Internal Communication Analysis, Style Democratic Leadership and Work Culture on Employee Performance through Motivation as Mediation (Case Study at SDN Kramat 08)

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Article Info

Abstract

Human resources (HR) are one of the most important factors that cannot be separated from an organization, both companies and institutions. In addition, HR is also a factor that influences the development of a company. So, it can be said that a company can develop very rapidly if it has many competent HR in its field, conversely if the HR working in a company is not qualified, the development of the company will also be hampered. This study aims to identify how internal communication, democratic leadership style, work culture, motivation and employee performance at SDN Kramat 08. The research method used is descriptive quantitative, by making the entire population as respondents of the study as many as 25 employees. The results of the study showed that the results of the respondents were quite good by answering "Strongly agree" and "Agree" in each statement provided.

Abstrak

Sumber daya manusia (SDM) merupakan salah satu faktor yang sangat penting bahkan tidak bisa dilepaskan dari sebuah organisasi baik perusahaan maupun institusi. Selain itu, SDM juga merupakan faktor yang mempengaruhi perkembangan suatu perusahaan. Jadi, bisa dikatakan sebuah perusahaan dapat berkembang dengan sangat pesat apabila di dalamnya memiliki banyak SDM yang berkompeten di bidangnya,sebaliknya apabila SDM yang bekerja disebuah perusahaan itu tidak berkualitas maka perkembangan Perusahaan tersebut juga akan terhambat. Penelitian ini bertujuan untuk mengidentifikasi bagaimana komunikasi internal, gaya kepemimpinan demokratis, budaya kerja, motivasi dan kinerja pegawai di SDN Kramat 08. Metode penelitian yang digunakan deskriptif kuantitatif, dengan menjadikan seluruh populasi sebagai responden penelitian sebanyak 25 pegawai. Hasil penelitian menunjukkan hasil dari responden cukup baik dengan menjawab "Sangat setuju" dan "Setuju" disetiap pernyataan pernyataan yang disediakan.

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INTRODUCTION

Human resources (HR) is one of the very important factor even no can released from a organization , good company and also institutions . In addition, HR is also factor affecting development a company . So, it can it is said a company can develop very rapidly when in it own many competent human resources in their fields, conversely if human resources work in a company that no quality so development company it will also obstructed. Human resources are an important factor in an organization, every organization will always improve the quality of its resources so that its performance is satisfactory. The success of a company is influenced by employee performance (job performance) or the work results achieved by employees in carrying out tasks according to the responsibilities given to them. It is necessary to analyze HR needs and gaps in order to create work productivity that produces high performance.

Communication is an important part of human life because it allows individuals to interact, work together, understand each other, and build social relationships. Leadership style is an important part of understanding employee behavior, because an effective leader is a leader who is able to encourage, guide and supervise his employees to achieve the goals of the agency that have been set and get optimal results. Work culture is formulated as an effort and willingness to carry out work in achieving organizational goals. Work culture is determined by the ability of each person to make efforts to meet the needs of the group in an organization. Nawawi (2005) stated that that culture Work is habits that are done repeatedly by employees in a organization. Culture work has a very deep meaning, because will change attitude and behavior source power man for reach productivity more work tall in face future challenges. Motivation affects human behavior, including how a person behaves at work, studying, or living everyday life. Motivation is an important concept in psychology, management, education, and many other fields because it affects an individual's productivity, satisfaction, and well-being. Another thing that affects employee performance is discipline. If an employee feels motivated in carrying out his duties, it will create high work enthusiasm and good productivity for the progress of the agency. The lack of discipline and sense of responsibility towards the regulations made by the agency so that employees do not really care about the importance of good performance according to procedures.

SDN Kramat 08 is one of the educational institutions under the auspices of the DKI Jakarta provincial dducation office, which has the task of providing teaching, managing, and educating students through guidance provided by educators or teachers. Vision of SDN Kramat 08 namely, to create intelligent, skilled people who are based on faith and piety. With based on curriculum as guidelines namely the "Independent curriculum" which is used now become the foundation of educators for make character every participant his education.

LITERATURE REVIEW

Agus M. Hardjana (Harapan and Ahmad, 2014) who argues that the term communication is adopted from English, namely "*communication*". This term comes from the latin "*communicare*" which means sharing something with others, giving some to someone, exchanging, telling something to someone, talking, exchanging ideas, connecting, making friends, and so on.

According to Gary Yukl in Edision et al. (2017: 87) Leadership is the process of influencing others to understand and agree with what needs to be done and how the task is done effectively, as well as the process of facilitating individual and collective efforts to achieve common goals. According to Jeff Madura in Edision et al (2017: 87) Leadership is a process of influencing the habits of others in order to achieve common goals. This means that success or failure in achieving organizational goals is largely determined by a person's leadership style in managing existing resources and from this leadership style the atmosphere of the work environment is greatly determined. According to Siagian in Sutrisno (2016: 213), leadership is a person's ability to influence others, in this case his subordinates, in such a way that other people are willing to carry out the leader's wishes even though personally he may not like it. Leadership is a person's ability to mobilize, align, lead a group, explain ideas so that they can be accepted by others.
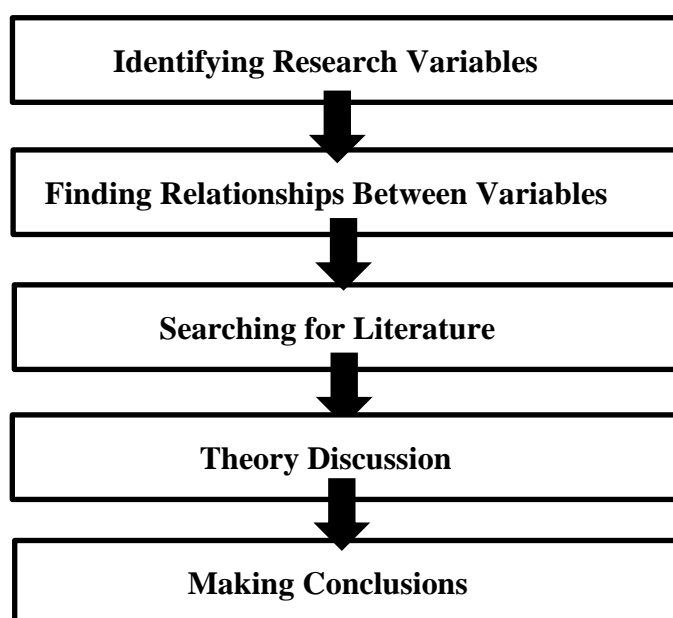
Work culture is a process of teaching certain knowledge and skills as well as attitudes so that employees are increasingly skilled and able to carry out their responsibilities better, in accordance with standards (Mangkunegara, 2015). Culture Work often considered as the most common activities and leaders support existence culture Work Because through culture work , workers will become more skilled and therefore will more productive even though benefits the must taken into account with time wasted when worker currently trained.

The word motivation comes from latin, namely *movere*, which means encouragement or driving force. According to the great dictionary of indonesia, it is: an encouragement that arises in a person consciously or

unconsciously to carry out an action with a certain purpose or effort that can cause a person or a certain group of people to move to do something because they want to achieve the desired goal or get satisfaction from their actions. Robbins (2016; 201) motivation is the willingness to carry out high efforts to achieve organizational goals that are conditioned by the ability of efforts to meet certain individual needs.

Definition of performance according to Gibson et al in Amins (2017: 41), that performance is the level of success in carrying out tasks and the ability to achieve predetermined goals. In line with the opinion of Mangkunegara (2017: 9) that employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is the result of work related to organizational goals such as quality, efficiency, and other criteria of effectiveness (Wibowo, 2014:2). From the definition above, it can be concluded that performance is related to organizational goals. So the success of an organization in achieving its goals is determined by the performance of employees.

A conceptual research framework is a model or visual representation that illustrates the relationships between key concepts or variables studied in a study. This framework helps researchers to organize, understand, and explain these relationships in a structured and logical manner. In research, a conceptual framework serves as a map or guide that shows how variables relate to each other, and how researchers plan to measure or test these relationships. A good conceptual framework will help researchers design more focused, valid, and relevant research, and will facilitate the process of data analysis and interpretation. However, the scientific framework can also be made in the form of points that correspond to the variables. The variables are divided into two, namely dependent variables and independent variables.

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│   Identifying Research Variables     │
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│         Making Conclusions           │
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Based on the steps in creating the above framework of thinking to be a reference for the formulation of the problems that have been described regarding the variables of internal communication, democratic leadership style, work culture, motivation and employee performance.

METHOD

This study uses a quantitative descriptive approach. This study aims to determine how the variables Communication (X_1), Leadership Style (X_2), Culture Work (X_3), Motivation (Y) and employee performance (Z). The method used in this strategy is using a questionnaire as a data collection tool. This approach is chosen to determine how much communication, leadership style, work culture, motivation and employee performance. The population in this study were educators and educational staff. education at SDN Kramat 08 there are 25 employees. The sampling technique used in this study is nonprobability sampling So the research data collection was carried out on all research populations totaling 25 employees. Types of data used in study This is quantitative data namely the data stated in form number or numbers that can measured , calculated , and compared on a scale numerical. Data analysis methods used to analyze data with method describe or describe data Which has collected. According to Sugiyono (2013:53) descriptive research is not specifically mentioned to find out the value of independent variables without making comparisons or connecting with other variables. Descriptive research is more defined as a method used to describe or analyze research results systematically and factually, without intending to make

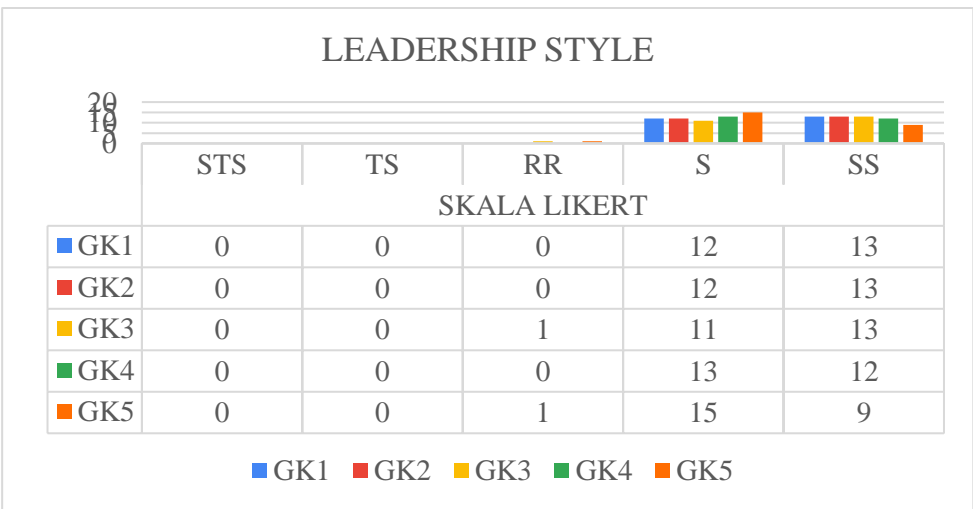conclusions that apply to the public or generalizations.

RESULTS AND DISCUSSION

Table 1. 1Results for Communication Variables
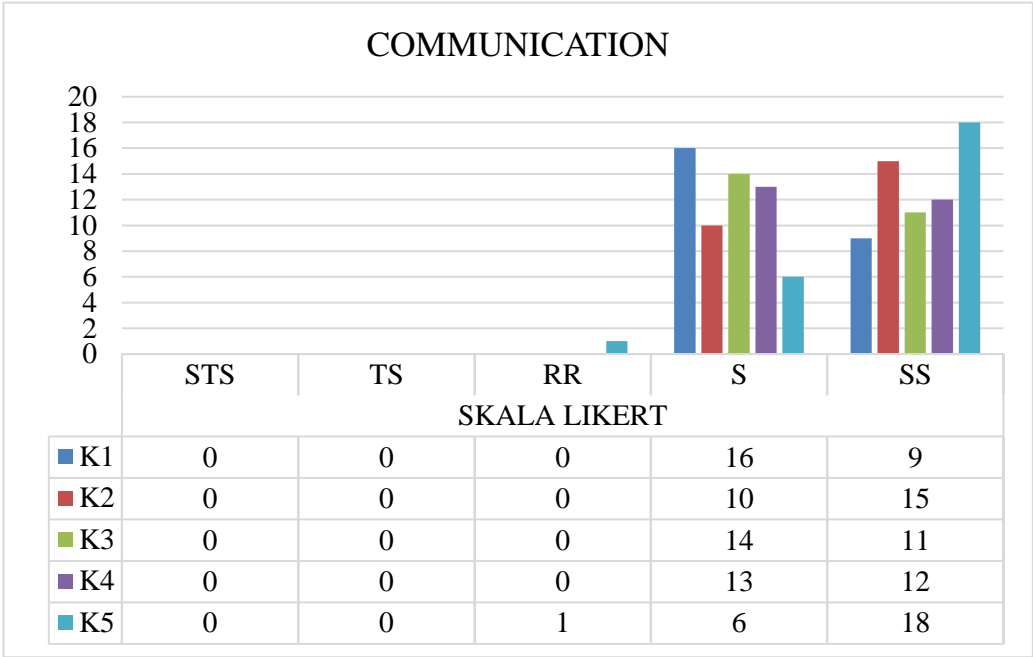
COMMUNICATION

	STS	TS	RR	S	SS
■ K1	0	0	0	16	9
■ K2	0	0	0	10	15
■ K3	0	0	0	14	11
■ K4	0	0	0	13	12
■ K5	0	0	1	6	18

Source: Processed data

Based on the results of the table above , respondents have provided answers to the statements submitted by the researcher. The results of the communication variable research on the statement " Employees own sufficient knowledge wide (K1)" respondents answered "Strongly Agree" as many as 9 respondents and "Agree" as many as 16 respondents. In the statement "Employees have an educational background that is in line with their work (K2)" respondents answered "Strongly Agree" as many as 15 respondents and "Agree" as many as 10 respondents. In the statement "Employees master the skill material well (K3)" respondents answered "Strongly Agree" as many as 11 respondents and "Agree" as many as 14 respondents. In the statement "Employees conduct training to determine the benchmark of their abilities (K4)" respondents answered "Strongly Agree" as many as 12 respondents and "Agree" as many as 13 respondents. In the statement "Employees use good , polite and wise speech in everyday life (K5)" respondents answered "Strongly Agree" as many as 18 respondents, "Agree" as many as 6 respondents and "Undecided" as many as 1 respondent.

Table 2. 2Results for Leadership Style Variables

LEADERSHIP STYLE

	STS	TS	RR	S	SS
■ GK1	0	0	0	12	13
■ GK2	0	0	0	12	13
■ GK3	0	0	1	11	13
■ GK4	0	0	0	13	12
■ GK5	0	0	1	15	9

■ GK1 ■ GK2 ■ GK3 ■ GK4 ■ GK5
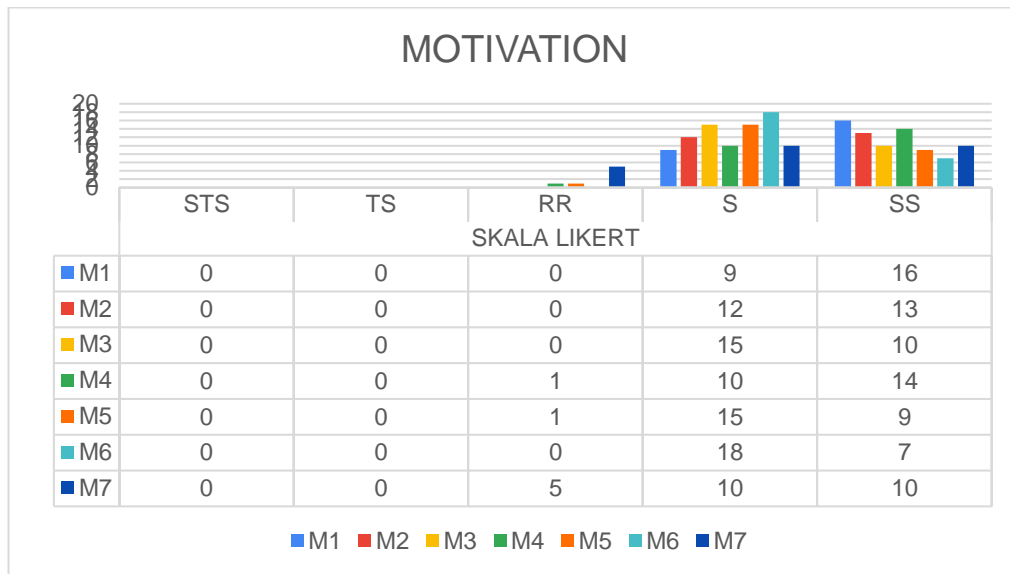
Source : Processed data

Based on the results of the table above , respondents have provided answers to the statements submitted by the researcher. The results of the research on the leadership style variable in the statement " Head school give duties and responsibilities answer to the right employee in matter job (GK1)" respondents answered "Strongly Agree" as many as 13 respondents and "Agree" as many as 12 respondents. In the statement "The principal is able to interact well with his employees (GK2)" respondents answered "Strongly Agree" as many as 13 respondents and "Agree" as many as 12 respondents. In the statement "The principal is able to complete tasks on time (GK3)" respondents answered "Strongly Agree" as many as 13 respondents, "Agree" as many as 11 respondents and "Undecided" as many as 1 respondent. In the statement "The principal can make decisions with (GK4)" respondents answered "Strongly Agree" as many as 12 respondents and "Agree" as many as 13 respondents. In the statement " The principal completes tasks within the time frame according to the rules (GK5)" respondents answered "Strongly Agree" as many as 9 respondents, "Agree" as many as 15 respondents and "Undecided" as many as 1 respondent.

Table 3. 3Results for Work Culture Variables

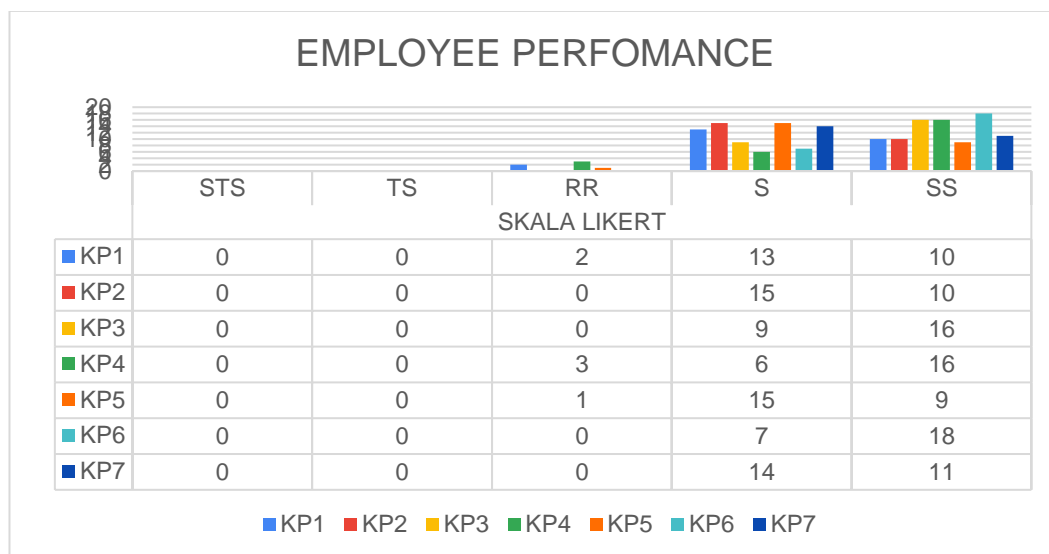|	STS	TS	RR	S	SS
			SKALA LIKERT		
BK1	0	0	1	11	13
BK2	0	0	0	11	14
BK3	0	0	0	12	13
BK4	0	0	0	13	12
BK5	0	0	1	11	13
BK6	0	0	0	16	9
BK7	0	0	0	9	16
BK8	0	0	0	15	10

Source : Processed data

Based on the results of the table above , respondents have provided answers to the statements submitted by the researcher. The results of the research on work culture variables in the statement " Employees discipline in presence appropriate time (BK1)" respondents answered "Strongly Agree" as many as 13 respondents, "Agree" as many as 11 respondents and "Undecided" as many as 1 respondent. In the statement "Employees are disciplined in dressing (BK2)" respondents answered "Strongly Agree" as many as 14 respondents, "Agree" as many as 11 respondents. In the statement "Employees are disciplined in completing tasks (BK3)" respondents answered "Strongly Agree" as many as 13, "Agree" as many as 12 respondents. In the statement "Employees convey information accurately and clearly (BK4)" respondents answered "Strongly Agree" as many as 12 respondents, "Agree" as many as 13 respondents. In the statement " The principal instructs the work in detail (BK5)" respondents answered "Strongly Agree" as many as 13 respondents, "Agree" as many as 1 respondents and "Undecided" as many as 1 respondent. In the statement "The principal always explains the applicable rules or policies (BK6)" respondents answered "Strongly Agree" as many as 9 respondents and "Agree" as many as 16 respondents. In the statement "Employees respect each other's opinions and input (BK7)" respondents answered "Strongly Agree" as many as 16 respondents and "Agree" as many as 9 respondents. In the statement "Employees can accept the shortcomings of other coworkers (BK8)" respondents answered "Strongly Agree" as many as 10 respondents and "Agree" as many as 15 respondents.

Table 4. Results of Motivation Variable Respondents

MOTIVATION

	STS	TS	RR	S	SS
M1	0	0	0	9	16
M2	0	0	0	12	13
M3	0	0	0	15	10
M4	0	0	1	10	14
M5	0	0	1	15	9
M6	0	0	0	18	7
M7	0	0	5	10	10

SKALA LIKERT

■M1 ■M2 ■M3 ■M4 ■M5 ■M6 ■M7

Source : Processed data

Based on the results of the table above , respondents have provided answers to the statements submitted by the researcher. The results of the research on motivation variables in the statement " Employees each other remind awareness and responsibility answer (M1)" respondents answered "Strongly Agree" as many as 16 respondents and "Agree" as many as 19 respondents. In the statement "Employees remind each other of awareness and responsibility (M2)" respondents answered "Strongly Agree" as many as 13 respondents and "Agree" as many as 12 respondents. In the statement "Employees have scheduled work target achievements (M3)" respondents answered "Strongly Agree" as many as 10 and "Agree" as many as 15 respondents. In the statement "Employees have a sense of trust and concern for other coworkers (M4)" respondents answered "Strongly Agree" as many as 14 respondents, "Agree" as many as 10 respondents and "Undecided" as many as 1 respondent. In the statement "Employees can influence their coworkers (M5)" respondents answered "Strongly Agree" as many as 9 respondents, "Agree" as many as 10 respondents and "Undecided" as many as 1 respondent. In the statement "Employees receive awards in their job duties (M6)" respondents answered "Strongly Agree" as many as 7 respondents and "Agree" as many as 18 respondents. In the statement "Employees receive punishment in their job duties (M7)" respondents answered "Strongly Agree" as many as 10 respondents, "Agree" as many as 10 respondents and "Undecided" as many as 5 respondents.

Table 5. 4of Respondents on Employee Performance Variables

EMPLOYEE PERFOMANCE

	STS	TS	RR	S	SS
KP1	0	0	2	13	10
KP2	0	0	0	15	10
KP3	0	0	0	9	16
KP4	0	0	3	6	16
KP5	0	0	1	15	9
KP6	0	0	0	7	18
KP7	0	0	0	14	11

SKALA LIKERT

■KP1 ■KP2 ■KP3 ■KP4 ■KP5 ■KP6 ■KP7

Source : Processed data

Based on the results of the table above , respondents have provided answers to the statements submitted by the researcher. The results of the study of employee performance variables in the statement " Employees can adjust the target in work (KP1)" respondents answered "Strongly Agree" as many as 10 respondents, "Agree" as many as 13 and "Undecided" as many as 2 respondents. In the statement "Employees can adjust the results of their work (KP2)" respondents answered "Strongly Agree" as many as 10 respondents and "Agree" as many as 15 respondents. In the statement "Employees must be effective and efficient in working time (KP3)" respondents answered "Strongly Agree" as many as 16 respondents and "Agree" as many as 9 respondents. In the statement "Employees must always be absent in daily attendance (KP4)" respondents answered "Strongly Agree" as many as 16 respondents, "Agree" as many as 6 respondents and "Undecided" as many as 3 respondents. In the statement "Employees can make their workers management more efficient (KP5)" respondents answered "Strongly Agree" as many as 9 respondents, "Agree" as many as 15 respondents and "Undecided" as many as 1 respondent. In the statement "Employees help each other with their work together with their co-workers (KP6)" respondents answered "Strongly Agree" as many as 18 respondents and "Agree" as many as 7 respondents. In the statement "Employees hone each other's skills in their respective fields (KP7)" respondents answered "Strongly Agree" as many as 11 respondents and "Agree" as many as 14 respondents.

Communication Analysis

Based on the results of the analysis of communication variables in the statement "Employees have quite broad knowledge (K1)" there were 9 respondents who answered "Strongly Agree" and 16 respondents answered "Agree". In the statement "Employees have an educational background that is in line with their work (K2)" respondents who answered "Strongly Agree" were 15 respondents and answered "Agree" were 10 respondents. In the statement " Employees master the skill material well (K3)" respondents who answered "Strongly Agree" were 11 and answered "Agree" were 14 respondents. In the statement "Employees undertake training to determine their ability benchmark (K4)" respondents who answered "Strongly Agree" were 12 respondents and answered "Agree" were 13 respondents. In the statement " Employees use good, polite and wise speech in everyday life (K5)" respondents who answered "Strongly Agree" were 18 respondents, "Agree" were 6 respondents, and "Undecided" were 1 respondent.

Leadership Style Analysis

Based on the results of the analysis of leadership style variables in the statement "The principal gives tasks and responsibilities to the right employees in terms of work (GK1)" there were 13 respondents who answered "Strongly Agree" and 12 respondents answered "Agree". In the statement "The principal is able to interact well with his/her employees (GK2)" there were 13 respondents who answered "Strongly Agree" and 12 respondents answered "Agree". In the statement "The principal is able to complete tasks on time (GK3)" there were 13 respondents who answered "Strongly Agree", 11 respondents answered "Agree" and 1 respondent answered "Undecided". In the statement "The principal can make decisions wisely (GK4)" there were 12 respondents who answered "Strongly Agree" and 13 respondents answered "Agree". In the statement "The principal completes tasks within the time frame according to the rules (GK5)" there were 9 respondents who answered "Strongly Agree", 15 respondents answered "Agree" and 1 respondent answered "Undecided".

Cultural Analysis Work

Based on the results of the analysis of work culture variables in the statement "Employees are disciplined in punctual attendance (BK1)" there were 13 respondents who answered "Strongly Agree", 11 respondents answered "Agree" and 1 respondent answered "Undecided". In the statement "Employees are disciplined in dressing (BK2)" there were 14 respondents who answered "Strongly Agree" and 11 respondents answered "Agree. In the statement "Employees are disciplined in completing tasks (BK3)" there are 12 respondents who answered "Strongly Agree" and 13 respondents answered "Agree". In the statement "Employees convey information accurately and clearly (BK4)" there were 12 respondents who answered "Strongly Agree" and 13 respondents answered "Agree. In the statement "The principal instructs the work in detail (BK5)" there were 13 respondents who answered "Strongly Agree", 11 respondents answered "Agree" and 1 respondent answered "Undecided". In the statement "The principal always explains the applicable rules or policies (BK6)" there were 9 respondents who answered "Strongly Agree" and 16 respondents answered "Agree". In the statement "Employees value each other's opinions and input (BK7)" there were 16 respondents who answered "Strongly Agree" and 9 respondents answered "Agree.

In the statement "Employees can accept the shortcomings of other coworkers (BK8)" there were 10 respondents who answered "Strongly Agree" and 15 respondents answered "Agree".

Motivation Analysis

Based on the results of the analysis of motivation variables in the statement "Employees give each other encouragement and support (M1)" there were 16 respondents who answered "Strongly Agree" and 9 respondents answered "Agree". In the statement "Employees remind each other of awareness and responsibility (M2)" there were 13 respondents who answered "Strongly Agree" and 12 respondents answered "Agree". In the statement "Employees have scheduled work target achievements (M3)" there are 10 respondents who answered "Strongly Agree" and 15 respondents answered "Agree". In the statement "Employees have a sense of trust and concern for other coworkers (M4)" there were 14 respondents who answered "Strongly Agree", 14 respondents answered "Agree" and 1 respondent answered "Undecided". In the statement "Employees can influence their coworkers (M5)" there are 9 respondents who answered "Strongly Agree", 15 respondents answered "Agree" and 1 respondent answered "Undecided". In the statement "Employees receive awards in their job duties (M6)" there are 7 respondents who answered "Strongly Agree" and 18 respondents answered "Agree". In the statement "Employees receive punishment in their job duties (M7)" there were 10 respondents who answered "Strongly Agree", 10 respondents answered "Agree" and 5 respondents answered "Undecided".

Employee Performance Analysis

In the statement " Employees can adjust the target in work (KP1)" respondents who answered "Strongly Agree" were 10 respondents, "Agree" were 13 respondents, and answered "Undecided" were 2 respondents. In the statement "Employees can adjust their work results (KP2)" respondents answered "Strongly Agree" as many as 10 respondents and "Agree" as many as 15 respondents. In the statement "Employees must be effective and efficient in working time (KP3)" respondents answered "Strongly Agree" as many as 16 and "Agree" as many as 9 respondents. In the statement "Employees must always be absent in daily attendance (KP4)" respondents answered "Strongly Agree" as many as 16 respondents, "Agree" as many as 6 respondents, and those who answered "Undecided" as many as 3 respondents. In the statement " Employees can make their work management more efficient (KP5)" respondents answered "Strongly Agree" as many as 9 respondents, and answered "Agree" as many as 15 respondents. In the statement "Employees help each other with their work with their colleagues (KP6)" respondents answered "Strongly Agree" as many as 18 respondents, and answered "Agree" as many as 7 respondents. In the statement "Employees hone their skills in their respective fields (KP7)" respondents answered "Strongly Agree" as many as 11 respondents and "Agree" as many as 14 respondents.

CONCLUSIONS AND SUGGESTION
Based on the results of the analysis then conclusion Which obtained as follows:
1. communication at SDN Kramat 08 is very good , based on research that has been done done obtained results most respondents answer strongly agree.
2. Leadership style democratic at SDN Kramat 08 is good , based on research that has been done done obtained results most respondents answer agree.
3. Culture work at SDN Kramat 08 is very good , based on research that has been done done obtained results most respondents answer strongly agree.
4. Motivation at SDN Kramat 08 is good , based on research that has been done done obtained results most respondents answer agree.
5. Employee performance at SDN Kramat 08 is good , based on research that has been done done obtained results most respondents answer strongly agree.

Suggestion
Based on the conclusions above, the researcher provides the following suggestions:
1. Good communication continues to be improved and applied to all supporting aspects of the school so that it continues to be in line with the school's vision and mission. Two-way communication is an opportunity to provide feedback. This helps to verify understanding of the message and adjust

communication according to the response.

2. Democratic leadership style must always be applied and can place aspects of will, desire, ability, thoughts, opinions, creativity, and different initiatives wisely. The principal as a leader to consistently demonstrate integrity, ethics, and social responsibility in every action of their leadership, so as to be an example for other employees.

3. The existing work culture is enhanced by the increasing number of foreign cultures that sometimes have an impact on the school environment due to external factors and so that all work/duties and functions run according to applicable policies.

4. Motivation in daily life is carried out by starting a 30-minute briefing from the principal for all employees before the learning process begins.

5. For increase performance at school required role leader For give good leadership to subordinates or employee with method give inspiration , spirit , encouragement as well as praise , appreciation , and holding supervision to work with good . It's better in lead his subordinates also pay attention needs and wants subordinate like facility Supporter use smooth learning process teach.

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