The Influence of Leadership Style and Interpersonal Communication of Ship Operators on the Performance of Speedboat Safety Equipment on The Musi River, Palembang.

Chairul Insani Ilham[1*], Eddi Idris[2], Denny Fahriza[3], Monica Amanda[4]

[1,2,3,4]Politeknik Transpostasi Sungai, Danau dan Pennyeberangan, Indonesia

Email: ilhamchairulinsani@gmail.com

Evaluating the performance of Port officers of the service unit at Port 16 Ilir below Ampera in order to provide an explanation of the importance of river transportation safety equipped with shipping safety equipment where the arrangement method by officers and communication carried out by officers are independent variables, is a research activity carried out in order to improve shipping safety services on the Musi River, Palembang. The sample taken was 50% of the number of river transport operators operating at the 16 Ilir Port of Palembang, which amounted to 60 operators using the SPSS application statistically through linear regression, with an estimated regression correlation of 0.9 with an α level of 5% and hypothesis testing, Ho: There is no relationship or method of organizing and communicating with officers, Hi : There is a relationship between the way the officers are organized and communicate. The results of the Ho hypothesis are accepted, which shows a strong/weak relationship between the way officers are arranged and the communication carried out on the influence of the fulfillment of the completeness of safety equipment on the ship by the operators. So it can be concluded that the way officers organize and communicate is very important to pay attention to and develop.

Keyword: *performance, officers, communication, safety, shipping, regression, hypothesis.*

1. INTRODUCTION

Based on initial observations in the field, many ships do not have ship certificates in accordance with the Regulation of the Director General of Land Transportation Number KP.3424 / AP / 402 / DRJD / 2020 concerning River and Lake Vessels. The implementation of Inland Water Transportation, the requirements for ship seaworthiness must be met as evidenced by the existence of a ship certificate in accordance with applicable provisions and until now, according to the latest data, the completeness of these documents is less than 50 percent of operating ships have complete documents. According to the assumption of river transportation service users, the main weakness in the implementation of regulations related to shipping safety is human resources as the implementers of work who are the spearhead in these activities. One thing that must be considered in the implementation of work is the realization of

M. A. Rohman et al. (eds.), *Proceedings of the International Conference of Inland Water and Ferries Transport Polytechnic of Palembang on Law, Economic and Management (IWPOSPA-LEM 2025)*, Advances in Economics, Business and Management Research 396,
https://doi.org/10.2991/978-94-6239-729-3_24

positive performance, which is certainly not an easy effort. Because it is influenced by several factors including: work environment, office layout, work atmosphere, leadership style and communication both internally and externally and others. In relation to this paradigm, this study will only discuss the factors of leadership style and interpersonal communication on employee performance in completing shipping safety documents at the 16 Ilir River Transportation Service Unit in Palembang. One of the service objects of the 16 Ilir River Transportation Service Unit in Palembang, which until now does not have the required complete ship documents, is the research.

2. METHODOLOGY

The research method used in this activity uses a quantitative method with data collection through a survey with a questionnaire and correlation with a total of 30 sample respondents who use a framework where the framework is a conceptual model of how theory relates to various factors that have been identified as research problems. In this section, theoretically explained the relationship between independent and dependent variables. The framework will provide benefits, namely the occurrence of the same perception between readers of the researcher's thought processes, in order to form hypotheses logically.

The framework of thought above shows that the group of variables being researched, namely leadership style and interpersonal communication as independent variables, partially and simultaneously influence the performance of BPTD South Sumatra employees, especially the 16 Ilir Palembang task force.

3. DISCUSSION

The proposed In accordance with the objectives of this research, the research results will be analyzed sequentially in the form of data descriptions of each variable, analysis requirements testing, which consists of validity tests, reliability tests and normality tests, hypothesis testing, which tests the influence between Leadership Style and Interpersonal Communication on Performance, both partially and simultaneously, discussion of the research results that have been processed with the SPSS release 17.00 program and trying to provide conclusions from these results.

A. Instrument Test

1. Validity Test

In analyzing data and statements, the first step is to test the validity of the measuring instrument's performance in measuring the construct to be measured through a homogeneity test of the items. For statements used to measure a variable, the homogeneity test of the item scores indicates that the scores of the statements in the Performance, Leadership Style, and Interpersonal Communication variables have a valid instrument.

The correlation technique for determining item validity remains the most widely used. Furthermore, the validity of each statement item is tested using item analysis, which involves correlating the score for each statement with the total score, which is the sum of the scores for each statement item. Items that have a positive correlation with the criterion (total score) and a high correlation indicate validity. The correlation

used is a significance level of <0.05; therefore, a significance level of >0.005 indicates that the item in the instrument is invalid.

Based on data collected from 30 respondents from each variable studied, it is shown in the following table.

Table 8.
Results of the Validity Test of the Performance Variable (Y)

Correlations		
		SCORE
Question 1	Pearson Correlation	.706**
	Sig. (2-tailed)	,001
	N	30
Question 2	Pearson Correlation	.628**
	Sig. (2-tailed)	,003
	N	30
Question 3	Pearson Correlation	.728**
	Sig. (2-tailed)	,000
	N	30
Question 4	Pearson Correlation	.676**
	Sig. (2-tailed)	,001
	N	30
Question 5	Pearson Correlation	.818**
	Sig. (2-tailed)	,000
	N	30
Question 6	Pearson Correlation	.686**
	Sig. (2-tailed)	,001
	N	30
Question 7	Pearson Correlation	.610**
	Sig. (2-tailed)	,004
	N	30
Question 8	Pearson Correlation	.760**
	Sig. (2-tailed)	,000
	N	30
Question 9	Pearson Correlation	.702**
	Sig. (2-tailed)	,001
	N	30
Question 10	Pearson Correlation	.555*
	Sig. (2-tailed)	,011
	N	30

Question 11	Pearson Correlation	.688**
	Sig. (2-tailed)	,001
	N	30
Question 12	Pearson Correlation	.531*
	Sig. (2-tailed)	,016
	N	30
SCORE	Pearson Correlation	1
	Sig. (2-tailed)	
	N	20

From the results of the validity test above, it turns out that the significance value is <0.05 so that all the statement items of the Performance variable with 12 statement items are declared valid.

Table 9.
Results of the Validity Test of the Leadership Style Variable (X1)

Correlations		
		SCORE
Question 1	Pearson Correlation	.759**
	Sig. (2-tailed)	,000
	N	30
Question 2	Pearson Correlation	.713**
	Sig. (2-tailed)	,000
	N	30
Question 3	Pearson Correlation	.861**
	Sig. (2-tailed)	,000
	N	30
Question 4	Pearson Correlation	.719**
	Sig. (2-tailed)	,000
	N	30
Question 5	Pearson Correlation	.876**
	Sig. (2-tailed)	,000
	N	30
Question 6	Pearson Correlation	.900**
	Sig. (2-tailed)	,000
	N	30
Question 7	Pearson Correlation	.903**
	Sig. (2-tailed)	,000
	N	30

Question 8	Pearson Correlation	.713**
	Sig. (2-tailed)	,000
	N	30
Question 9	Pearson Correlation	.707**
	Sig. (2-tailed)	,000
	N	30
Question 10	Pearson Correlation	.916**
	Sig. (2-tailed)	,000
	N	30
Question 11	Pearson Correlation	.723**
	Sig. (2-tailed)	,000
	N	30
Question 12	Pearson Correlation	.913**
	Sig. (2-tailed)	,000
	N	30
SCORE	Pearson Correlation	1
	Sig. (2-tailed)	
	N	20

From the results of the validity test above, it turns out that the significance value is <0.05 so that all statement items of the Leadership Style variable with 12 statement items are declared valid.

Table 10.
Results of the Validity Test of the Interpersonal Communication Variable (X2)

Correlations		
		SCORE
Question 1	Pearson Correlation	.703**
	Sig. (2-tailed)	,001
	N	30
Question 2	Pearson Correlation	.583**
	Sig. (2-tailed)	,007
	N	30
Question 3	Pearson Correlation	.614**
	Sig. (2-tailed)	,004
	N	30
Question 4	Pearson Correlation	.720**
	Sig. (2-tailed)	,000
	N	30
Question 5	Pearson Correlation	.563**
	Sig. (2-tailed)	,010
	N	30
Question 6	Pearson Correlation	.703**

	Sig. (2-tailed)	,001
	N	30
Question 7	Pearson Correlation	.614**
	Sig. (2-tailed)	,004
	N	30
Question 8	Pearson Correlation	.799**
	Sig. (2-tailed)	,000
	N	30
Question 9	Pearson Correlation	.614**
	Sig. (2-tailed)	,004
	N	30
Question 10	Pearson Correlation	.713**
	Sig. (2-tailed)	,000
	N	30
Question 11	Pearson Correlation	.480**
	Sig. (2-tailed)	,032
	N	30
Question 12	Pearson Correlation	.583**
	Sig. (2-tailed)	,007
	N	30
SCORE	Pearson Correlation	1
	Sig. (2-tailed)	
	N	20

From the results of the validity test above, it turns out that the significance value is <0.05 so that all the statement items of the Interpersonal Communication variable with 12 statement items are declared valid.

2. Reliability Test

Reliability testing is a consistent measure of research instruments, an instrument is declared reliable if the measuring tool used is safe because it works well at different times and conditions, while the results of the reliability test show that all statement items are reliable with a Cronbach's Alpha value with the following processed results:

1. Performance

Reliability Statistics

Cronbach's Alpha	N of Items
,907	12

2. Leadership Style

Reliability Statistics

Cronbach's Alpha	N of Items

3. Interpersonal Communication at Work

Reliability Statistics

Cronbach's Alpha	N of Items

,962	12	,906	12

Based on the results of the reliability test above, it shows that Cronbach's r Alpha is positive and greater than the r table for Variable Y 0.907 X1 0.962 and X2 0.906. Thus, each statement for all variables is declared reliable.

B. Descriptive Analysis

1. Descriptive Statistical Analysis

The research variables consist of one dependent variable (Y) and two independent variables (X1 and X_2). The dependent variable (Y) is Performance, while the first independent variable (X1) is Leadership Style and the second independent variable (X2) is Interpersonal Communication. The number of research subjects analyzed was 46 respondents. The following is a description of the dependent variable (Performance) and independent variables (Leadership Style and Interpersonal Communication) based on data collected through research instruments, which can be seen in detail and successively the lowest score value, the highest score value, the average value, the standard deviation, the median and the mode in the following frequency distribution table:

Table 11
Frequency Distribution of Variables (Statistics)

Statistics

	Performance (Y)	Leadership Style (X1)	Interp Communication (X2)
N Valid	46	46	46
Missing	0	0	0
Mean	46.89	47.13	48.37
Standard Error of Mean	.784	.541	.646
Median	48.00	47.00	48.00
Mode	48	50	48a
Standard Deviation	5,318	3,667	4,379
Variance	28,277	13,449	19,171
Skewness	-.875	.324	.450
Standard Error of Skewness	.350	.350	.350
Kurtosis	1,834	.638	-.229
Standard Error of Kurtosis	.688	.688	.688
Range	26	20	19
Minimum	30	38	39
Maximum	56	58	58

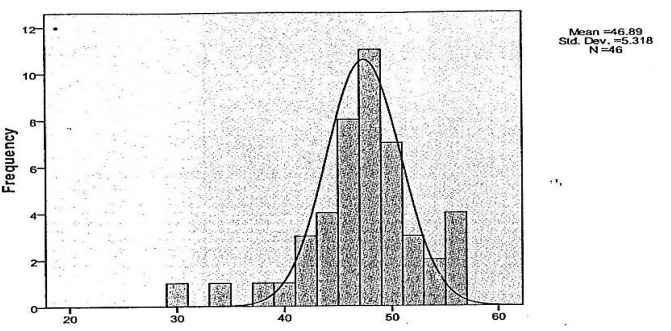
Sum	2157	2168	2225
Percentiles 10	40.70	43.00	43.00
20	43.40	44.00	45.00
30	45.00	45.00	46.00
40	46.00	45.80	46.80
50	48.00	47.00	48.00
60	48.00	48.00	49.00
70	49.00	50.00	50.00
80	50.60	50.00	53.00
90	54.30	52.00	56.00

a. Multiple modes exist. The smallest value is shown

a. Performance Variable Performance (Y)

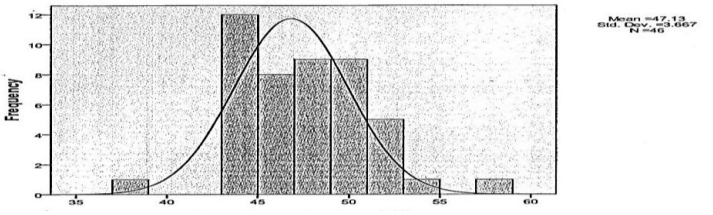
From the data collected after processing about Performance data through instruments given to 46 respondents with 12 statements, the lowest score was 30 and the highest score was 56, then from the data collected after processing, the average value (mean) for the Performance variable (Y) was: 46.89 standard deviation 5.318; median: 48.00; and for mode: 48.00.

Performance (Y)(Histogram Graph, Figure 2)



researcher attempted to collect data on Leadership Style (X1) from 46 respondents with 12 statements. After processing the data, the lowest score was 38 and the highest score was 58. Then, from the collected data after processing, the average value (mean) was 47.13, standard deviation 3.667, median 47.00, and mode 50. From these data, it shows that the arithmetic mean, median, and mode are not much different. This illustrates that the frequency distribution of the work Leadership Style variable tends to be normally distributed (evenly distributed). For more details about the frequency distribution of the Leadership Style variable, see the following graph:

Leadership Style (X1)

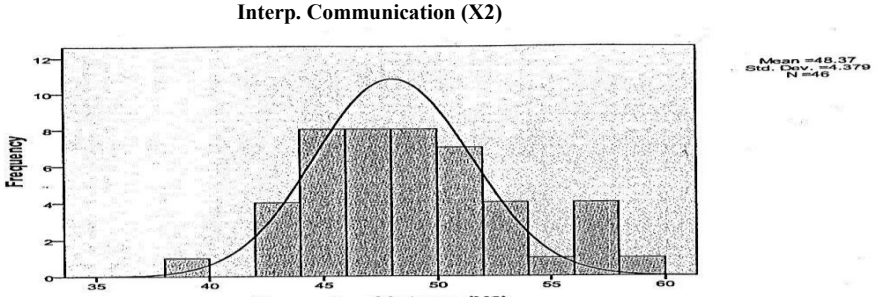


Leadership Style (X1)

Figure 3. Histogram Graph of Leadership Style Variable (X1)

c. Interpersonal Communication Variable (X2)

The results of data processing on the Interpersonal Communication variable (X2) obtained through instruments given to 46 respondents as many as 12 statement items, it turns out that the results show that the lowest score is 39 and the highest score is 58. Then the collected data is processed to produce an average value (mean) of 48.37 standard deviation 4.379, median 48.00, and mode 48.00. The data shows that the arithmetic mean (mean), median and mode are not much different. This illustrates that the frequency distribution of the Interpersonal Communication variable data distribution tends to be normally distributed (evenly distributed). To find out the descriptive data of the Interpersonal Communication variable, it can be seen in the following graph:



2. Instrument Item Analysis

After conducting descriptive statistical analysis, it will be continued by analyzing the instrument items with the aim of producing and supporting good research from each variable, as in the following discussion:

a. Performance

Table 12.
Minimum and Maximum Values of Performance Variable (Y)

Descriptive Statistics

	N	Minimum	Maximum	Sum	Mean
Question 1	46	3	5	180	3.91
Question 2	46	2	5	172	3.74
Question 3	46	1	5	173	3.76
Question 4	46	2	5	170	3.70
Question 5	46	2	5	169	3.67
Question 6	46	3	5	176	3.83
Question 7	46	3	5	182	3.96
Question 8	46	2	5	185	4.02
Question 9	46	3	5	188	4.09
Question 10	46	3	5	181	3.93
Question 11	46	3	5	199	4.33
Question 12	46	1	5	193	4.20
Average Score					3.93

From the instrument item analysis table above, for variable Y, the highest average value is 4.33 and the lowest is item 2 which has an average value of 3.67. Question items that have a score below the average score (3.93) will be used as suggestions for improving performance.

b. Leadership Style

Table 13.
Minimum and Maximum ValuesVariablesLeadership Style (X1)

Descriptive Statistics

	N	Minimum	Maximum	Sum	Mean
Question 1	46	3	5	180	3.91
Question 2	46	2	5	172	3.74
Question 3	46	1	5	173	3.76
Question 4	46	2	5	170	3.70
Question 5	46	2	5	169	3.67
Question 6	46	3	5	176	3.83
Question 7	46	3	5	182	3.96
Question 8	46	2	5	185	4.02
Question 9	46	3	5	188	4.09
Question 10	46	3	5	181	3.30
Question 11	46	3	5	199	4.33
Question 12	46	1	5	193	4.20
Average Score					3.88

From the instrument item analysis table above for variable X1, the highest average value is 4.33 and the lowest is item 10 which has an average value of 3.30. Question items that have a score below the average score (3.88) will be used as suggestions for improving Leadership Style.

c. Interpersonal Communication

Interpersonal communication describes the informal exchange of ideas and feelings between two or more people, both verbally and nonverbally, to build understanding and relationships. This communication can occur directly, face-to-face, or using increasingly advanced technological tools. An example of this communication is between an officer and an operator, as examined in this study.

Table 14
Analysis of Instrument Items of Interpersonal Communication Variables (X2)
Descriptive Statistics

	N	Minimum	Maximum	Sum	Mean
Question 1	46	3	5	182	3.96
Question 2	46	3	5	197	4.28
Question 3	46	3	5	190	4.13
Question 4	46	3	5	186	4.04
Question 5	46	3	5	176	3.83
Question 6	46	1	5	188	4.09
Question 7	46	3	5	186	4.04
Question 8	46	3	5	183	3.98
Question 9	46	3	5	187	4.07
Question 10	46	3	5	184	4.00
Question 11	46	3	5	181	3.93
Question 12	46	3	5	185	4.02
Average Score					4.03

From the instrument item analysis table above, variable X2 has the highest average value of 4.28 and the lowest is item 5 which has an average value of 3.30. Question items that have a score below the average score (4.03) will be used as suggestions for improving Interpersonal Communication.

A. Data Analysis Techniques

1. Test Data Analysis Requirements

a. Normality Test

The normality test is used to determine whether the distribution of research data is normally distributed. The test is performed on all statement items that have been declared valid and reliable. Normally distributed data in a regression model can be seen in a normal graph. If the points are spread around the diagonal line and follow the direction of the diagonal line, the data is said to be normally distributed. In this study, all data were normal, as can be seen in the following table.

N	46	46	46
Normal Parametersa,,b Mean	46.89	47.13	48.37
Standard	5,318	3,667	4,379
Deviation	.122	.111	.121
Most Extreme Differences Absolute	.084	.111	.121
Positive	-.122	-.109	-.072
Negative	.827	.751	.818
Kolmogorov-Smirnov Z.	501	626	515
Asymp. Sig. (2-tailed)			

Table 15 Normality Test
One-Sample Kolmogorov-Smirnov Test

Normality Test - One Sample Kolmogorov-Smirnov Test (Table 15)

Asymp. Sign. Value For the three variables (Y, X1, X2) each Y is 0.501; X1 0.626 and X2 0.515 above the value of a = 0.05, it is concluded that the population data is normally distributed.

b.Homogeneity Test

As one of the requirements for conducting data analysis on the number of respondents as many as 46 people using regression analysis, the data needs to be tested for homogeneity. This homogeneity test is necessary to ensure whether the data comes from a homogeneous population. The homogeneity test in this study was carried out using Ul Chi-Square by setting a significance of 5% (α = 0.05). Interpretation of data homogeneity is calculated based on the Asymptotic Significance value obtained. If Asymp. Sig. > 0.05, then the data is declared homogeneous, as in the following table.

Table 16
Homogeneity Test Results
Test Statistics

	Performance (Y)	Leadership Style (X1)	Interp. Communication (X2)

Chi-Square	25.304a	19,000b	17.304c
df	19	12	15
Asymp. Sig.	.151	.089	.301

The Asymp. Sign. value for the three variables (Y, X1, X2) was obtained for Y of 0.151; X1 0.089 and X2 0.301 above the value of α = 0.05, it is concluded that the population data has homogeneous variance.

c. Linearity Test

The linearity test is used to determine whether the regression obtained is "meaningful" when the number of respondents as many as 46 people is used to draw conclusions between the variables being analyzed. The linearity test of the independent variable with the dependent variable is carried out using the One-way Anova program SPSS. The linearity test uses a significance level of 5% (α = 0.05). Data interpretation is carried out with the provision that if Sign. F-calculated > 0.05, then the independent variable with the dependent variable has a linear influence.

Table 17. Results of Linearity Test of Variable X1 with Y

ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
Performance(Y).* Leadership (X1) Groups	Between (Combined) Style	642,186	12	53,516	2,802	.009
	Linearity	410,851	1	410,851	21,512	.000
	Deviation from Linearity	231,336	11	21,031	1.101	.391
	Within Groups	630,270	33	19,099		
	Total	1272,457	45			

The Sign value in the Deviation from Linearity row in the two ANOVA tables above is 0.391, which is greater than α of 5%, so Ho is accepted, meaning that variable Y and variable X1 have a linear effect.

Table 18
Linearity Test Results of Variable X2 with Y

ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
Performance(Y).* Interp.(X2)	Between Groups (Combined)	737,890	15	49,193	2,761	.009
	Linearity	393,769	1	393,769	22.09	.000
	Deviation from Linearity	344,121	14	24,580	1,379	.223
	Within Groups	534,567	30	17,819		
	Total	1272,457	45			

Style Communication

The Sign value in the Deviation from Linearity row in the two ANOVA tables above is 0.223, which is greater than a of 5%, so Ho is accepted, meaning that variable Y and variable X2 have a linear effect.

D. Inferential Statistical Analysis

After conducting descriptive statistical analysis through analytical requirements testing, inferential statistical analysis was then continued using correlation analysis techniques, linear regression analysis, coefficient of determination and analysis of variance (ANOVA).

a. Regression Analysis

Regression analysis was used to determine the magnitude of the influence of the variables Leadership Style and Interpersonal Communication on Performance simultaneously. After data processing, the following multiple regression table was obtained.

Table 19. Results of Multiple Linear Regression Analysis

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	*t*	Sig.
	B	Std. Error	Beta		

1	(Constant)	4,433	8,490		.522	.604
	Leadership Style (X1)	.510	.242	.352	2.111	.041
	Interp. Communication (X2)	.381	.202	.313	1,880	0.47

a. Dependent Variable: Performance (Y)

The calculation results show that the regression coefficient for the Leadership Style (X1) variable is 0.510, Interpersonal Communication (X2) is 0.381 and also produces a constant value of 4.433 so that the multiple regression equation for this study is as follows:

Y = 4,433 + 0.510 X1 + 0.381 X2 + e

It means :

- The constant of 4.433 states that if we ignore Leadership Style and Interpersonal Communication then the Performance score is 4.433.
- The X1 regression coefficient of 0.510 states that every additional (due to the + sign) one unit of the Leadership Style score (X1) will increase the Performance score by 0.510 while keeping the Leadership Style score (X1) constant.
- The X2 regression coefficient of 0.381 states that every addition (due to the + sign) of one unit of the Interpersonal Communication score (X2) will increase the Performance score by 0.381 while keeping the Interpersonal Communication score (X2) constant.

b. Correlation Analysis and Determination Coefficient

1. Correlation Analysis

By looking at the following table 20 we can see the influence of the three variables we want:

Table 20. Correlation Between Variables

Correlations

	Performance (Y)	Style Leadership (X1)	Interp Communication (X2)
Performance(Y) Pearson Correlation	1	.568**	.556**
Sig. (2-tailed)		.000	.000
N	46	46	46
Leadership Style (X1) Pearson Correlation	.568**	1	.690**
Sig. (2-tailed)	.000		.000
N	46	46	46
Interpersonal Communication (X2) Pearson Correlation	.556**	.690**	1
	.000	.000	
Sig. (2-tailed)	46	46	46
N			

**.Correlation is significant at the 0.01 level (2-tailed).

The interpretation of the table above is:

- The correlation between Leadership Style (X1) and Performance (Y) is 0.568. This means that the relationship between Leadership Style (X1) and Performance (Y) is quite strong and positive (in the same direction). If the Leadership Style score increases, the Performance score will also increase, and vice versa.
- Meanwhile, the correlation between Interpersonal Communication (X2) and Performance (Y) is 0.556. This means that the relationship between Interpersonal Communication (X2) and Performance (Y) is strong and positive (unidirectional). If the Interpersonal Communication score increases, the Performance score will also increase, and vice versa.

E. Coefficient of Determination

The coefficient of determination is used to measure how much of the total variation in the dependent variable (Y) can be explained by the varying values assigned to each independent variable (X1 and X2) in the regression model. The results of the coefficient of determination calculation are shown in the following table:

Table 21
Correlation Analysis and Coefficient of Determination of Variable $X_1$with Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612a	.374	.345	4,303

The table shows a correlation coefficient of 612 and a coefficient of determination (R2) of 0.345. This means that 34.5% of the variation in the Performance variable score can be jointly explained by Leadership Style and Interpersonal Communication in the regression model. The remaining 65.5% is explained by other factors (e).

F. Statistical Hypothesis Testing

Hypothesis 1: There is a positive influence of Leadership Style and Interpersonal Communication on Performance (Y).

Statistical Hypothesis Requirements:

H0 = There is no positive influence on Leadership Style and Interpersonal Communication on Performance (Y)

H_1= There is a positive influence of Leadership Style and Interpersonal Communication on Performance (Y)

Testing criteria:

Accept H0, if Sig. F ≥ 0.05

Reject H0 (Accept H0), if sig. F < 0.05

Table 22. Hypothesis Testing Using the F Test

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	476,268	2	238,134	12,861	.004a
	Residual	796,188	43	18,516		
	Total	1272,457	45			

Predictors: (Constant), Interpersonal Communication (X2), Leadership Style (X1)

a. Predictors: (Constant), Interpersonal Communication (X2), Leadership Style (X1)
b. Dependent Variable: Performance (Y)

Judging from the hypothesis testing, statistically: There is a positive influence of Leadership Style (X1) and Interpersonal Communication (X2) together on Performance (Y). This can be seen from the F-test value where the F-calculated value of 0.004 is smaller than the t-table value with a significance level of 5% (α=0.05).

Conclusion: There is a positive influence of Leadership Style (X1) and Interpersonal Communication (X2) together on Performance (Y)

Hypothesis 2: There is a positive influence of leadership style (X1) on Performance (Y)

Statistical Hypothesis Testing:
H0 = There is no influence of Leadership Style (X1) on Performance (Y).
H_1= There is an influence of Leadership Style (X1) on Performance (Y)
Testing criteria:
Accept H0, If sig. t ≥0.05
Reject H0 (Accept $H0)_1$), if sig. t < 0.05

Table 23. Effect of X1 on Y

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,433	8,490		.522	.604
	Leadership Style (X1)	.510	.242	.352	2.111	.041
	Total	.381	.202	.313	1,880	.047

a. Dependent Variable: Performance (Y)

Conclusion: Judging from table 19, statistical hypothesis testing:
There is a positive influence of Leadership Style (X1) with Performance (Y) This can be seen from the t-test value where the t-value
calculated as 0.041 is smaller than the t-table value with significance level 5% (α=0.05).

Hypothesis 3: There is an influence of Work Interpersonal Communication (X2) on Performance (Y).

Statistical Hypothesis Testing:

H0 = There is no influence of Interpersonal Communication (X2) on Performance (Y).

H_1= There is an influence between Interpersonal Communication (X2) and Performance (Y).

Testing criteria:

Accept H0, If sig. $t \geq 0.05$

Reject H0 (Accept $H0)_1$), if sig. $t < 0.05$

Table 24. Effect of X2 on Y

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,433	8,490		.522	.604
	Leadership Style (X1)	.510	.242	.352	2.111	.041
	Total	.381	.202	.313	1,880	.047

a. Dependent Variable: Performance (Y)

Conclusion: Judging from table 19, statistical hypothesis testing:

There is a positive influence of Leadership Style (X2) with Performance (Y) This can be seen from the t-test value where the t-value

The calculated value is 0.047 which is smaller than the t-table value with

significance level 5% (α=0.05).

G. Interpretation of Research Results

The results of the statistical analysis carried out using SPSS version 17.00 which includes Regression Analysis, Correlation Coefficient, Partial Correlation and Determinant Coefficient, as well as predictions that show the interpretation of the results of the analysis are as follows:

1. The calculation results show that the regression coefficient for the Leadership Style (X1) variable is 0.510 and Interpersonal Communication (X2) is 0.381 and also produces a constant value of 4.433. The calculation results can be interpreted as follows:
   - The constant of 4.433, states that there is no increase in Leadership Style (X1) Interpersonal Communication (X2) mathematically, X1 and X2 are 0, then Performance remains at 4.433 score units. This is understandable because there are still many other variables that have not been included in this study, such as

Motivation, Organizational Climate, Work Climate, Compensation, Leadership Style, Organizational Culture and others.

- By looking at the magnitude of the regression coefficient, Leadership Style (X1) is 0.510 or equal to 51%, meaning that the tendency for change between the Leadership Style variable (X1) and the Performance variable (Y) shows that every change or increase in the Leadership Style variable by 100% will result in a change or increase in the Performance variable by 51% with a significance level of 5%.
- By looking at the magnitude of the regression coefficient, Interpersonal Communication (X2) is 0.381 or equal to 38.1%, meaning that the tendency of projected changes between the Interpersonal Communication (X2) variable and the Performance (Y) variable shows that every change or increase in the Interpersonal Communication (X2) variable of 100% will result in a change or increase in the Performance variable of 38.1% with a significance level of 5%.

2. The two independent variables, namely Leadership Style (X1) and Interpersonal Communication (X2), are positively correlated with Performance, meaning that if the Leadership Style (X1) and Interpersonal Communication (X2) variables increase, it will result in increased Performance, and vice versa, if the Leadership Style (X1) and Interpersonal Communication (X2) variables decrease, Performance will also decrease.
3. The coefficient of determination (R2) is 345, this value can be interpreted as the percentage of influence between the variables of Leadership Style (X1), Interpersonal Communication (X2) which have a significant influence on the Performance variable (Y). In other words, the effective contribution or can be explained by the variables of Leadership Style (X1), Interpersonal Communication (X2) is 34.5% while 65.6% is explained/influenced by other factors not included in this study.

4. CONCLUSION

Based on the data analysis and hypothesis testing presented in chapters I, II, III and IV, several conclusions can be drawn, namely:

1. There is a positive influence between Leadership Style (X1) and Interpersonal Communication (X2) simultaneously on Performance (Y). This can be seen from the F-test value where the F-calculated value of 0.004 is smaller than the t-table value with a significance level of 5% (α=0.05).
2. There is an influence of Leadership Style (X1) on Performance (Y). This can be seen from the t-test value where the calculated t-value of 0.041 is smaller than the t-table value with a significance level of 5% (α=0.05).
3. There is an influence of Interpersonal Communication (X2) on Performance (Y). This can be seen from the t-test value where the calculated t-value of 0.047 is smaller than the t-table value with a significance level of 5% (α=0.05).

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