

**ANALYSIS OF THE COMMUNICATION STYLE OF THE LEADER IN IMPROVING  
EMPLOYEE PERFORMANCE ON DEPARTMENT OF COMMUNICATION AND  
INFORMATION TOLITOLI REGION**

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**ABSTRACT**

Place-name is a complex research object because it contain the cultural, historical, linguistic and This study is to determine the communication style of leaders in improving employee performance at the Tolitoli Regency Communication and Information Office. This research uses analytical descriptive qualitative method. The research location of the communication and informatics office of Tolitoli district. Data were obtained from observation, interviews, and documentation. The data analysis used is Miles and Huberman data analysis with three stages, namely data reduction, data presentation, and conclusions. Based on the results of the research data obtained and described in the discussion of this study, it is known that three communication styles are used by the head of the District Communication and Information Office Tolitoli is the equalitarian style, the structuring style, and the dynamic communication style. Of these three communication styles, the communication style that is often used in organizations is the structuring style, this communication style is more directed in giving orders or ideas to staff, in a structured way according to the structural position level in the Tolitoli district communication and informatics office. This style of communication uses verbal messages to reassure commands that are conveyed to staff. This is considered effective in fostering good communication, as well as creating good relationships between leaders and staff at the district communication and informatics office Tolitoli. Communication established at the Communication and Information Office of Tolitoli Regency is vertical communication. The obstacle faced is that the head of the service cannot know the level of understanding of staff to the message conveyed. In addition, technical obstacles occur in the delivery of messages using communication media due to interference with inadequate internet facilities and frequent disruptions to the connection The Internet causes message delivery to be hampered.

**Keywords:** Communication Style, Employee Performance, Leader.

**1. INTRODUCTION**

The Communication and Information Service (Diskominfo) of Tolitoli Regency is a Regional Apparatus Organization having the main duties and functions as stated in Tolitoli Regent Regulation Number 3 years 2019, concerning the position, organizational structure, duties and functions and work procedures of the Tolitoli Regency Communication and Information Office. Assist the Regent in carrying out government affairs in the field of communication and informatics including policy formulation, policy implementation, evaluation and reporting implementation, administrative implementation, management of public opinion and aspirations, data center infrastructure services and e-government, media relations and public

communication resources.

The head of the service as one of the components in the organization has duties and responsibilities in improving the quality of the organization he leads, able to create communicative working conditions, effective and efficient by displaying superior performance. So that this can be achieved. The head of the service is able to evaluate and implement good communication in forming relationships with others, including communicating with his staff. The head of the service can determine the goals of the organization, reward staff who achieve performance targets in the organization.

The communication style of the head of the Communication and Information Office of Tolitoli Regency is considered capable of improving employee performance. The implementation of the communication style of the head of service can be seen when the head of the service gives orders of duties and responsibilities to his staff according to his position level. This order is intended to direct its staff so that the message conveyed can be implemented properly, effectively and efficiently. This is so that the head of the service can find out the development and progress of the performance of his staff.

The head of the service motivates his staff to be able to innovate in trying new things in the world of work. Encouragement and motivation given as a form of communication of the head of service to his staff. Staff evaluation meetings are a place to communicate with staff. Through staff meetings, the head of the service carries out his role, influencing policies or orders so that staff are more open in conveying messages and suggestions in fostering communication on Communication and Information Office of Tolitoli Regency.

Communication is usually done at morning apple and staff meetings. This can facilitate communication between the head of the service and his staff. The Head of Service gives instructions, instructions and information to the staff. The head of the service conveys instructions on how to complete a job. This instruction is in the form of providing information on the basis of implementing activities, conveying policies in practices in the organization, and conveying information related to employee performance. As an implementation of such acts, each staff reports the results of work in the form of reports, both in writing and orally. This situation is intended in order to be able to monitor the results of staff work. This communication is a special strategy of the head of the service to achieve work effectiveness and improve the performance of employees of the Tolitoli Regency Communication and Information Office (results of observational data processing).

Employee performance evaluation has been stated in Government Regulation Number 30 of 2019, Minister of Agriculture Number 8 of 2021, and Minister of Agriculture Number 6 of 2022, concerning the management of the performance of Civil Apparatus employees State. Employee performance management as intended is employee performance development, meeting leadership expectations, intense performance dialogue between leaders and employees, performance achievement organization, as well as the results of work and work behavior of employees.

Based on the explanation above, it is very important to conduct a study entitled "**Analysis of Leadership Communication Style in Improving Employee Performance at the Tolitoli Regency Communication and Information Office**". Researchers try to collaborate effective and efficient leadership communication styles in improving employee performance, for the continuity and success of implementing organizational goals.

## 2. LITERATURE REVIEW

### Definition of Communication Style

Communication style is defined as a set of interpersonal behaviors that are specialized and used in specific situations. Communication styles are defined by Tubbs & Moss (1998) in Ruliana (2014:31) According to Stewart L. Tubbs and Sylvia Moss in Ruliana (2014:31) there are six communication styles, namely: Controlling Style, Equalitarian Style, Structuring Style, Dynamic Style, Relinquishing Style and Withdrawal Style.

- a. Controlling Style. This controlling style of communication is a form of one-way communication used to direct others and gain their obedience. The controlling style of communication is often used to persuade others to work and act effectively, and generally in the form of criticism. However, this controlling communication style is often negative in tone, causing others to give a negative response or response.
- b. Equalitarian Style. An important aspect of this communication style is the existence of a foundation of togetherness. Characterized by the flow of verbal messages dissemination orally and in writing that are two-way traffic of communication. This style of communication ensures the ongoing act of various information among members in an organization.
- c. Structuring Style. This structured communication style utilizes verbal messages in writing and verbally to establish orders that must be carried out, scheduling tasks and work and organizational structure. The sender of the message (sender) is more concerned with the desire to influence others by sharing information about organizational goals, work schedules, rules and procedures that apply in the organization.
- d. Dynamic Style. The purpose of this style is to stimulate or stimulate employees to work faster and better. This style is quite effective in dealing with critical issues or crisis situations, but is generally ineffective when the recipient does not have sufficient knowledge or experience to take necessary action.
- e. Relinquishing Style. This style of communication reflects a willingness to receive another person's message, income or ideas, rather than a desire to give orders, even though the sender has the right to give orders and control others. In this style, messages are effective when the sender is able to work with people who are experienced, knowledgeable and willing to take responsibility for all tasks charged.
- f. Withdrawal Style. The result that arises if this style is used is the weakening of the act of communication, meaning that there is no desire from people who use this style to communicate with others, because there are several interpersonal problems or difficulties faced by these people.

### Definition of Leadership

Leadership is an effort to influence others by providing encouragement and guidance in working together to pursue mutually agreed goals.

1. Mifta Thoha stated that leadership is an activity to influence the behavior of others, or the art of influencing human behavior, both individuals and groups.
2. Harold Koontz defines leadership as the "influence" of the art or process of influencing people so that they will strive to achieve group goals with willingness and enthusiasm.
3. Tanenbaum and Massarik explain "leadership is a process or function as a commanding role.

### Employee Performance

According to Gilbert (1978) in Ruliana (2014:144), performance is a product of time and opportunity. Opportunities without time to pursue those opportunities are nothing, and the time we have provides no opportunities. It can be concluded that performance is the result of a person's work in an organization for a certain period of time in accordance with his authority and responsibility in achieving goals and objectives certain.

### 3. METHODS

This research uses a qualitative approach, namely research by exploring real-life, contemporary limited systems or various cases through detailed and in-depth data collection involving various sources information through interviews, observations, and documents or various reports. Data analysis in qualitative research using the Miles and Huberman model (Miles & Huberman, 1992, 2014), which begins with data reduction, data display, and drawing conclusions.

The location of the research at the Communication and Information Office of Tolitoli Regency. Informants are determined by purposive sampling techniques by determining informants who are considered to know and be able to provide information about problems in research. The informants in this study were the head of the agency, secretary, head of media relations and information services, head of public information management, and head of sub General section and programs.

### 4. DISCUSSION

#### Research Site Overview

The Communication and Information Office of Tolitoli Regency was established based on Regent Regulation Number 64 of 2016 concerning the position, organizational structure, duties and functions and work procedures of the Communication Office and informatics of Tolitoli Regency, and has changed with Regent Regulation Number 3 of 2019 concerning the position, organizational structure, duties and functions and work procedures of the Office Communication and Informatics of Tolitoli Regency, taking into account the Regional Medium-Term Development Plan (RPJMD) in 2018 and changes in the nomenclature of the Communication and Information Service in 2018 according to Regulation of the Minister of Communication and Information of the Republic of Indonesia Number 14 of 2016 concerning guidelines for the Nomenclature of Regional Devices in the Field of Communication and Information Technology, which is the implementing guideline in assisting the Regent and Vice Regent of Tolitoli Regency in carrying out services in the field of communication and informatics led by the Head of the Office who is responsible to the Regent Tolitoli through the Regional Secretary of Tolitoli County.

#### Research Results

This researcher will discuss the communication style of leaders at the Tolitoli Regency Communication and Information Office. The importance of the role of the communication style of the head of service in improving employee performance through messages or ideas conveyed to staff. Service heads use two-way communication carried out orally and in writing to create a harmonious atmosphere with staff, so that staff can work more relaxed and not burdened with the work they carry out.

The style of communication used depends on the situation as well as the purpose and purpose of the sender of the message and the recipient of the message. The ability to communicate by a leader will help in the process of implementing organizational activities carried out by staff. So it can be interpreted that the communication style of the leader can affect the work process of his staff to improve staff performance. According to Stewart L. Tubbs and Sylvia Moss in Ruliana (2014:31) there are six communication styles. The results of research in the field, the head of the Tolitoli district communication and information office only used three communication styles, namely:

1. The Structured Style

This communication style is verbal communication either directly or indirectly, in writing in the form of an assignment letter or in the form of directions. *Structuring style* is used when the Head of the Tolitoli Regency Communication and Information Agency conveys information in the form of orders, directions, reprimands, task scheduling and emphasis on tasks that given to staff.

The head of the service assigns tasks according to the level of position. The assignment is carried out by directly inviting the head of the field to convey messages or orders, then it will be continued to staff. In certain circumstances, the head of the Tolitoli Regency Communication and Information Service can directly participate in delivering good messages in the form of staff meetings held every three months once. The delivery of messages is carried out through morning apples which are carried out every day at the Tolitoli Regency Communication and Information Office yard at 07.30 am. The assignment of tasks is carried out strictly so that staff are more serious in carrying out the orders of superiors.

2. The Equalitarian style

The equalitarian communication style that occurs in the communication of leaders at the Tolitoli Regency Communication and Information Agency is a two-way communication style. In carrying out the work program, the Ministry of Communication and Information holds staff meetings every 3 (three) monthss, and involves all existing staff. In each meeting, staff are given the opportunity to express suggestions and opinions related to the results of the meeting discussion. And the suggestions entered will be returned to the forum for response, then the head of the service will make decisions according to the suggestions and opinions of his subordinates. What is included in the points of equalitarian style communication style is as follows: oral communication, communication using informal language, not making decisions alone, and opening discussion room.

3. The Dynamic Style

Dynamic communication styles have action-oriented tendencies. This communication style is to motivate staff and work hard quickly and precisely and produce better work results. This style is used by the head of the communication and informatics office of Tolitoli Regency to control the attitude of staff acting outside the boundaries of the organizational culture applied.

The head of the service challenges new work positions to his staff in order to motivate the performance of his staff by rolling staff in each field with the aim of processing the abilities possessed by staff. In addition, dynamic style provides opportunities for employees to provide creative ideas so that communication can run well

This communication is very well done by the head of the service, considering the characteristics of the existing staff are very different so that a touch of communication of a leader is needed. So that the head of the service takes a special strategy by communicating directly with the staff concerned about how the staff wants to convey about the problems they face. So that the obstacles and obstacles in the work faced by staff can be resolved. And it can motivate staff to be able to further increase their potential.

### **Vertical communication**

Head of the Tolitoli district communication and information office in conveying information using vertical communication. Downward Communication. This communication is carried out routinely by the Head of Service in communication with his staff. This communication is established when the head of the service gives instructions, instructions and information to the staff. This communication is carried out during morning apples and staff performance evaluation meetings. This instruction is in the form of information on how to complete a job, provides information about the basis for implementing activities, conveys policies in practices in the organization, and convey information related to employee performance. Upward Communication: This communication occurs when staff provide reports or informs related to the progress of their duties and work, asking for suggestions and input.

### **Obstacles**

In the leadership communication process, the obstacles faced by the Tolitoli Regency Communication and Information Office are:

- Personal barriers that occur in the individual himself or the participant of communication. This is due to differences in personality, emotions, traits and habits, as well as the psychological state of individuals. This causes the delivery of information to be not good, so that good communication is not created between the leadership and employees of the Tolitoli Regency Communication and Information Office.
- The head of the service could not detect how much the staff understood the message conveyed
- The absence of feedback from staff who do not understand the message conveyed by the head of the service
- Limited ability to use media to communicate
- Internet network facilities that do not support cause disruption in the use of communication media in delivering messages.

### **5. CONCLUSION**

To create good communication, the role of the Head of the Communication and Information Office of Tolitoli Regency is needed to be able to direct the thoughts and feelings and behavior of staff. Being able to move individuals leads to set rules so that in the end the head of service can regulate and minimize communication barriers. Communication must be carried out intensely so that the communication relationship between the head of service and staff is always well established. The success and success of an organization depends on the success of the head of service in organizing and controlling his staff to work effectively and efficiently as a benchmark in improve the performance of employees at the Tolitoli district communication and informatics office.



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