
THE INFLUENCE OF LEADERSHIP STYLE AND COMMUNICATION ON THE PERFORMANCE OF FUNERAL SERVICE OFFICERS AT THE PARKS AND FORESTRY SUB-DEPARTMENT SOUTH JAKARTA ADMINISTRATIVE CITY

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ABSTRACT

The purpose of this study is to determine the influence of Leadership Style and Communication on the Performance of Funeral Service Employees at the City Parks and Forests Sub-Department, South Jakarta Administration. This research uses a quantitative method. The sampling technique employed is saturated sampling, where the entire population is used as the sample, totaling 68 respondents. Data analysis includes validity testing, reliability testing, classical assumption testing, regression analysis, correlation coefficient analysis, coefficient of determination analysis, and hypothesis testing. The results of the study show that leadership style has a significant influence on communication, with the regression equation $Y = 26.413 + 0.370 X_1$ and a correlation value of 1.00, indicating a strong relationship between the two variables. The coefficient of determination is 2.22%. The hypothesis test results $t_{count} > t_{table}$ or $(1.015 < 1.66827)$, thus H_0 is accepted and H_2 is rejected, indicating that communication has a positive and significant partial effect on employee performance. Leadership style and communication simultaneously have a significant influence on employee performance, with the regression equation $Y = 27.338 + 0.324 X_2$ and a correlation value of 1.00, meaning there is a strong relationship between the independent and dependent variables. The coefficient of determination is 36.2%, while the remaining 63.8% is influenced by other factors. The hypothesis test shows $F_{count} > F_{table}$ or $(19.252 > 3.14)$, supported by a p -value < 0.01 or $(0.000 < 0.01)$. Therefore, H_0 is rejected and H_a is accepted, indicating that leadership style and communication have a positive and significant simultaneous effect on the performance of funeral service employees at the City Parks and Forests Sub-department, South Jakarta Administration.

Keywords: Leadership Style, Communication, Employee Performance.

INTRODUCTION

Today's government organizations are required to have highly competent human resources. Every organization is required to optimize human resources and understand how to manage them effectively. Government organizations play a crucial role in the advancement of a region, particularly in the area of public services. Governments are required to provide excellent service to ensure public satisfaction with the performance of the human resources managed by these organizations.

In order to optimize excellent service to the community, especially in the field of funeral services in DKI Jakarta, the Governor of DKI Jakarta formed a colorful troop, one of which is the green troop under the auspices of the Parks and Urban Forestry Service of DKI Jakarta Province. The Parks and Urban Forestry Service of DKI Jakarta Province is divided into 5 (five) Sub-departments per region, one of which is the Parks and Urban Forestry Sub-department of the South Jakarta Administration.

The South Jakarta Administration's Parks and Urban Forestry Sub-Department has four service areas. First, the parks sector manages the park green open spaces (RTH) that are widespread throughout South Jakarta. Second, the urban forestry sector manages the forests located in the city center. Third, the green belt sector manages the plants and shady trees along the main roads of South Jakarta. Fourth, the cemetery sector plays a crucial role in providing public services. The cemetery sector offers several services, including digging and covering graves, including burials for new bodies, burials for overlapping bodies, permits for lifting and moving remains from within the city to outside the city or abroad, ambulance pick-up and drop-off services, and most importantly, administrative services for processing burial land use permits, which are handled by administrative service staff.

The cemetery's green team must be ready to dig graves within a maximum of three hours upon receiving a burial report. The maximum time required for digging depends on the

condition of the soil being excavated. In addition to digging and filling graves, the green team also performs other duties such as maintaining grave plots, mowing, sweeping, removing trash, and cleaning drainage channels in the cemetery area. The cemetery service office provides facilities for burials, such as tents, chairs, and a sound system. All of these facilities are provided free of charge to Jakarta residents attending a funeral.

In addition to the green army officers working in the field, there are also officers working in the public service administration sector. These officers are tasked with assisting residents with administrative matters related to the use of cemetery land (IPTM) (Izin Pakai Tanah Kamam), which includes the issuance of new IPTMs, overlapping IPTMs, IPTM extensions, and permits for the removal of remains for relocation outside the city or abroad. Administrative officers are also responsible for coordinating with the Integrated Service Provider (PTSP) at all sub-districts in Jakarta, as IPTM processing requires collaboration with PTSP officers at the sub-district level.

A good government organization is an institution that has benefits for the community and has several characteristics including transparency such as providing information that is easily accessible to the community, having clear legal regulations, involving the community to participate in the implementation of government programs, eradicating corruption and being able to evaluate and carry out learning.

The benefits of government organizations include assisting communities in resolving critical issues such as natural disasters and health issues. Furthermore, government organizations are also useful for improving communication between citizens and the government. Another frequently identified benefit is that governments can facilitate better management of public infrastructure.

The existence of human resources in government organizations is very important because human resources make an organization more optimal in achieving its goals. Government agencies really need human resources that are qualified and competent in their respective fields. For example, the South Jakarta City Parks and Forestry Sub-Department has special qualifications in recruiting employees according to the job descriptions in their respective fields, such as the need for field officers who have a minimum qualification of elementary school education and an important qualification of having a healthy physique because of the very heavy workload in the field. Then administrative officers have important qualifications, namely a minimum education of D3, able to operate computers well and most importantly, have good communication skills because their task is to serve the community well.

Every government organization aims to achieve organizational goals in the government sector, such as improving the quality of human resources within government officials. Another goal of government organizations is to improve the quality of governance systems and enhance synergy between government administration and regional development. With organizational goals in place, human resources must be supported by sound management to ensure the organization of all tasks and activities.

In an organization, leadership is an important factor because it can significantly influence employee performance. Leaders certainly have their own leadership styles. According to Kartono (2019: 55) "Leadership is a talent that people acquire as a special ability that is innate." According to Rivai (2020: 64) "Leadership style is a set of methods used by leaders to say that leadership style is a behavioral pattern of a strategy that is preferred and often applied by a leader." In practice in an organization, leadership styles can be applied according to the organization for certain reasons.

Leadership style or a leader's attitude can influence employee performance. When exercising leadership, a leader needs to pay attention to their leadership style because it plays a crucial role in influencing how employees work. Leadership style can have both positive and negative impacts on the performance of the employees they lead. Leaders must also consider selecting a leadership style that aligns with the character of the institution they lead and the

characteristics of their employees. Implementing an appropriate leadership style will assist employees in completing their work tasks and responsibilities in accordance with their respective duties within the organization.

To obtain data related to Leadership Style, the author conducted a pre-survey activity by distributing a pre-questionnaire to 20 cemetery service employees at the South Jakarta City Parks and Forestry Sub-Department with several aspects as references and obtained the following data:

Table 1. Leadership Style Questionnaire Data Based on the Results of the Pre-Survey of Funeral Service Officers

Year	Respondent	Indicator	Statement	Number of Respondents	Yes		No	
					Number	%	Number	%
2024	2	Decision-making ability	Superiors are able to make the right decisions in every existing problem	20	17	85%	3	15%
2024	2	Ability to motivate	Superiors are able to motivate subordinates to work better	20	15	75%	5	25%
2024	2	Communication skills	Bosses are able to communicate well with their employees about the strategies that will be implemented	20	19	95%	1	5%
2024	2	Responsibility	The boss always cares about the problems faced by his employees by providing	20	15	75%	5	25%

		appropriat e direction.					
024	2	My boss works profession ally if an employee makes a mistake in his work.	0	2	5	5%	1
		Ability control to emotions					1
							5%
							8

Source: Prasurvey (2024)

In the pre-survey above, it explains that out of 20 employees, the indicator of decision-making ability is answered with the statement "The superior is able to make the right decision in every problem that exists" 87% of respondents answered "Yes" and 13% answered "No". On the indicator of motivation ability is answered with the statement "The superior is able to motivate subordinates to work better" 85% answered "Yes" and 15% answered "No". On the communication ability indicator is answered with the statement "The superior is able to communicate well to his employees about the strategy to be carried out" 49% answered "Yes" and 51% answered "No". Then on the responsibility indicator is answered with the statement "The superior always cares about the problems faced by his employees by providing appropriate direction" 15% answered "Yes" and 85% answered "No". Finally, on the indicator of emotional control ability is answered with the statement "My superior works professionally if an employee makes a mistake in his work" 15% answered "Yes" and 85% answered "No". Based on the problems in the leadership style at the funeral service office of the City Parks and Forestry Sub-Department, there is a lack of responsibility in terms of concern for the problems experienced by its employees and a lack of providing appropriate direction on the work carried out by its employees. The lack of good emotional control is also a problem in work professionalism which then impacts employee performance. The communication skills possessed by superiors are also still lacking, especially in terms of expressing strategies that will be carried out later. Thus, leadership style is an important factor in an organization so that it can run well to achieve goals.

In general, leadership style within a government agency can influence employee performance, particularly in the public service sector. As we all know, public service is influenced by the leadership's attitude and style in managing employees, as well as their ability to strategize new policies for the future, ensuring a positive atmosphere within the service office.

Communication is one of the important elements in an organization. According to Sikula (2019: 142), "Communication is the process of transferring information, understanding, and comprehension from one person, place, or thing to another person, place, or thing." In an organization, it is best to use formal language that is easy to understand for interaction between individuals to establish good communication and can develop communication to be more modern to achieve common goals. The importance of communication today has been proven by sophisticated devices as a communication medium and has spread throughout various circles of society.

Good communication significantly impacts the sustainability of an organization. If communication is well-established, an organization can achieve its goals and operate as expected. However, if communication between individuals within the organization is poor, the organization will struggle to achieve its goals and will not perform as expected.

To obtain data related to communication, the author also conducted a pre-survey activity by distributing a pre-questionnaire to 20 funeral service employees who work at the South

Jakarta City Parks and Forestry Sub-Department with several aspects as references and obtained the following data description:

Table 1. Pre-Questionnaire Data for Communication Variables Based on the Results of the Pre-survey of Funeral Service Officers

Year	Indicator	Statement	Number of Respondents	Yes		No	
				Number	Percentage	Number	Percentage
2024	Understanding	The message conveyed by the superior can be understood	20	15	75%	5	25%
2024	Pleasant	The communication process that is delivered daily takes place in a pleasant atmosphere.	20	12	60%	8	40%
2024	Influencing attitudes	The communication process that occurs currently influences the attitudes of other employees at work.	20	10	50%	10	50%
2024	Repairing relationships	Communication between colleagues is well established	20	14	70%	6	30%
2024	Action	The communication that occurs now is able to create better relationships between employees and superiors.	20	10	50%	10	50%

Source: Prasurvey (2024)

From the pre-survey data above, it is clear that a survey was conducted on 20 employees. To the statement "the message conveyed by the superior is easy to understand" 85% of employees answered "Yes" and 15% of employees answered "No". Then, to the statement "The daily communication process takes place in a pleasant atmosphere" there were 82% of employees answering "Yes" and 17% of employees answering "No". To the statement "The current communication process influences the attitudes of other employees at work" 15% of employees answered "Yes" and 85% of employees answered "No". To the statement "Communication between colleagues is good", 17% of employees answered "Yes" and 82% of employees answered "No". Finally, in the statement "Current communication is able to create increasingly better relationships between employees and superiors," 15% of employees answered "Yes" and 85% of employees answered "No".

Based on the communication problems that occurred in the cemetery service office of the Parks and Urban Forestry Sub-Department, the current communication problems can affect attitudes between fellow employees and between leaders and employees, which then affects the performance of all employees in the cemetery service office of the Parks and Urban Forestry Sub-Department of the South Jakarta Administration.

Overall, communication within an organization can impact employee performance, especially for public service officers. As is well known, poor communication hinders performance by disrupting public services and hindering the smooth flow of data and information acquisition. A poor communication system can also create new conflicts within an organization, leading to strained interpersonal and personal relationships, leading to increased instances of poor communication.

An organization naturally desires qualified employees. This can be easily achieved if the organization pays attention to several factors related to employee performance. According to Abas (2019: 2), "employee performance is a person's activity in carrying out the main tasks assigned to them." Employee performance, in general, is the manifestation of work performed by employees, which is typically used as a basis or reference for employee evaluation within an organization.

Performance refers to a formal, structured system used to measure, assess, and influence job-related traits, behaviors, and outcomes, including attendance. Good performance is a key step toward achieving organizational goals. Therefore, performance is also a determining factor in achieving organizational goals, and efforts to improve employee performance are necessary. Performance is a crucial and compelling aspect to showcase because of its significant benefits for achieving organizational goals. An organization naturally wants its employees to perform well to achieve results that align with its expectations.

To find out the results of the performance of funeral service officers at the Parks Sub-Department, the author found the following employee performance data:

Table 1.3 Funeral Service Officer Performance Assessment Data 2022 – 2024

Year	N Number of Employees	Not good		Pretty good		Good		Very good	
		(0 – 60)		(61 – 70)		(71 – 80)		(81 – 100)	
		Number Persons	ofers. Value	Number Persons	ofers. Value	Number Persons	ofers. Value	Number Persons	ofers. Value
2022	20 68	8	2%	10	5%	27	0%	23	4%
2023	20 68	10	5%	14	1%	20	9%	24	5%
2024	20 68	7	0%	10	5%	26	8%	25	7%

Source: South Jakarta City Parks and Forestry Sub-Department, 2024

From table 1.3 above on the employee performance assessment above, it can be seen that in 2021 there are 20% of employees getting a "Poorly Good" score, 21% of employees getting a "Fairly Good" score, 31% of employees getting a "Good" score and 28% of employees getting a "Very Good" score. Then in 2022 there will be 21% of employees getting a "Not Good" score, 22% getting a "Quite Good" score, 27% of employees getting a "Good" score and 30% of employees getting a "Very Good" score. Finally, in 2023, 18% of employees will get a "Poorly Good" score, 21% of employees will get a "Fairly Good" score, 30% of employees will get a "Good" score and 31% of employees will get a "Very Good" score.

Based on the issues surrounding employee performance assessments, the results are inconsistent and constantly fluctuate annually. Consequently, it can be concluded that the performance of funeral service employees at the South Jakarta City Parks and Forestry Sub-Department is not yet optimal. Funeral service employees are also consistently assigned a workload that exceeds the established limits. Furthermore, employees are not working according to standard operating procedures (SOPs), resulting in some employees receiving less than satisfactory assessments.

Performance appraisals are implemented to determine what kind of employees are expected by management, fostering better mutual understanding. If an organization wants to improve employee performance, managers must also set an example by addressing and taking responsibility for employee issues, and consistently monitoring the process and results of their work.

Performance issues within an organization are always a pressing issue that requires attention. This is because they are related to all activities undertaken to increase employee productivity. This situation must be addressed immediately, considering the importance of employee communication and work conflict management systems, the delivery of work-related orders and communications, and the relationships between employees and superiors, as these are factors that significantly impact employee performance. Delivering orders and work-related communications is crucial to fostering active employee listening skills. Employees can respond to instructions and discussions from superiors and provide feedback on agency policies.

Based on this background, this study attempts to examine the factors that influence employee performance, by taking the variables of leadership style and communication as one of the factors that are considered to have an influence on employee performance. And based on the background that has been described, the author is interested in raising this problem into a study with the title: "THE EFFECT OF LEADERSHIP STYLE AND COMMUNICATION ON THE PERFORMANCE OF FUNERAL SERVICE EMPLOYEES IN THE SOUTH JAKARTA ADMINISTRATION CITY PARKS AND FORESTS SUB-DEPARTMENT.

METHOD

The research approach used in this study is quantitative research. According to Siregar (2021), quantitative research is a process of collecting and processing numerical data to measure specific phenomena. This research is descriptive and quantitative, focusing on explaining the influence between the research variables and testing the hypotheses formulated before hand. One of the aims of quantitative research is to identify among relationship variables within a population. In this study, the researcher analyzes the impact of leadership style and supervision on the performance of cemetery service employees at the South Jakarta Parks and City Forest Agency.

The research was conducted at the cemetery service office of the South Jakarta Parks and City Forest Agency, located at the South Jakarta Mayor's Office. The research period spans 10 months, from October 2024 to July 2025. During this time, several activities are planned, including proposal preparation, seminars, survey distribution, data tabulation, and analysis.

The variables studied in this research include independent and dependent variables. The independent variables are leadership style (X1) and communication (X2), while the dependent

variable is employee performance (Y). The operationalization of these variables includes various indicators such as decision-making ability, motivation, communication skills, responsibility, and emotional control for leadership style, and understanding, satisfaction, and action in communication. Performance indicators include work quantity, quality, timeliness, attendance, and teamwork.

The population for this research consists of all employees in the cemetery service office, totaling 68 people. Since the population size is small, the research uses a saturated sampling technique, where all members of the population are selected as the sample. The data collection methods employed include questionnaires, observation, documentation, and literature review.

Data analysis involves several steps, including descriptive analysis, Likert scale measurement, and regression analysis. The validity and reliability of the instruments were tested using the Cronbach's Alpha method. Assumptions such as normality, multicollinearity, and heteroscedasticity are also tested to ensure the robustness of the regression model. Hypothesis testing is conducted using t-tests and F-tests to determine the influence of leadership style and communication on employee performance.

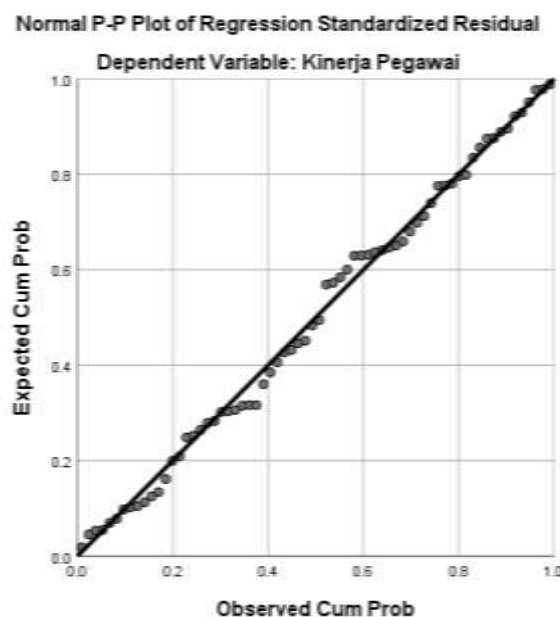
The use of various statistical tools and techniques, including SPSS software, allows for a thorough analysis of the data, ensuring the validity of the research findings and their contribution to the understanding of leadership and communication dynamics in enhancing employee performance.

RESULT

Classical Assumption Test

1. Normality Test

The normality test is used to evaluate whether the data to be analyzed has a normal distribution, both univariant (single variable) and multivariant (multiple variables). This test is important to ensure that the assumption of normality is met before conducting a specific statistical analysis. The following table shows the results of the normality test:



Source: Data processed from SPSS version 26

Figure 4.2 Normal Probability Graph

Based on Figure 4.2 above, we can see that the data is spread around the diagonal line and follows the direction of the diagonal line. Therefore, we can conclude that this regression model meets the assumption of normality because the points are spread around the diagonal line.

2. Multicollinearity Test

Multicollinearity means the existence of a perfect linear relationship. This test is used to determine whether there is a high correlation between the Leadership Style and Communication variables in a multiple regression. The method used in the multicollinearity test is to detect the presence or absence of multicollinearity problems in the regression model by looking at the Tolerance and VIF (Variance Inflation Factor) values. The recommended values to indicate the absence of multicollinearity problems are that the Tolerance value must be above 0.10 and the Variance Inflation Factor (VIF) must be below 10. The results of the multicollinearity test are as follows:

Table 4.12 Multicollinearity Test Table

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
	(Constant)	25,213	3,077		8,195	0,000		
	Leadership Style	0.104	0.102	0.132	1,015	0.314	0.568	1,762
	Communication	0.277	0.070	0.515	3,945	0,000	0.568	1,762

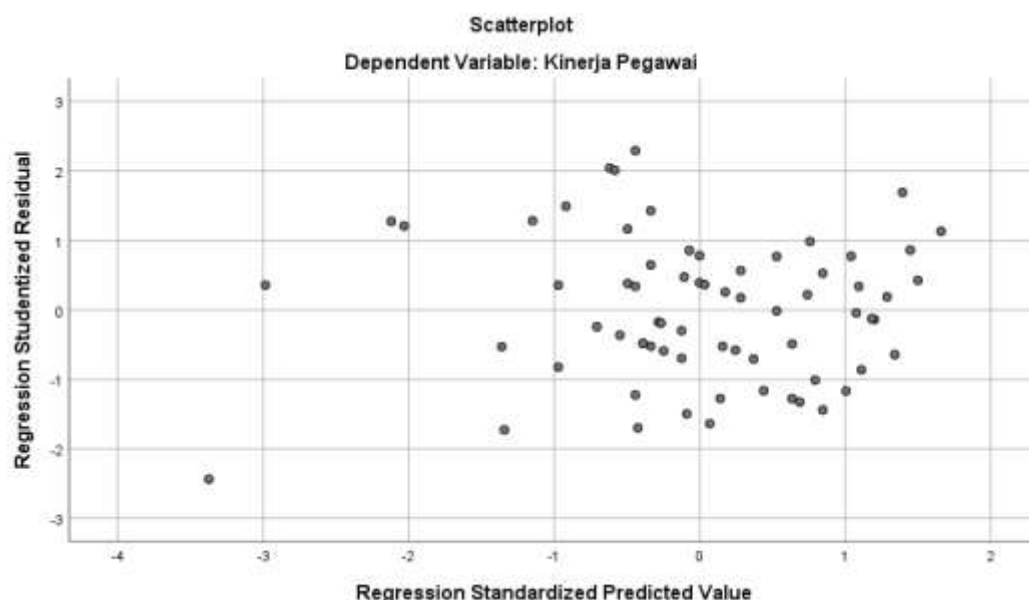
a. Dependent Variable: Officer Performance

Source: Data obtained from SPSS version 26

Based on table 4.12 above, in the Tolerance column with the Leadership Style variable is 0.568 and the Communication variable is 0.568 or above 0.10. In the VIF column, the Employee Performance variable is 1.762 or below 10. It can be concluded that based on the Tolerance value above 0.1 and the VIF below 10, this study has no problem with multicollinearity.

3. Heteroscedasticity Test

This test aims to determine whether there is inequality in variance and residuals from one observation to the next in a regression model. A good research model is heteroscedasticity, meaning the variance and residuals remain constant from one observation to the next. This can be seen in the following figure:



Source: Data processed from SPSS version 26

Figure 4.3 Results of Heteroscedasticity Test with Scatterplot Graph

From the scatterplot image above, it can be seen that the points are spread randomly, either above the number 0 or below the number 0 from the vertical axis or Y axis. Thus, it can be concluded that there is no heteroscedasticity in this regression model.

Quantitative Analysis

1. Simple Linear Regression Test

A simple linear regression test is a linear relationship between one independent variable, namely Leadership Style (X1) and Communication (X2) with the dependent variable Employee Performance (Y). This analysis is to determine the direction of the relationship between the independent variable and the dependent variable, whether positive or negative, to predict whether the value of the independent variable will increase or decrease.

Table 4.13 Results of Simple Regression Analysis of Leadership Style Variable (X1)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	26,413	3,383		7,808
	Leadership Style	.370	.085	.471	4,335

a. Dependent Variable: Officer Performance

Source: Data processed from SPSS version 26

From the results of table 4.13 above, a simple linear regression analysis with the SPSS 26 program, there is column B in Constant (a) which is 26.413 while the Leadership Style (b) value is 0.370 so that the regression equation can be written

$$Y = 26.413 + 0.370 X1$$

So from this equation it can be translated:

- The constant value of 26.413 means that if the Leadership Style variable does not exist, there will be an Employee Performance (Y) value of 26.413 points.
- The regression coefficient value of Leadership Style (X1) of 0.370 means that if the constant remains constant and there is no change in the Communication variable (X2), then every 1 unit change in the Leadership Style variable (X1) will result in a change in the Employee Performance variable (y) of 0.370 points.

Table Results of Simple Regression Analysis Test of Communication Variable (X2)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	27,338	2,254		12,128
	Communication	.324	.053	.602	6,120

a. Dependent Variable: Officer Performance

Source: Data processed from SPSS version 26

From the results of table 4.14 above, the simple linear regression analysis with the SPSS 26 program shows that column B in Constant (a) is 27.338 while the Communication (b) value is 0.324. So the regression equation can be written as follows:

So from this equation it can be translated:

$$Y = 27.338 + 0.324 X2$$

- The constant value of 27.338 means that if the Communication variable (X2) does not exist, there will be an Employee Performance value (Y) of 27.338 points.
- The value of the Communication regression coefficient (X2) of 0.324 means that if the constant remains constant and there is no change in the Leadership Style variable (X1), then every 1 unit change in the Communication variable (X2) will result in a change in Employee Performance (Y) of 0.324 points.

2. Multiple Linear Regression Test

Multiple regression testing is a linear relationship between two or more independent variables (X1 and X2) and a dependent variable (Y). This analysis is used to determine the direction of the relationship between the dependent variables, whether each independent variable is positively or negatively related, and to predict the value of the dependent variable if the independent variable value increases or decreases. To determine whether or not there is an influence between the two variables, the following table can be used:

Table 4.15. Results of Multiple Regression Analysis Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
	(Constant)	25,213	3,077		8,195	.000		
	Leadership Style	.104	.102	.132	1,015	.314	.568	1,762
	Communication	.277	.070	.515	3,945	.000	.568	1,762

a. Dependent Variable: Officer Performance

Source: Data processed from SPSS version 26

From the results of table 4.15 above, the following multiple linear regression equation model can be obtained:

$$Y = 25.213 + 0.104 X_1 + 0.277 X_2$$

Information :

Y : Employee Performance

X1 : Leadership Style

X2 : Communication

The equation can be explained as follows:

- The constant value of 25.213 indicates that if the independent variables (Leadership and Communication Style) are assumed to be in a fixed state, then the value of the dependent variable (Employee Performance) will be influenced by 25.213 points.
- The Leadership Style (X1) value of 0.104 means that if the constant remains the same and there is no change in the Communication variable (X2), then every 1 unit change in the Leadership Style variable (X1) will result in a change in Employee Performance (Y) of 0.104 points.
- The Communication Value (X2) of 0.277 means that if the constant remains the same and there is no change in the Leadership Style variable (X1), then every 1 unit change in the Communication variable (X2) will result in a change in Employee Performance (Y) of 0.277 points.

3. Correlation Coefficient

Correlation coefficient analysis is intended to determine the level of relationship between the independent and dependent variables, both partially and simultaneously. The following are the results of data processing using SPSS Version 26:

Table Results of the Leadership Style Correlation Coefficient Test (X1) Regarding Officer Performance (Y)

Correlations		Leadership Style	Employee Performance
Leadership Style	Pearson Correlation	1	.471**
	Sig. (1-tailed)		.000
	N	68	68
Officer Performance	Pearson Correlation	.471**	1
	Sig. (1-tailed)	.000	
	N	68	68

** . Correlation is significant at the 0.01 level (1-tailed).

Source: Data processed from SPSS version 26

Based on the calculation of the correlation value of 1.00, it is in the interval 0.800 – 1.000, so it can be concluded that the level of strength of the relationship between the work environment and employee performance has a strong level of relationship.

Table Communication Correlation Coefficient Test Results (X2) Regarding Officer Performance (Y)

Correlations		Communication	Employee Performance
Communication	Pearson Correlation	1	.602**
	Sig. (1-tailed)		.000
	N	68	68
Officer Performance	Pearson Correlation	.602**	1
	Sig. (1-tailed)	.000	
	N	68	68

** . Correlation is significant at the 0.01 level (1-tailed).

Source: Data processed from SPSS version 26

Based on the calculation of the correlation value of 1.00, it is in the interval 0.800 – 1.000, so it can be concluded that the level of strength of the relationship between the work environment and employee performance has a very strong level of relationship.

Table Results of Simultaneous Correlation Coefficient Test of Leadership Style (X1) and Communication (X2) Variables on Officer Performance (Y)

Correlations		Leadership Style	Communication	Employee Performance
Leadership Style	Pearson Correlation	1	.658**	.471**
	Sig. (2-tailed)		.000	.000
	N	68	68	68
Communication	Pearson Correlation	.658**	1	.602**
	Sig. (2-tailed)	.000		.000
	N	68	68	68
Officer Performance	Pearson Correlation	.471**	.602**	1
	Sig. (2-tailed)	.000	.000	
	N	68	68	68

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

Source: data processed from SPSS version 26

Based on table 4.18 above, the results of the correlation coefficient test show a value of 0.471. This indicates that the correlation or relationship between employee performance (independent variable) and Leadership Style (X1) and Communication (X2) (dependent variable) has a strong level of relationship.

4. Coefficient of Determination

The purpose of the coefficient of determination analysis is to determine how much the independent variable contributes to the dependent variable in percentage (%). The results of the coefficient of determination test analysis can be seen in the following table:

Table Results of Partial Determination Coefficient Analysis Test Between Leadership Style (X1) and Officer Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.471a	.222	.210	2.85676
a. Predictors: (Constant), LEADERSHIP STYLE				

Source: data obtained from SPSS version 26

Based on the output of table 4.19 above, the adjusted R square (Coefficient of Determination) value is 0.222 or 22.2%, which means that the influence of the independent variable Leadership Style (X1) on the dependent variable Employee Performance (Y) is 22.2%. While the remaining ($100\% - 22.2\% = 77.8\%$) is influenced by other factors.

Table Results of Partial Determination Coefficient Analysis Test Between Communication (X2) and Officer Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.602a	.362	.352	2.58626
a. Predictors: (Constant), COMMUNICATION				

Source: data processed from SPSS version 26

Based on the output of table 4.20 above, the adjusted R square value (coefficient of determination) is 0.362 or 36.2%, which means the influence of the independent variable Communication (X2) on the dependent variable Employee Performance (Y) is 36.2%. While the remaining ($100\% - 36.2\% = 63.8\%$) is influenced by other factors.

Table Results of Partial Determination Coefficient Analysis Test Between Leadership Style Variable (X1) and Communication Towards Officer Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.610a	.372	.353	2,586
a. Predictors: (Constant), Communication, Leadership Style				

Source: Data processed from SPSS version 26

Based on table 4.21 above, it can be seen that the R square value is 0.372 or 37.2%. This indicates that the percentage of influence of the independent variables of leadership style (X1) and communication (X2) on the dependent variable of employee performance (Y) is 37.2%. While the remainder ($100\% - 37.2\% = 62.8\%$) is influenced or explained by other variables outside the variables studied.

Hypothesis Testing

1. Partial Hypothesis Test (t-Test)

The t-test is used to prove the significant influence between independent variables on the dependent variable, where the calculated t value is greater than the t-table indicating

acceptance of the proposed hypothesis and to determine the influence of the variables Leadership Style (X1), Communication (X2) and Employee Performance (Y).

As a comparison to see the significant influence, a significance level criterion of 10% (0.01) is used and the calculated t and t table are compared with the following criteria:

- a. If $t_{hitung} > t_{tabel}$, then H_0 is accepted, H_a is rejected
- b. If $t_{hitung} < t_{tabel}$, then H_0 is rejected, H_a is accepted

The Ttable provisions are obtained by comparing the number of samples with the significance level, and with the formula:

$T_{table} = (\text{Confidence level}/2 : \text{number of respondents} - \text{number of independent variables} - 1)$ or if written in formula form with data that has been obtained by the researcher

$$T_{table} = (0.01/2 : 68 - 2)$$

$$T_{table} = (0.05: 66)$$

Then, it can be seen in the distribution of the ttable value $df = 66$ in column 0.10, then the ttable value is found to be 1.66827. The results of processing using the SPSS 26 program are as follows:

Table Hypothesis Test Results (t-Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25,213	3,077		8,195	.000
	Leadership Style	.104	.102	.132	1,015	.314
	Communication	.277	.070	.515	3,945	.000

a. Dependent Variable: Officer Performance

Source: Data processed from SPSS version 26

Based on table 4.22 above, the results of the test for the Leadership Style variable (X1) obtained a t-value of 1.015 with a significance level of 0.314. This value is greater than 0.01 (0.314 > 0.01). Therefore, the equation obtained is $t\text{-value} < t\text{-table}$ or $1.015 < 1.66827$, meaning that H_0 is accepted and H_a is rejected. In other words, the Leadership Style variable has a significant effect on Employee Performance.

Meanwhile, the test results for the Communication variable (X2) obtained a calculated value of 3.945 with a significance level of 0.000. This value is greater than 0.01 (0.000 > 0.01) so the equation $t_{hitung} < t_{tabel}$ or $3.945 > 1.66827$ is obtained. This means that H_a is accepted and H_0 is rejected in other words the Communication variable has a significant effect on employee performance.

2. Simultaneous Hypothesis Test (F Test)

The F test is used to determine the influence of independent variables on dependent variables simultaneously, namely the variables Leadership Style (X1) and Communication (X2) simultaneously influence Employee Performance (Y).

To test the influence of Leadership Style (X1) and Communication (X2) on Employee Performance (Y) simultaneously, an F statistical test (Simultaneous Test) can be conducted. As a comparison to see the significant influence, a significance level criterion of 10% (0.01) is used and comparing the calculated F with the Ftable on the following criteria:

- a. If $F_{count} > F_{table}$ then H_0 is rejected, H_a is accepted
- b. If $F_{count} < F_{table}$ then H_0 is accepted, H_a is rejected

The Ftable provisions are obtained by comparing the number of independent variables with the number of samples, with the formula: $F_{table} = (\text{number of independent variables} : \text{number of samples} - \text{number of independent variables} - 1)$ written in formula form with data that has been obtained by the researcher

$$F_{table} = (2 : 68 - 2)$$

$$F_{table} = (2 : 66)$$

Then, if we look at the distribution of F_{table} values $df = 66$, then in column 2 (produced by Junaedi 2010:2), the F_{table} value is 3.14. The results of data management using the SPSS 26 program, the influence of variables X1 and X2 on Y simultaneously is as follows:

Table Results of Simultaneous Hypothesis Testing (F Test) Between Leadership Style (X1) and Communication (X2) on Officer Performance (Y)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	257,426	2	128,713	19,252	.000b
	Residual	434,574	65	6,686		
	Total	692,000	67			
a. Dependent Variable: Officer Performance						
b. Predictors: (Constant), Communication, Leadership Style						

Source: Data processed from SPSS version 26

Based on the results of table 4.23 above, the F count value is 19.252 and the significant value is 0.000. So it can be concluded that Leadership Style (X1) and Communication (X2) simultaneously have a significant effect on Employee Performance (Y), as evidenced by the F count value of $19.252 > F_{table} 3.14$ and the significant value of $0.000 < 0.01$. So it can be decided that H_0 is rejected and H_a is accepted.

DISCUSSION

The significance value for the influence of Leadership Style (X1) on Employee Performance (Y) is 0.314, which is greater than 0.01, and the t -test value is 1.015, which is less than 0.2012. Therefore, it can be concluded that H_{a1} is rejected, meaning there is no positive and significant influence of X1 (Leadership Style) on Y (Employee Performance).

The significance value for the influence of Communication (X2) on Employee Performance (Y) is 0.000, which is less than 0.01, and the t -test value is 3.945, which is greater than 1.66827. Thus, H_{a2} is accepted, indicating a positive and significant influence of Communication (X2) on Employee Performance (Y).

The significance value for the influence of Leadership Style (X1) on Employee Performance (Y) is 0.314, which is less than 0.01, and the F -test value is 19.252, which is greater than the F -table value of 3.14. The significance value for Communication (X2) on Employee Performance (Y) is 0.000, which is less than 0.01. Therefore, H_{a3} is accepted, meaning there is a simultaneous influence of both X1 and X2 on Y.

CONCLUSION

Based on the research findings and discussion regarding the influence of leadership style and communication on the performance of cemetery service employees at the South Jakarta Parks and City Forest Agency, the following conclusions can be drawn:

The significance value for the influence of leadership style (X1) on employee performance (Y) is found to be 0.314, which is greater than 0.01, and the t -statistic value is 1.015, which is less than 0.2012. Therefore, it can be concluded that the first hypothesis (H_{a1}) is rejected, meaning there is no positive and significant influence of leadership style (X1) on employee performance (Y).

For the second hypothesis, the significance value for the effect of communication (X2) on employee performance (Y) is 0.000, which is less than 0.01, and the t -statistic value is 3.945, which is greater than 1.66827. Thus, it can be concluded that the second hypothesis (H_{a2}) is accepted, indicating a positive and significant influence of communication (X2) on employee performance (Y).

Finally, the significance value for the effect of leadership style (X1) on employee performance (Y) is 0.314, which is less than 0.01, and the F -statistic value is 19.252, which is greater than the critical value of 3.14. The significance value for communication (X2) on

employee performance (Y) is 0.000, which is also less than 0.01. Based on these results, it can be concluded that the third hypothesis (Ha3) is accepted, meaning there is a combined influence of leadership style (X1) and communication (X2) on employee performance (Y).

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