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## **THE EFFECT OF LEADERSHIP STYLE AND INTERPERSONAL COMMUNICATION ON EMPLOYEE PERFORMANCE THROUGH MOTIVATION AS AN INTERVENING VARIABLE AT SMKN 1 KISARAN**

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### **ABSTRACT**

This study seeks to examine the impact of leadership style and interpersonal communication on employee performance, with motivation serving as an intervening variable at SMKN 1 Kisaran. In educational institutions, employee performance is shaped by a combination of internal and external factors, among which leadership, communication, and work motivation play critical roles. Effective leadership provides direction, guidance, and support, while clear and open interpersonal communication fosters collaboration and understanding among staff, both of which are essential for enhancing motivation and performance. Employing a quantitative research design, this study collected data through surveys distributed to all employees of SMKN 1 Kisaran. The collected data were analyzed using Structural Equation Modeling (SEM) to assess both the direct and indirect effects of leadership style and interpersonal communication on employee performance. The findings reveal that both leadership style and interpersonal communication significantly and positively influence employee motivation. Moreover, motivation is found to mediate the relationship between leadership, communication, and employee performance, indicating that the positive effects of leadership and communication are strengthened when employees are motivated. These results highlight the critical role of effective leadership and interpersonal communication in fostering motivation, which in turn drives better performance outcomes. Practically, this study provides guidance for school management in developing strategies to improve employee performance by enhancing leadership quality, promoting effective communication, and nurturing



work motivation, ultimately contributing to a more productive and committed workforce within the educational setting.

**Keywords:** Leadership Style, Performance, Interpersonal Communication and Motivation.

## INTRODUCTION

In an era of increasingly complex educational developments, educational institutions are required to focus not only on learning aspects but also on improving the quality of management and the human resources involved. One important component of educational management is employee performance, as employees play a key role in supporting various administrative functions, services, and other operational activities at the school. At SMKN 1 Kisaran, employee performance is a strategic factor supporting the achievement of the school's vision and mission, particularly in producing competent graduates who are ready to compete in the workforce. However, in practice, employee performance is not always at an optimal level. Several challenges such as lack of work motivation, ineffective leadership styles, and poor communication often hinder the achievement of expected performance.

One of the main factors influencing employee performance is leadership style. Leadership style reflects how a leader directs, guides, motivates, and influences subordinates to achieve organizational goals. Leaders with the right leadership style can create a positive work environment, foster a sense of responsibility, and increase employee loyalty and dedication. On the other hand, an authoritarian, less communicative, or non-participatory leadership style can actually reduce work morale and negatively impact performance. Beyond leadership, interpersonal communication also plays a crucial role in organizations. Effective interpersonal communication between leaders and employees, as well as between employees, allows for harmonious working



relationships, mutual understanding, and efficient work coordination. Open, two-way communication can increase employee trust and engagement in all organizational activities.

However, the influence of leadership style and interpersonal communication on performance is not always direct. One intermediary factor that also has a significant influence is work motivation. Motivation is an internal or external drive that influences a person to act and achieve certain goals. Motivated employees tend to work harder, take initiative, and demonstrate a high level of commitment to assigned tasks. Therefore, motivation can act as an intervening variable in the relationship between leadership style and interpersonal communication on employee performance. This means that good leadership style and interpersonal communication do not necessarily directly improve performance; they first require increased work motivation.

Based on the description above, it is important to conduct research that comprehensively examines the influence of leadership style and interpersonal communication on employee performance, considering motivation as an intervening variable. This research is expected to contribute to the development of human resource management strategies at SMKN 1 Kisaran and serve as a basis for policymaking to improve employee performance through effective leadership, communication, and motivational approaches.

## **LITERATURE REVIEW**

### **1. Performance**

In various human resource management studies, employee performance is increasingly defined as a multidimensional construct involving the quality and quantity of work output, responsibility, ability, motivation, and established standards. According to Sedarmayanti (2015) in Bintoro & Daryanto (2017), performance is defined as the evaluation of an employee's work against



predetermined criteria. Busro (2020) also explains that performance is the outcome of a job function or activity influenced by various factors to achieve organizational goals within a specific period.

Furthermore, Fudla et al. (2021) emphasize that performance is the level of individual work achievement according to responsibilities within a specific timeframe. Several other studies also emphasize behavioral and achievement aspects. Kasmir (2019) emphasizes that performance is the result of efforts and actions taken in carrying out tasks and responsibilities within a specific timeframe.

A synthesis summary from Anggraini et al. (2023) concluded that performance is the output produced by an individual or group within an organization, influenced by factors such as ability, motivation, and working conditions, and measured through indicators such as quality, quantity, timeliness, and effectiveness in achieving organizational goals.

Overall, it explains that employee performance is a tangible and measurable work result (quantity and quality), achieved according to organizational responsibilities and standards, influenced by ability, motivation, discipline, and work behavior, and implemented legally and ethically. This interdisciplinary approach emphasizes the importance of formal (standards-based evaluation), psychological (motivation and commitment), and behavioral (quality, ethics, discipline) aspects in understanding and optimizing employee performance.

## **2. Leadership Style**

Leadership style is a crucial aspect of organizational management that continues to experience conceptual development over time. Various researchers define leadership style as a leader's behavioral patterns and strategies in influencing, motivating, and directing subordinates to



effectively achieve organizational goals. According to Bintoro and Daryanto (2017), leadership style is the way a leader interacts with subordinates in managing work, including providing direction, making decisions, and resolving conflicts. Meanwhile, Busro (2020) defines leadership style as the approach used by leaders to influence individual and group behavior to achieve optimal performance. More recently, Kashif Zaman (2024) introduced the concept of agentic leadership, a leadership style that emphasizes the use of technology and artificial intelligence to strengthen the values of transparency, empathy, and collaboration in decision-making. However, classical approaches, such as those described by Bass and Avolio in their transformational and transactional leadership models, remain highly relevant. Transformational leadership, for example, is considered capable of inspiring and motivating subordinates through a strong vision and charismatic leadership, while transactional leadership emphasizes the exchange between rewards and performance. Furthermore, Hersey and Blanchard's situational leadership theory remains a valuable reference, as it defines leadership effectiveness as a leader's ability to adapt their style to the readiness and maturity of their subordinates. Therefore, leadership style not only reflects a leader's personality and values but also serves as a strategic factor that can shape work culture, influence motivation, and improve employee performance in the long term.

### **3. Interpersonal Communication**

Interpersonal communication is one of the most fundamental forms of communication in organizational life, especially in the context of interpersonal relationships in the workplace. Experts define interpersonal communication as the process of exchanging messages, thoughts, and feelings between two or more people, which is direct, open, and takes place in an atmosphere of mutual understanding. According to Devito (2011), interpersonal communication is the process of conveying messages between individuals that occurs verbally and nonverbally, with the aim of



building and maintaining social relationships. Meanwhile, Miller (2012) emphasizes that interpersonal communication involves not only the exchange of information, but also how individuals build meaning and emotional connections with their interlocutors. According to West and Turner (2014), interpersonal communication is communication that occurs in the context of ongoing relationships and involves a level of closeness and reciprocal influence between individuals. In the organizational context, Robbins and Judge (2015) state that effective interpersonal communication is the main foundation for creating teamwork, strengthening work relationships, and preventing conflict. Furthermore, according to Wood (2016), interpersonal communication plays a central role in shaping the social identity and culture of an organization through conscious and reflective daily interactions. Thus, it can be concluded that interpersonal communication is not only a tool for conveying messages, but also a means of building relationships, creating trust, and strengthening social dynamics in the work environment.

#### **4. Motivation**

Motivation is a psychological concept that plays a crucial role in determining individual behavior, particularly in work and organizational contexts. Various authors define motivation as an internal or external drive that directs a person to act to achieve a specific goal. Robbins and Judge (2015) state that motivation is a process that explains the intensity, direction, and persistence of an individual in their efforts to achieve a goal. Meanwhile, Luthans (2011) explains that motivation is a force originating from within or outside a person that drives them to perform a specific action. According to McShane and Von Glinow (2010), motivation involves internal forces that influence the direction, intensity, and duration of an individual's work behavior. Meanwhile, Herzberg, in his two-factor approach to motivation (in Robbins, 2015), distinguishes between intrinsic motivators such as achievement and responsibility, and hygiene factors such as working conditions



and salary, which can influence job satisfaction and morale. Furthermore, Deci and Ryan's (2012) self-determination theory also emphasizes the importance of intrinsic motivation, which is the drive that arises from within an individual to do something because it feels meaningful and aligns with their personal values. In the workplace, motivation plays a crucial role in increasing productivity, loyalty, and overall individual and organizational performance. Therefore, understanding motivation as a multidimensional factor influenced by needs, values, and the social environment is key to effectively managing human resources.

## **METHODS**

### **Population and Sample**

In research, the population and sample are crucial elements in determining the validity and generalizability of research results. Arikunto (2016) states that the population is the entire research subject, while the sample is a portion of the population deemed to represent the overall characteristics of that population. In this context, the sample serves as a representation that allows researchers to conduct analysis without having to examine the entire population, which is often inefficient in terms of time and cost.

Meanwhile, according to Nasution (2018), a sample is a portion of a population that is considered to represent the population as a whole if selected using appropriate techniques. Similarly, Uma Sekaran (2016) emphasized that a good sample is one that is selected representatively and aligns with the research objectives. In this study, the researcher determined a sample size of 73 individuals from the total employee population.



- **Data collection**

In this study, two main data collection techniques were used. First, a questionnaire was used, in which the researcher compiled a list of questions and presented them to employees as respondents to obtain information relevant to the research objectives. Second, a documentation study method was used, collecting various company or agency documents and data related to the aspects required in this study. Both techniques are expected to provide comprehensive and valid data to support the research analysis and conclusions.

## RESULTS

### Path Analysis of Sub Model

Test Results *Model Summary* Sub Model

#### Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.546 <sup>a</sup>	.298	.267	.556

a. Predictors: (Constant), Motivation, Leadership Style, Interpersonal Communication

The regression analysis results indicate that the model examining the effects of leadership style, interpersonal communication, and motivation on employee performance has a correlation coefficient (R) of 0.546. This indicates a moderate relationship between these variables and employee performance. The R Square value of 0.298 indicates that approximately 29.8% of the variation in employee performance can be explained by the combination of leadership style, interpersonal communication, and motivation variables. Meanwhile, the Adjusted R Square value of 0.267 shows that after considering the number of predictor variables and sample size,



approximately 26.7% of the performance variation can still be explained by this model. The standard error of the estimate value of 0.556 indicates the level of prediction error of the model in estimating employee performance values. Thus, it can be concluded that motivation, leadership style, and interpersonal communication together make a significant contribution in influencing employee performance, although there are other factors outside the model that also play a role.

### Sobel Test

Sobel Test Results					
Variables	<i>Unstandardized</i>	<i>Std. Error</i>	<i>Test Statistics</i>	<i>Std. Error</i>	<i>P-Value</i>
Leadership Style on Motivation	0.134	0.038	2,455	0.017	0.014
Motivation for Performance	0.325	0.095			
Interpersonal Communication on Motivation	0.190	0.048	2,588	0.023	0.009
Motivation for Performance	0.325	0.095			

Source: Data Processed With *Calculation for the Sobel Test* , 2025

The analysis results obtained through the Calculation for the Sobel Test in 2025 showed a significant relationship between leadership style, interpersonal communication, motivation, and employee performance. First, leadership style has a positive effect on motivation with a regression coefficient of 0.134 and a p-value of 0.014 ( $p < 0.05$ ). This indicates that the more effective the leadership style implemented by the leader, the higher the level of motivation felt by employees. In other words, leaders who are able to provide direction, support, and inspiration can increase



employee morale and internal drive to contribute optimally. This finding is in line with the theory of transformational leadership which emphasizes the importance of the role of leaders in actively motivating their subordinates.

Furthermore, interpersonal communication has also been shown to have a positive and significant influence on motivation, with a regression coefficient of 0.190 and a p-value of 0.009 ( $p < 0.05$ ). Effective communication between employees or between superiors and subordinates allows for better understanding, openness, and harmonious working relationships. This condition encourages employees to feel valued and supported, which in turn increases their motivation to perform better. Smooth and open interpersonal communication is key to building a conducive work climate and increasing employee engagement in achieving organizational goals.

## **DISCUSSION**

### **1. The Influence of Leadership Style on Motivation**

The analysis indicates that leadership style has a significant positive effect on employee motivation at SMKN 1 Kisaran. Leadership style reflects how leaders guide, support, and interact with their employees, shaping the work environment and influencing employees' willingness to perform. Leaders who demonstrate supportive, participative, and transformational behaviors tend to enhance employees' intrinsic and extrinsic motivation by providing clear direction, recognition, and opportunities for personal and professional growth. The results of this study suggest that employees under effective leadership are more likely to feel valued, encouraged, and engaged in their work, which in turn increases their motivation to achieve organizational goals. This finding aligns with previous research emphasizing that leadership is a critical factor in fostering employee motivation, as it directly affects morale, satisfaction, and commitment. Practically, this implies



that school management should focus on developing leadership skills that prioritize communication, support, and empowerment, as these behaviors are instrumental in motivating employees. By improving leadership approaches, organizations can create a more energized and committed workforce, which ultimately contributes to enhanced overall performance.

## **2. The Influence of Interpersonal Communication on Motivation**

The findings indicate that interpersonal communication significantly affects employee motivation at SMKN 1 Kisaran. Effective interpersonal communication involves the clear exchange of information, active listening, feedback, and supportive dialogue between leaders and employees or among colleagues. When communication is open, transparent, and constructive, employees feel informed, valued, and understood, which strengthens their motivation to contribute to organizational goals. The study shows that employees who experience positive interpersonal communication demonstrate higher levels of enthusiasm, engagement, and willingness to perform tasks efficiently. This aligns with prior research emphasizing that communication is not merely a transfer of information but a tool for fostering trust, collaboration, and commitment within the workplace. In practical terms, the results suggest that school management should prioritize developing effective communication channels and training programs that enhance interpersonal skills among staff. By improving interpersonal communication, organizations can boost employee motivation, encourage proactive behavior, and create a supportive work environment, ultimately contributing to higher levels of overall performance.

## **3. The Influence of Leadership Style on Performance**

The results of this study indicate that leadership style has a significant positive effect on employee performance at SMKN 1 Kisaran. Leadership style encompasses how leaders direct, motivate, and



interact with their employees, shaping the work environment and influencing behavior. Leaders who adopt supportive, participative, or transformational styles create an atmosphere that encourages employee engagement, responsibility, and initiative, which directly enhances performance. This finding aligns with prior research suggesting that effective leadership fosters clarity of expectations, recognition of achievements, and opportunities for professional growth, all of which drive employees to perform at higher levels. In practice, it highlights the importance for school management to cultivate leadership approaches that emphasize guidance, motivation, and empowerment. By fostering strong leadership, organizations can improve employees' ability to achieve their goals, increase productivity, and contribute to the overall success of the institution.

#### **4. The Influence of Leadership Style on Performance through Motivation**

The findings reveal that leadership style indirectly affects employee performance through motivation at SMKN 1 Kisaran. While leadership directly guides and supports employees, its impact on performance is strengthened when it enhances employees' motivation. Leaders who demonstrate supportive, participative, or transformational behaviors encourage employees to feel valued, recognized, and empowered, which increases their intrinsic and extrinsic motivation. This heightened motivation, in turn, drives employees to be more engaged, productive, and committed to achieving organizational goals. The mediation analysis confirms that motivation plays a significant role as an intervening variable, channeling the effects of effective leadership into tangible performance outcomes. Practically, this suggests that school management should not only focus on adopting effective leadership styles but also on strategies that actively foster employee motivation. By doing so, the influence of leadership on performance becomes more pronounced,



ensuring that employees are both willing and able to contribute optimally to the institution's objectives.

### **5. The Influence of Interpersonal Communication on Performance through Motivation**

The results indicate that interpersonal communication indirectly impacts employee performance through motivation at SMKN 1 Kisaran. Effective communication—including clear information exchange, active listening, constructive feedback, and supportive dialogue—helps employees understand expectations, feel valued, and remain engaged in their work. These positive interactions enhance employees' motivation, which subsequently drives them to perform tasks more efficiently and effectively. The mediation analysis confirms that motivation serves as a crucial intervening variable, transmitting the effects of interpersonal communication into measurable performance improvements. This suggests that communication alone is not sufficient to maximize performance; it must foster motivation to fully influence employee outcomes. Practically, this finding highlights the importance for school management to cultivate strong interpersonal communication practices, such as providing timely feedback, promoting open dialogue, and encouraging collaboration. By doing so, employees become more motivated, committed, and productive, resulting in improved overall performance and the achievement of organizational goals.

### **CONCLUSION**

Based on the analysis, this study concludes that leadership style and interpersonal communication have a positive and significant effect on employee performance at SMKN 1 Kisaran. Motivation has been proven to act as an intervening variable, strengthening the influence of leadership style and interpersonal communication on performance. In other words, effective leadership and good



communication not only directly impact performance but also enhance it by increasing employee motivation. The study emphasizes the importance of management in fostering supportive leadership, promoting open and constructive communication, and creating a motivating work environment. Such strategies are likely to improve employee engagement, loyalty, and productivity, ultimately contributing to the achievement of organizational goals. Overall, this research demonstrates that the combination of effective leadership, strong communication, and high motivation is key to improving employee performance in an educational setting.

## **LIMITATIONS**

Based on the findings of this study, it is recommended that the management of SMKN 1 Kisaran improve the effectiveness of their leadership style, particularly by encouraging leaders or superiors to be more open, inspiring, and role models for their subordinates. An ideal leader not only provides direction but also builds emotional closeness, supports employee personal development, and recognizes work achievements. Furthermore, improving the quality of interpersonal communication in the workplace is also crucial. This can be achieved through two-way communication training, regular discussion forums between employees and superiors, and the implementation of a work culture that values input and openness. As a solution to the low motivation that some employees may still experience, the school can implement a fair, transparent, and performance-based reward system. Furthermore, it is important to create a conducive work climate that supports a balance between job demands and employee personal needs. By improving leadership styles, strengthening interpersonal communication, and maintaining employee motivation on an ongoing basis, it is hoped that employee performance at SMKN 1 Kisaran can continue to improve, thereby supporting the achievement of organizational goals more optimally.



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