



The Influence of Leadership and Interpersonal Communication on the Performance of Lecturers of Tribuana University Kalabahi, Alor-NTT District

Nehemia Fanpada

Universitas Tribuana Kalabahi

Email: fanpadanehemia@gmail.com

Article Info

Article History:

Received: June 30, 2020

Revised: July 30, 2020

Published: August 2020

e-ISSN: 2623-2324

p-ISSN: 2654-2528

DOI: 10.5281/zenodo.3991812

Abstract:

Perfomanced is the work result who has achieved by someone in doing the task in a institution. In achieve the good perfomanced, it need supported by good leadership and communication. The research aimed to see how the leadership and interpersonal communication has effected in to increase lecturer performance of Tribuana Kalabahi University. The population of this research were all the lecurers as many as 40 person. The data was empiris data which gained from questionnaire which has been tested the validity and reliability. Data that collected has been analyzed by descriptive analysis, and then hypothesis used path analysis. The result research shown that there is directly affect towards perfomanced. Interpersonal communication has directly affected towards interpersonal communication. Implication of the research are to increasing the leadership and good interpersonal communication in the achievement of good perfomanced

Keyword: Leadership, Interpersonal Communication And Perfomanced

INTRODUCTION

Progress of higher education institutions is very much determined by the leaders, the lecturers and all components. To improve the quality of a university, it can be seen from how well the lecturers' performance is in implementing the Tri Dharma of higher education. To achieve good performance requires support, full participation from the leader and all its supporting components.

Tri Buana Kalabahi University is one of the universities in Alor Regency - East Nusa Tenggara where there are 5 faculties and 10 study programs that always strive to improve quality, prepare human resources in implementing Tri Dharma for higher education. It is recognized that in a very young university age and in the outermost, frontier and disadvantaged areas (3T), of course, many things are needed to improve the quality of the institution, it can be understood that Tri Buana University is still lagging behind other universities, the data shows that based on the ranking of universities in East Nusa Tenggara published by the Ministry of Research, Technology

and Higher Education in 2016 from 34 universities in NTT, Tri Buana Kalabahi University is in 25th place, this shows that good cooperation between leaders and subordinates is needed as well as good communication in improvement of the performance of Tri Buana Kalabahi university lecturers.

Performance according to Apriliya Dwi Astuti (journal: 2017) states that performance requires the expression of a person's potential and overall responsibility or ownership in carrying out the principal that is borne by him.

Performance according to Galih Wisnu Wardhana (journal: 2015) states that performance is the result achieved by an individual doing work or an action that has been done within a certain period. Mizanul I 'Tidal: Performance in carrying out its functions does not stand alone, but is related to job satisfaction and the level of reward, influenced by skills, independence and individual traits. From the opinion of the experts above it can be interpreted that performance is the result achieved by someone in doing the job entrusted to him with full responsibility and building good cooperation between fellow subordinates and leadership to answer the goals that are expected together.

Furthermore, according to Sudiro (Journal, 2015) that: Employee performance is closely related to the results of a person's work in an organization, the results of the work can be related to quality, quantity, and timeliness. Employee performance is not only influenced by the ability and expertise at work, but is also strongly influenced by work morale.

Yusran Razak et al (Journal. 2016) stated that performance is related to the level of knowledge and ability to solve problems. Performance is the implementation of the functions that are required of a person. Performance means the work results, abilities or achievements of employees and lecturers to encourage them to carry out a job.

Also supported by Asbullah (Journal: 2016) states that performance is an integrated whole element and process, which contains the uniqueness of each individual, the behavior of lecturers in the organization or the overall work pattern, work processes and work results or the achievement of certain goals. Without cooperation, motivation and good support from a leader to his subordinates in an organization or institution he leads, undoubtedly the goals of the organization or institution formulated in the vision and mission will not be achieved properly.

Then According to Colquitt Le Pine. Wesson stated that: *Job performance is formally defined as the value of the set of employed behaviors that contributed, either positively or negatively, to organizational goal accomplishment. This definition of job performance includes behaviors that are within the control of employees, but it places a boundary on which behaviors are (and are not) relevant to job's performance.*

Performance is formally defined as the value of the set of employee behaviors that contribute both positively and negatively to the achievement of organizational goals. The definition of performance includes behavior that is modest in educating employees, but places limits on behavior that are relevant to performance.

Furthermore, Richard L. Daft "*Performance appraisals the process of observing and evaluating an employee's performance, recording the assessment and providing feedback to the employees*". Performance appraisal process, observes and evaluates employee performance, records appraisals and provides feedback to employees.

The same thing was conveyed by Rober L. Mathis: *Performance appraisals, well done performance appraisals can be a source of development information. Performance data on productivity, employee relations, and relevant dimensions can be gathered in such assessments. In this context, appraisals designed for development purpose.* Performance appraisal can be done properly and can be a source of development information. Performance data on productivity, employee relations and relevant dimensions can be collected in the assessment. In this context, assessments are designed for development purposes.

From some of the opinions of the experts above, it can be synthesized that performance is the professional completeness of work by an employee for the duties and responsibilities assigned to him within a certain period of time based on a program that is elaborated from the vision and mission of a particular organization or institution. To achieve good performance, it takes employees who are responsible, disciplined, good human resources who master and understand the areas entrusted to them.

Leadership is the ability possessed by a leader to influence, invite, embrace and be able to build good cooperation between the leader and his subordinates as well as among his fellow subordinates so that they work professionally, responsibly and discipline for each task entrusted to achieve mutually agreed goals.

Leadership is related to the personality and character of a professional leader, responsible for the task and able to influence members to work effectively in achieving the goals or vision and mission formulated together for the progress of the organization.

Thoaha in the journal (Hendri Rosya, 2016: 127-137) states that: Leadership is the nature, character or way of a person in an effort to foster and mobilize a person or group of people so that they are willing, committed and loyal to carry out activities in accordance with their duties and responsibilities for realizing the company goals that have been previously set. Further stated by Yusran Razak et al (Journal, 2016: 30-44), states that: Leadership is the ability to convince people to strive for their goals firmly with enthusiasm.

Leadership is a strength that must be possessed by a leader to be able to influence other people or their members to do and or not do something that has been mutually agreed upon, in order to achieve common goals, the indicators are: can influence people to do something, direct, guide the achievement of goals, and facilitate subordinates.

Interpersonal communication is the interaction that occurs between the giver and the recipient of information, either directly or indirectly, individually or in groups to gain a common understanding in achieving (goals. *Tampubolon Educational Management. ISSN: 2087-1538. Vol.1, Number 2 December 2010 State University Jakarta*) says that: Leadership is the behavior of leaders to influence subordinates situationally in achieving organizational goals with the approach of providing direction, providing support, including subordinates in policy making and rewarding subordinates who excel. Whereas Hasibuan (in the journal: Aurelia) says leadership is a person who uses his duties and authority directed to his subordinates to do work in achieving organizational goals.

Also supported by Richard L. Hughes, stated that: *Leadership is a complex phenomenon involving the leader, follower and situation. Some leadership researchers have focused on the personality, physical traits, or behaviors of the leader.* Leadership is a very complex activity because it deals with the leader, situation and followers. Some leadership researchers focus more on the personality, physical traits, or behavior of leaders.

Then Jason A. Colquitt and Jeffery A. Lapine, leadership is defined as follows: *We define leadership as the use of power and influence to direct the activities of followers toward goal achievement. That direction can affect followers' interpretation of events, the organization of their work activities, their commitment to key goals, their relationship with other followers, and their access to cooperation and support from other work units.*

We define leadership as used as a direct power and influence possessed by a leader to direct employees towards achieving goals. Leaders are able to influence employees' interpretations of an organizational event from their work activities, their commitment to achieving the keys to success, relationships between employees, and cooperation and support from other work units.

Leadership according to Winastyo et al, states that leadership is a process of dealing with various problems within the scope of employees in supporting organizational or company activities in order to achieve predetermined goals.

From the thoughts of the experts above, it can be synthesized that leadership is an ability possessed by a leader to influence, invite, embrace and be able to build good cooperation between leaders and subordinates as well as among subordinates to work professionally, responsibly and in every discipline. tasks entrusted with achieving mutually agreed goals.

Interpersonal communication is a process of delivering messages between communicators and communicants both individually and in groups with the aim that the message material conveyed is well received. The ability to provide information carefully, precisely and clearly, as well as the ability to receive information from outside with high sensitivity is a requirement essential for effective leaders.

Communication according to WF Hartanto and JJ Rotinsulu, states that: Communication as a process where people intend to provide insights through symbolic delivery of news, can connect members of various different organizational units and different fields, so it is often called the exchange chain information.

Furthermore, Communication according to Sri Rahayu, states that: Communication or interaction is the main condition for the occurrence of social activities, which shows social relationships between fellow humans or individuals, between human groups and between individuals and groups of humans.

Then also supported by Reindy Gustyawan et al (2015 Journal) stated that: the general nature of interpersonal communication is that messages are delivered directly and spontaneously, provide immediate feedback, communication participants play a flexible role.

From the above understanding, it can be understood that interpersonal communication is a process of processing ideas and ideas and symbols in interactions that involve other people. The communication process that occurs between leaders and subordinates as communicants and communicators who give each other and receive messages in an interaction spontaneously to achieve the goals that are expected together. Interpersonal communication is a social process where the people involved in it influence each other. This communication model is considered very effective in an effort to change a person's attitude, opinion, or behavior to improve and increase good work results.

According to Devito (Journal: M. Chairani) there are 5 characteristics that individuals need to have to create effective interpersonal communication, namely (1) empathy (*Empathy*), (2) openness (*openness*), (3) support (*Supportiveness*), (4) similarity (*Equality*), (5) positivity (*Positiveness*).

Furthermore Kamaruzzaman states that: Interpersonal communication is the process of exchanging information and transferring understanding between two people or more than one small group of people with various effects and feedback.

According to Okky Diasmoro, stated that: Interpersonal communication is communication that involves at least two people face to face which allows each participant to capture other people's reactions directly either verbally (information, thoughts, ideas, etc.) or non-verbally.

From the opinions of the experts above, it is clear that good communication is also supported by the characteristics of a good leader to all members by having an open attitude, trusting subordinates, supporting subordinates and mutual respect in an organization. Communication is also an instrument of social interaction which is useful for knowing and predicting the attitudes of others, as well as for knowing oneself. Good communication can have a direct effect on performance in achieving shared goals.

Communication according to Dewi Rahmawati (UNJ Journal) states that: Communication is a process of exchanging information between sender and receiver, both directly and indirectly to gain mutual understanding with indicators: There is mutual trust, use of appropriate media, active listeners, feedback, and use language that is easy to understand.

Furthermore Mulyana (Journal: S. Rusmalinda and ME Saputri) stated that: interpersonal communication is communication between people face-to-face which allows each participant to capture the reactions of others directly, both verbally and non-verbally.

It is also confirmed by Muhamad and Daryanto (Journal: S. Rusmalinda and ME Saputri) that: interpersonal communication is the process of exchanging information between one person and at least another person or usually between two people that can be immediately known and vice versa interpersonal communication can occur in context one. communicator with one communicant or one communicator with two communicants.

Then according to Kreitner and Kinicki (UNJ Journal: Desi Rahmawati) communication is defined as "*Communication is the exchange of information between a sender and a receiver, and the inference (perception) of meaning between the individuals involvet*". Communication is the exchange of information between sender and receiver and perceives meaning between the individuals involved. The exchange referred to here is a two-way process consisting of several interrelated elements.

Suwanto and Priansa (Journal: Reindy et al) stated that "communication functions to increase employee motivation, this function runs when managers want to improve employee performance". One of the ways to achieve company or organizational goals is to improve employee performance individually or in groups because increasing employee performance can have the right impact on employee behavior change which is manifested in increased performance.

Interpersonal communication is essentially a form of personal communication. Interpersonal communication is communication between people face to face, which allows each participant to capture the reactions of others directly, both verbally and nonverbally. This communication has the potential to carry out an instrumental function as a tool to influence or persuade others. Good and effective communication will be created when there is a relationship of understanding between the giver and recipient of the message, so that the message communicated can be understood, thought about and ultimately can be implemented properly.

The forms of communication that are often used by leaders in an organization are interpersonal communication. Interpersonal communication is the process of exchanging information face-to-face between two or more people. The results can be known directly. This form of communication is easiest to do by people who already know and trust each other as well as people who are new to each other and can be done in various levels of situations in organizations such as meetings, work meetings, and presentations. Even along with the development of information technology, interpersonal communication can be done using the media of a telephone. As Stewart put it: *Interpersonal communication is the easiest when there are only two of you and you already know and trust each other. But it can also occur early in a relationship even a first meeting and, it can occur over the telephone, during an argumentation, on the job, in group meetings, and even in public speaking or presentation situations.*

A leader in carrying out his duties is expected to always build intense communication with all his subordinates to invite, give responsibility, guide and motivate and make communication a foundation in achieving the vision and mission of the organization.

According to Galih Wisnu Wardhana, that: Communication is a process of delivering information from a source or information provider to the recipient of information to establish understanding and change the recipient's behavior as desired by the source.

It was also strengthened by Widya P. Pontoh, stating that: Interpersonal communication is communication between people face-to-face, which allows each participant to capture other people's reactions directly both verbally and non-verbally.

From the opinions of the experts above, it can be synthesized that interpersonal communication is a process of delivering messages between communicators and communicants both individually and in groups with the aim that the message material conveyed can be received well. The ability to provide information carefully, precisely and clearly, as well the ability to

receive information from outside with high sensitivity is an absolute prerequisite for an effective leader.

RESEARCH METHODOLOGY

This research was conducted at the Tribuana Kalabahi University, Alor Regency, East Nusa Tenggara (NTT). This research uses a quantitative approach to explain the effect of independent variables on the dependent variable. The data collection techniques in this study were obtained using a questionnaire using instruments based on indicators of performance variables measured by instruments or a questionnaire consisting of 40 statement items. There are five alternative answers, namely: always (SL), often (SR), rarely (JR), very rarely (SJ) and never (TP) with a score of each positive statement: always = 5, often = 4, rarely = 3, very rarely = 2 and never = 1, thus obtaining a maximum score of 200 and a minimum score of 40.

RESULTS AND DISCUSSION

The Influence of Leadership on Performanceeffect on performance. The

From the results of testing the first hypothesis it can be concluded that there is a positive direct influence of leadership on performance with a correlation coefficient value of 0.569 and a path coefficient value of 0.392. This means that leadership has a positive directresults of this study are similar. with the opinion of several experts including Yohanis Solundok and Agus S. Soegoto, stated that: The leadership of a leader and the motivation given by a leader to his subordinates greatly influences the performance of subordinates. Leadership is said to be the process of directing and influencing activities that are related to the work of group members and leadership is a way for a leader to influence his subordinates to cooperate and work effectively according to working rules.

Furthermore, according to Rommy B. Rumondor et al stated that:

Leaders must be able to move their subordinates to work with enthusiasm to achieve good performance. To be able to improve employee performance can be done by increasing good relations between the leader and his subordinates, the leader must be able to solve problems in the organization, be fair to all employees and thus the performance in the organization will increase. The success of an organization in achieving its goals is determined more by its leadership. . The successful leadership of a leader is a leader who is able to utilize all abilities in managing all supporting resources to improve and advance the organization he leads. The progress and quality of an institution can be assessed by how good and quality the performance of its employees is.

Galih W. Wardana, stated that: Leadership affects satisfaction and performance. Leaders in daily reality can affect the morale of their followers' work, security, work quality and level of work performance or work productivity. Leaders must be more democratic and able to provide guidance and advice when subordinates experience difficulties and reward those who perform well.

Performance is the result achieved by a worker in a certain period of time. To produce good performance from an employee in an organization, it is strongly supported by resources, responsible, disciplined and most importantly the support from a leader.

Furthermore, Luis A. Guterres and Wayan G. Suparhabah that: Leadership includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture. To achieve maximum employee performance, the use of appropriate leadership from superiors is one of the factors that can drive, direct, guide and motivate subordinates to excel at work.

Based on the description above, leadership has a positive direct effect on performance.

Effect of Interpersonal Communication on Performance

From the results of testing the third hypothesis it can be concluded that there is a positive direct effect of Interpersonal Communication on performance with a correlation coefficient value

of 0.546 and a path coefficient value of 0.346. This means that Interpersonal Communication has a positive direct effect on performance. The results of this study are in line with opinion of several experts including Herzberg in the journal Reindy Gustyawan et al which states that:

Extrinsic factors (work context) include: (1) Wages, (2) Working conditions, (3) Equality of work, (4) Status, (5) Company procedures, (6) Quality of supervision, (7) Quality of interpersonal relationships among colleagues, superiors, and subordinates, while intrinsic factors include: (1) Achievement of achievement, (2) Recognition, (3) Responsibility, (4) Progress, (5) The work itself, (6) The likelihood of developing The relationship of an individual to the job is fundamental and that the individual's attitude towards dap work can very well determine success and failure.

Interpersonal communication and performance are supported by external factors that relate to the environment in which a person works and factors in dealing with that individual, if these two factors support a person's work, it is certain that their performance will increase because good communication between superiors and subordinates has a direct effect on performance.

Griffin and Morhead performance Rais Hidayat stated that: Behavior of interpersonal communication that is mutually beneficial to be constituted by know each other or know each other (*knoweachother*), have a mutual respect (*havematualrespect*), sense of belonging or affection (*affection*), and taste senag and comfortable (*enjoy interacting with one anather*).

Furthermore, Muhammad stated that: Effective interpersonal communication has long been known as one of the foundations for the success of an organization because it is necessary for a leader to know the basic concepts of communication in order to assist in managing the organization effectively.

Based on the description above, interpersonal communication has a positive direct effect on performance.

The Influence of Leadership on Interpersonal Communication

From the results of testing the second hypothesis it can be concluded that there is a positive direct influence of leadership on interpersonal communication with a correlation coefficient value of 0.510 and a path coefficient value of 0.510. This means that leadership has a positive direct effect on interpersonal communication.

The results of this study are in line with the opinion of several experts, including Stephen P. Robbins and Timothy A. Judge, which were produced from the Ohio State Study (*Ohio State Studies*), namely:

Leader Behavior That Initiates Structure and Friendliness. **Initiating structure** (*initiating structure*) is the extent to which a leader will define and structure the roles and workers in achieving goals. A leader who is high in initiating structure is "someone who assigns group members to specific tasks," expecting workers to maintain certain performance standards. **Hospitality** (*consideration*) is the extent to which one's work relationship characterized by mutual trust, respect for the idea of the workers, and respect their feelings. A leader who is very friendly will help workers with personal problems, is friendly and easy to find, treats employees equally and expresses appreciation and support.

Rahmat Sukarja, stated that: The purpose of communication in general is so that what we convey can be understood, in order to understand others, so that our ideas can be accepted by others, and move other people to do something. In short, communication aims to expect understanding, support for ideas and actions.

Successful leadership is a leader who always builds good communication, both as a group and individually between his subordinates in the work environment, directs, guides and works together to improve the performance of subordinates in achieving common goals.

Performance is the result that has been achieved by a person in accordance with the duties and responsibilities entrusted to him within a certain time. To improve good performance, reliable, responsible and disciplined resources are needed. Gibson et al in Bangun P. Cipta Utomo stated

that: Leadership is an attempt to influence the activities of followers (subordinates) through a communication process to achieve certain goals.

Based on the description above, leadership and interpersonal communication have a positive direct effect on performance.

CONCLUSION

Leadership has a positive direct effect on performance. This means that the better the leadership improvement, the better the Lecturer performance at Tribuana Kalabahi University, Alor Regency - East Nusa Tenggara. Interpersonal communication has a positive direct effect on performance. This means that the better the improvement in interpersonal communication, the better the lecturers' performance at Tribuana Kalabahi University, Alor Regency - East Nusa Tenggara. Leadership has a positive direct effect on Interpersonal Communication. That is, the better the increase in leadership, it will affect interpersonal communication.

As the highest leader at Tribuana Kalabahi University, of course, he really hopes for good performance from all lecturers. To achieve a good lecturer's performance, as the top leader it is necessary to pay attention to the various variables that can influence it. Leadership and Interpersonal Communication variables are variables that are highly recommended to be considered and applied in order to achieve the good performance of each lecturer in the University of Tribuana Kalabai.

From this conclusion, several important points can be recommended as input for the institution, namely: (1) being able to build good communication in the work environment, both to leaders and among lecturers; (2) able to carry out tasks that have been determined by superiors with enthusiasm arises because they want to show work productivity as an effort to increase knowledge and work skills; (3) trying to do the job as well as possible and show satisfactory work results; (4) able to accept challenges to improve self-quality, as well as build professional lecturer character.

BIBLIOGRAPHY

- Apriliya Dwi Astuti *Akuntabilitas Manajemen Pendidikan* (2017)
- Dewi Rahmawati (Jurnal UNJ) *Manajemen Pendidikan. Vol. 1 No. 2 Desember 2010*.h. 149-159. Universitas Negeri Jakarta
- Colquitt Le Pine. Wesson, *Organizational Behavior* (New York: McGraw-Hill/Irwin, 2009), h.35
- Galih Wisnu Wardhana *Pengaruh Kepemimpinan dan Kepuasan Kerja terhadap Kinerja Dosen STIE AUB* (Tahun:2015)
- Gustawan Reindy dkk. *Pengaruh Komunikasi Interpersonal terhadap Kinerja karyawan diDevisi Sekretaris Perusahaan PT. DirgantaraIndonesia (Jurnal e-proceding of Management; 2015)*
- Hendri Rosya *Pengaruh Kompensasi dan Kepemimpinan terhadap Kinerja Dosen STIE Pesaman Simbang Empat*. ISSN 2337-3997 (Vol. 4, No.2, Maret 2016)
- Jasson A. Colquitt, Jeffery A. Lapine, Micchael J. Wessen. *Organizationl Behavior Improving Performance and Commitment in the Workplace (Avenue of America: McGraw-Hill Companies, Inc.2009)*
- M. Asbullah *Pengaruh Pengalaman Kerja dan Diklat terhadap Kinerja Dosen Universitas Tama Jagakarsa*, (Tahun 2016)
- Mizanul I' Tidal *Pengaruh Kompetensi, Kompensasi, Motivasi Kerja dan Pendidikan Terhadap Kinerja Dosen STIMIKAKBA MAKASAR* (2016)
- Rahayu Sri. *PengaruhKomunikasi Interpersonal Kepala Sekolah dan Budaya Kerja Organisasi terhadap Motivasi Kerja dan Dampaknya pada Kepuasan Kerja guru (Jurnal Manajemen Pendidikan; 2017)*

- Reindy Gustyawan dkk *Pengaruh Komunikasi Interpersonal terhadap Kinerja Karyawan* (Tahun 2015)
- Richard L. Hughes. *Leadership Enhancing The Lessons Of Experience* (Avenue of Amerika: McGraw-Hill companies.Ltd.2009)
- Richard L. Daft, *Management* (Canada: Nelson Education, Ltd, 2010)
- Rober L. Mathis, *Human Resource Management* (South Western: Cengage Learning, 2010)
- Saul M. Tampubolon. *Manajemen Pendidika* (Jurnal Universitas Negeri Jakarta; 2010)
- Sudiro *Pengaruh Sarana, Proses Pembelajaran, dan Perspektif Kinerja Dosen terhadap Kepuasan Mahasiswa pada Politeknik Indonesia Surakarta* (Tahun. 2015)
- Yusran Razak dkk *Kepemimpinan, Kinerja Dosen dalam Peningkatan Mutu Pendidikan Perguruan Tinggi*. (Tahun: 2016)