The Effect of Work Communication and Work Effectiveness on Leadership (A Study Literature)

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Abstract: The literature review article The Effect of Work Communication and Work Effectiveness on Leadership (A Study Literature) is a scientific article that aims to build a research hypothesis on the influence between variables that it will use for further research, as well as within the scope of Human Resource Management. In this literature review article, the researcher uses the library research method by reviewing previous papers relevant to this research variable on online media such as Google Scholar and Mendeley and other online media. The results of this study are 1) Work Communications is affected on Leadership; and 2) Work Effectiveness is affected on Leadership. Apart from the two exogenous variables that affect the endogenous variables. There are many other factors affecting Leadership, including: Education, Motivation and Ability.

Keywords: Work Communication, Work Effectiveness, Leadership

INTRODUCTION

Leadership as a management concept in organizations has a strategic position and is a necessary social characteristic in organizational life. Having a strategic position because leadership is the center point and the driving force for the entire process of organizational activities. So that leadership has a major role in determining the movement of activities from existing sources. Besides its strategic position, leadership is very necessary, where there is a cooperative interaction between two or more people in achieving organizational goals. Leadership can also be said as the ability to influence an organization and direct it to a common goal. Leadership is able to carry an important role in the organization, so that organizational goals can be achieved properly and directed.

Employee performance has a relationship with the leadership style applied by the leader. The influence of a leader is very decisive, because to achieve goals, the organization must apply a consistent leadership style or work pattern to the work situation at hand. An appropriate leadership style and able to create comfortable and good working conditions can encourage employees to work better. Thus, employees will work comfortably and optimally because they have good leaders, so that employee performance will be better.
This article discusses the quality of work, employee effectiveness at work and communication within the scope of work, a literature study of the factors that influence leadership.

Based on the background, the problems to be discussed can be formulated in order to build hypotheses for further research, namely:
1. Does Work Communication is affecting on Leadership?
2. Does Work Effectiveness is affecting on Leadership?

LITERATURE REVIEW

Leadership

Leadership in organizations also demands sensitivity to the culture that exists within the organization. The culture in this organization has functions, among others: setting boundaries and authority, giving a sense of identity to its members. The characteristics of the culture in the organization can be used as a guide for leaders to make decisions so that the organization is more effective in achieving its goals (Burhanudin, 2018). Suggests that leadership is an individual who occupies a certain position where this individual has the ability and skills to influence the behavior of others, namely his subordinates to think and act so that through positive behavior they can contribute to the achievement of organizational goals (Siagian, 2002).

Until now, leadership is considered as a very important factor in an organization. Leadership in this case can also be referred to as the process of influencing others in a community that is directed towards the achievement of a common goal. The leader as the party who determines how the order is carried out so that decisions can be made effectively. (Arifin & Hermawan, 2022). Effective leadership requires competence or the ability to move and motivate others to want to do something a leader wants. Leadership in organizations has a very large role in building relationships between individuals and forming organizational values which serve as very basic guidelines for achieving a goal. The influence of leadership on organizational effectiveness can be seen as a direct and indirect effect of leadership (Hasan, 2017).

The definition of leadership which includes the following:
1) According to Pancasila. Leadership based on Pancasila is leadership that has the spirit of Pancasila, which has the authority and power to bring and lead the community and its environment into awareness of social and state life based on Pancasila and the 1945 Constitution. The leadership aspect of Pancasila is a consistent and consistent attitude in living and practice Pancasila. The spirit of kinship is an important element of Pancasila leadership.
2) Drs. H. Malay S.P. Hasibuan. Leadership is the art of a leader influencing the behavior of subordinates, so they are willing to work together and work productively to achieve organizational goals.
3) Chester Irving Barnad. Leadership is a personal ability to assert decisions that provide a quality dimension and a moral dimension to the coordination of organizational activities and the formulation of its goals.
4) OrdwayTead. Leadership is the activity of influencing people to cooperate toward some goals which come to find desirable. Meaning: Leadership is the activity of influencing people to work together to achieve some goal they want.
5) William G. Scott. Leadership as the process of influencing the activities of an organized group in its efforts toward goal setting and goal achievement. Meaning: Leadership as a process of influencing activities organized in groups in their efforts to achieve a predetermined goal.
Leadership has been widely studied by previous researchers including: (Sudiantini & Saputra, 2022), (F. Saputra, 2022a), (Nofrialdi, 2021), (E. B. Saputra, 2022), (F. Saputra, 2022b), (Desmiwerita & Saputra, 2019), (Nofrialdi, 2022), (Werita & Nofrialdi, 2021).

**Work Effectiveness**

Changes in a company also have an impact on changes in the duties and obligations of employees. All employees are expected to be more creative in finding new ways to improve work effectiveness and efficiency in a company. When a company reduces the number of employees, it will rely more on the performance of the remaining employees to do something more than what they are assigned (Azzahra, 2011). Effectiveness is a very important concept in a company, because it can provide an overview of the company's success in achieving its goals, which is related to the answer to the question "to what extent is something that has been planned to be able to achieve the goals to be achieved". In general, effectiveness can be related to the achievement of predetermined goals or compared with actual results with ideal results. Effectiveness refers more to the results of the evaluation of the process that will produce an observable output (Mahaputra & Saputra, 2022).

Work effectiveness is the completion of work on a predetermined time, meaning whether the implementation of the task is considered good enough or not depending on how the task is carried out, especially not answering how to carry it out, how much it costs. Effectiveness is a measure that states how far the target (quality, quantity, time) has been achieved. The greater the target achieved, the higher the level of effectiveness. Effectiveness is a condition that indicates the success of the work specified. Work effectiveness is the completion of work on time, meaning that the implementation of a task is marked as good or not, it really depends on how to complete the task, and how much it costs. issued for that (Mahaputra & Saputra, 2021). From the understanding according to these experts, it can be concluded that work effectiveness is a completion of work that reaches the target or on time (Siti Maysita, 2016:236).

Work Effectiveness has been widely studied by previous researchers including: (Maida et al., 2017), (Desfiandi et al., 2019), (R. F. A. Saputra et al., 2021), (Yeni et al., 2019), (Larasati et al., 2018), (Elmi et al., 2016).

**Work Communication**

In addition to leadership, communication is important to work effectiveness. Because any leadership orders or policies if not communicated properly beforehand will have a negative impact on the work effectiveness of employees (Wilson, 2012). states that communication is an important means to convey and receive information to or from other parties (Reza, 2019). For an organization, increasing employee morale is a very important element because it will affect the performance of a company, therefore, with enthusiasm, it is expected that all rules are obeyed by all employees. achievement of organizational goals will be achieved in an effective and efficient manner such as work will be completed more quickly, damage will be quickly overcome, absenteeism can be minimized and work productivity will increase (Mardani, 2013).

Communication within the company can be said to be a determinant of success in achieving goals, with communication there will be a reciprocal relationship from each person in the company in the form of orders, suggestions, opinions and criticisms. (Niluh, 2015). According to De Vito (in Suhrarsono & Dwiantara, 2013), communication is the process of sending and receiving messages between two people or groups with people with some effects and some instantaneous feedback. Meanwhile, according to Deddy Mulyana (in Suhrarsono & Dwiantara, 2013), communication is a process of sharing meaning through verbal and non-verbal behavior carried out by two or more people. Elements of Communication There are five important elements related to the concept of communication (Suhrarsono & Dwiantara, 2013), namely: 1) Who Element (Who); 2) Says What element (what is said-message); 3) Which Channel element
(media/channel); 4) The element to Whom (to whom); and 5) With What Effect Elements (the consequences that occur).

Communication Function In an organization good communication is needed, so that the achievement of organizational goals is realized. There are several communication functions, namely: 1) Communication functions as a controller of organizational behavior; 2) Communication serves to generate employee motivation; 3) Communication acts as an emotional expression; and 4) Communication plays a role as a consideration in decision making. To create an effective company, communication is an important means for the coordination and integration of various organizational functions such as company policy statements, instructions, official memos, reports between administration and marketing departments and information on work guidelines and company announcements. This is because the improved communication skills of employees will have an impact on messages that can be conveyed clearly in order to avoid misunderstandings that may occur. Conversely, if the employee's communication skills are very low and run ineffectively, it will cause unnecessary pressure among company members.

With the increase in employee communication skills both horizontally and vertically, the creation of a pleasant work environment and good and pleasant treatment from the leadership felt by employees, will automatically motivate employees to work harder. Kindness like this will support the company's image in society and reduce the entry and exit of employees in the company. (Ella, 2019)

Work communication has been widely studied by previous researchers including: (Sivaram et al., 2020), (Agussalim et al., 2016), (Sivaram et al., 2019), (Somad et al., 2021), (Ridwan et al., 2020a), (Ridwan et al., 2020b), (Widodo et al., 2020), (Bimaruci et al., 2020).

<table>
<thead>
<tr>
<th>No</th>
<th>Author (year)</th>
<th>Previous Research Results</th>
<th>Similarities with this article</th>
<th>Difference with this article</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Meri Kurnia Sari (2019)</td>
<td>Educational Leadership</td>
<td>Quality of work can affect leadership</td>
<td>Focus more on dealing with problems within the scope of a company</td>
</tr>
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<td>2</td>
<td>Arrafiquir (2017)</td>
<td>Quality of work is now seen as an important dimension of quality of life. High quality work is very important for organizations to attract and retain employees</td>
<td>The quality of work is seen from the member's perspective on the quality of the work produced as well as perfection in carrying out tasks to the ability of members.</td>
<td>Located in the quality of work is a very important topic in human resource management in organizational development</td>
</tr>
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<td>3</td>
<td>Astrianditya (2016)</td>
<td>a quality company, namely a company that has a very good quality of work life, can prosper employees so as to produce qualified and highly competent employees.</td>
<td>Elaborating on the quality of work will create an impression on the leadership of the organization which will have a positive impact which can make the leader's performance increase and increase the enthusiasm for organizational leaders to lead in the future.</td>
<td>The difference is that employee performance is the most important part for the progress of the company in addition to innovative strategies and products.</td>
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<td>4</td>
<td>Reza (2019)</td>
<td>Work effectiveness is the completion of work on a predetermined time.</td>
<td>The similarity is that it is effective if a job can be completed on time according to a predetermined plan</td>
<td>Describes that the variables that greatly influence work effectiveness are communication, work environment, leadership, motivation, management policies and practices</td>
</tr>
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5. Ella (2019)  
Improved employee communication skills will have an impact on messages that can be conveyed clearly. The similarity is that the communicator with the communicant's field of experience, the more effective the message will be communicated. Focus is an important means for the coordination and integration of various organizational functions.

Communication within the company can be said to be a determinant of success in the achievement of objectives. A process of interacting or the occurrence of transactions with the intention that its components are interrelated. Focus on communication processes.

METHODS

The method of writing scientific articles is by using qualitative methods and literature review (Library Research). Assessing theory and the relationship or influence between variables from books and journals both offline in the library and online sourced from Mendeley, Scholar Google and other online media.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory (Ali, H., & Limakrisna, 2013).

DISCUSSION

1. The Effect of Work Communication on Leadership

Communication is a contact relationship between and between humans, both individuals and groups. In everyday life, whether we realize it or not, communication is part of human life itself. Humans from the first birth have communicated with their environment. The communication process is a process of interacting or the occurrence of transactions with the intention that the components are interrelated and the communicators act and react (Widjaja, 2008). The communication process is divided into two stages, namely:

a) Primary Communication Process

The primary communication process is the process of conveying one's thoughts and or feelings to others by using symbols as a medium. Symbols for primary media in the communication process are language, gestures, signs, images, colors, and so on that are directly able to "translate" the thoughts and or feelings of the communicator to the communicant.

b) Secondary Communication Process

The secondary communication process is the process of delivering messages by someone to another person by using a tool or means as a second medium after using a symbol as the first medium.

A communicator uses a second medium in launching his communication because the communicant as the target is in a relatively distant place or in large numbers. Letters, telephone, telex, newspapers, magazines, radio, television, films, and many more are the second medium that is often used in communication. Effendy (2007: 11).

The communication process has seven elements, including source, message, media, receiver, influence, feedback, environment. Each element has a very important role in building the communication process. Even these seven elements are interdependent on each other. That is, without the participation of one element will have an influence on the course of communication, Cangara (2010: 28). For effective communication, the encoding process by the communicator must be linked to the coding process by the communicant. Effendy (2007: 19) sees the message as an essential sign that must be recognized by the communicant. The
more overlapping the communicator's field of experience with the communicant's field of experience, the more effective the message communicated will be.

2. The Effect of Work Effectiveness on Leadership

Effectiveness comes from the word effective, namely a job can be called effective if a job can produce one unit of output (output). Work can be said to be effective if a job can be completed on time according to a predetermined plan. Work effectiveness is a condition where the working atmosphere is felt comfortable, peaceful and free to do work without fear to create a conducive atmosphere if the creation of relationships between humans develops very well, a comfortable and calm working atmosphere to allow the performance of the leader to increase (Richard, 1980).

The following are several factors that affect work effectiveness, as mentioned by Richard M. Steers (1980:9), namely:

a) Organizational Characteristics

These organizational characteristics consist of organizational structure and technology that can affect certain aspects of effectiveness in various ways. What is meant by structure is a relationship that is relatively precise in nature, as found in organizations, with respect to the composition of human resources, the structure includes how the organization forms its people in completing work, while what is meant by technology is the mechanism of an organization to convert raw inputs into outputs.

b) Environmental Characteristics

The external and internal environment has also been mentioned to have an effect on effectiveness, the success of environmental organizational relationships seems to depend very much on the level of key variables, namely the level of predictability of environmental conditions, the accuracy of perceptions of environmental conditions, and the level of organizational rationalism. These three factors affect the accuracy of the organization's response to environmental changes.

c) Worker Characteristics

In fact, organizational members are the most important influencing factor because it is their behavior that in the long run will facilitate or hinder the achievement of organizational goals. Workers are resources that are directly related to the management of all existing resources in the organization, therefore the behavior of workers is very influential on the achievement of the goals of an organization. Workers are the main capital in an organization that will have a big effect on effectiveness, because even though the technology used is sophisticated technology, it is also supported by a good structure, but without workers it is useless.

d) Characteristics of Management Policy and Practice

With the increasing complexity of a technological process and the development of the environment, the role of management in coordinating people and processes for the success of the organization is increasingly difficult.

Conceptual Framework

Based on the formulation of the problems discussed in this article and the study of literature reviews both from the books and articles in question, it can be obtained an article framework as below:
Based on the conceptual framework picture above, then: Work Communication and Work Effectiveness affects leadership. Apart from these two exogenous variables that affect leadership, there are many other variables that influence it, including:

5) Interest: (Masruhin et al., 2021), (Suharyono & Ali, 2015), (Richardo et al., 2020), (Zahran & Ali, 2020), (Yassir Araffat et al., 2020), (Fardinal et al., 2022), (Haitao & Ali, 2022), (Gusfa et al., 2017), (Subronto et al., 2021), (Pitri et al., 2022), (Firmansyah & Ali, 2019).

CONCLUSION AND RECOMMENDATION

Conclusion
Based on theory, relevant articles and discussions, hypotheses can be formulated for further research:
1. Work Communication is affected on Leadership.
2. Work Effectiveness affected on Leadership.

Recommendation
Based on the conclusions above, the suggestion from this article is that there are still many factors that influence leadership other than work communication and work effectiveness at work because a leader is in full control of a company he leads.

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