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## Leadership Style, Work Stress, and Digital Organizational Communication to Employee Performance on PT Bentoro Adisandi Ivena Pekanbaru

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### ABSTRACT

The object of this research is at PT Bentoro Adisandi Ivena Pekanbaru which is one of the companies engaged in tire distributors. The purpose of the study was to determine the effect of leadership style, work stress and Digital Organizational Communication on employee performance of PT Bentoro Adisandi Ivena Pekanbaru. The independent variables in this research are leadership style, work stress and organizational communication, while the dependent variable is employee performance. The method of analysis used in this study is multiple linear regression analysis with SPSS 21. The population in this research was all employees of PT Bentoro Adisandi Ivena totaling 45 people. Sampling using the census method which is the entire population. The result of research indicates that leadership style and Digital Organizational Communication have influence and significant to employee performance. While work stress has no effect and not significant to employee performance. This research recommends and suggests that companies in order to provide training and understanding to be more open to criticism and suggestions so as to improve employee performance.

**Keywords:** Leadership Style, Work Stress, Digital Organizational Communication, Employee Performance

**Field:** Human Resources, Organization, Communication, Management

### INTRODUCTION

The development of the globalization era requires entrepreneurs to advance their business activities (Elfita et al., 2022; Hidayat et al., 2022; Prasetya et al., 2023; Sudarno et al., 2022; Yarmaelis et al., 2022). The rapid development of the business world is characterized by the growth and increase in new types of businesses (Imami et al., 2022; Marliza et al., 2022; Napitupulu et al., 2021; Renaldo, Andi, et al., 2021; Renaldo, Suharti, et al., 2021). The company itself is basically used as a means for people to gather, cooperate systematically and planned in utilizing resources, infrastructure, data, and so on which are used to achieve common goals (Al-Somaidae et al., 2023; Ansorimal et al., 2022; Juprizon et al., 2022; Renaldo, Sudarno, et al., 2021; Saputro et al., 2022). Employees and labor play an important role in a company, where the company does not progress and develop without the help of employees or labor (Lasrya et al., 2021; Lumbantoruan et al., 2021; Sari et al., 2021; Suyono et al., 2020; Vina et al., 2021). The better the performance of a company's employees, the better the quality of the company (Abd et al., 2023; Adiya et al., 2023; Imwan et al., 2023; Nyoto, Sudarno, Priyono, et al., 2023; Renaldo, Suyono, Andi, Putri, et al., 2023).

PT Bentoro Adisandi Ivena Pekanbaru is a company engaged in the distributor of food and beverage goods, established in 2010, which also distributes La Fonte products. PT Bentoro Adisandi Ivena Pekanbaru is the first company as a distributor of La Fonte in Pekanbaru. A good leader is a leader who is able to create work enthusiasm and instill confidence and responsibility in his employees to carry out work and tasks with their respective responsibilities in order to achieve company productivity (Purwati & Angelina, 2021; Renaldo, Rozalia, Musa, Wahid, et al., 2023; Renaldo, Sally, Musa, Wahid, et al., 2023; Renaldo, Suhardjo, & Sevendy, 2023; Renaldo, Suhardjo, Suharti, et al., 2022).

A leader needs to provide serious guidance to employees in order to generate satisfaction and organizational commitment so that it can ultimately improve high work performance in a corporate organization (Junaedi, Renaldo, Yovita, Augustine, et al., 2023; Renaldo, Andi, Putri, & Yuni, 2023; Renaldo, Fadral, Andi, Sevendy, et al., 2022; Renaldo, Junaedi, Sudarno, Hutahuruk, et al., 2022; Renaldo, Suhardjo, Suyono, et al., 2022). Poor leadership can cause employees to be unproductive and less effective so that it has an impact on not

achieving the career that employees aspire to which also makes employees feel stressed about their work (Soegiono 2010).

Employees who feel stressed about their work become an important symptom that needs to be observed since the onset of guidance to be efficient at work due to job stress, namely someone becomes nervous, feels chronic anxiety, increased tension in emotions, thought processes and individual physical conditions (Fadri et al., 2023; Panjaitan et al., 2023; Rusilawati et al., 2023; S. I. Sari et al., 2022; Wijaya et al., 2023). According to Hasibun (2013: 24) work stress is a condition of tension that affects a person's emotions, thought processes and conditions: People who experience stress become nervous and feel chronic anxiety.

In addition to leadership style and work stress, organizational communication can also be an indicator that affects employee work performance (Eddy et al., 2023; Purba et al., 2023; Putra et al., 2023; Sinaga, 2024; Suhardjo, Renaldo, Sevendy, Wahid, et al., 2023). With good communication in the organization, each individual can share information with each other to be able to participate in achieving organizational goals (Hidayat et al., 2024; Purba, 2023; H. Sari, 2024; Sudarno et al., 2024; Suhardjo, Renaldo, Sevendy, Ylabbta, et al., 2023).

Performance is generally defined as a person's success in carrying out a job (Eddy, 2023; Junedi, Renaldo, Yovita, Veronica, et al., 2023; Renaldo, Suhardjo, Andi, et al., 2023; Renaldo, Suhardjo, Suharti, et al., 2023; Sevendy, Renaldo, et al., 2023). Employee performance is the result of work achieved by a person in carrying out the tasks assigned to him to achieve work targets (Afriani, 2023; Anton et al., 2023; Arum et al., 2023; Bongmini, 2023; Kamalasari & Endiana, 2023a). Employees can work well if they have high performance so that they can produce good work (Estu et al., 2023; Kamalasari & Endiana, 2023b; Pramesti & Renaldo, 2023; Renaldo, Vomizon, Nuomad, Oksav, et al., 2023; Setyowati et al., 2023). Performance. Employee performance can be used as a basis for job upgrades (job promotion), compensation increases, mutations, and dismissals (Bangun, 2012: 230).

Performance is generally defined as a person's success in carrying out a job (Amin & Wijaya, 2024; Muhtodji et al., 2024; Renaldo, James, Alan, Wahid, et al., 2023; Sevendy, Suhardjo, et al., 2023; Tanjung et al., 2023). Employee performance is the result of work achieved by a person in carrying out the tasks assigned to him to achieve work targets (Hia, 2023; Nduru, 2023; Nyoto, Sudarno, Sriadmitan, et al., 2023; Sagita, 2023; Saitri et al., 2023). Employees can work well if they have high performance so that they can produce good work (Alper et al., 2021; Awan et al., 2020; Isik et al., 2018; Nyoto et al., 2022, 2024). Performance. Employee performance can be used as a basis for job upgrades (job promotion), compensation increases, mutations, and dismissals (Bangun, 2012: 230).

A leader must apply a leadership style to manage his subordinates, because a leader will greatly affect the success of the organization in achieving its goals (Waridin and Barriang Guritno, 2005). This can also be seen from initial observations in the work environment of PT Bentoro Adisandi Ivena Pekanbaru, one of which is the frequent occurrence of leadership decision making in providing suggestions for dealing with problems that occur in the company during meetings with employees and without considering suggestions and other ideas from employees, even the suggestions he gave were not discussed during the meeting at that time.

In carrying out a job, sometimes an employee gets pressure such as completing tasks within a limited period of time, excessive workload, demanding and insensitive bosses, and unpleasant co-workers. It can even be from personal pressure depending on the problems faced by each employee. Work stress is a feeling of pressure experienced by employees in dealing with work (Mangkunegara, 2008: 157). Through direct observation of employees of PT Bentoro Adisandi Ivena Pekanbaru, it is found that work stress is in the form of a decrease in morale, boredom, procrastination and late arrival, even in doing work many make mistakes.

In an organization not all performance produced by employees get good results, because the level of performance of each person is different employees have their own way to improve their own performance, for example by increasing communication in order to exchange opinions between all employees or with superiors. Handoko (Wibowo and Made, 2013: 704) said that the establishment of good communication among employees can lead to better performance so as to reduce the level of performance decline of employees of government agencies. This can be seen from initial observations in the work environment of PT Bentoro Adisandi Ivena Pekanbaru, one of which is because there are still obstacles in conveying information from the director to employees. The obstacle is in the form of many channels that must be traversed, for example, information from the director to employees still has to go through several managers and several section heads. So the possibility of changing information will be large. This is understandable because each channel that participates in conveying the information has a tendency to change it according to personal interests. Whereas smooth communication is very related to improving the performance of each employee.



## LITERATURE REVIEW

### Leadership Style

According to (Kartini Kartono, 2008: 34) Leadership style is the nature, habits, temperament, character and personality that distinguishes a leader in interacting with others. According to (Siagian 2014: 121) Leadership Style indicators are as follows: (1) Climate of Mutual Trust, (2) Respect for subordinates, (3) Taking into account the feelings of subordinates, (4) Attention to work comfort for subordinates, (5) Attention to the Welfare of subordinates, (6) Taking into account the job satisfaction factor of subordinates to complete the tasks entrusted to him, (7) Recognition of the status of subordinates appropriately and professionally.

The studies on the relationship between leadership style and employee performance are according to (Widodo, Alamsyah, & Utomo, 2007), (Akri & Taruna, 2018), (Reza Aditya, 2010) stated that leadership style has a significant effect on employee work performance. Thus, the hypothesis is:

H1: Leadership style affects the performance of employees of PT Bentoro Adisandi Ivena Pekanbaru.

### Work Stress

Work stress is a condition of tension that creates a physical and psychological imbalance, which affects the emotions, thought processes and conditions of an employee. (Rivali & Mulyadi, 2010: 108) and according to Sendang Siagian (2008) states that stress is a condition of tension that affects emotions, the way of thinking, and a person's physical condition. Stress that cannot be handled properly usually results in the inability of people to interact positively with their environment, both in the work environment and the outside environment. This means that the employee concerned will face various negative symptoms which in turn affect work performance.

As for the indicators of work stress variables according to Sepiah (2008: 89) employee work stress can be seen in three aspects, namely: (1) Psychological symptoms with indicators: Apathy towards work, emotional outbursts, ineffective communication, feeling rivaled, boredom, job dissatisfaction, loss of concentration and sleep problems, (2) Physical symptoms with indicators: getting tired easily and delaying work or tasks, (3) Behavioral symptoms with indicators: decreased productivity, increased use of drugs and increased absenteeism behavior.

The studies on the relationship of Job Stress to employee performance are (Hafni & Musliadi, 2016), (Erisna & Angelina, 2015) stated that work stress has a significant effect on employee work performance. Meanwhile, according to (Satriano, 2014) stated that work stress has no significant effect on employee work performance. Thus, the hypothesis is:

H2: Job Stress affects the performance of employees of PT Bentoro Adisandi Ivena Pekanbaru.

### Digital Organizational Communication

Organizational Communication is Pace and Faulkes (2010: 31) suggest that organizational communication is as a performance and interpretation of messages among communication units that are part of a particular organization. An organization consists of communication units that are part of a particular organization. An organization consists of communication units in hierarchical relationships between one another and functions in an environment. According to Romli (2011:2) that organizational communication is sending and receiving various organizational messages in formal and informal groups of an organization.

The indicators of organizational communication variables according to Bangun (2012: 367) are as follows: (1) downward communication, (2) upward communication, (3) horizontal communication, (4) diagonal communication. The studies regarding the relationship between Organizational Communication and employee performance are (Hafni & Biantary, 2017), (Hartono & Rotinsulu, 2015), (Paramita et al., 2016) stated that organizational communication has a significant effect on employee work performance. Thus, the hypothesis is:

H3: Digital Organizational Communication affects the performance of employees of PT Bentoro Adisandi Ivena Pekanbaru.

## METHODOLOGY

### Population

The population in this study were all employees who currently work at PT Bentoro Adisandi Ivena Pekanbaru, totaling 42 respondents.

### Sample

Based on the total population contained in PT Bentoro Adisandi Irena Pekanbaru, the sample used is a population sample. The technique for determining the sample size is to use the census technique. Because the population to be studied is less than 100 (one hundred) people so that the sample taken comes from the entire population in the company totaling 42 (sixty) employees.

### Data Analysis Method

So, it must be processed and analyzed first so that it can be used as a basis for decision making. Data analysis methods are carried out by means of: (1) Quantitative Analysis, namely the data obtained from the questionnaire are collected and then grouped and tabulated according to their criteria by displaying frequency tables and averages. (2) Descriptive Analysis, which describes the variation in respondents' answers to each item of question or statement which is expressed in sentence form.

### Data Collection Technique

The data collection techniques used are interviews, questionnaires and documentation. Through this technique can be known responses, opinions, and attitudes of respondents to leadership style, work stress, organizational communication.

## RESULTS AND DISCUSSION

### Respondent Characteristics

Respondent characteristics were analyzed based on age, gender and education with the following details:

Table 1. Characteristics of Respondents

Demographics	Category	Number (Person)	Percentage %
Age	<25 years	14	33%
	25-30 years old	19	45%
	30-35 years old	9	21%
	>40 years	0	0%
	<b>Total</b>		<b>42</b>
Gender	Male	34	81%
	Women	8	19%
	<b>Total</b>	<b>42</b>	<b>100%</b>
Education	HIGH SCHOOL	28	67%
	Diploma	3	7%
	Undergraduate	11	26%
	<b>Total</b>	<b>42</b>	<b>100%</b>

Source: Research Results, 2018 (Processed Data)

Table 1 above, shows that the age of respondents who dominate in this study are 25-30 years old 19 people or 45%. This is because the age of 21-30 years according to the company is a productive age to move on to the next career. The company will test skills or abilities more deeply. If employees are considered good at work and have quite interesting experiences, it is not difficult for companies to recruit employees to certain sections or positions within the company.

Based on the gender of the respondents, the number of female respondents is less, namely 8 people or 19% compared to the number of male respondents as many as 34 people or 81%. This is because companies engaged in distributors need more male employees in the field and warehouse.

Meanwhile, based on education, the number of respondents who have high school education dominates in this study, totaling 28 people or 67%. This is because as drivers and helpers, highly educated people are not needed, but people who are highly responsible are needed.

### Descriptive Analysis

Descriptive analysis is an analytical method where existing data is collected or grouped and then the data is analyzed and interpreted objectively. These statistics are summarized in the following table:

**Table 2. Descriptive Analysis Results**

Variables	Max	Min	Average
Leadership style	4,33	3,81	4,08
Work Stress	4,36	3,88	4,12
Digital Organizational Communication	4,24	3,79	4,05
Employee Performance	4,17	3,93	4,03

Source: Research Results, 2018 (Processed Data)

Based on table 2 above, the highest average score is 4,12 for the work stress variable. on a scale of 1-5, respondents generally believe that work stress in the company is good and is already in the good category.

## Results and Discussion

### Validity Test Results

The validity test is used to measure whether an instrument or questionnaire used in research is valid or not so that the data collection instrument has a high level of accuracy. An instrument is said to be valid if the instrument measures what should be measured.

**Table 3. Validity Test of X1, X2, X3 and Y**

Variables	Statement	Corrected item - Total Correlation	Description
Leadership Style (X1)	X1.1	0.580	Valid
	X1.2	0.661	Valid
	X1.3	0.668	Valid
	X1.4	0.578	Valid
	X1.5	0.500	Valid
	X1.6	0.498	Valid
	X1.7	0.616	Valid
Job Stress (X2)	X2.1	0.595	Valid
	X2.2	0.668	Valid
	X2.3	0.585	Valid
	X2.4	0.559	Valid
	X2.5	0.700	Valid
	X2.6	0.533	Valid
Digital Organizational Communication (X3)	X3.1	0.703	Valid
	X3.2	0.571	Valid
	X3.3	0.610	Valid
	X3.4	0.469	Valid
	X3.5	0.751	Valid
	X3.6	0.653	Valid
	X3.7	0.784	Valid
	X3.8	0.688	Valid
	X3.9	0.718	Valid
Employee Performance (Y)	Y.1	0.597	Valid
	Y.2	0.674	Valid
	Y.3	0.611	Valid
	Y.4	0.545	Valid
	Y.5	0.684	Valid
	Y.6	0.724	Valid
	Y.7	0.628	Valid

Source: Research Results, 2018 (Processed Data)

The test results show that the Corrected Item-Total Correlation value is > 0.3, so it can be concluded that the indicators used in this study are valid. Thus, this research instrument can be used for further analysis.

### Reliability Test Results

From table 3 below, it can be seen that the results of the reliability test on the recruitment, motivation, training and employee performance variables have a Cronbach's Alpha ( $\alpha$ ) value greater than 0.6. Thus, it means that all variables with this research instrument are reliable.

**Table 4. Reliability Test of X1, X2, X3 and Y**

Variables	Cronbach's Alpha	Description
Leadership Style (X1)	0.673	Reliable
Job Stress (X2)	0.657	Reliable
Digital Organizational Communication (X3)	0.837	Reliable
Employee Performance (Y)	0.755	Reliable

Source: Research Results, 2018 (Processed Data)

### Classical Assumption Test

#### Normality Test

The normality test is carried out to see whether the data in the regression model is normally distributed or not. A good regression model is to have a normal or near normal data distribution. The data normality test can be done by comparing the probability of the Kolmogorov-Smirnov value with 0.05% (5%). If the probability of the  $\alpha$  coefficient value  $> 0.05$ , it can be normally distributed, otherwise if the coefficient value  $< 0.05$ , it cannot be normally distributed. For more clarity, it can be seen in Figure 2 below:

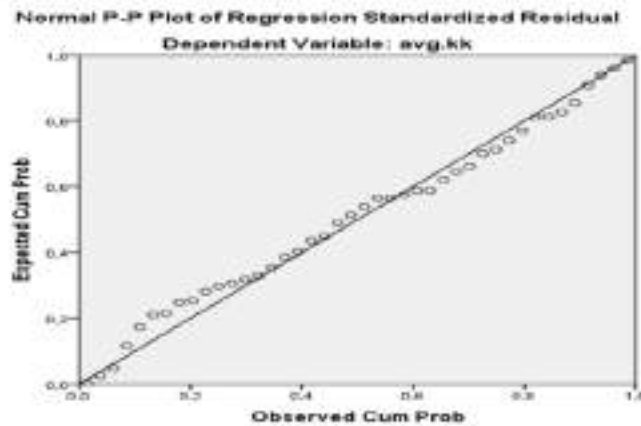


Figure 2. Normality Test

Source: Research Results, 2018 (Processed Data)

#### Heteroscedasticity Test



Figure 3. Heteroscedasticity Test

Source: Research Results, 2018 (Processed Data)

It can be seen that the points spread randomly and are spread both above and below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity. In addition, it shows that there is no pattern formed,



in other words, the graph describes a spread plot. Testing the results of the analysis through this test, aims to determine whether this study occurs heteroscedasticity or not. This can be seen from the dots that form a pattern or not. From the results of the SPSS output the scatterplot does not form a specific pattern. So it can be said to be free of heteroscedasticity.

#### Multicollinearity Test

**Table 5. Multicollinearity Test**

Variables	Collinearity Statistics		Description
	Tolerance	VIF	
Leadership Style (X1)	0.419	2.386	No Multicollinearity
Job Stress (X2)	0.699	1.431	No Multicollinearity
Digital Organizational Communication (X3)	0.445	2.246	No Multicollinearity

Source: Research Results, 2018 (Processed Data)

It can be seen that between the independent variables of leadership style, organisational communication and work motivation there is no multicollinearity because the tolerance value is above 0.1 and the VIF value is below 10.

#### Autocorrelation Test

**Table 6. Autocorrelation Test**

Model	Durbin-Watson
1	1.798

Source: Research Results, 2018 (Processed Data)

Based on table 6, the Durbin Watson value is 1.798. The value obtained is in the range of -2 to 2 so it can be concluded that in this study there are no symptoms of autocorrelation.

#### Multiple Linear Regression

**Table 7. Multiple Linear Regression**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	-0,159	0,402		-0,396	0,695
avg.k	0,392	0,134	0,357	2,922	0,006
avg.s	0,084	0,096	0,084	0,883	0,383
avg.ko	0,551	0,124	0,526	4,436	0

Source: Research Results, 2018 (Processed Data)

From the table above, the multiple linear regression equation in this study is:

$$Y = -.159 + .392X_1 + .084X_2 + .551X_3$$

The multiple linear regression equation is explained as follows: (1) The constant value (a) of -.159 means that the leadership style, work stress and Digital Organizational Communication on employee performance is 0, then employee performance is -.159 units. (2) The coefficient value of leadership style (X1) is .392, meaning that if the other independent variables are constant and the leadership style increases by 1 unit, then employee performance will increase by .392 units. (3) The coefficient value of Work Stress (X2) is .084, meaning that if the other independent variables are fixed and Work Stress has increased by 1 unit, then employee performance will increase by .084 units. (4) The coefficient value of Digital Organizational Communication (X3) is .551, meaning that if the other independent variables are fixed and the leadership style has increased by 1 unit, then employee performance will increase by .551 units.



### Significant Test of Simultaneous Regression Coefficient (F Test)

Table 8. Simultaneous Significance Test (F-test)

Model	ANOVA <sup>a</sup>				F	Sig.
	Sum of Squares	df	Mean Square			
1 Regression	5,976	3	1,992	40,578	,000 <sup>b</sup>	
Residuals	1,866	38	0,049			
Total	7,842	41				

Source: Research Results, 2018 (Processed Data)

From the test results above, it appears that the significance value of F is 0.001 < 0.05. So this shows that the independent variables, namely leadership style, Digital Organizational Communication and work motivation simultaneously or together have an effect on employee performance. This research model can be used because it shows significant results.

### Coefficient of Determination (R<sup>2</sup>)

Table 9. Coefficient of Determination (R<sup>2</sup>)

Model	R	R Square	Adjusted R Square	Sd. Error of the Estimate	Durbin-Watson
1	,873 <sup>a</sup>	0,762	0,743	0,222	1,798

Source: Research Results, 2018 (Processed Data)

The coefficient of the Coefficient of Determination (R<sup>2</sup>) is used to explain the proportion of variation in the dependent variable that is explained by the independent variables together. Table 9 shows the R<sup>2</sup> value of 74.3%, while 25.7% is explained by other variables not examined in the model.

### Significant Test of Partial Regression Coefficient (T Test) Table

Table 10. Partial Significance Test (T Test)

Model	T	Sig.	Description
(Constant)	-0,396	,695	
X1 (Leadership Style)	2,922	,006	Influential and Significant
X2 (Job Stress)	,883	,383	No Effect and Not Significant
X3 (Organizational Communication)	4,436	,000	Influential and Significant

Source: Research Results, 2018 (Processed Data)

### The effect of leadership style on employee performance

The hypothesis proposed for the effect of leadership style on employee performance is

$$H_0: \beta_1 = 0$$

$$H_1: \beta_1 \neq 0$$

The test results show that the tcount value of 2.922 for the leadership style variable is greater than the table 2.024 or the significant value of 0.006 is smaller than alpha 0.05. This means that leadership style has a significant effect on employee performance.

### The effect of job stress on employee performance

The hypothesis proposed for the effect of work stress on employee performance is

$$H_0: \beta_2 = 0$$

$$H_1: \beta_2 \neq 0$$

The test results show that the tcount value of .883 for the work stress variable is smaller than the table 2.024 or the significant value of 0.383 is greater than alpha 0.05. This means that work stress has no effect and is not significant on employee performance.

### Effect of Digital Organizational Communication on employee performance

The hypothesis proposed for the effect of Digital Organizational Communication on employee performance is

$$H_0: \beta_3 = 0$$

H1:  $\beta_3 \neq 0$

The test results show that the t-count value of 4.436 for the Digital Organizational Communication variable is greater than the table 2.024 or the significant value of 0.000 is smaller than alpha 0.05. This means that Digital Organizational Communication has a significant effect on employee performance.

#### **Discussion of Research Results**

##### **The Effect of Leadership Style on Employee Performance**

From the results of descriptive analysis, it shows that leadership style is a factor that is considered important by respondents in employee performance. This means that partially it can be stated that the leadership style variable has a real and significant effect on employee performance and because the leadership style variable has a positive regression coefficient on employee performance. Leadership style is a factor that determines employee performance because leadership style can affect employee performance in the company.

From the results of respondents' responses to the leadership style variable, it is known that leaders find it difficult to accept criticism, suggestions and opinions from subordinates, leaders should not be shy and be generous in accepting constructive criticism and suggestions from employees. If the suggestion is beneficial for the progress of the company.

From the results of research conducted by previous researchers by (Widodo, Alamsyah, & Utomo, 2007) ,(Akn & Taruna, 2018) ,(Reza Aditya, 2010) stated that leadership style has a significant effect on employee work performance. This means that from previous research and current research there is no difference, namely from the results of previous tests, leadership style has a significant effect and in research conducted at this time leadership style has a significant effect on employee performance.

##### **The Effect of Job Stress on Employee Performance**

From the results of descriptive analysis shows that Job Stress is a factor that is considered low by respondents in employee performance. This means that partially it can be stated that the Work Stress variable has an effect but is not significantly significant in real terms on employee performance. This means that work stress is a factor that affects employee performance, which can improve employee performance.

From the results of respondents' responses to the work stress variable, it is known that in general employees are very easily offended if other employees reprimand their mistakes. An employee should, if he wants to reprimand another employee for his mistake, not be done in a public place because the reprimand must be constructive, not bring down or embarrass the employee in front of many people for the mistake he made.

From the results of research conducted by previous researchers according to (Hafni & Musliadi, 2016), (Erista & Angelina, 2015) stated that work stress has a significant effect on employee work performance. Meanwhile, according to (Sutrisno, 2014) stated that work stress has no significant effect on employee work performance. This means that from the three previous studies and the current research, there are similarities with previous research according to (Sutrisno, 2014) (Sutrisno, 2014) namely the results of previous tests of work stress have an effect but are not significant and in the current study work stress has no effect and is not significant to employee performance.

##### **Effect of Digital Organizational Communication on Employee Performance**

From the results of descriptive analysis shows that Digital Organizational Communication is a factor that is considered important by respondents in employee performance. This means that partially it can be stated that the Digital Organizational Communication variable has a real and significant effect on employee performance. And because the Digital Organizational Communication variable has a positive regression coefficient on employee performance. Digital Organizational Communication is a factor that determines employee performance because Digital Organizational Communication can affect employee performance in the company.

From the results of respondents' responses to the Digital Organizational Communication variable, it is known that employees find it difficult to accept reprimands from leaders for their own negligence and work errors. A leader should not only give a reprimand but also provide suggestions and solutions for employees, so that the employee can overcome negligence or mistakes at work. Moreover, these solutions can improve employee performance in completing their tasks or work quickly and correctly.

From the results of research conducted previously according to (Hafni & Biantary, 2017), (Hartono & Rotinsulu, 2015), (Paramita et al., 2016) stated that Digital Organizational Communication has a significant effect on employee performance. This means that from previous research and current research there is no difference, namely from the results of previous tests, Digital Organizational Communication has a significant effect and in

research conducted at this time Digital Organizational Communication has a significant effect on employee performance.

## CONCLUSION

From the results of the analysis and discussion previously described, it can be concluded that leadership style and Digital Organizational Communication affect employee performance. But this is not the case with work stress having an effect but not significant on employee performance.

Therefore, the leadership of PT Bentoro Adisandi Ivena Pekanbaru should need to provide leadership training for employees at the middle and upper levels and provide an understanding to be more open to criticism and suggestions that are constructive even though the suggestions come from subordinates. If an employee wants to reprimand a colleague, do it privately, not openly because employees easily feel humiliated in front of people. Also give praise for the performance they have achieved as often as possible. Do not only interact when employees make mistakes and we give them a reprimand. A leader is expected to be easy to provide suggestions and solutions rather than giving reprimands to employees for their mistakes and negligence. Moreover, the solution of the suggestion fund can improve employee performance in completing their tasks or work quickly and correctly. For further researchers, it is hoped that they can examine other variables outside the variables that have been examined in this study in order to obtain more varied results that can affect employee performance.

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