The Effect of Workload, Leadership Style, And Communication On Employee Work Effectiveness

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ABSTRACT

The main purpose is to determine the relationship among workload, leadership style, and communication on employee work effectiveness used a quantitative descriptive approach. The data in the study were obtained from 55 respondents who were employees of PT. XYZ. Data analysis in this study used an alternative method of structural equation modeling (SEM), namely partial least squares (PLS). The first stage in this research is to test the validity of each variable's questions along with their reliability. The second stage examines the relationship between workload, leadership style, and communication on work effectiveness. The results of this study indicate that the variables of workload, leadership, and communication have a positive and significant effect on work effectiveness.

INTRODUCTION

The current COVID-19 outbreak worldwide has a considerable impact on all sectors of human life. The World Health Organization(WHO) has designated Coronavirus Disease 2019 or COVID-19 as a pandemic threat. The definition of a pandemic according to the Big Indonesian Dictionary (KBBI) is an epidemic that spreads simultaneously everywhere or covers wide geography. This case began in Wuhan, China, and began to spread to almost all over the world. The spread of COVID-19 is very fast and no one can predict when the COVID-19 pandemic will end.

In the face of a pandemic, the role of leadership and communication is one thing that must be considered so that company performance can be effective, in a review of many research literatures that leadership and communication have a significant effect on work effectiveness (Ichsan,2019); (Sepdwiyana Donargo and Wardayani, 2013); (Sugiarto, 2016). Companies in this case the organization must have employees who are knowledgeable and highly skilled as well as efforts to manage the organization as optimally as possible so that increase the employee effectiveness. In terms of HR needs, it can be calculated by identifying how much the company's output in certain divisions wants to achieve. About the current pandemic, the workload is unavoidable because many employees feel that there is an overload due to the implementation of work from home. The workload is one of the factors that affect the effectiveness of employee work (Nasedum,2019). The workload is a collection or number of activities that must be completed by an organizational unit within a specified time (Suwanto, 2011). The number of tasks and responsibilities given to an employee causes the results achieved to be less than optimal because employees only have little time to complete many tasks. If this happens

often, it will have an impact on the effectiveness of the employee's work.

Communication is operationally defined as the exchange of information, both formal and informal between management and employees in the organization. Communication is operationally defined as the technology and systems used to send and receive messages. Communications may include newsletters, circulation materials, surveys, emails, suggestion boxes, etc. Organizational communication focuses on connecting individual employees, groups, and the organization as a whole to facilitate the realization of common interests and spontaneous collaboration.

Based on the results of observations made by researchers that there are problems or phenomena, especially in work effectiveness, errors often occur in shipping goods so that they get complaints from customers. The reasons for this include providing excessive workloads so that targets are not achieved and lack of accuracy in work, this can be seen from the presence of employees who are less thorough and not on time in doing their work and inaccurate time of entry during working hours.

Similar studies related to work effectiveness have been carried out by several previous studies, including research conducted by Dihan, (2013) stated that communication affects work effectiveness. Besides that, Nasedum, (2019) stated that there is an effect of workload on work effectiveness. As well as research conducted by Bahri, (2016) stated that there is an influence of leadership on work effectiveness.

THEORETICAL REVIEW

Workload

Definition of workload by (Suwanto, 2011) is many activities that must be completed by an organizational unit or

position holder systematically using job analysis techniques, workload analysis techniques or other management techniques within a certain period to obtain information about the efficiency and effectiveness of the work of an organizational unit. According to (Suwanto, 2011) In measuring the workload variable, the following indicators are used: (1) Effective Working Hours; (2) Educational Background; (3) Type of Job Provided.

Leadership Style

Leadership is an important part of management, but it is not the same as management. Leadership is the ability that a person has to influence other people to work towards achieving goals and objectives. Leadership is the ability that a person has to influence other people to work towards achieving goals and objectives (Handoko, 2012). In a study conducted by Widayati et al., (2017), One of the factors that influence the success or failure of an organization is the leadership style organization. A leader must have the power and authority to govern subordinates to achieve the goals set by the company, so naturally, a leader is required to have more skills and intelligence than his subordinates. The attitude of the leader will determine the development of the team in the company's organization and the developments to be achieved, which in turn will affect the achievement of employee productivity. The ability to develop a team by a leader is the key to the success of the company's activities.

Leadership is a rational and emotional human experience. Leadership includes action and influence based on reason and logic in addition to inspiration and desire (Wirawan,2013). Leadership that can affect work effectiveness is assertive, giving praise, reprimand, appreciation, clarity in giving instructions, orders, supervision, consistent leadership, commitment, and providing appropriate information to individuals or groups to be able to work more effectively and efficiently. Not only work by the rewards but is expected to be able to work beyond what should be done.

Based on the description above, it can be concluded that leadership is the art or ability of a person to influence other people, subordinates, or groups, have special abilities or expertise in the field desired by the group which aims to achieve the desired organizational or group goals.

Communication

Communication is a very basic and vital social process in human life. It is said to be fundamental because every human society, both primitive and modern, wishes to maintain an agreement on various social rules through communication. In carrying out their work, employees cannot be separated from communication with co-workers, with superiors, and with subordinates. Good communication can be the right means of improving employee performance. Through communication, employees can ask for instructions from their superiors regarding the implementation of work. Through communication, employees can also work together with each other. Communication is a transfer of meaning and understanding of meaning to others.

Organizational communication is a process of exchanging information between individuals through a regular system (common), either with symbols, signals, or behavior or actions (Purwanto,2011). Thus, communication is an effort to build a togetherness that is based on a common perception of something to encourage communication among actors to understand each other by a common desire or goal.

Communication in principle has a relationship by the words above mentioned transfer or delivery or passing of symbols (usually in the form of words) to change the behavior of others. Communication is the process of transferring information, ideas, understanding from one person to another and can interpret it according to the intended purpose (Mangkunegara, 2016).

Effectiveness

According to Keban, an organization can be said to be effective if the organizational goals or values as set out in the vision are achieved (Pasolong, 2010). Expressing effectiveness relates to the level of truth or success and error, argues that to determine the level of effectiveness of the success of a person, group, organization even to our country, we must make a comparison between truth or accuracy with mistakes or what was done (Prosperous, 2011). The lower the level of errors that occur, of course, the closer the accuracy in the implementation of each activity or work (task) that is charged to each person.

Based on some of the opinions of the experts above, it can be concluded that effectiveness is activities that are directly related to the level of truth or success and error in helping the organization to achieve various goals. The more it reaches the specified target, the better its effectiveness.

1. The Effect of Workload on Work Effectiveness

The workload has been measured by conflicts in the workplace, when task demands are low, employees will be able to carry out tasks easily with low workloads and performance remains at optimal levels (Mansoor, Muhammad., Sabtain Fida, 2011). If an error occurs at work, it will cause a cognitive workload or a physical or mental burden. The workload is very important for an organization. By providing an effective workload, the organization can find out to what extent its employees can be given the maximum workload and the extent of its influence on the performance of the organization itself.

Employees often have to complete two or more tasks to be done concurrently. These tasks, of course, require time, effort, and other resources to complete. The burden of

providing resources that are often limited will certainly cause employee performance to decline. Problems that can arise include weakened employee endurance and feelings of pressure. Feelings of stress make a person irrational, anxious, tense, unable to focus on working and will fail to enjoy joy or satisfaction with the work done. This will prevent someone from realizing positive traits, such as loving work. So, the relationship between the variables is:

H1: Workload has a positive effect on Work Effectiveness.

2. The Effect of Leadership Style on Work Effectiveness

Leadership is an organizational locomotive that is always interesting to talk about. This attraction is based on a historical background that shows the importance of the existence of a leader in each group activity and the fact that leadership is the center of the pattern of interaction between organizational components. Leadership is a relationship that exists within a leader, influencing others to cooperate consciously in the desired task relationship (Raharjo, 2013). Leadership is indispensable for an organization in determining the progress and setbacks of the organization, good leadership will achieve work effectiveness (Ichsan, 2019); (Manalu, 2012). From the opinion of experts and previous studies, it can be concluded that there is a strong relationship and effect between leadership style and work effectiveness. So, the relationship between the variables is:

H2: Leadership Style has a positive effect on Work Effectiveness

3. The Effect of Communication on Work Effectiveness

According to some experts, they have an opinion about what "communication" is. Communication is the transfer of process something information, ideas, understanding from one person to another can interpret according to the intended purpose (Mangkunegara,2016). The efforts made by employees in handling their work have a direct effect on realizing the results of the company's work. The role of the individual in the company overall very important. Therefore, communication and morale are very important to achieve company goals effectively and efficiently. The thing that must be considered by the leadership is the need for communication with employees so that they are more active at work. Proper communication will encourage employees to be more interested and enthusiastic about work. This will indirectly have an impact on tasks that are carried out properly and responsibly.

Communication is a basic human activity. The importance of communication is not limited to personal communication but also organizational communication. Lack or absence of communication within an organization can result in the smooth running of the organization's activities itself. Thus, communication in every organization has a central role in the process, and a pattern of communication is a necessary means to coordinate and direct the activities of employees to the goals and objectives of the organization (Sepdwiyana Donargo and Wardayani, 2013); (Sugiarto, 2016). It can be concluded that there is a strong relationship and effect between Communication and Work Effectiveness. So, the relationship between the variables is:

H3: Communication has a positive effect on Work Effectiveness

RESEARCH METHODS

Research design

The research design used by the researcher in this research is causal research. Causal is a causal relationship where the independent variable affects the dependent variable (Sugiyono, 2014). This study aims to test the hypothesis about the effect of one or several variables on other variables with statistical tests. Where this study aims to determine the effect of Workload (X1), Leadership Style (X2), and Communication (X3) on Work Effectiveness (Y) at PT. XYZ.

Population and Research Sample

The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then draw conclusions (Sugiyono, 2014). The population is not only humans but can also be objects or objects of the subject being studied such as documents that can be considered as objects of research. The population is also not just the number of objects/subjects studied but includes all the characteristics/properties possessed by the subject or object. Based on the research place that has been determined, the population that is used as the object of the research is the employees of PT. XYZ, with a total of 55 respondents.

The sample is part of the number and characteristics possessed by the population, for that samples taken from the population must be truly representative (Sugiyono, 2014). By using saturated sampling as a sampling technique. Saturated sampling is a sampling technique where all members of the population are used as samples. This is often done when the population is relatively small, at least less than 30 people, or research that wants to make generalizations with very small errors (Sugiyono, 2014). The saturated sample is also often interpreted as the maximum sample, plus any amount will not change the representativeness. With a limited population of 55, the number of samples, i.e. all the population is used as a sample that is 55 respondents who are used as samples.
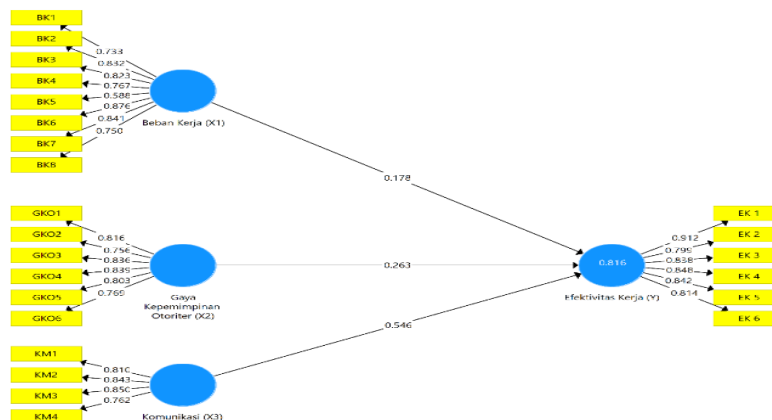
RESULTS AND DISCUSSION
Convergent Validity

Figure 1. Results of the PLS Algorithm
Source: 2021 PLS Output

Table 1. Convergent Validity Test Results

Variable	Indicator	Outer Loading	Conclusion
Workload	BK1	0.733	Valid
	BK2	0.832	Valid
	BK3	0.823	Valid
	BK4	0.767	Valid
	BK5	**0.588**	**Invalid**
	BK6	0.876	Valid
	BK7	0.841	Valid
	BK8	0.750	Valid
Authoritarian Leadership Style	GKO1	0.816	Valid
	GKO2	0.756	Valid
	GKO3	0.836	Valid
	GKO4	0.839	Valid
	GKO5	0.803	Valid
	GKO6	0.769	Valid
Communication	KM1	0.810	Valid
	KM2	0.843	Valid
	KM3	0.850	Valid
	KM4	0.762	Valid
Work Effectiveness	EK 1	0.912	Valid
	EK 2	0.799	Valid
	EK 3	0.838	Valid
	EK 4	0.848	Valid
	EK 5	0.842	Valid
	EK 6	0.814	Valid

Source: Processed primary data (2021)

Based on Figure 1 and Table 1, it can be seen that there are several invalid statements, namely the statement BK5 (0.588) with a loading factor value below 0.6. Based on the description above, the statements of each invalid variable will be dropped from the model.
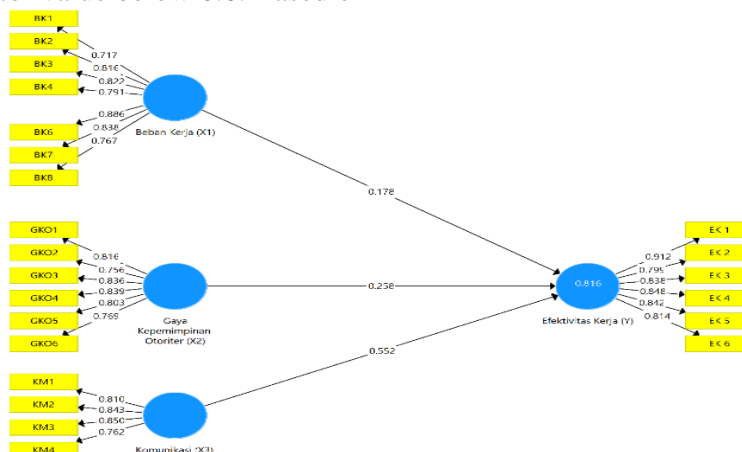

Figure 2. Results of the PLS Algorithm (Modification 1)
Source: 2021 PLS Output

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Table 2. Convergent Validity (Modification 1)

Variable	Indicator	Outer Loading	Conclusion
Workload	BK1	0.717	Valid
	BK2	0.816	Valid
	BK3	0.822	Valid
	BK4	0.791	Valid
	BK6	0.886	Valid
	BK7	0.838	Valid
	BK8	0.767	Valid
Authoritarian Leadership Style	GKO1	0.816	Valid
	GKO2	0.756	Valid
	GKO3	0.836	Valid
	GKO4	0.839	Valid
	GKO5	0.803	Valid
	GKO6	0.769	Valid
Communication	KM1	0.810	Valid
	KM2	0.843	Valid
	KM3	0.850	Valid
	KM4	0.762	Valid
Work Effectiveness	EK 1	0.912	Valid
	EK 2	0.799	Valid
	EK 3	0.838	Valid
	EK 4	0.848	Valid
	EK 5	0.842	Valid
	EK 6	0.814	Valid

Source: Processed primary data (2021)

Based on Figure 2 and Table 2, it can be seen that all questions have met the outer loadings criteria, namely >0.6. In addition to looking at the value of loading factors, convergent validity can also be assessed by looking at the average variance extracted (AVE) value.

Table 3. Convergent Validity (AVE) Test Results

Construct	Average Variance Extracted (AVE)	Information
BK (X1)	0.651	Valid
GKO (X2)	0.646	Valid
KO (X3)	0.668	Valid
EK(Y)	0.711	Valid

Source: Output processing with SmartPLS 3 (2021)

From the results of the convergent validity construct test in the table above, it can be seen that each construct has met the criteria with an average variance extracted (AVE) value above 0.50.

a. Discriminant Validity

Since there is no problem with convergent validity, the next step to be tested is the problem related to discriminant validity which is carried out by looking at the square root of average variance extracted (AVE) value for each construct with the correlation value among constructs in the model. This method is often called the Fornell Larcker Criterion.

Table 4. Fornell Larcker Criterion . Test Results

	(X1)	(Y)	(X2)	(X3)
BK (X1)	0.807			
EK(Y)	0.655	0.843		
GKO (X2)	0.486	0.818	0.804	
KO (X3)	0.638	0.886	0.858	0.817

Source: 2021 PLS Output

Viewed from Table 4, it can be seen that the square root of the average variance extracted is 0.807, 0.843, 0.804, and 0.817. These values are smaller than the correlation of each construct and do not meet the criteria for discriminant validity. So it is necessary to modify the indicators that have the lowest values (GKO2 and KM4) on the variables that occur lack of values shown in the figure and structural table below:
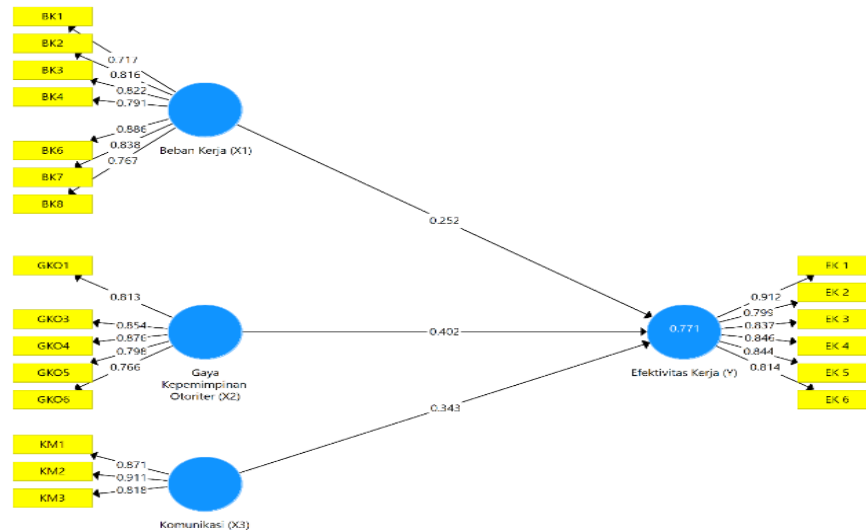
Figure 3. Results of the PLS Algorithm (Modification 2)
Source: 2021 PLS Output

Table 5. Convergent Validity Test-Modification 2

Variable	Indicator	Outer Loading	Conclusion
Workload	BK1	0.717	Valid
	BK2	0.816	Valid
	BK3	0.822	Valid
	BK4	0.791	Valid
	BK6	0.886	Valid
	BK7	0.838	Valid
	BK8	0.767	Valid
Authoritarian Leadership Style	GKO1	0.813	Valid
	GKO3	0.854	Valid
	GKO4	0.876	Valid
	GKO5	0.798	Valid
	GKO6	0.766	Valid
Communication	KM1	0.871	Valid
	KM2	0.911	Valid
	KM3	0.818	Valid
Work Effectiveness	EK 1	0.912	Valid
	EK 2	0.799	Valid
	EK 3	0.838	Valid
	EK 4	0.848	Valid
	EK 5	0.842	Valid
	EK 6	0.814	Valid

Source: 2021 PLS Output

Table 6. Fornell Larcker Criterion Test Results-Modification 2

	(X1)	(Y)	(X2)	(X3)
BK (X1)	0.807			
EK(Y)	0.655	0.843		
GKO (X2)	0.502	0.808	0.822	
KO (X3)	0.587	0.819	0.815	0.868

Source: 2021 PLS Output

From Table 6 it can be seen that the square root values of average variance extracted are 0.807, 0.843, 0.822, and 0.868. These values are greater than the correlation of each construct and meet the criteria of discriminant validity. However, the average variance extracted (AVE) value in the convergent validity test also changed along with the removal of two indicators from the construct.

Table 7. Convergent Validity (AVE) Test Results

Construct	Average Variance Extracted (AVE)	Information
BK (X1)	0.651	Valid
GKO (X2)	0.676	Valid
KO (X3)	0.753	Valid
EK(Y)	0.711	Valid

Source: Output processing with SmartPLS 3 (2021)

From the results of the convergent validity construct test in the table above, it can be seen that each construct has met the criteria with an average variance extracted (AVE) value above 0.50. Another method to see discriminatory validity is to use reflexive indicators, namely by looking at the cross-loading value for each variable that must be >0.70 (Ghozali 2015). An indicator is declared valid if it has the highest loading factor for the intended construct compared to the loading factor for other constructs. Thus, latent constructs predict indicators in their block better than indicators in other blocks.

Table 8. Discriminant Validity Test Results (Cross Loading)

	(X1)	(Y)	(X2)	(X3)
BK1	**0.717**	0.445	0.303	0.321
BK2	**0.816**	0.454	0.285	0.365
BK3	**0.822**	0.517	0.346	0.439
BK4	**0.791**	0.652	0.547	0.528
BK6	**0.886**	0.533	0.406	0.513
BK7	**0.838**	0.491	0.379	0.536
BK8	**0.767**	0.551	0.495	0.557
EK 1	0.582	**0.912**	0.790	0.806
EK 2	0.549	**0.799**	0.674	0.627
EK 3	0.481	**0.837**	0.696	0.618
EK 4	0.575	**0.846**	0.635	0.786
EK 5	0.562	**0.844**	0.633	0.659
EK 6	0.563	**0.814**	0.651	0.623
GKO1	0.477	0.698	**0.813**	0.731
GKO3	0.465	0.745	**0.854**	0.701
GKO4	0.391	0.648	**0.876**	0.617
GKO5	0.275	0.572	**0.798**	0.641
GKO6	0.428	0.636	**0.766**	0.650
KM1	0.438	0.725	0.748	**0.871**
KM2	0.445	0.676	0.720	**0.911**
KM3	0.638	0.723	0.650	**0.818**

Source: 2021 PLS Output

From Table 8, it can be concluded that the loading value of each of the intended constructs is greater than the loading value of the other constructs. It can be concluded that all existing indicators are valid and there are no problems with discriminant validity.

b. Composite Reliability and Cronbach's Alpha

The reliability test was carried out used Composite Reliability and Cronbach's Alpha tests by looking at all values of latent variables having Composite Reliability and Cronbach's Alpha values 0.7, it means that the construct has good reliability or the questionnaire used as a tool in this study is reliable or consistent. The test results are presented in the following table:

Table 9. Composite Reliability Test Results

Variable	Composite Reliability	Cronbach Alpha	Information
BK (X1)	0.929	0.910	Reliable
GKO (X2)	0.912	0.880	Reliable
KO (X3)	0.901	0.835	Reliable
EK(Y)	0.936	0.918	Reliable

Source: 2021 PLS Output

Based on Table 9, it can be seen that the results of the Composite Reliability test show that all latent variable values have a Composite Reliability value of 0.7. And the results of the Cronbach's Alpha test also show that all values of the latent variables have a Cronbach's Alpha value of 0.7 so it can be concluded that the construct has good reliability or the questionnaire used as a tool in this research is reliable or consistent.

Structural Model Testing/Hypothesis Testing (Inner Model)

After the estimated model meets the Outer Model criteria, the next step is to test the structural model (Inner model). The evaluation of the structural model (Inner model) aims to predict the relationship between latent variables which can be seen from the value of the coefficient of determination (R2), as well as predictive relevance (Q2) to assess the structural (inner model) (Ghozali 2015).

a. R-Square Value

Coefficient determination R-square (R2) showed how much the exogenous variable explains the endogenous variable. The value of R-square (R2) is zero to one. If the value of R-Square (R2) is getting closer to one, then the independent variables provide all the information needed to predict the variation of endogenous variables. On the other hand, the smaller the value of R-Square (R2), the more limited the ability of the independent variables in explaining the variation of endogenous variables. The value of R-square (R2) has a weakness, namely the value of R-Square (R2) will increase every time there is an addition of one exogenous variable even though the exogenous variable has no significant effect on the endogenous variable.

The value of R-square (R2) or the coefficient of determination of the work effectiveness construct was 0.711. These results indicate that the endogenous variables of work effectiveness can be explained by exogenous variables, namely workload, authoritarian leadership style, and communication by 71% while the remaining 29% was explained by other exogenous variables.

b. Predictive Relevance Value (Q Square)

Predictive relevance(Q2) for the structural model measures how well the observed values are generated. Predictive Relevance (Q2) for the structural model measures how well the observed values are generated by the model and also the estimated parameters. Applies only to contemplating endogenous factor models. Predictive Relevance (Q2) is greater than 0. Similarly, a Predictive Relevance (Q2) with 0 or negative values indicates the model is not relevant to a given endogenous factor prediction. Based on the calculation of predictive relevance (Q2) in table 4.17 which shows a value of 0.503, it can be concluded that the model has a relevant predictive value.

c. Goodness of Fit Model (GoF)

The Goodness of Fit Model (GoF) describes the overall level of fit of the model which is calculated from the squared residual of the predicted model compared to the actual data introduced by Tenenhaus et al. (2004). This GoF index is a single measure used to validate the combined performance of the measurement model (outer model) and structural model (inner model). The value of the Goodness of Fit Model (GoF) index is obtained from the Verage communalities index multiplied by the R2 value of the model. GoF values range from 0-1 with the following interpretation:

Goodness of Fit (GoF) Small GoF = 0.1
Goodness of Fit (GoF) Moderate or Moderate = 0.25
Goodness of Fit (GoF) Large = 0.38
Goodness of Fit (GoF) formula:

$$GoF = \sqrt{AVE \times R^2}$$

$$= \sqrt{0.651 \times 0.711}$$

$$= 0.680$$

From the calculation of Goodness of Fit (GoF) above, it can be seen that the result is 0.680, from these results it can be concluded that the performance between the measurement model and the structural model has a large GoF of 0.680 (above 0.38). This means that 68% of the variation in work effectiveness variable is explained by the variables used.

Hypothesis Testing Results (Estimated Path Coefficient)

This hypothesis testing stage was carried out after the structural model evaluation stage has been done. This stage was carried out to determine whether the research hypothesis proposed in the research model was accepted or rejected. To test the proposed hypothesis, it can be seen from the original sample and the T-Statistic value through the bootstrapping procedure.

Table 10. Hypothesis Testing Results

Hypothesis	Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic (|O/STDEV|)	P-Values
H1	BK > EK	0.252	0.260	0.086	2,947	0.003
H2	GKO > EK	0.402	0.389	0.120	3.355	0.001
H3	LJ > EK	0.343	0.353	0.154	2.228	0.026

Source: 2021 PLS Output

Based on Table 10, it can be seen that the workload has a positive and significant effect on work effectiveness. This is indicated by the test results between the two variables which showed that the original sample value of 0.252 which is close to the value of +1 and has a T-Statistic value of 2,947 (>1.96). Meanwhile, based on Table 10, it can be seen that the authoritarian leadership style has a positive and significant effect on work effectiveness. This is indicated by the test results between the two variables which show the original sample value of 0.402 which is close to the value of +1 and has a T-Statistic value of 3.335 (> 1.96).

In addition, based on Table 10, it can be seen that communication has a positive and significant effect on work effectiveness. This is indicated by the test results between the two variables which show the original sample value of 0.343 which is close to +1 and has a T-Statistic value of 2.228 (> 1.96).
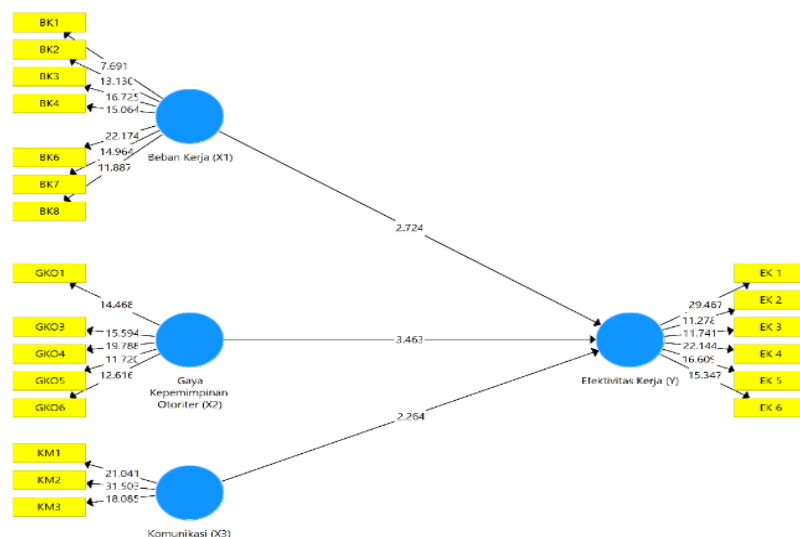

Figure 4. Bootstrapping of Test Results
Source: 2021 PLS Output

Discussion

This study aims to determine the effect of workload, authoritarian leadership style, and work communication on work effectiveness at PT. XYZ. Exogenous variables assessed in this research model are workload, authoritarian leadership style, and work communication. While the endogenous variable assessed in this research model is work effectiveness.

1. The effect of workload on work effectiveness

Based on the test results on the effect of workload on work effectiveness, the original sample value is 0.252 which is close to the value of +1 and has a T-Statistic value of 2,947 (>1.96) so it can be concluded that the first hypothesis (H1) is accepted and the workload has a positive and significant effect on work effectiveness. The results of this study strengthen the previous research (Nasedum, 2019); (Prihatin, 2008); (Paramitadewi Ferrania, 2017) which proves that the workload has a positive and significant effect on work effectiveness.

2.The effect of authoritarian leadership style on work effectiveness

Based on the test results on the effect of authoritarian leadership style on work effectiveness, the original sample value is 0.402 which is close to the value of +1 and has a T-

Statistic value of 3.335 (<1.96) so it can be concluded that the second hypothesis (H2) is accepted and the authoritarian leadership style has a positive and significant effect on work effectiveness. The results of this study strengthen the previous research (Sepdwiyana Donargo and Wardayani, 2013); (Ichsan, 2019); (Sugiarto, 2016); (Bahri, 2016) which proves that leadership style has a positive and significant effect on work effectiveness.

3. The effect of communication on work effectiveness

Based on the test results on the effect of communication on work effectiveness, the original sample value is 0.343 which is close to +1 and has a T-Statistic value of 2.228 (> 1.96) so it can be concluded that the third hypothesis (H3) is accepted and communication has a positive and significant effect on work effectiveness. The results of this study strengthen the previous research, (Sepdwiyana Donargo and Wardayani, 2013); (Ichsan, 2019); (Sugiarto, 2016), which proves that communication has a positive effect on work effectiveness.

CONCLUSION

Based on the results of the hypothesis test and discussion above, several conclusions can be drawn as follows:

1. Workload has a positive and significant effect on work effectiveness at PT. XYZ Tanah Abang Branch. This proves that the workload factor that has a direct role in encouraging work effectiveness at PT. XYZ Tanah Abang Branch.
2. Authoritarian leadership style has a positive and significant effect on work effectiveness at PT. XYZ Tanah Abang Branch. This proves that the leadership style factor has a direct role to encourage work effectiveness at PT. XYZ Tanah Abang Branch.
3. Communication has a positive and significant effect on work effectiveness at PT. XYZ Tanah Abang Branch. This proves that the communication factor has a direct role in encouraging work effectiveness at PT. XYZ Tanah Abang Branch.

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