely frequency distribution, measurement of central tendency and measurement of variability (Wiyono, 2001). Descriptive analysis consists of mean, median, mode, standard deviation and variance.

There are four data used, namely nominal data, ordinal data, interval data, and ratio data. However, there are limitations in the use of data with certain scales. Nominal data can only be used to determine

the mode because nominal data is the simplest data. Ordinal data can be used to determine the mode and median. While interval and ratio data are used to determine both mode, median, mean, and standard deviation. This is because calculating the mean can only be done using data that can be mathematically operated such as add, subtract, multiply, divide, and others.

To test the influence of mediating variables, the path analysis method is used. Path analysis is an extension of multiple linear regression analysis or path analysis is the use of regression analysis to estimate the causal relationship between variables (causal models) that have been previously determined based on theory. What is meant by path analysis is determining the pattern of relationships between 3 or more variables and cannot be used to confirm or reject the imaginary causality hypothesis (Ghozali, 2006).

RESULTS AND DISCUSSION

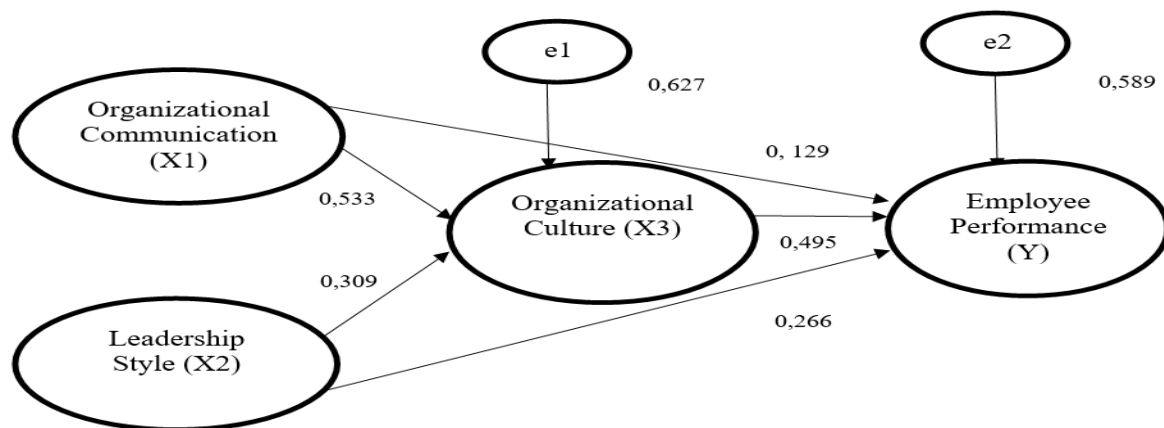


Figure 2. Path Analysis Model

a. The influence of organizational communication and leadership style on organizational culture

To find out this, it is necessary to use the F test. The following is the test of each variable:

Table 1. F Test Results of the Influence of Organizational Communication and Leadership Style on Organizational Culture

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2047.173	2	1023.586	56.150	.000 ^b
Residual	1330.762	73	18.230		
Total	3377.934	75			

a. Dependent Variable: X3

b. Predictors: (Constant), X2, X1

Source: Primary Data processed, 2024

The results of the F test for the variables of organizational communication and leadership style obtained a calculated F value = 56.150 and an F-table of 3.967 with a significance value of 0.000. This means that $F_{\text{calculate}} > F_{\text{table}}$ ($56.150 > 3.967$), and the sig value ($0.000 < 0.05$), which means that H_0 is rejected and H_1 is accepted. This provides the conclusion that organizational communication and leadership style have an influence and are significant to organizational culture. Thus, the first hypothesis is tested and proven.

b. The influence of organizational communication and leadership style on employee performance

Table 2. Results of the F Test for the Influence of Organizational Communication and Leadership Style on Employee Performance

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1840.432	2	920.216	45.595	.000 ^b
Residual	1473.304	73	20.182		
Total	3313.737	75			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Primary Data processed, 2024

The results of the F test for the variables of organizational communication and leadership style obtained a calculated F value = 45.595 and an F-table of 3.967 with a significance value of 0.000. This means that the calculated $F > F\text{-table}$ ($45.595 > 3.967$), and the sig value ($0.000 < 0.05$), which means that H_0 is rejected and H_1 is accepted. This provides the conclusion that organizational communication and leadership style have an influence and are significant on employee performance. Thus, the second hypothesis is tested and proven.

c. The influence of organizational communication on employee performance

To test the influence of organizational communication on employee performance, a t-test is carried out. The following are the results of the t-test:

Table 3. Results of the t-Test for the Influence of Organizational Communication on Employee Performance

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.142	2.825		3.944	.000
X1	.750	.094	.680	7.981	.000

a. Dependent Variable: Y

Source: Primary Data processed, 2024

The t-test results for the organizational communication variable obtained a calculated t-value of 7.981 and a t-table of 1.665. This means that the calculated $t > t\text{-table}$ ($7.981 > 1.665$), and the sig value ($0.000 < 0.05$), which means that H_0 is rejected and H_1 is accepted. This provides the conclusion that organizational communication has a significant effect on employee performance. Thus, the third hypothesis is tested and proven.

d. The influence of leadership style on employee performance

To test the effect of leadership style on employee performance, a t-test is carried out. The following are the results of the t-test:

Table 4. Results of the t-Test on the Effect of Leadership Style on Employee Performance

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.362	2.979		3.143	.002
X2	.899	.110	.688	8.158	.000

a. Dependent Variable: Y

Source: Primary Data processed, 2024

The t-test results for the leadership style variable obtained a calculated t-value of 8.158 and a t-table of 1.665. This means that the calculated $t > t\text{-table}$ ($8.158 > 1.665$), and the sig value ($0.000 < 0.05$), which means that H_0 is rejected and H_1 is accepted. This provides the conclusion that leadership style has an influence and is significant on employee performance. Thus, the fourth hypothesis is tested and proven.

e. The influence of organizational culture on employee performance

To test the influence of organizational culture on employee performance, a t-test is carried out. The following are the results of the t-test:

Table 5. Results of the t-Test on the Influence of Organizational Culture On Employee Performance

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.150	2.463		3.309	.001
X3	.763	.073	.770	10.391	.000

a. Dependent Variable: Y

Source: Primary Data processed, 2024

The t-test results for the organizational culture variable obtained a calculated t-value of 10,391 and a t-table of 1,665. This means that the calculated $t > t\text{-table}$ ($10,391 > 1,665$), and the sig value ($0.000 < 0.05$), which means that H_0 is rejected and H_1 is accepted. This provides the conclusion that organizational culture has an influence and is significant on employee performance. Thus, the fifth hypothesis is tested and proven.

f. The influence of organizational communication on organizational culture

To test the influence of organizational communication on organizational culture, a t-test is carried out. The following are the results of the t-test:

Table 6. Results of the t-Test for the Influence of Organizational Communication On Organizational Culture

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.439	2.594		3.253	.002
X1	.830	.086	.745	9.614	.000

a. Dependent Variable: X3

Source: Primary Data processed, 2024

The t-test results for the organizational communication variable obtained a calculated t-value of 9.614 and a t-table of 1.665. This means that the calculated $t > t\text{-table}$ ($9.614 > 1.665$), and the sig value ($0.000 < 0.05$), which means that H_0 is rejected and H_1 is accepted. This provides the conclusion that organizational communication has an influence and is significant on organizational culture. Thus, the sixth hypothesis is tested and proven.

g. The influence of leadership style on organizational culture

To test the influence of leadership style on organizational culture, a t-test is carried out. The following are the results of the t-test:

Table 7. Results of the t-Test for the Influence of Leadership Style On Organizational Culture

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.241	3.059		3.021	.003
X2	.890	.113	.675	7.867	.000

a. Dependent Variable: X3

Source: Primary Data processed, 2024

The t-test results for the leadership style variable obtained a calculated t-value of 7.867 and a t-table of 1.665. This means that the calculated $t > t\text{-table}$ ($7.867 > 1.665$), and the sig value ($0.000 < 0.05$), which means that H_0 is rejected and H_1 is accepted. This provides the conclusion that leadership style has an influence and is significant on organizational culture. Thus, the seventh hypothesis is tested and proven.

h. The influence of organizational communication on employee performance through organizational culture

The value of the influence of organizational communication on employee performance through organizational culture is as follows:

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_1}) \times (\rho_{YX_3}) = 0,533 \times 0,495 = 0,263$$

In the organizational communication variable, the indirect influence value is obtained from the path coefficient value $\rho_{X_3X_1}$ multiplied by the path coefficient value ρ_{YX_3} . The multiplication result shows that the indirect influence coefficient value (0.263) is greater than the direct influence coefficient value (0.129). This shows that organizational culture can mediate organizational communication in influencing employee performance. Thus, the eighth hypothesis is proven and tested

i. The influence of leadership style on employee performance through organizational culture

The value of the influence of leadership style on employee performance through organizational culture is as follows:

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_2}) \times (\rho_{YX_3}) = 0,309 \times 0,495 = 0,153$$

In the leadership style variable, the indirect influence value is obtained from the path coefficient value ρ_{x3x1} multiplied by the path coefficient value ρ_{yx3} . The multiplication result shows that the indirect influence coefficient value (0.153) is smaller than the direct influence coefficient value (0.266). This shows that organizational culture cannot mediate leadership style in influencing employee performance. Thus, the ninth hypothesis is not proven and not tested.

DISCUSSION

1. The influence of organizational communication and leadership style on employee performance at the Directorate of Placement and Protection of the Asia and Africa Region (BP2MI).

Based on the results of the descriptive analysis of the organizational communication variable, the indicator that dominates the formation of the organizational communication variable is horizontal communication, that employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are open in expressing opinions to superiors, always discussing with other employees to solve a problem at work and providing support to other employees. The average value of the organizational communication variable tends to agree that the organizational communication indicator consists of downward communication, upward communication, and horizontal communication forming the organizational communication variable.

Based on the results of the descriptive analysis of the leadership style variable, the indicator that dominates the formation of the leadership style variable is authoritarian leadership that all decisions are in the hands of the leader of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI), the Leader of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) is not self-interested and raises awareness of the importance of complying with applicable regulations. The average value of the leadership style variable tends to agree with the indicators of authoritarian leadership, participatory leadership, and delegative leadership. form the leadership style variable.

Based on the results of the descriptive analysis of the employee performance variable, the indicator that dominates the formation of the employee performance variable is the quantity of work, the number of tasks given, following the capacity of the ability of the Employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) and the work results achieved by Employees in the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) have met the specified quantity of work. The average value of the employee performance variable tends to agree that the indicators of work quality, work quantity, punctuality, effectiveness, independence, and work commitment form the employee performance variable.

Based on the results of the regression analysis, show that organizational communication and leadership style can improve employee performance at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI). The results of this study are in line with

research conducted by Dwi Suci Agustin (2020); Lyandru Togumulia Tambunan (2020); Septa Maldi Putri, Edy Swasono, Imam Baehaki (2020); Bella Febri Fitriani, R.A.E.P Apriliani (2019); Diannitha Phobe Yuliane Pertiwi, Lies Putriana, Derriawan (2019); Laviena Octora, Luis Marnisah, Meita Istianda (2022); Roby Hermawan, Rini, Adiyani, Darsono (2022); Anton, Alex P. Karo-karo, Martinus Tjendana (2023); Nurlaili, Apridar, Aiyub (2019) and Radiva Dianda Zahra Putri, Sherly Yulianti, M. Isa Anshori (2024).

2. The influence of organizational communication and leadership style on organizational culture at the Directorate of Placement and Protection of the Asian and African Region (BP2MI).

Based on the results of the descriptive analysis of the organizational communication variable, the indicator that dominates the formation of the organizational communication variable is horizontal communication, that the employees of the Directorate of the Asian and African Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are open in expressing opinions to superiors, always discussing with other employees to solve a problem at work and providing support to other employees. The average value of the organizational communication variable tends to agree that the organizational communication indicator consists of downward communication, upward communication, and horizontal communication forming the organizational communication variable.

Based on the results of the descriptive analysis of the leadership style variable, the indicator that dominates the formation of the leadership style variable is authoritarian leadership that all decisions are in the hands of the leader of the Directorate of the Asian and African Region of the Indonesian Migrant Workers Protection Agency (BP2MI), the Leader of the Directorate of the Asian and African Region of the Indonesian Migrant Workers Protection Agency (BP2MI) is not self-interested and fosters awareness of the importance of complying with applicable regulations. The average value of the leadership style variable tends to agree with the indicators of authoritarian leadership, participative leadership, and delegative leadership. form the leadership style variable.

Based on the results of the descriptive analysis of the organizational culture variable, the indicator that dominates the formation of the organizational culture variable is innovative, that Employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) strive to innovate in their organizational activities and provide new ideas from Employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are appreciated by the organization. The average value of the organizational culture variable tends to agree that the indicators of the work itself, salary, job promotion, supervisor (superior), and co-workers form the organizational culture variable.

Based on the results of the regression analysis, show that organizational communication and leadership style can provide improvements to organizational culture at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI). The results of this study are in line with research conducted by Dwi Suci Agustin (2020); Lyandru Togumulia Tambunan (2020);

English: Septa Maldi Putri, Edy Swasono, Imam Baehaki (2020); Bella Febri Fitriani, R.A.E.P Apriliani (2019);

3. The influence of organizational communication on employee performance at the Directorate of Placement and Protection of the Asian and African Region (BP2MI).

Based on the results of the descriptive analysis of the organizational communication variable, the indicator that dominates the formation of the organizational communication variable is horizontal communication, that Employees of the Directorate of the Asian and African Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are open in expressing opinions to superiors, always discussing with other employees to solve a problem at work and providing support to other employees. The average value of the organizational communication variable tends to agree that the organizational communication indicator consists of downward communication, upward communication, and horizontal communication forming the organizational communication variable.

Based on the results of the descriptive analysis of the employee performance variable, the indicator that dominates the formation of the employee performance variable is the quantity of work, the number of tasks given, following the capacity of the ability of the Employees of the Directorate of the Asian and African Region of the Indonesian Migrant Workers Protection Agency (BP2MI) and the work results achieved by Employees in the Directorate of the Asian and African Region of the Indonesian Migrant Workers Protection Agency (BP2MI) have met the specified quantity of work. The average value of employee performance variables tend to agree that indicators of work quality, work quantity, punctuality, effectiveness, independence, and work commitment form employee performance variables. Based on the results of the regression analysis, shows that organizational communication can improve employee performance at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI). The results of this study are in line with research conducted by Dwi Suci Agustin (2020); Lyandru Togumulia Tambunan (2020); Septa Maldi Putri, Edy Swasono, Imam Baehaki (2020); Bella Febri Fitriani, R.A.E.P Apriliani (2019); Diannitha Phobe Yuliane Pertiwi, Lies Putriana, Derriawan (2019); Laviena Octora, Luis Marnisah, Meita Istianda (2022); Roby Hermawan, Rini, Adiyani, Darsono (2022); Anton, Alex P. Karo-karo, Martinus Tjendana (2023); Nurlaili, Apridar, Aiyub (2019) and Radiva Dianda Zahra Putri, Sherly Yulianti, M. Isa Anshori (2024); Mona, V., & Subagja, I. K. (2020); S. Kamala, B. Pasaribu and I.K, Subagja (2023).

4. The influence of leadership style on employee performance at the Directorate of Placement and Protection of the Asia and Africa Region (BP2MI).

Based on the results of the descriptive analysis of the leadership style variable, the indicator that dominates the formation of the leadership style variable is authoritarian leadership that all decisions are in the hands of the leader of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI), the Leader of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) is not self-interested and fosters

awareness of the importance of complying with applicable regulations. The average value of the leadership style variable tends to agree with the indicators of authoritarian leadership, participatory leadership, and delegative leadership. form the leadership style variable.

Based on the results of the descriptive analysis of employee performance variables, the indicators that dominate the formation of employee performance variables are work quantity, the number of tasks given, following the capacity of the ability of Employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) and the work results achieved by Employees in the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) have met the specified work quantity. The average value of employee performance variables tend to agree that indicators of work quality, work quantity, punctuality, effectiveness, independence, and work commitment form employee performance variables. Based on the results of the regression analysis, shows that leadership style can improve employee performance at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI). The results of this study are in line with research conducted by Dwi Suci Agustin (2020); Lyandru Togumulia Tambunan (2020); Septa Maldi Putri, Edy Swasono, Imam Baehaki (2020); Bella Febri Fitriani, R.A.E.P Apriliani (2019); Diannitha Phobe Yuliane Pertiwi, Lies Putriana, Derriawan (2019); Susilo, H., Subagja, I. K., & Samosir, P. S. (2022); Triyanto, U., Hoesin, W., & Subagja, I. K. (2022); Sugiharti, E., & Subagja, I. K. (2024); Gumanthi, D. R., Silitonga, E. S., & Subagja, I. K. (2022).

5. The influence of organizational culture on employee performance at the Directorate of Placement and Protection of the Asian and African Region (BP2MI).

Based on the results of the descriptive analysis of the organizational culture variable, the indicator that dominates the formation of the organizational culture variable is innovative, that Employees of the Directorate of the Asian and African Region of the Indonesian Migrant Workers Protection Agency (BP2MI) strive to innovate in their organizational activities and provide new ideas from Employees of the Directorate of the Asian and African Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are appreciated by the organization. The average value of the organizational culture variable tends to agree that the indicators of the work itself, salary, job promotion, supervisors (superiors), and coworkers form the organizational culture variable.

Based on the results of the descriptive analysis of employee performance variables, the indicators that dominate the formation of employee performance variables are work quantity, the number of tasks given, following the capacity of the employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) and the work results achieved by employees in the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) have met the specified work quantity. The average value of employee performance variables tend to agree that indicators of work quality, work quantity, punctuality, effectiveness, independence, and work commitment form employee performance variables. Based on the results of the regression

analysis, shows that organizational culture can improve employee performance at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI). The results of this study are in line with research conducted by Dwi Suci Agustin (2020); Lyandru Togumulia Tambunan (2020); Septa Maldi Putri, Edy Swasono, Imam Baehaki (2020); Bella Febri Fitriani, R.A.E.P Apriliani (2019); Diannitha Phobe Yuliane Pertiwi, Lies Putriana, Derriawan (2019); Laviena Octora, Luis Marnisah, Meita Istianda (2022); Roby Hermawan, Rini, Adiyani, Darsono (2022); Anton, Alex P. Karo-karo, Martinus Tjendana (2023); Nurlaili, Apridar, Aiyub (2019) and Radiva Dianda Zahra Putri, Sherly Yulianti, M. Isa Anshori (2024).

6. The influence of organizational communication on organizational culture at the Directorate of Placement and Protection of the Asia and Africa Region (BP2MI).

Based on the results of the descriptive analysis of the organizational communication variable, the indicator that dominates the formation of the organizational communication variable is horizontal communication, that employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are open in expressing opinions to superiors, always discussing with other employees to solve a problem at work and providing support to other employees. The average value of the organizational communication variable tends to agree that the indicators of organizational communication consist of downward communication, upward communication, and horizontal communication forming the organizational communication variable.

Based on the results of the descriptive analysis of the organizational culture variable, the indicator that dominates the formation of the organizational culture variable is innovative, that Employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) strive to innovate in their organizational activities and provide new ideas from Employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are appreciated by the organization. The average value of the organizational culture variable tends to agree that the indicators of the work itself, salary, job promotion, supervisor (superior), and co-workers form the organizational culture variable.

Based on the results of the regression analysis, show that organizational communication can provide improvements to organizational culture at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI). The results of this study are in line with research conducted by Dwi Suci Agustin (2020); Lyandru Togumulia Tambunan (2020); English: Septa Maldi Putri, Edy Swasono, Imam Baehaki (2020); Bella Febri Fitriani, R.A.E.P Apriliani (2019);

7. The influence of leadership style on organizational culture at the Directorate of Placement and Protection of the Asian and African Region (BP2MI).

Based on the results of the descriptive analysis of the leadership style variable, the indicator that dominates the formation of the leadership style variable is authoritarian leadership that all decisions are in the hands of the leader of the Directorate of the Asian and African Region of the Indonesian

Migrant Workers Protection Agency (BP2MI), the Leader of the Directorate of the Asian and African Region of the Indonesian Migrant Workers Protection Agency (BP2MI) is not self-interested and fosters awareness of the importance of complying with applicable regulations. The average value of the leadership style variable tends to agree with the indicators of authoritarian leadership, participatory leadership, and delegative leadership. form the leadership style variable.

Based on the results of the descriptive analysis of the organizational culture variable, the indicator that dominates the formation of the organizational culture variable is innovative, that Employees of the Directorate of the Asian and African Region of the Indonesian Migrant Workers Protection Agency (BP2MI) strive to innovate in their organizational activities and provide new ideas from Employees of the Directorate of the Asian and African Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are appreciated by the organization. The average value of the organizational culture variable tends to agree that the indicators of the work itself, salary, job promotion, supervisor (superior), and co-workers form the organizational culture variable. Based on the results of the regression analysis, shows that leadership style can provide improvements in organizational culture at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI). The results of this study are in line with research conducted by Dwi Suci Agustin (2020); Lyandru Togumulia Tambunan (2020); Septa Maldi Putri, Edy Swasono, Imam Baehaki (2020); Bella Febri Fitriani, R.A.E.P Apriliani (2019); Diannitha Phobe Yuliane Pertiwi, Lies Putriana, Derriawan (2019); Laviena Octora, Luis Marnisah, Meita Istianda (2022); Roby Hermawan, Rini, Adiyani, Darsono (2022); Anton, Alex P. Karo-karo, Martinus Tjendana (2023); Nurlaili, Apridar, Aiyub (2019) and Radiva Dianda Zahra Putri, Sherly Yulianti, M. Isa Anshori (2024); Mona, V., & Subagja, I. K. (2020).

8. The influence of organizational communication on employee performance at the Directorate of Placement and Protection of the Asian and African Region (BP2MI) through organizational culture.

Based on the results of the descriptive analysis of the organizational communication variable, the indicator that dominates the formation of the organizational communication variable is horizontal communication, that Employees of the Directorate of the Asian and African Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are open in expressing opinions to superiors, always discussing with other employees to solve a problem at work and providing support to other employees. The average value of the organizational communication variable tends to agree that the organizational communication indicator consists of downward communication, upward communication, and horizontal communication forming the organizational communication variable.

Based on the results of the descriptive analysis of the employee performance variable, the indicator that dominates the formation of the employee performance variable is the quantity of work, the number of tasks given, following the capacity of the ability of the Employees of the Directorate of the Asian and African Region of the Indonesian Migrant Workers Protection Agency (BP2MI) and the work results achieved by Employees in the Directorate of the Asian and African Region of the Indonesian

Migrant Workers Protection Agency (BP2MI) have met the specified quantity of work. The average value of employee performance variables tends to agree that indicators of work quality, work quantity, punctuality, effectiveness, independence, and work commitment form employee performance variables.

Based on the results of the descriptive analysis of the organizational culture variable, the indicator that dominates the formation of the organizational culture variable is innovative, that Employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) strive to innovate in their organizational activities and provide new ideas from Employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are appreciated by the organization. The average value of the organizational culture variable tends to agree that the indicators of the work itself, salary, job promotion, supervisor (superior), and co-workers form organizational culture variables.

Based on the results of the path analysis, shows that organizational communication can provide improvements in employee performance through organizational culture at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI). The results of this study are in line with research conducted by Dwi Suci Agustin (2020); Lyandru Togumulia Tambunan (2020); Septa Maldi Putri, Edy Swasono, Imam Baehaki (2020); Bella Febri Fitriani, R.A.E.P Apriliani (2019); Laviena Octora, Luis Marnisah, Meita Istianda (2022); Roby Hermawan, Rini, Adiyani, Darsono (2022); Anton, Alex P. Karo-karo, Martinus Tjendana (2023); Nurlaili, Apridar, Aiyub (2019) and Radiva Dianda Zahra Putri, Sherly Yulianti, M. Isa Anshori (2024).

9. The influence of leadership style on employee performance at the Directorate of Placement and Protection of the Asian and African Region (BP2MI) through organizational culture.

Based on the results of the descriptive analysis of the leadership style variable, the indicator that dominates the formation of the leadership style variable is authoritarian leadership that all decisions are in the hands of the leader of the Directorate of the Asian and African Region of the Indonesian Migrant Workers Protection Agency (BP2MI), the Leader of the Directorate of the Asian and African Region of the Indonesian Migrant Workers Protection Agency (BP2MI) is not self-interested and fosters awareness of the importance of complying with applicable regulations. The average value of the leadership style variable tends to agree with the indicators of authoritarian leadership, participatory leadership, and delegative leadership. form the leadership style variable.

Based on the results of the descriptive analysis of employee performance variables, the indicator that dominates the formation of employee performance variables is work quantity, the number of tasks given, following the capacity of the ability of Employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) and the work results achieved by Employees in the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) have met the specified work quantity. The average value of employee

performance variables tends to agree that indicators of work quality, work quantity, punctuality, effectiveness, independence, and work commitment form employee performance variables.

Based on the results of the descriptive analysis of organizational culture variables, the indicator that dominates the formation of organizational culture variables is innovative, that Employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) strive to innovate in their organizational activities and provide new ideas from Employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are appreciated by the organization. The average value of organizational culture variables tends to agree that indicators of work itself, salary, job promotion, supervisors (superiors), and co-workers form organizational culture variables.

Based on the results of the path analysis, shows that leadership style is not able to provide improvements in employee performance through organizational culture at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI). The results of this study are not in line with research conducted by Dwi Suci Agustin (2020); Lyandru Togumulia Tambunan (2020); Septa Maldi Putri, Edy Swasono, Imam Baehaki (2020); Bella Febri Fitriani, R.A.E.P Apriliani (2019); Diannitha Phobe Yuliane Pertiwi, Lies Putriana, Derriawan (2019); Lavienna Octora, Luis Marnisah, Meita Istianda (2022); Roby Hermawan, Rini, Adiyani, Darsono (2022); Anton, Alex P. Karo-karo, Martinus Tjendana (2023); Nurlaili, Apridar, Aiyub (2019) and Radiva Dianda Zahra Putri, Sherly Yulianti, M. Isa Anshori (2024); Susilo, H., Subagja, I. K., & Samosir, P. S. (2022); Triyanto, U., Hoesin, W., & Subagja, I. K. (2022); Sugiharti, E., & Subagja, I. K. (2024); Gumanthi, D. R., Silitonga, E. S., & Subagja, I. K. (2022).

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of the study on the Influence of Organizational Communication and Leadership Style on the Performance of Employees of the Directorate of Placement and Protection of the Asia and Africa Region (BP2MI) with Organizational Culture as an Intervening Variable, the following conclusions can be drawn:

- 1) The organizational communication variable, indicator that dominates the formation of the organizational communication variable is horizontal communication, that Employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are open in expressing opinions to superiors, always discussing with other employees to solve a problem at work and providing support to other employees. The average value of the organizational communication variable tends to agree that the organizational communication indicator consists of downward communication, upward communication, and horizontal communication forming the organizational communication variable.
- 2) The leadership style variable, indicator that dominates the formation of the leadership style variable is authoritarian leadership all decisions are in the hands of the leader of the Directorate

of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI), the Leader of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) is not self-interested and raises awareness of the importance of complying with applicable regulations. The average value of the leadership style variable tends to agree with the indicators of authoritarian leadership, participatory leadership, and delegative leadership. form the leadership style variable.

- 3) The organizational culture variable, an indicator that dominates the formation of the organizational culture variable is innovation, Employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) strive to innovate in their organizational activities and provide new ideas from Employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) are appreciated by the organization. The average value of the organizational culture variable tends to agree that the indicators of the work itself, salary, job promotion, supervisor (superior), and co-workers form the organizational culture variable.
- 4) Employee performance variables, the indicator that dominates the formation of employee performance variables is work quantity, the number of tasks given, following the capacity of the ability of Employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) and the work results achieved by Employees in the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) have met the specified work quantity. The average value of employee performance variables tends to agree that indicators of work quality, work quantity, punctuality, effectiveness, independence, and work commitment form employee performance variables.

Based on regression analysis and path analysis, it shows that:

- 1) Organizational communication and leadership style can provide improvements in employee performance at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI).
- 2) Organizational communication and leadership style can provide improvements in organizational culture at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI).
- 3) Organizational communication can provide improvements in employee performance at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI).
- 4) Leadership style can provide improvements in employee performance at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI).
- 5) Organizational culture can provide improvements in employee performance at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI).
- 6) Organizational communication can provide improvements in organizational culture at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI).

- 7) Leadership style can provide improvements in organizational culture at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI).
- 8) Organizational communication can provide improvements in employee performance through organizational culture at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI).
- 9) Leadership style is not able to provide improvements in employee performance through organizational culture at the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI).

SUGGESTIONS

Based on the results of the study on the Influence of Organizational Communication and Leadership Style on the Performance of Employees of the Directorate of Placement and Protection of the Asia and Africa Region (BP2MI) with Organizational Culture as an Intervening Variable, several suggestions can be submitted as follows:

- 1) The results of this study are expected to be a means of learning and developing thinking skills in analyzing a problem, as well as an academic requirement to obtain a bachelor's degree and contribute to the development of science, especially in the field of human resources science. And as a reference material for further research.
- 2) The results of this study are expected to be information and input for the Directorate of Placement and Protection of the Asia and Africa Region (BP2MI) in implementing various policies by considering the following:
 - a. Organizational Communication. Be of concern to the Head of the Directorate of Placement and Protection of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI), to pay attention to the vertical communication indicators from top to bottom that provide the lowest value for the formation of organizational communication variables, namely using the Superiors of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) must always communicate information regarding tasks, policies related to the organization so that employees can easily communicate with superiors according to the direction of their superiors in carrying out their work.
 - b. Leadership Style. To be of concern to the Head of the Directorate of Placement and Protection of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI), to pay attention to the delegation leadership indicators that provide the lowest value for the formation of leadership style variables, namely using the Leader of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) must be able to delegate tasks to employees according to their abilities and expertise.
 - c. Organizational Culture. To be of concern to the Head of the Directorate of Placement and Protection of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI), to pay attention to the results orientation indicator that gives the lowest

value to the formation of organizational culture variables, namely using Employees of the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) emphasizing the orientation of the results to be achieved and oriented towards organizational success.

- d. Employee Performance. To be of concern to the Head of the Directorate of Placement and Protection of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI), to pay attention to the timeliness indicator that gives the lowest value to the formation of employee performance variables, namely using Employees in the Directorate of the Asia and Africa Region of the Indonesian Migrant Workers Protection Agency (BP2MI) must be able to complete tasks on time and work according to the deadline. For employees who do not do their work on time, they are given punishment and those who are by work procedures are given rewards.

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