

The Influence of Leadership Style and Interpersonal Communication On The Performance of The Public Relations Department In The Regional Police Force South Kalimantan

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ABSTRACT

A leader's performance is essential, one of which is the performance of the Head of Public Relations at the South Kalimantan Regional Police. This study aimed to analyze the influence of leadership style and interpersonal communication on the Performance of the Public Relations section in the South Kalimantan Regional Police. This research method uses a quantitative approach with explanatory research or causal methods. The sample of study was 35 people with a total sampling technique, The Instrument was a questionnaire. The data analysis technique used multiple linear regression analysis, with a t-test and an f-test. The results showed that with a t or partial test there was a significant influence of leadership style on the Performance of the Public Relations Section in the South Kalimantan Regional Police. The partial test also showed that there was a significant influence of interpersonal communication on the performance of the Public Relations department in the South Kalimantan Regional Police. The simulation test results showed a significant influence of leadership style and interpersonal communication on the performance of the Public Relations section in the South Kalimantan Regional Police. The results of the r square test showed the influence of leadership style and interpersonal communication on the performance of the Public Relations section in the South Kalimantan Regional Police. The amount of which contributed the influence of independent variables to the dependent variables was 78.2% the remaining 21.8% was influenced by other variables not mentioned in this study.

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1. INTRODUCTION

An officer as a leader in the Polri institution should carry out *intense* with its members' relationships. *Intense* between superiors and subordinates will indirectly make the leader aware of the problems that are being experienced by his subordinates. However, it is not only leaders who have to make a communication approach to their subordinates to find out what problems their subordinates are facing. Sometimes it is also difficult for subordinates to open up to their leaders about what problems they are facing. This happens because of the lack of closeness between leaders and subordinates.

The results of the final observation in February 2022 for two weeks it was found that communication problems that had been carried out between leaders and subordinates and subordinates with subordinates were communication problems between members in the field of public relations, namely problems such as lack of equitable distribution of tasks, lack of sense of responsibility towards work, there is still an attitude of not paying attention to the tasks desired by the organization. The problem with communication between leaders and subordinates is when giving assignments, there is often miscommunication so that there is overlap in carrying out tasks. There is confusion in carrying out the given task so that in understanding the task you have to ask again.

The current condition from the results of information from several members in the Public Relations Division of the South Kalimantan Regional Police shows that the communication that occurs is less constructive, meaning that the way of communicating does not highlight the positive side of what is conveyed between fellow members because if there is an error in their work, they do not directly communicate with each other. give directions and directions. This is also what causes the poor reception *feedback*, which is due to differences in the perception of each member on the meaning of the information they receive so that several errors often appear during the execution of tasks that should not have happened, which in the future inevitably want to happen. they have to do the work repeatedly, which causes a delay in the time when the assignment is submitted. The quality of members' performance is seen in how they work and communication skills are also needed. Therefore, establishing an open, honest, fair communication relationship between leaders and members will encourage members to work happily so that the performance of members can be improved. Good and bad communication will affect the work of members and the goals expected by an organization.

The results of the data obtained from the performance of the public relations sector so far in the South Kalimantan Regional Police are shown in table 1.1.

Relations Performance Results

No	Police Strategic Target	Targets	Realization
1.	Development of personnel functions within the South Kalimantan Regional Police in the field of public relations	100%	100%
2.	The separation and distribution of personnel in the field of public relations	100%	80%
3.	Coaching and implementation of career development which includes transfers and appointments in positions, ranks, and development of PNS Polri in the field of public relations	100%	85%
4.	Guidance and implementation of welfare development which includes spiritual and mental development, physical development, and moral welfare development, including efforts to improve the material welfare of personnel in the field of public relations	100%	80%
5.	Development and implementation of psychological functions which include psychology of the police and psychology of personnel in the field of public relations	100%	80 %

Source: South Kalimantan Regional Police Membership 2021

Based on the performance achievement table for the South Kalimantan Regional Police in 2021, it is concluded that in 2021 all programs and activities have been fully implemented and have contributed to the achievement of the vision and mission of the Public Relations Division of the South Kalimantan Regional Police. However, the results of the realization of the targets achieved still do not follow the expected targets.

The problem is that the performance of the Public Relations Division at the South Kalimantan Regional Police has so far been known *First*, the pattern of coordination of the Public Relations section of the South Kalimantan Regional Police with other sections is not well established. This will cause the Public Relations program to not be integrated with other parts of the government's program. The programs in Public Relations should support each other with the programs in the other sections. So if the public wants to get information about government policies, then the Public Relations section will provide the information.

Thus, when there is a problem in a section concerning the image of a government organization, it is Public Relations who will come forward to answer any public curiosity with information obtained from the relevant department. Because universally, Public Relations is a funnel of information for an institution, meaning that information released by an institution can only come out of one door, namely Public Relations.

This is to prevent bias and ambiguity in the information released by the institution. Thus, every policy maker in the institution must provide the widest possible information to Public Relations on the policies he has issued, which will then be informed to the public.

Second, the position of Public Relations in the Police of the South Kalimantan Regional Police in the structure of an institution is considered meaningful. Public Relations by some governments, especially in the Police have not been considered an essential part of overcoming problems that occur in society today. Public Relations is only considered a complement in a government organization's structure, especially in the South Kalimantan Regional Police. The role of Public Relations in a government is more due to the very limited authority given and also the incompetence of the Public Relations HR itself. There is an assumption that Public Relations is an outcast or unused member elsewhere. Structurally, the function of Public Relations in the organization is an integral part that cannot be separated from an institution or organization. Public Relations positions should be directly related to top management functions. The Public Relations function can succeed optimally if it is directly under the leadership or has a direct relationship with the highest leader (decision makers) in the organization/institution concerned, especially during the covid period.

Third, Public Relations Human Resources are less professional or their placement is not by their competence. The Public Relations Division may not be able to carry out its duties properly if its human resources are not improved. Public Relations HR in the South Kalimantan Regional Police, especially practitioners or public relations institutions, must be good at negotiating. Stakeholders in Public Relations should not be outcasts who were picked from other functions to occupy Public Relations positions. The position of Public Relations must be held by truly professional people, not created *by accident but by design* in overcoming problems that have occurred during the covid period so far.

Some supporting research is Rizka K. Nurhamiden (2017) explaining that leadership style has a significant level of 0.000. From the results of the t-test on the leadership style variable state that the significance of the t-test is less than 0.05 and the regression coefficient has a positive value of 0.343. The t-count value obtained is 2.850, which is greater than the t-table value, which is 1.672. Based on these results, the hypothesis that "leadership style has a positive effect on police performance" is accepted or proven. Communication has a significant level of 0.000. From the results of the t-test on the communication variable state that the significance of the t-test is less than 0.05 and the regression coefficient has a positive value of 0.237. The t-count value obtained is 1.898, which is greater than the t-table value, which is 1.672. Based on these results, the hypothesis that "communication has a positive effect on police performance" is accepted or proven.

Starting from the description above, the authors feel interested in researching the Public Relations Division of the South Kalimantan Regional Police to determine the influence that exists between leadership styles and interpersonal communication on employee performance, and the results are stated in the form of research entitled "The Effect of Leadership and Communication Styles". Interpersonal Against the Performance of the Public Relations Section in the South Kalimantan Regional Police".

2. METHOD

This research was conducted using a quantitative approach that is based on the numbers or formulas that are taken into account in this study (Sugiyono, 2010: 11). The reason for this study using a quantitative approach is that this study examines several interrelated variables and these variables are more than one. The variables studied in this study consisted of 3 independent variables, namely leadership style (X1) and interpersonal communication (X2) on the performance of Public Relations members of the South Kalimantan Regional Police (Y) members of the Public Relations Division in providing community services. The population of this research is 35 members of Public Relations in the South Kalimantan Regional Police.

Table 1.2
Operational Definition Matrix

No	Research Variables	Dimensions		Items
1.	Leadership Style (X1)	Style	Authoritarian	<ul style="list-style-type: none"> a. Being assertive to subordinates. b. The initiative must always come from the leader, c. has absolute authority with the leader. d. Communication takes place in one direction e. , communicating without regard to the opinions of subordinates f. , making unilateral policies. g. Tend to be coercive, threaten and punish members who make mistakes. h. Provide supervision of the attitudes, behavior, actions, or activities of subordinates. carried out strictly i. demands loyalty in carrying out j. tasks instructively k. responsible for the success of the organization
			Democratic	<ul style="list-style-type: none"> a. invites discussion with subordinates in deciding decisions b. explaining to subordinates in carrying out c. tasks in an integrated manner d. provides examples of discipline in work e. trusting subordinates f. supervising subordinates
			Permissive	<ul style="list-style-type: none"> a. lack of trust self in leading subordinates b. feel less trust in subordinates in carrying out tasks c. agree to all suggestions given to subordinates d. the silence when subordinates provide means e. Impressed slow in making decisions f. being indifferent to subordinates g. feeling that their position is better than h. friendly subordinates to subordinates
2.	Interpersonal Communication	the ability to understand each other,		<ul style="list-style-type: none"> a. be happy and open when communicating with co-workers and superiors b. refute properly and professionally if any of

(X2)		my colleagues do wrong
	ability to communicate thoughts and feelings,	c. accept and carry out agreements resulting from joint meetings d. choosing silence and not providing input when there is an opinion that I feel is wrong
	ability to receive and provide support,	e. provide criticism outside the meeting forum on the results of meeting decisions f. providing support from work results What is done is
	the ability to solve interpersonal problems	g. Able to solve problems faced in the Public Relations section h. Able to communicate with members and leaders of Public Relations
3. Member Performance (X1)	Quantity	a. Work targets can be fulfilled b. Complete more tasks than the target
	Skills bag	c. Work made according to procedures d. Work results are by predetermined work quality e. Accuracy of work achieved
	Punctuality	f. Time to work on time g. Solve word problems quickly h. Do not delay work
	Attendance	i. Arrive earlier than office hours j. Punctuality in attendance
	Ability to work together	k. The ability of members to cooperate with colleagues l. Ability to interact with leaders

In this research, the questionnaire will only use a score gradation of 4 (four) to 1 (one) to reduce the respondents' neutral answer choices and the scores obtained are processed using MSI. The explanation of each variable is described below. To clarify in data collection and hypothesis testing, it is necessary to state the limits of the concept of variables, dimensions (sub-variables), and their indicators. This is to facilitate the types of primary and/or secondary data, the nature of the qualitative and/or quantitative data, and the nominal/ordinal/ratio size scale.

3. FINDINGS AND DISCUSSION

3.1 The Effect of Leadership Style on Performance.

The results showed that t showed $t_{(count)} = 3.326 > t_{(table)} = 1.66757$ with a sig level of $0.002 < 0.05$, then the partial test can be concluded that the hypothesis H_a accepted and H_0 rejected. This means that there is a significant influence between the influence of leadership style on the performance of the Public Relations section of the South Kalimantan Regional Police.

The result of this relationship is that the respondent's leadership style variable answers the leadership carried out by the Democratic style by the Head of Public Relations of the South Kalimantan Regional Police, inviting subordinates to discuss making decisions, then explaining to subordinates in doing work. In addition, the Head of the Public Relations Division of the South Kalimantan Regional Police assigns tasks in an integrated manner to subordinates. The head also provides a good example in carrying out the work and when subordinates carry out the work given to subordinates.

The regression test results indicate that the percentage influence of leadership style on the performance of the Public Relations section in the South Kalimantan Regional Police is $0.220 = 22.0\%$. This

means that in a regression, leadership style contributes 22% to the performance of members of the Police in the South Kalimantan Regional Public Relations Division.

Then from the results of the ability of South Kalimantan Regional Police members in the field of Public Relations in carrying out their duties. With good cooperation will be able to make fellow members can carry out the work well. The expected cooperation in carrying out the task can make the work faster and be carried out properly. Therefore, as a South Kalimantan Regional Police member, he can do well in his work. Good cooperation will be able to provide good results in carrying out the work. Actually, in carrying out this work, members can do the work they are carrying out well.

The relationship between leadership style and the performance of a member, especially in a government, is very important to note because it can enable a member to carry out his work. A leader must be able to understand well all the work done by his subordinates. Another theory put forward by Seiler (1988) in Muhammad (2011: 5) provides a more universal definition of communication, namely a process by which verbal and nonverbal symbols are sent, received, and given meaning. According to Muhammad (2011: 7), communication is the exchange of verbal and nonverbal messages between the sender and the recipient of the message to change behavior.

Another research that supports this research is the research of Jayusman & Khotimah (2012). Jayusman & Khotimah (2012) used the Leadership theory from Yukl (2005) and Simmamora's Performance theory (2004) with 162 respondents. Using the census method, our research uses Bass & Avolio's (1994) Leadership Style theory and Robbins' Performance theory (2002) with 176 respondents. The research of Jayusman & Khotimah (2012) was analyzed using the multiple linear regression method, as well as this study also used the same method. It is known that the direct influence of leadership on performance in previous studies is 0.282 while the results of this study are 0.101. Then, other previous research that has resulted in line with this research is Handayani's (2010) research. In his research, Handayani (2010) used Hersey & Blanchard's (1982) Leadership theory and Gibson's (1996) Performance theory with 28 respondents. Using the census method, our research uses Bass & Avolio's (1994) Leadership Style theory and Robbins' Performance theory (2002) with 176 respondents. Handayani's research (2010) was analyzed using the multiple linear regression method, as well as this study uses the same method. It is known that the direct influence of leadership style on performance in previous studies is 0.511 while the results of this study are 0.101. Other previous studies that have results in line with this study are the research of Dvyr et.al. (2002). Dvyr et al. (2002) used the Leadership theory of House & Shamir (1993) and Bass & Avolio (1990) and Performance theory used the theory of Lowe et.al (1996) with 333 respondents. Using the census method, our research uses Bass & Avolio's (1994) Leadership Style theory and Robbins' Performance theory (2002) with 176 respondents. Research by Dvyr et. al. (2002) was analyzed by the multiple linear regression method, as well as this study also used the same method.

Furthermore, another study that supports this research is Tampi (2014). Tampi (2014) uses Siagian's Leadership theory (2002) and Robbins' Performance theory (2006) with 40 respondents. Using the census method, our research uses Bass & Avolio's (1994) Leadership Style theory and Robbins' Performance theory (2002) with 176 respondents. Tampa's research (2014) was analyzed using the multiple linear regression method, as well as this study uses the same method. The next research that supports this research is Potu (2013). Potu (2013) uses the Leadership theory of Hasibuan (2002) and the Mangkunegara Performance theory (2000) with 48 employees. Using the census method, our research uses Bass & Avolio's (1994) Leadership Style theory and Robbins' Performance theory (2002) with 176 respondents. It is known that the direct influence of leadership on performance in previous studies is 0.554 while the results of this study are 0.101. Post's research (2013) was analyzed using the multiple linear regression method, as well as this study uses the same method.

The results of this study are also supported by the results of previous studies reviewed by Agus Sriyadi (2015) who examined the Effect of Interpersonal Communication on the Performance of Members of the Tourism and Culture Office in Pati Regency. The results showed that interpersonal communication between members positively affects members' performance. Referring to the results of the research above, it can be concluded that there is a positive influence of interpersonal communication on the performance of members at the Department of Tourism and Culture in Pati Regency. Research conducted by Muhammad Rizki FM (2017), about. The Effect of Interpersonal Communication on Employee Performance at PT. Pos Indonesia (Persero) Bandung. From the results of the research conducted, it was found that there was a significant positive effect of the implementation of interpersonal communication on the performance of employees at PT. POS Indonesia (Persero) Bandung.

Communication is a means to coordinate between various sub-systems in the office. According to Kohler, there are two communication models to improve performance and achieve office goals. First, coordinating communication is a communication process that functions to unite parts (sub-systems) of the

office. Second, interactive communication is a continuous process of exchanging information, opinions, and attitudes that are used as the basis for adjustments between sub-systems within the office and between offices and partners. The frequency and intensity of the communication carried out also affect the outcome of a communication process.

In terms of communication between members, good communication competence will be able to obtain and develop the tasks it carries, so that the level of performance of an organization (office) becomes better. And vice versa, if there is poor communication due to not having a good relationship, an authoritarian or indifferent attitude, disagreements or prolonged conflicts, and so on, it can impact work results that are not optimal. Improving the performance of members of the Public Relations field of the Kalimantan Regional Police. Individually will encourage the performance of human resources as a whole and provide appropriate feedback on behavior change, which is reflected in the increase in the productivity of members of the Public Relations Division of the South Kalimantan Regional Police.

3.2 The Effect of Interpersonal Communication on Performance.

The results of the t-test for the variable influence of interpersonal communication on the performance of the Public Relations section of the South Kalimantan Regional Police in providing services to the community showed $t_{(count)} = 2.934 > t_{(table)} = 1.66757$ with a sig level of $0.006 < 0.05$, then the partial test can be concluded that the hypothesis H_a is $_{accepted}$ and H_{0is} is rejected, which means that there is a significant influence of interpersonal communication on the performance of the Public Relations section of the South Kalimantan Regional Police.

Meanwhile, interpersonal communication of members' work contributed $0.486 = 48.6\%$ to the performance of members of the regional police in the field of public relations in South Kalimantan. This means that the existence of interpersonal communication can make the performance of members of the Public Relations section of the South Kalimantan Regional Police have good performance abilities.

The results of interpersonal communication from indicators of the ability to understand each other by understanding each other well will be able to make them able to carry out their work because of the understanding of the tasks given by the leadership. The result of the ability to solve interpersonal problems, in this way can be resolved when a member of the South Kalimantan regional police. When a member has a problem, the work can't get done properly.

The relationship with the problem is the ability of South Kalimantan Regional Police members in the field of Public Relations to carry out their duties. Actually with good cooperation will be able to make fellow members can carry out the work well. The expected cooperation in carrying out the task can make the work completed faster and can be carried out properly. Therefore, as a South Kalimantan Regional Police member, he can do well in his work. Good cooperation will be able to provide good results in carrying out the work. Actually, in carrying out this work, members can do the work they are carrying out well.

Interpersonal communication between leaders and subordinates as well as subordinates with subordinates is very important so that there is no miscommunication carried out in carrying out the work and that all work can be carried out properly. Communication is very important to establishing cooperative relationships between people involved in the organization and greatly influences the process of achieving organizational goals. Communication will allow each member of the organization to help and interact with each other. A warm, friendly relationship is strongly influenced by a person's ability to communicate with others. The communication process that is carried out every day serves to cultivate and maintain our relationship with the environment.

Therefore, communication skills have an important meaning in organizational life. It is commonly said, just as an organization is the body of a living being, then communication is the blood that flows in the body of an organization. The implementation of poor communication can interfere with all plans, instructions, suggestions, and instructions, which results in work becoming chaotic and organizational goals not being achieved. Communication is an important issue because many of the violations are caused by the perpetrators not knowing they are outside the path of order. Therefore, it is necessary to implement and implement effective communication that can improve the morale and performance of members, so that with good performance, the goals set by the company can be more easily achieved properly.

The results of this study have results that are in line with Adwardin's (2005) research. Adwardin (2005) used the communication theory of Payne (2005) and the motivation theory of Irving (1986) and Bernardin (1993) with 120 respondents. Our research uses DeVito Communication theory (2007) and Robbins Performance theory (2002) with 176 respondents using the census method. Edward's research (2005) was analyzed using the structural equation modeling (SEM) method, while this study used multiple linear regression analysis. It is known that the direct effect of communication effectiveness on performance

in previous studies is 0.263 while the results of this study are 0.114. The next research with results that align with this research is the research of Prabasari & Netra (2013). Prabasari & Netra (2013) research uses Goris Communication theory (2006) and Branham Performance theory (2010) with 144 respondents. Our research uses DeVito Communication theory (2007) and Robbins Performance theory (2002) with 176 respondents using the census method. Prabasari & Netra's research (2013) was analyzed using the multiple linear regression method, as well as this study uses the same method.

Then, the next research whose results are in line with this research is the research of Hartono & Rotinsulu (2015). Hartono & Rotinsulu (2015) use the Communication theory from Masmuh (2010) and the Mangkunegara Performance theory (2009) with 49 respondents. Meanwhile, our research uses DeVito Communication theory (2007) and Robbins Performance theory (2002) with 176 respondents using the census method. Hartono & Rotinsulu's research (2015) was analyzed using the multiple linear regression method, as well as this study uses the same method. It is known that the direct effect of communication effectiveness on performance in previous studies is 0.285 while the results of this study are 0.114. The next previous research that has results that support this research is the research of Siregar (2009). Siregar (2009) used Pace & Faules' Communication theory (2005) and Robbins's (2002) performance theory with 110 respondents. Meanwhile, our research uses DeVito Communication theory (2007) and Robbins Performance theory (2002) with 176 respondents using the census method. Siregar's research (2015) was analyzed using the multiple linear regression method, as well as this study uses the same method. It is known that the direct effect of communication effectiveness on performance in previous studies is 0.593 while the results of this study are 0.114.

Another research that supports this research is the research of Jayusman & Khotimah (2012). Jayusman & Khotimah (2012) used the Communication theory of Kreitner & Kinicki (2005) and the Simmamora Performance theory (2004) with 162 respondents. Our research uses DeVito Communication theory (2007) and Robbins Performance theory (2002) with 176 respondents using the census method. The research of Jayusman & Khotimah (2012) was analyzed using the multiple linear regression method, as well as this study also used the same method. It is known that the direct effect of communication effectiveness on performance in previous studies is 0.378 while the results of this study are 0.114.

Pace (1979) suggests that interpersonal communication is a communication process that occurs between two or more people face to face in which the sender can convey messages directly and the recipient of the message can receive and respond directly.

If good communication is created, members' performance will increase, so that the objectives of the Public Relations field in the South Kalimantan Regional Police can be achieved with the expected results. The performance of members in a company is one factor that determines a company's development. If the performance of members is good, the company's goals will be achieved and vice versa if the performance of members decreases, the work becomes tedious and the work is not completed on time. Every field of Public Relations must be faced with various problems, one of which is the problem of member performance. Efforts to improve performance and overcome members' performance problems must pay attention to the quality of good human resources so that they can work optimally.

3.3 The Influence of Leadership Style and Interpersonal Communication on Performance.

The results showed that from the results of the F test results, the three variables were the influence of leadership style and interpersonal communication on the performance of the Public Relations section of the South Kalimantan Regional Police. Based on the table above, shows that the value of $F_{(table)} = 2.75 < F_{(count)} = 61.883$, thus H_a accepted and H_0 is rejected with the statement that there is a simultaneous significant influence of leadership style and interpersonal communication on the performance of the Public Relations section. at the South Kalimantan Regional Police. The test results of the coefficient of determination (R^2) is **0.795** and the *adjustment value of R Square* is 0.782 which the magnitude of the contribution of the influence of the independent variable to the dependent variable is **78.2%**. The remaining 21.8% is influenced by other factors that are not included in this research variable which have not been studied further and thorough research on interpersonal communication and interpersonal communication has not been carried out on the performance of the Public Relations section of the South Kalimantan Regional Police.

The results showed that with the leadership style, respondents answered leadership carried out by the Democratic style by the Head of the Public Relations Division of the South Kalimantan Police, inviting subordinates to discuss making decisions, then explaining to subordinates in doing work. In addition, the Head of the Public Relations Division of the South Kalimantan Regional Police assigns tasks in an integrated manner to subordinates. The head also provides a good example in carrying out the work and when subordinates carry out the work given to subordinates.

The results of the two indicators are that the indicators of the ability to understand each other by understanding each other well will be able to make them able to carry out their work because of the understanding of the tasks given by the leadership. The result of the ability to solve interpersonal problems, in this way can be resolved when a member of the South Kalimantan Regional Police. When a member has a problem, the work can't get done properly.

Based on the variables from the research, it is known that the highest indicator is the ability of members of the South Kalimantan Regional Police in the field of Public Relations in carrying out their duties. Actually with good cooperation will be able to make fellow members can carry out the work well. The expected cooperation in carrying out the task can make the work completed faster and can be carried out properly. Therefore, as a member of the South Kalimantan Regional Police, he can do well in his work. Good cooperation will be able to provide good results in carrying out the work. Actually, in carrying out this work, members can do the work they are carrying out well.

The relationship between leadership style and interpersonal communication determines the performance of a member, because when a leader can carry out his leadership he will be able to make subordinates can carry out their work well and when leaders and subordinates communicate there is no misunderstanding in carrying out the work they are doing.

For organizations, leadership is needed to harmonize and create a situation to encourage members of the Public Relations of the South Kalimantan Regional Police. Indirectly, it can be said that the leadership factor also determines the performance of South Kalimantan Regional Police Public Relations members. The support from good leadership is expected to affect the performance of the South Kalimantan Regional Police Public Relations members. In addition, another factor that is no less important in the organization is communication. Communication is a means to coordinate between various subsystems in the office. According to Philip Kotler, there are two communication models to improve performance and achieve organizational goals. First, coordinating communication, namely the communication process that serves to unite the parts (subsystems) of the organization. Second, interactive communication is a continuous process of exchanging information, opinions, and attitudes that are used as the basis for adjustments between subsystems within the organization and between offices and partners. The frequency and intensity of the communication carried out also affect the outcome of a communication process. Communication that occurs between members of the South Kalimantan Regional Police Public Relations, good communication competence will be able to obtain and develop the tasks they carry out so that the level of performance of an organization becomes better.

On the other hand, if there is poor communication due to not having a good relationship, an authoritarian or indifferent attitude, differences of opinion or prolonged conflict, and so on, it can have an impact on work results that are not optimal. An organization in any form has a goal to maximize the organization. Likewise, with the leadership of the head of public relations for the South Kalimantan Police to realize this goal, quality resources are needed, in this case, members who can create high performance, and this of course cannot be separated from the role of a leader, in this case, is the head of the police public relations. South Kalimantan area.

Gibson (in Tintin S, 2010) explains that leadership is a business that uses a style and influences and does not impose to motivate individuals to achieve goals. The definition of leadership implies that leadership involves the use of influence and that all relationships can involve leadership. The second element in the definition involves the importance of being an agent for change able to influence the performance of followers and focus on achieving goals.

Judith R. Gordon explains that performance is a function of the ability of workers to accept work goals, the level of achievement of goals, and the interaction between goals and workers' abilities (Nawawi, 2017: 74). With this definition, it can be said that employees play an important role in carrying out all company activities so that they can grow and develop to maintain the survival of the company. Creating reliable human resources requires good management to optimize employee performance. The achievement of company goals is influenced by the performance of the company's employees. Therefore, the company needs human resources who have the potential and quality, both in terms of leaders and employees in the pattern of duties, responsibilities, efficient following regulations, and supervision which are the determinants of achieving company goals. According to Fielder's analysis (in Ato'lllah, M., 2014: 88), the most effective leaders match their leadership style to the situation, including their preferred work style and personality traits, as well as the nature of the task and group. Likewise, with motivation, the relationship between motivation and performance is a positive one, increased motivation will result in more effort and work performance or performance.

Meanwhile, in terms of interpersonal communication, it can have an impact on the performance of a member of the National Police who serves in the Public Relations Division of the South Kalimantan

Regional Police, because good communication will be able to direct their performance in the office or the field in providing services to the community. Thoha (2015: 53) communication is a process of delivering and receiving news or information from one person to another.

Employees must have good interpersonal communication with fellow employees or superiors to convey information clearly. According to Thoha (2015: 63), interpersonal communication is a process of delivering messages or news to someone and receiving the news from others or small groups of people with a result and immediate feedback. According to Thoha (2015: 71), there are 5 indicators of interpersonal communication challenges, namely: Openness, Empathy, Support, positivity/positive behavior, and similarity. This form of interpersonal communication can affect the performance of a member of the National Police who is assigned to the Public Relations Division of the South Kalimantan Regional Police.

As members of the National Police who work in the Public Relations Division, the South Kalimantan Regional Police must be clear and firm in carrying out their duties because it can have an impact on their future performance problems in the community. This level of interpersonal communication will bring a good situation and condition to a member of the National Police who is assigned to the Public Relations Division of the South Kalimantan Regional Police so that they can coordinate their duties with each other among other members of the Police who serve in the Public Relations Division of the South Kalimantan Regional Police.

Based on the explanation above, the relationship between leadership style and interpersonal communication greatly influences the performance of Polri members who are assigned to the Public Relations Division of the South Kalimantan Regional Police. When their leadership style does not understand the conditions and situations, indirectly communication between them is not well established, resulting in their performance not achieving the desired goals. On the other hand, when their good interpersonal communication supports a good leadership style for his subordinates, it will help realize good performance in a member of the National Police who is assigned to the Public Relations Division of the South Kalimantan Regional Police so that they can achieve the work they want.

4. CONCLUSION

Based on the results of research that has been done regarding the influence of leadership style and interpersonal communication on the performance of members in the Public Relations Division of the South Kalimantan Regional Police, it can be concluded that H_a is accepted and H_0 is rejected with the following details:

1. Leadership style partially has a significant effect on the performance of South Kalimantan Regional Police Public Relations members. This is important because in a government what needs to be done is that a leader who does a good leadership style will be able to make all members in the Public Relations field better at work, especially in providing services to the community. In this research, it is known that the Head of Public Relations Division of the South Kalimantan Police which most prominently uses a democratic leadership style is followed by an authoritarian, this is because, in the world of Police, instructions are carried out centrally from Headquarters which are forwarded to the Regional Police. However, in the field implementation, the Head of the Public Relations Division of the South Kalimantan Regional Police invites members to discuss or use two-way communication techniques by considering input from subordinates. This means that the leadership style regression positively contributes positively to the performance of members of the regional police in the field of public relations in South Kalimantan.

2. Partial interpersonal communication has a significant effect on the performance of members of the South Kalimantan Regional Police Public Relations. This is because good interpersonal communication will be able to make every job more directed and coordinated within a South Kalimantan regional police organization so that it can carry out its duties in serving the community. In terms of interpersonal communication, members' work contributes as much to the performance of members of the regional police in the field of public relations as possible in South Kalimantan. This means that the existence of interpersonal communication is known that can make the performance of members of the Public Relations section of the South Kalimantan Regional Police have good performance abilities.

3. Leadership style and interpersonal communication simultaneously have a significant effect on the performance of members of the South Kalimantan Regional Police Public Relations. A leadership style that can be adapted to field conditions and good communication will be able to make changes in a member of the South Kalimantan regional police because when a member has difficulty carrying out his work, it makes them less able to work well. But when leaders understand subordinates and

communicate with members, they will feel well cared for and indirectly aware of their duties and responsibilities in carrying out work in the field of Public Relations.

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