

The Influence of Leadership Communication Style and Organizational Communication Climate on Employee Performance Rukun Damai Savings and Loan Cooperative Medan - Deli Serdang

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ABSTRACT

This study examines the impact of leadership communication style and organizational communication climate on employee performance at the Rukun Damai Medan - Deli Serdang Savings and Loans Cooperative using a quantitative correlational method. The study involved all 60 employees as the research sample, with data collected through questionnaires. Findings indicate a low but definite correlation between leadership communication style and employee performance (0.346), organizational communication climate and employee performance (0.407), and the combined influence of both variables on employee performance (0.426). The coefficient of determination is 18.1%, suggesting other factors account for the remaining 81.9%.

INTRODUCTION

Savings and loan cooperatives or credit cooperatives are one type of cooperative whose main activity is to provide storage and loan services to cooperative members with the aim of advancing the welfare of cooperative members and also the community. At this time, many people still do not understand how important the role of cooperatives is, many people think that cooperatives are just ordinary financial institutions. Based on article 1 paragraph (1) of Law Number 25 of 1992 concerning Cooperatives, "a cooperative is a business entity whose members are individuals or cooperative legal entities by basing its activities on cooperative principles as well as a people's economic movement based on the principle of family". The purpose of savings and loan cooperatives is so that people can save in the cooperative so that people can feel calm in saving their money, besides that in terms of borrowing, people can borrow from cooperatives with low interest.

The difference with banks is that banks offer money loans with relatively high interest so that people who borrow are unable to pay it off. Cooperatives also need capital as financing for their businesses. The size of the capital value in the cooperative determines the size of the business field run by the cooperative. Regarding capital in cooperatives, it is regulated in Article 66 of Law Number 25 of 1992 concerning Cooperatives. It can be concluded that Indonesian cooperatives can operate in all economic life and play a major role in the economic life of the people.

Indonesian Cooperatives are also regulated in Law Number 4 of 2023 concerning the Development and Strengthening of the Financial Sector (P2SK) which has been stipulated since January 12, 2023. This Law, among other things, regulates the implementation of the assessment of savings and loan businesses by Cooperatives. It is stated that savings and loan cooperatives must also comply with the provisions of the Law, namely Law Number 17 of 2012 concerning Cooperatives which is a replacement for Law Number 25 of 1992 concerning Cooperatives. In running their businesses, savings and loan cooperatives manage capital originating from the principal savings of cooperative members, mandatory savings, and voluntary savings. In addition, savings and loan cooperatives also receive funds from the reserve fund scheme from the remaining business results (SHU), loan capital from cooperative management, and grants. Humans in their lives cannot be separated from communication, where communication is a basic human activity. by communicating, humans can connect with each other both in everyday life, at home, at work, in the market, in society or wherever humans are. Communication is a process in which the communicator conveys stimulation or messages which are usually in the form of words with the aim of changing or shaping the behavior of others (communicants). Communication is also the process of transferring understanding in the form of ideas or information from one person to another.

Communication is the main thing that can support success in an organization, both in the realm of improving organizational performance and through adaptation in facing the dynamics of changes in the business

environment around it so that an organization is able to survive in the competition field. Important information needed can be established based on communication that occurs between individuals and parties directly involved both inside and outside the organization. And to develop good communication, the active role of both leaders and subordinates is very much needed. Managing or leading a team of employees is challenging and complex. This is due to the fact that "workers bring diverse thoughts, sentiments, statuses, desires, and backgrounds into the organization". As a result, an authoritative leader is needed who is also a skilled communicator. This leader must be able to inspire workers so that they engage in actions that advance the organization's goals by influencing their thoughts, feelings, attitudes, and behavior.

Someone who is considered to have the advantage and power to influence others in every formal and informal group. People with greater abilities are chosen as leaders so that everyone can work together to achieve organizational goals (Kartono, 2016: 181). A leader's unique way of encouraging subordinates to carry out their duties and work together is called a leadership style. Evaluating someone based on their communication style, a leader must be an effective communicator, both verbally and in writing. In order for a leader's message to be communicated effectively to his subordinates and for goals to be achieved as effectively as possible, the leader's communication style must be appropriate. When a person or group of individuals in an organization carries out an act of communication on various facts and ideas, then the person or group is said to be acting in accordance with their communication style (Rohim, 2016: 126). The current corporate environment is undergoing rapid change and is determined by increasing levels of competitiveness.

Competition is becoming fiercer and comes from domestic and international players. Companies that grow in all fields will be able to survive in this situation and outperform the competition. Companies are starting to try to stand out in this highly competitive market by developing the quality of their human resources that are reliable and representative. Because of the many factors that may affect employee performance, human resources that are included in the organization do not always perform or perform as planned. Because various factors, such as resources, tools, capital, salaries, benefits, working conditions, and organizational communication, have an impact on how well human resources or workers perform, organizational communication and leadership. The success of an organization in carrying out various activities is greatly influenced by the quality of leadership within the organization.

The success of a process of achieving the goals of an organization that has been set, then the success of a process of achieving the goals of an organization that has been set, is very dependent on the people who lead and carry out the tasks and activities in the business concerned, so that tasks and activities are needed in the business. A successful organization has a main characteristic that distinguishes it from an unsuccessful organization, namely dynamic and effective leadership. To achieve the goals of a group, organization, or organization that has been set, leaders must be able to focus on the interaction between tasks and people and inspire others to carry out their

responsibilities. In other words, leadership is the process of influencing the actions of a person or group of people to achieve goals in certain circumstances.

There is a structural pattern that defines the existence of leaders and those being led in the organization, and employees are considered as members who are led or subordinates who have different interests. It is important to assess and manage conflicting interests effectively so that the organization can benefit from using them to further its goals. However, if these differences are not managed properly, they will cause problems that can hinder the organization's ability to operate without hindrance. To ensure that the organizational machine runs smoothly and the company's goals are met, leaders must effectively manage each of their employees.

Leaders motivate employees through a guided approach and coaching according to the desires and abilities of employees by carrying out leadership and communication roles well and efficiently in achieving organizational goals. A leader must be able to create conditions and circumstances that can increase employee morale when they work alone, in teams, or in groups. Effective communication is a prerequisite for effective leadership, which shows the relationship between the two. Someone who aspires to be a leader must develop their communication skills. A leader will have various influencing techniques to complete his work. A leader's communication style in this context refers to behavior that combines behavior driven by his personality with three basic patterns, namely prioritizing cooperative relationships, emphasizing task completion, and emphasizing the results that can be produced. These three basic patterns form the basic communication style that must be demonstrated by every leader in an organization.

Communication climate has a one-way relationship with organizational climate. Communication behavior leads to climate development, including organizational climate. Organizational climate is influenced by various ways of behavior and communication carried out by members of the organization. A fraternal communication climate encourages members of the organization to communicate openly, casually, and in a friendly manner with other members. Meanwhile, a negative climate prevents members from communicating openly and fraternally (Silviani, 2020: 207).

Performance is generally defined as a person's success in carrying out a job. Employee performance is the result of work achieved by a person in carrying out the tasks assigned to him to achieve work targets. Employees can work well if they have high performance so that they can produce good work. Employee performance is one of the determining factors for the success of a company or organization in achieving its goals. For this reason, employee performance must receive attention from company leaders, because declining employee performance can affect the company's overall performance. Creating optimal employee performance is not easy, because optimal performance can be created if the aspects that influence it include communication style, leadership, work motivation, or the responsibility of a leader in maintaining integrity, authority and professionalism in an organization.

The object of the study is the CU Rukun Damai Savings and Loan Cooperative. CU Rukun Damai is an institution engaged in the financial sector, founded by 28 people on May 1, 1988 at the St. Paulus Catholic Church, Pasar Merah Medan, with a spirit of family and togetherness to realize common prosperity through savings and loans. With the Vision "To become a financial service business institution that is managed based on the principles of cooperatives by implementing the principles of self-reliance, loyalty and quality of members through education and based on Pancasila.", and the Mission "Strengthening Credit Cooperatives in general and KOPDIT (CU) Rukun Damai in particular, through education and financial services by conducting healthy, safe and professional efforts to improve the quality of life and welfare of members. "and the Motto "FROM US, BY US, FOR US". In its growth and development, CU Rukun Damai has expanded to various areas in the city and on the outskirts of Medan and Deli-serdang district.

The following is a presentation of the results of the annual report of the CU Rukun Damai Savings and Loan Cooperative starting from 2018 to 2022 which has decreased:

Year	Income	Number of Members
2018	Rp 7.383.758.584	9662
2019	Rp 6.614.998.232	8891
2020	Rp 6.457.738.974	8863
2021	Rp 6.229.133.627	8775
2022	Rp 5.836.225.133	8529

Source: Head of Accounting Bureau of KSP CU Rukun Damai, date: May 3, 2023.

In the table above, it can be seen that starting from 2018 to 2022, the income of the CU Rukun Damai Savings and Loan Cooperative has always decreased. Likewise, the number of members (customers) continues to decline, this means that many members have withdrawn (left) from the membership of the CU Rukun Damai Savings and Loan Cooperative. The two things in the table above made the researcher want to examine what caused the decline in annual income figures and the number of annual members at the CU Rukun Damai Savings and Loan Cooperative Medan-Deli Serdang. The decline in annual income figures and the number of annual members indicates a decline in employee performance at the CU Rukun Damai Savings and Loan Cooperative Medan-Deli Serdang. Basically, the researcher assumes that the decline in annual income that occurred at the CU Rukun Damai Savings and Loan Cooperative is a decline in employee performance at the company. The researcher assesses that if employee performance is good, the decline in annual income will not occur. The table above can also be seen that the decline occurred because the management at the CU Rukun Damai Savings and Loan Cooperative is still far from perfect. Because basically if the management is good and efficient then the decline in annual income and the decline in members (customers) at the CU Rukun Damai Savings and Loan Cooperative are unlikely to occur.

The researcher assessed that there was poor management which resulted in a decline in income and the number of members (customers) at the CU Rukun Damai Savings and Loan Cooperative Medan - Deli Serdang. The researcher assessed that at the CU Rukun Damai Savings and Loan Cooperative, management is still far from perfect both in terms of the manager's communication style and the organizational communication climate at the CU Rukun Damai Savings and Loan Cooperative Medan - Deli Serdang.

Number of Members of the Koperasi Simpan Pinjam Rukun Damai

No.	Office	Number
1	Pusat	3250
2	Belawan	1134
3	Deli Tua	604
4	Pinang Baris	627
5	Lubuk Pakam	552
6	Selayang	755
7	Tanjung Morawa	851
8	Tembung	756
Total :		8529

Source: Head of Administration Bureau of Rukun Damai Savings and Loans Cooperative, date: May 3, 2023

The table above explains the details of the number of members in 2022 from 1 head office and 7 branch offices of the Rukun Damai Savings and Loans Cooperative. The table above also explains that the number of members (customers) in each office has decreased from previous years. Many factors can affect the income of the Rukun Damai Savings and Loans Cooperative. The leadership puts so much pressure on its employees to work optimally. This then also has an impact on the organizational communication climate which is considered less conducive due to the lack of openness of information and a forum for employees to express their opinions.

THEORETICAL REVIEW

Organizational Information Theory

The organizational information theory developed by Karl Weick has a very important position in communication science. Because this theory uses communication as the basis for how to organize and organize a group and provides a rational way of thinking in understanding how humans organize. According to this theory, an organization is not a structure consisting of a number of positions and roles but is a communication activity, so the more appropriate term is organizing or organizing (which indicates a process) rather

than organization or organization, because an organization is something that is desired to be achieved through a continuous communication process (Morissan, 2009:32).

In organizational information theory, Karl Weick developed an approach to describe the process when an organization collects, manages, and uses the information they receive. From the approach taken by Karl Weick, it can be seen that the most important factor is the organizing process (West & Tunner, 2009:335). An organization is not a structure consisting of a number of positions and roles but is a communication activity. The more appropriate term is organizing, which indicates a process rather than an organization. This is because an organization is something that is desired to be achieved through a continuous communication process. In the theory, the focus of attention is on the exchange of information that occurs within the organization and how members take steps to understand the information in their environment. (Morissan, 2013:399).

Koperasi Simpan Pinjam Rukun Damai

Initially, CU Rukun Damai was only intended for the congregation at the St. Paul Catholic Church, Pasar Merah Medan, especially for the underprivileged or the Three Wheels group, as Father Damian, the initiator of the establishment of CU RUKUN DAMAI, called it. Over time, CU Rukun Damai expanded its membership, not only church congregations but also the wider community. People other than Catholics are usually interested in joining CU because they have witnessed the extraordinary benefits of CU in helping people rise from poverty. Like the CURD slogan "Make Life Prospers From Today/making life prosperous starting today" this is real for the lives of members from the underprivileged Three Wheels group.

CU Rukun Damai as an institution engaged in finance, was founded by 28 people on May 1, 1988 at the St. Paul Catholic Church, Pasar Merah Medan, with a spirit of family and togetherness to realize shared prosperity through savings and loans. With the Vision "To become a financial service business institution managed based on the principles of cooperatives by implementing the principles of self-reliance, loyalty and quality of members through education and based on Pancasila.", and the Mission "Strengthening Credit Cooperatives in general and KOPDIT (CU) Rukun Damai in particular, through education and financial services by conducting healthy, safe and professional efforts to improve the quality of life and welfare of members." and the Motto "FROM US, BY US, FOR US". In its growth and development, CU Rukun Damai has expanded to various areas in the city and on the outskirts of Medan and Deli-serdang district.

Employee Performance

The word performance comes from the English job performance or actual performance which means work achievement or work results both in quantity and quality. The work results are certainly the result of a process formulated in the work system (System Operational Procedure). Performance is the result or

level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or criteria that have been determined in advance and have been agreed upon together.

According to Mangkunegara (2013: 67) Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Mulyadi (2015: 63) defines Performance as the result of work achieved by workers or employees in terms of quality and quantity that is in accordance with their duties and responsibilities. As social beings, we can never live alone. We need other people to live our lives, including work matters. To be able to connect with other people, a person must communicate so that the message to be conveyed can be received by others. In the world of work, communication is a fundamental thing that can support performance. Communication is also part of soft skills that every employee must have. However, often poor communication patterns between employees make the company's performance not run smoothly.

Organizational Communication Climate

Organizational communication climate can provide an overview to members of the organization about how well the organization fosters trust, helps members, provides sufficient information, is open, listens attentively, involves participation from all members, and expresses concern for the company or organization to members who work well in the workplace.

A metaphor called "CLIMAT" describes the environment and what is actually experienced by members of the organization, which allows them to respond to the organization in various ways through communication. Organizational communication climate refers to a set of perceptions about communication events, especially perceptions about messages and events related to messages that occur in the organization, human behavior in interpersonal relationships that occur in the organization through the communication process. , responses of people/members to others in the organization, expectations, and the climate of interpersonal relationships between members of the organization, including conflicts that occur.

Organizational Communication Climate is a set of perceptions of members of the organization about what is happening in the organization where they work. The interaction that occurs between members of the organization, whether between coworkers, superiors and subordinates or vice versa, will increase knowledge and understanding for members of the organization regarding the background, experience, attitudes and behavior of others (Pace Faules, 2015).

Communication Style

According to Alo Liliweri (2015: 254), communication style explains how we behave when we send and receive messages. It is called "communication style" because each person must have a personal communication style that is different from one another. Everyone has a unique communication style,

therefore if we know someone's communication style then we can also determine our own awareness so that we can develop interpersonal interactions and relationships in order to achieve effective communication.

METHODOLOGY

Research methodology (Nazir, 2014: 5) is a sequence of work that must be done during a research study, including what tools are used to measure and collect data and how researchers conduct their research in this field. In this case, researchers define this research method as a scientific way of obtaining data in the field to find out the results of the problems in the research. According to Khairinal (2016: 282), research design is a draft of a plan and structure of investigation that is arranged in such a way that researchers can obtain answers to research statements. A plan is a comprehensive scheme that includes a research program. Research design for a researcher is to determine and use steps on what are the guidelines or guidelines for the method in conducting research.

Measurement Scale

Quantitative research uses a specific scale measurement technique. The measurement scale is the basis for determining the distance of meters and allows the scale to provide quantitative data. There are many measurements that can be used in research, such as the Likert Scale, Gutman, Semantic Difference, and Assessment Skills. In this case, the researcher uses a scale that only shows, namely strongly agree, agree, disagree, and disagree, because it is useful for researchers who want to understand the whole topic.

Statement	Assessment
Strongly Agree	4
Agree	3
Disagree	2
Don't agree	1

Population and sample

Population

According to Sugiyono (2016:117) population is a generalization area consisting of objects or subjects that become certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The existence of this population aims to make it easier to determine the size of the sample members taken from population members and limit the validity of the generalization area. The population in this study were 60 employees of the CU Rukun Damai Savings and Loan Cooperative.

Sample

According to Sugiyono, (2016: 85) the method of determining saturated samples or total sampling is a sampling technique when all members of the population are used as samples. The sample taken in this study was all employees of the Rukun Damai Savings and Loans Cooperative, totaling 60 employees, but excluding the manager who will be used as a respondent in this study. The reason for using the entire population as a sample is because it represents the entire population because if the population is less than 100, then all of them are used as research samples, therefore the researcher took 60 samples taken from all employees of the Rukun Damai Savings and Loans Cooperative.

Data Analysis Techniques

Analysis techniques are tools used to answer the formulation of problems and submit hypotheses that are proposed, will determine which statistical techniques are used. While data analysis is an activity after data from all respondents or other data sources are collected. "(Sugiyono, 2016: 207).

Single Table Data Analysis

Single table analysis is an analysis carried out by dividing the search variables into several categories based on frequency. One table is also the first step in data analysis and consists of two columns: a frequency number column and a percentage column for each category (Singarimbun, 2011: 266).

Cross Table Data Analysis

Cross tabulation analysis is a technique used to analyze and find out that one variable is related to another variable, so that the response can be seen based on the category of respondents, whether the variable is positive or negative (Singarimbun, 2011: 273).

Hypothesis Testing

Hypothesis testing is a feature that simplifies data and makes it available for use in hypothesis testing. Relationship analysis tests statistical interventions to determine the degree of relationship between two variables. The strength of this variable is known as the correlation coefficient.

Correlation Coefficient Analysis

Correlation coefficient analysis is to see how the relationship between measurement results and the variables studied is, in order to determine the degree of relationship between variables x, y, z. To regulate the strength of the degree of relationship, the coefficient value is used (Kriyantono, 2012:168-169):

<0.20	= very low relationship
0.20 - 0.39	= low but definite relationship
0.40 - 0.70	= quite significant relationship
0.71 - 0.90	= high relationship
> 0.90	= very high relationship

RESULTS AND DISCUSSION

The Influence of Leadership Communication Style on Employee Performance

According to Alo Liliweri (2015: 254), communication style explains how we behave when we send and receive messages. It is called "communication style" because each person must have a different personal communication style from one another. Everyone has a unique communication style, therefore if we know someone's communication style then we can also determine our self-awareness so that we can develop interpersonal interactions and relationships in order to achieve effective communication.

Communication style will provide us with knowledge about how people behave in an organization when they carry out the act of sharing information and ideas. Each person has different characteristics to convey messages to others. This affects a person in the way they communicate both in the form of behavior and actions or actions. This way of communicating is called communication style.

Based on the calculations that the researcher has done, it is known that the average of the 12 statements related to communication style and employee performance shows that the communication style of the leaders of the Rukun Damai Savings and Loan Cooperative Medan - Deli Serdang is good. This is because the average respondent chose a positive description, namely agreeing and strongly agreeing with each positive statement and the respondents who chose less agreeing and disagreeing with each negative statement were few in number.

In the theoretical basis that the researcher has explained in chapter II, it is known that there are several communication styles that are used as references in analyzing the results of the questionnaire that the researcher has distributed to respondents. According to Dasrun Hidayat in his book *Interpersonal Communication and Its Media* (2012:7) there are six communication styles, including: Controlling Style, Equalitarian Style, Structuring Style, Dynamic Style, Relinquishing Style, and Withdrawal Style. Of the six communication styles, equalitarian style is the ideal communication style, while Structuring, dynamic, and relinquishing can be used strategically to produce beneficial effects for the organization. The controlling and withdraw communication styles tend to hinder the occurrence of beneficial and productive interactions (Silviani, 2020: 111).

The first communication style is Controlling Style. This communication style emphasizes more on the controlling nature, characterized by the presence of a will or intention to limit, force, and regulate the behavior, thoughts, and responses of others. From the questionnaire that has been distributed to respondents, in the statement related to Controlling Style, it is known that most respondents admitted that leaders always use their authority when assigning or working. However, when entering the next statement which is also related to Controlling Style, namely regarding leaders giving work with high intonation, it is known that most respondents chose to disagree with the statement.

Controlling Style has positive and negative sides, where the positive side refers to the assertiveness of a leader, and the negative side is that it seems

rude. Leaders who use their authority when assigning are natural because it gives the impression of a firm leader to their employees, but if they give work with high intonation, it is a bad impression received by employees. From the respondents' answers, it is known that the leaders of the Rukun Damai Medan - Deli Serdang Savings and Loan Cooperative occasionally apply the Controlling Style and sometimes do not apply it.

The second communication style is the Equalitarian Style. Communication in this communication style is carried out openly, so that each member of the organization can express their ideas and opinions in a relaxed, casual, and informal atmosphere that allows each member of the organization to reach agreement and mutual understanding. This communication style is appropriate for maintaining empathy and cooperation, because of the open nature of communication between members of the organization.

The statement to determine the second communication style is seen from the empathy and cooperation of the leader and the sensitivity and concern of the leader in listening to his employees. Both statements received a positive response from the majority of respondents. From the results of the calculations that the researcher has done, it is known that the leadership of the Rukun Damai Medan - Deli Serdang Savings and Loans Cooperative applies the Equalitarian Style by providing a sense of empathy, cooperation, sensitivity and concern for its employees.

Structuring Style is a structured communication style that utilizes verbal messages in writing or orally to establish orders that must be carried out, scheduling tasks and work and organizational structure. Similar to the previous style, the structured style or Structuring Style is also applied by the leadership of the Rukun Damai Medan - Deli Serdang Savings and Loans Cooperative. This is because almost all of the respondents stated that the leader gave tasks according to procedures and often shared information about organizational goals, work schedules, applicable rules and procedures.

Dynamic Style communication style is a dynamic communication style that tends to be aggressive because the sender understands that the work environment is action-oriented. From the statements related to this communication style, it is known that the leadership of the Rukun Damai Medan - Deli Serdang Savings and Loans Cooperative does not apply it. This can be seen from the respondents' answers which tend to be almost balanced between positive and negative descriptions so that they do not show a dynamic communication style.

The next communication style is the Relinquishing Style which reflects a willingness to accept suggestions, opinions or ideas from others rather than a desire to give orders even though the sender of the message has the right to order others. The statement related to this fifth style also shows the same results as the previous communication style. From the related statements, it is known that respondents who chose positive descriptions (agree and strongly agree) and negative descriptions (disagree and disagree) tend to have the same number. Therefore, this communication style is also not applied by the

leadership of the Rukun Damai Medan - Deli Serdang Savings and Loans Cooperative.

Withdrawal Style is the last communication style which is more about avoiding responsibility, meaning that there is no desire from people who use this style to communicate with others because there are several problems or interpersonal difficulties faced by these people. This communication style is not suitable to be applied in an organization, because the desire to avoid responsibility means there is no desire to communicate.

The statement related to the last communication style is about the lack of communication between leaders and subordinates or difficulty communicating and leaders who let go of responsibility and involve personal problems in work. Both statements received a negative response where the majority of respondents disagreed and disagreed with leaders who had difficulty communicating, let go of responsibility and linked personal problems to work. Thus, the leadership of the Rukun Damai Savings and Loans Cooperative Medan - Deli Serdang also did not apply the Withdrawal Style.

Based on the twelve statements related to the leadership communication style, it is known that the leadership of the Rukun Damai Medan - Deli Serdang Savings and Loans Cooperative uses the following communication styles: Equalitarian Style and Structuring Style. This is known from the results of respondents' answers to the questionnaires that show that leaders use two-way communication, maintain empathy and cooperation, openness and concern, and are structured in leading their employees. This is also known from the number of respondents who chose to agree and strongly agree, which is above 90% for each statement related to the two styles. From the results of calculations using the SPSS application, it can be seen to what extent the leadership communication style influences employee performance at the Rukun Damai Medan - Deli Serdang Savings and Loans Cooperative. The results of the hypothesis test show a figure of 0.346 on the influence of leadership communication style on employee performance. This figure shows a correlation with a low but definite level.

The Influence of Organizational Communication Climate on Employee Performance

Pace and Paules said that organizational communication climate consists of perceptions of organizational elements and the influence of these elements on communication. This influence is defined, agreed upon, developed, and strengthened continuously through interaction with other members of the organization. In carrying out interactions, the leader of the organization as a communicator must be able to choose communication methods and techniques that are adjusted to the situation at the time the communication is launched so that satisfaction is achieved from communication or a pleasant organizational communication climate is created. Communication climate is a macro image for the organization.

The results of the questionnaire distribution that the researcher has conducted, there are 12 statement items that the researcher submitted to

respondents related to organizational climate. In the calculations that the researcher has done, it is known that the average of the 12 statement items related to the organizational communication climate and employee performance shows that the organizational communication climate at the Rukun Damai Savings and Loan Cooperative Medan - Deli Serdang is good. This is evidenced by the answers of respondents who mostly chose positive descriptions, namely agreeing and strongly agreeing with each positive statement and a few respondents who chose less agreeing and disagreeing with each negative statement.

In the theoretical basis that the researcher has explained in chapter II, it is known that there are six major factors that influence the organizational communication climate as a reference in analyzing the results of the questionnaire that the researcher has distributed to respondents. The six factors are trust, joint decision-making, honesty, openness in downward communication, listening in upward communication, and attention to performance goals.

In the first and second statements related to the organizational communication climate, namely making employees have confidence in superior information and leaders put trust in employees which is supported by statements and actions. Both statements received positive responses with a large percentage of more than 80% of respondents choosing the descriptions agree and strongly agree. Both statements are related to the first factor, namely trust, which means that the organizational communication climate at the Rukun Damai Savings and Loans Cooperative Medan - Deli Serdang contains good trust because it is in accordance with the statements and actions of the leadership to subordinates or employees.

The second factor is joint decision-making. To see how the organizational communication climate in joint decision-making, the researcher took two related statements, namely employees are always given the opportunity to make joint decisions and the opportunities given by leaders make employees feel very appreciated. Of the two statements, the first statement received quite a lot of positive responses when compared to the second statement, but both had a greater number of positive responses than negative responses. There were 17 people who gave negative responses (disagree and disagree) to the statement that employees are always given the opportunity to make joint decisions. However, this did not drastically change the fulfillment of the second factor, namely joint decision-making because the two related statements had a greater number of positive descriptions than the other descriptions. The next factor is about honesty. Relationships in the organization must be colored by a general atmosphere accompanied by honesty and frankness. Employees are able to say "what's on their minds" without considering whether they are talking to colleagues, subordinates, or superiors. The two statements related to honesty show that almost all respondents gave positive responses, which means that the organizational communication climate at the Rukun Damai Savings and Loans Cooperative Medan - Deli Serdang contains honesty. The majority of respondents agreed that communication between superiors and subordinates or

vice versa took place honestly and frankly so that employees were able to say what they thought.

The fourth factor is openness in downward communication. Members of the organization relatively easily obtain information that is directly related to their current tasks (except for confidential information) that will affect their ability to coordinate with other people or departments about work and that is broadly related to the company, organization, leaders, and plans. The majority of respondents agreed that there is openness in communication so that subordinates can easily obtain information from superiors. Not only that, respondents find it easy to coordinate with leaders regarding work. Thus it is known that there is openness in the downward communication process at the Rukun Damai Savings and Loans Cooperative Medan - Deli Serdang which contains honesty.

The next factor is listening in upward communication, namely leaders at every level in the organization must be willing to listen to suggestions or problem reports put forward by personnel at every subordinate level in the organization, continuously and openly. From the results of the questionnaire distribution, it is known that employees are always sensitive to hearing information from leaders and leaders also listen to suggestions or problem reports from employees. Thus, the organizational communication climate at the Rukun Damai Savings and Loans Cooperative Medan - Deli Serdang has listened to upward communication between leaders and subordinates and vice versa.

The last factor is attention to high-performance goals. In this last factor, it is known that leaders always expect employees to pay special attention to high-performance goals. This means that leaders always pay attention to their employees to continue working with high goals for the success and success of the company where they work. In addition, it is also known that leaders always encourage employees to focus their attention and concern for the goal of improving performance. This means that leaders not only pay attention to employee performance to work according to goals, but also encourage employees to remain focused and concerned about improving the performance of their employees. Thus, it is known that the organizational communication climate at the Rukun Damai Medan - Deli Serdang Savings and Loans Cooperative focuses on high-performance goals. The description shows that the organizational communication climate at the Rukun Damai Medan - Deli Serdang Savings and Loans Cooperative has met the six factors described above. Each statement in the six factors of the organizational communication climate has a percentage above 65% who choose the description agree and strongly agree.

Thus it is known that the organizational communication climate at the Rukun Damai Savings and Loans Cooperative Medan - Deli Serdang focuses on trust between employees and leaders, in reaching agreements carried out simultaneously without being unilateral, there is honesty between leaders and employees in working, there is openness of leaders in downward

communication, employees listen to upward communication (leaders), and there is attention to goals in high performance.

Based on the results of calculations using the SPSS application, it can be seen to what extent the influence of the organizational communication climate on employee performance at the Rukun Damai Savings and Loans Cooperative Medan - Deli Serdang. The results of the hypothesis test show a figure of 0.407 on the influence of the organizational communication climate on employee performance. This figure shows a correlation with a fairly significant level of relationship.

The Influence of Leadership Communication Style and Organizational Communication Climate on Employee Performance

According to Mulyadi (2015: 63) defines performance as the work results achieved by workers or employees in terms of quality and quantity that are in accordance with their duties and responsibilities. In the world of work, communication is a fundamental thing that can support performance. Communication is also part of the soft skills that must be possessed by every employee. Companies are required to monitor employee performance because employees are assets and their performance contributes to the company's goals. According to Anwar Prabu Mangkunegara (2013: 75), there are four indicators in employee performance, including work quality, cooperation, initiative, and work quantity.

The results of the questionnaire distribution that the researcher has conducted, there are eight statement items that the researcher submitted to respondents related to employee performance. In the calculations that the researcher has done previously, it is known that the average of the six statement items related to the leadership communication style, organizational communication climate and employee performance. The researcher describes each employee performance indicator. The first indicator is regarding work quality. From the results of the questionnaire distribution, it is known that the majority of respondents or employees always work according to the targets set by the agency. In addition, the results of employee work achievements are in accordance with the SOP (Standard Operating Procedure). Thus, it is known that the quality of employee work at the Rukun Damai Medan - Deli Serdang Savings and Loan Cooperative is good.

Cooperation is the second indicator of employee performance. Cooperation is related to the willingness of employees to participate with other employees vertically and horizontally both inside and outside so that the work results will be better. The statement related to the second indicator is that employees contribute to each other in carrying out their duties and employees have a strong role in the success of the team. Both statements received a positive response indicating that employees carry out their duties by contributing to each other and have a focus on achieving team success by working together. This means that there is good cooperation between employees at the Rukun Damai Savings and Loans Cooperative Medan - Deli Serdang.

The next indicator is initiative. Initiative from within the company members to do work and overcome problems in work without waiting for orders from superiors or showing responsibility in work that is an employee's obligation. To measure whether there is initiative in employees, researchers provide two related statements. The two statements are that high creativity can help employees achieve better work results and employees always provide ideas for the progress of the agency. The results of the calculations that researchers have done, it is known that there is employee creativity in working that arises from their ideas to achieve better work results for the progress of the agency.

The last indicator is about the quantity of work, meaning the number of types of work done at one time so that efficiency and effectiveness can be implemented in accordance with the company's goals. From the results of the questionnaire distribution, on average respondents always complete the tasks and responsibilities given by the leadership well. Not only that, the majority of respondents can also meet the workload set by the leadership. This shows that the quantity of work at the Rukun Damai Savings and Loans Cooperative Medan - Deli Serdang can be implemented efficiently and effectively in accordance with the company's goals.

The description shows that the leadership communication style, organizational communication climate and employee performance at the Rukun Damai Medan - Deli Serdang Savings and Loans Cooperative are sufficient to meet the four employee performance indicators that have been explained above.

The four employee performance indicators have a high percentage, namely above 79% in the description of agree and strongly agree. The highest percentage, namely 100% of respondents choosing to agree and strongly agree, is in the statement in the cooperation and initiative indicator. This shows that employee performance at the Rukun Damai Medan - Deli Serdang Savings and Loans Cooperative has high cooperation and initiative. Thus, it is known that the four employee performance indicators have been implemented by employees at the Rukun Damai Medan - Deli Serdang Savings and Loans Cooperative with the highest performance, namely in cooperation and initiative. From the discussion, it is concluded that with the leadership communication style (equalitarian style and structuring style) and organizational communication climate that has met six indicators (trust, joint decision-making, honesty, openness in downward communication, listening in upward communication, and attention to high-performance goals) has influenced employee performance at the Rukun Damai Savings and Loans Cooperative Medan - Deli Serdang which includes work quality, cooperation, initiative and quantity of employee work.

Based on the calculation results using the SPSS application, it can be seen to what extent the influence of the leadership communication style and organizational communication climate on employee performance at the Rukun Damai Savings and Loans Cooperative Medan - Deli Serdang. The results of the hypothesis test show a figure of 0.426. Based on the Guilford scale, this figure is

in the range of 0.40 - 0.70 which indicates a significant relationship. The significance value is also positive which means that there is a significant relationship between the Leadership Communication Style and Organizational Communication Climate on Employee Performance at the Rukun Damai Savings and Loans Cooperative Medan - Deli Serdang with a significant relationship.

The magnitude of the determination coefficient on the Leadership Communication Style and Organizational Communication Climate on the Performance of Employees of the Rukun Damai Savings and Loans Cooperative Medan - Deli Serdang is 18.1%. This figure shows that there is a relationship between the Leadership Communication Style and Organizational Communication Climate on the Performance of Employees of the Rukun Damai Savings and Loans Cooperative Medan - Deli Serdang, the rest, which is 81.9%, is another factor outside the variables in this study.

CONCLUSIONS AND RECOMMENDATIONS

From a series of studies that have been conducted by researchers, several conclusions can be drawn. The conclusions are as follows:

1. There is an influence of the leadership communication style on the performance of employees of the Rukun Damai Medan - Deli Serdang Savings and Loans Cooperative which shows a low but definite relationship. In addition, the results of the positive correlation value indicate a unidirectional relationship. This can be seen from six communication styles, including: Controlling Style, Equalitarian Style, Structuring Style, Dynamic Style, Relinquishing Style, and Withdrawal Style. Of the six styles, the communication style of the leadership of the Rukun Damai Savings and Loans Cooperative is Equalitarian Style and Structuring Style.
2. There is an influence of the organizational communication climate on the performance of employees of the Rukun Damai Medan - Deli Serdang Savings and Loans Cooperative which shows a significant relationship. In addition, the results of the positive correlation value indicate a unidirectional relationship. This can be seen from six factors of the organizational communication climate, namely: trust, joint decision-making, honesty, openness in downward communication, listening in upward communication, and attention to performance goals.
3. There is an influence of the leadership communication style and organizational communication climate on the performance of employees of the Rukun Damai Savings and Loan Cooperative Medan - Deli Serdang which shows a significant relationship. In addition, the results of the positive correlation value indicate a unidirectional relationship. This can be seen from four indicators of employee performance, namely: work, cooperation, initiative, and quantity of work.

FURTHER STUDY

Future research should explore additional factors influencing employee performance beyond leadership communication style and organizational communication climate, such as motivation, job satisfaction, and organizational culture. Comparative studies across different cooperatives or industries can provide broader insights into communication dynamics and their impact on performance. Longitudinal research is also recommended to assess changes over time. Expanding the methodology to include qualitative approaches, such as interviews or focus groups, can offer deeper understanding of employee perceptions. Additionally, examining the role of digital communication tools in leadership and organizational communication could provide valuable insights in the evolving workplace environment.

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