

The Effect of Communication Style and Non Verbal Communication of Leader on Employee Performance

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ABSTRACT

In this modern era, communication becomes an important part of life. Dynamical of communication make people get used with communication. Communication not only verbal but also no-verbal such as gesture, facial expression, intonation, and etc to support deliver messages. In the organization such as coordinating minister of maritime affairs also need communication. in 2018, there is a reshuffle which changing Head of Legal and Information Bearau into Head of General Bureau. The General Bureau handles internal activities and needs at the Maritime which must be available for 24-hour services. The replacement of Head General Bureau needs to be adapted between leader and staff inside. The changing of new leadership make this research want to know is the influence of communication style and non-verbal style could affect employee performance of general bureau. This research using LMX (Leadership Member Exchange) theory, also research method using multiple regression linear analysis and conducted by distributing questionnaires to 142 respondents. The result of the research that there are influence of communication style and non-verbal communication on employee performance of general bureau by 72% and 28% could be explain by another factor. The result of T-test explain that in partially variable of communication style effect on employee performance but non-verbal communication did not affect the employee performance.

Keywords: communication style; non-verbal communication; employee performance; organization; leadership

Pengaruh Gaya Komunikasi Dan Non Verbal Komunikasi Pimpinan Terhadap Kinerja Pegawai

ABSTRAK

Di era moderen ini, komunikasi menjadi bagian penting dalam keseharian. Komunikasi yang dinamis membuat manusia harus mampu untuk menyesuaikan komunikasi. Komunikasi yang terjadi tidak hanya berbicara verbal, namun non-verbal seperti gesture, facial expresion, intonasi dan sebagainya untuk mendukung penyampian pesan. Pada organisasi pun memerlukan komunikasi, seperti yang terdapat di Kementerian Koordinator Bidang Kemaritiman. Pada tahun 2018, terjadi perombakan jabatan yang menyebabkan kepala Biro Informasi Hukum berpindah tempat menjadi Kepala Biro Umum. Biro Umum menangani kegiatan dan keperluan internal di Maritim yang harus siap dalam pelayanan 24 jam. Bergantinya pimpinan lama dengan pimpinan baru maka diperlukan adaptasi bagi pemimpin dan pegawai didalamnya. Melihat adanya kepemimpinan yang baru maka penelitian ini ingin mengetahui pengaruh dari gaya komunikasi dan non-verbal komunikasi apakah dapat memberi pengaruh bagi kinerja pegawai biro umum. Teori yang digunakan pada penelitian ini adalah teori LMX (Leadership Member Exchange). Metode penelitian yang digunakan adalah kuantitatif dengan teknis analisis linear berganda. Penelitian dilakukan dengan menyebarkan kuisisioner kepada 142 responden. Hasil dari penelitian ini diketahui bahwa terdapat pengaruh dari gaya komunikasi dan non-verbal komunikasi Djoko Hartoyo terhadap kinerja pegawai biro umum sebesar 72% dan 28 % dijelaskan oleh faktor lain.

Berdasarkan hasil uji T secara parsial diketahui bahwa antara gaya komunikasi Djoko Hartoyo mempengaruhi kinerja pegawai biro umum, namun untuk non-verbal komunikasi Djoko Hartoyo tidak mempengaruhi kinerja pegawai.

Kata kunci: gaya komunikasi; non-verbal komunikasi; kinerja pegawai; organisasi; kepemimpinan

INTRODUCTION

Communication is an important part of human life to interact with other people. The increasingly dynamic communication makes humans have to be able to adapt to communication. Humans are required in this modern era to have standards in communicating. Communication is not just speaking verbally to other people, but choosing the right words, voice intonation, and body gestures are needed in the communication process, this is so that what is conveyed can be accepted. Communication is also carried out in organizations or agencies with the aim of being able to interact with one another so that goals are achieved. This communication interaction is carried out between superiors and subordinates as well as with colleagues, this is also what happened at the Coordinating Ministry for Maritime Affairs.

One of the government-owned agencies is the Coordinating Ministry for Maritime Affairs, it seems that other agencies from the Coordinating Ministry for Maritime Affairs interact in communicating. The number of civil servants and administrative support staff according to data from the 2018 staffing is 325 people. Communication in this organization can be said to be complex communication because it is carried out with 384 individuals who have different behaviors, cultures and habits which must then be equated to achieve the goals of the organization. The Coordinating Ministry for Maritime Affairs (Kemenko Maritim) is an agency owned by the government and was only formed during the leadership of President Jokowi on 27 October 2014.

In the organizational structure, the Coordinating Ministry for Maritime Affairs has four deputies and three bureaus. Deputies in maritime include the Deputy for Maritime Sovereignty, the Deputy for Natural Resources and Services, the Deputy for Infrastructure and the Deputy for Human Resources, Science and Technology and Technology. The existing bureaus in this organization include the General Bureau, the Information and Legal Bureau and the Planning Bureau.

In 2018, there was a reshuffle in the position structure at the Coordinating Ministry for Maritime Affairs which led to a change of leadership in the general bureau. The Head of the Information and Legal Bureau (BIH), Mr. Djoko Hartoyo, was transferred to be the Head of the General Bureau and the Acting Officer (Plt) for the Information and Law Bureau before getting a new BIH Division Head. Previously, the General Bureau was led by Mr Sehat Sujarwo for more than two years from 2015 to February 2018.

New or previous leaders have different leadership styles but have the same goal so that the maritime vision and mission can be achieved. Employees in the General Bureau must also be able to adjust to the new leader, therefore researchers are interested in conducting research on the influence of Djoko Hartoyo's communication style and non-verbal communication on the performance of general bureau employees at the Coordinating Ministry for Maritime Affairs. The style of communication and non-verbal communication of Mr. Djoko Hartoyo can influence the performance of the General Bureau's employees.

Problem Formulation: (1) Is there any influence of Djoko Hartoyo's communication style and non-verbal communication on the performance of General Bureau employees at the Coordinating Ministry for Maritime Affairs? (2) How much influence does Djoko Hartoyo's communication style and non-verbal communication have on the performance of the General Bureau employees at the Coordinating Ministry for Maritime Affairs? (3) Which communication style is appropriate for employees in the Coordinating Ministry for Maritime Affairs?

Research Objectives: (1) To determine the effect of Djoko Hartoyo's communication style and non-verbal communication on the performance of the General Bureau's employees at the Coordinating Ministry for Maritime Affairs. (2) To determine the magnitude of the influence of Djoko Hartoyo's communication style and non-verbal communication on the performance of the General Bureau employees at the Coordinating Ministry for Maritime Affairs. (3) To find out which style of communication and non-verbal communication of Djoko Hartoyo is dominant in the General Bureau employees at the Coordinating Ministry for Maritime Affairs.

The journal article used as a comparison is the first application of the non-verbal communication method by the teacher to autistic children at the Pelita Bunda Therapy Center Foundation, Samarinda. This journal article was chosen because it has the same non-verbal communication variables as those studied by the researchers, the difference is that the object under study is autistic children at the Pelita Bunda Therapy Center Samarinda Foundation and the research method used in the journal article is a qualitative research method. The second journal, namely *The Effect of Leadership Communication Style on Employee Performance Improvement in the Technical Implementation Unit of the Bandung Institute of Technology Library* is used as a comparison because it has the same X and Y variables as those being studied by researchers. Variable X is about leadership communication style and variable Y is about performance. This comparative journal can be useful in helping researchers to see the appropriate theory to be used in their research as well as providing references for writing in this study.

Organizational Communication

Organizational communication includes interpersonal communication (conversations between management and employees), public speaking (during presentations with superiors or colleagues), small group and media-based communication (internal memos, e-mails and remote

conferences) (West and Turner, 2008). Communication within the organization is divided into two (Wiryanto, 2006 P. 54), namely: (1) Formal communication is a communication that is approved by the organization itself and is in the interests of the work, so that the content of informal communication is in the form of ways of working in the organization, productivity, and various jobs that must be done in the organization. (2) Informal communication is a socially approved communication, so that the orientation is not to the organization but to the individual members.

Wilbur Schram's Communication Model

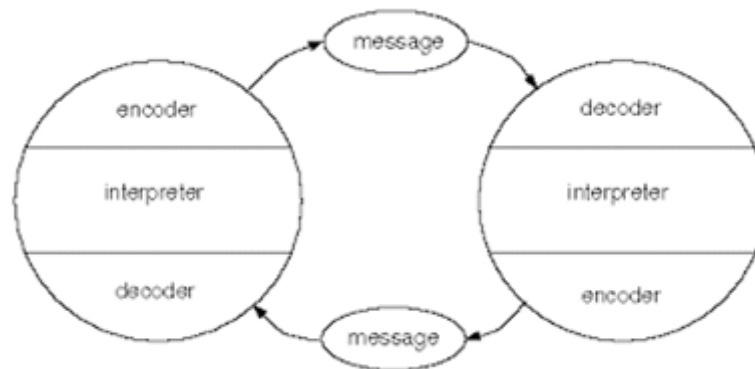


Figure 1 Schram Communication Model

According to Schram, communication requires three elements, namely the source, message and target. In Schram's third model, each individual who carries out the communication process can become an encoder or decoder because they perform a reverse cipher based on their respective experiences. Schram's communication model is an appropriate communication model in this study, because the communication that occurs is not one-way but there is feedback.

Member Exchange Leadership Theory

This theory explains that subordinates consist of two categories, namely in-group and out-group, Robbins stated that in the in-group group, subordinates are more trusted, get a larger portion of attention from superiors, and get special rights, unlike in the group. out-group, subordinates who are members of this group get limited time from their superiors and the relationship between superiors and subordinates is based on formal relationships which can usually be seen from the use of language when communicating (Robbins in Wijanto and Susanto, 2013). Employees who have high member exchange (LMX) leadership qualities will get more interesting assignments, more frequent communication with leaders, higher participation and control influence on team activities, receive a lot of support, recognition, rewards, and rewards. Compared to employees who have low member exchange (LMX)

leadership qualities. A high LMX makes followers or employees expected to work harder, sacrifice more, take greater risks and job responsibilities, high loyalty and commitment, and give more time for leader satisfaction to achieve organizational goals (Pierce and Newstrom in 2003).

Situational Leadership Theory

This theory emphasizes the followers (employees) in leadership effectiveness reflecting the reality that it is the followers who accept or reject the leader (Robbins and Judge, 2008).

SLT assumes four things (Robbins and Judge, 2008), namely:

1. If followers are unable and unwilling, the leader must provide clear and specific direction.
2. If followers are unable but willing, the leader must be able to provide high task orientation to compensate for the lack of ability of followers and high relationship orientation to make followers obey the leader's wishes.
3. If followers are able but unwilling, the leader should use a supportive and participatory style.
4. If employees are able and willing, the leader does not need to do much.

Communication Style

Communication style is a set of interpersonal personal behaviors that are specifically used in certain situations (Pradekso, Rahardjo, Sendjaja & Sunarwinandi, 2017). Communication style according to (Pradekso et al., 2017) has six kinds of styles, namely:

1. Relinquishing style is a communication style that shows a willingness to accept suggestions, opinions and ideas from other people than the desire to give orders even though the sender has the right to give orders or control others. This communication style according to Pradekso et al (2017) will be effective when the sender of the message is working with people who have extensive knowledge, experience, thoroughness and responsibility.
2. Withdrawal style. This communication style is a communication style that is not desired to be used by other people because there are some problems or interpersonal difficulties faced by these people. This communication style is used when a person avoids a problem and does not seek a solution to the problem. This communication style is not appropriate when used in the context of organizational communication.
3. Structuring style. Verbal messages, both written and spoken, are used to establish orders that must be carried out, scheduling tasks and work and organizational structure. This communication style according to Pradekso et al (2017) is so that the sender of the message pays more attention to influencing others by sharing information about organizational goals, work schedules, rules and procedures that apply to the organization.
4. The Dynamic Style. Dynamic communication style has a tendency to be aggressive and dynamic. This communication is intended to stimulate and influence the receiver to follow what the sender conveys. This communication style is usually used during political campaigns or in sales. According to Pradekso et al., this communication style has the aim of stimulating or stimulating employees to work faster and better so that this communication style will be appropriate and effective when used in critical situations.
5. Equalitarian Style. This style of communication is based on the aspect of similarity, where

the communication carried out is two-way communication, both oral and written and is carried out openly. Open nature means that members can provide ideas, ideas or opinions in an informal atmosphere so that an agreement is reached because of the final decision and mutual understanding. People who use this communication style, have a high concern and have the ability to build relationships both in the context of personal and work environments.

6. Controlling style is one way communication that can be seen from the desire to limit, force and regulate others. The sender of the message does not expect feedback from the recipient of the message. The sender of the message (sender) is not worried about the negative views of others because the sender of the message wants to make the recipient of the message follow his views. Controlling style communication is usually critical and often negative, so that the feedback received is negative. The controlling style of communication is used to persuade the recipient of the message to work and act effectively and is basically critical. As a result of this communication style is controlling, not infrequently a negative tone, causing the recipient of the message to give a negative response.

Table 1. Communication Style

Style	Communicator	Goal	Objective
Controlling	Giving orders, needs the attention of others.	Persuading others.	Use power and authority.
Equalitarian	Familiar, warm	Stimulate others.	Emphasizing mutual understanding
Structuring	Objective, impartial.	Systemize the work environment, strengthen the structure.	Affirm the size, procedure, rules used.
Dynamic	Controlling, aggressive.	Cultivate an attitude to action.	Concise and concise.
Relinquishing	Willing to accept the opinion of others.	Transferring responsibility to people.	Support the views of others.
Withdrawal	Stand-alone.	Avoid communication	Distract

Source: Pradekso et al., 2017

Non Verbal Communication

Non-verbal communication according to Rustan and Hakki (2017) is communication that is not conveyed through words but there is emphasis, complement, rebuttal, regularity, repetition, or substitute for verbal messages. Gamble & Gamble (2013, p. 159) state that there are 8 categories of nonverbal messages, namely kinesics, paralinguistics, proxemics, haptics, olfatics, artifact & appearance, color and chronemics.

A. Kinesics related to body movements such as facial expressions, eye movements, gestures, posture and walking speed.

B. Paralinguistic. According to Gamble, paralinguistics is concerned with how the message is conveyed so that vowels and tones have meaning. Pradexo et al. in the communication theory book (2017) adds that real examples in the paralanguage category are sighing (sighing), screaming (screaming), groaning (groaning), swallowing (swallowing), yawning (yawning), and there are other forms such as pauses, intonation and emphasis on oral speech.

C. Proxemic is a non-verbal message to space and distance. Edward T. Hall (Gamble, 2013, p. 168) states that there are 4 different distances in a relationship, namely:

1. Intimate distance at this stage touching is considered normal because of the closeness or emotional bond with the other person.

2. Personal distance. The distance in this relationship is not as close as intimate distance, this stage is used when establishing social relationships using informal communication. One example is the distance when talking during coffee breaks.

3. Social distance. This stage is the distance used for formal relationships. Speech at this stage uses objects such as tables to maintain an appropriate distance when speaking.

4. Public distance. This is the distance used when interacting with strangers or large groups.

D. Haptics is non-verbal communication in the form of touch or body contact, Pradekso et al. Saying that the frequency and duration of touch can be used as indicators for friendship and liking among people who do it, but on the other hand it can also be used as an indicator of dislike or anger such as slapping, kicking, hitting, and so on.

E. Chronemics. According to Pradexo et al. can be categorized as being right or not on time or stalling in delivering the message because they don't like it.

F. Appearance in the form of physical characteristics or attributes. Physical characteristics in question such as weight, height, skin color, facial contours, types of injuries, physical disabilities and others. The attributes referred to in appearance are like the clothes used.

G. Olfatics. According to Mulyana in the book of communication science an introduction (2011) that smells are not only used by humans, even animals use them as a way of marking territory or recognizing enemy odors, while humans use odors as religious rituals, or body odor markers.

Performance

Performance (performance) according to Bernardin and Russell is "the record of outcomes produced on specified job function or activity during a specified time period" (Ruky in Ismuhadjar, 2006, p.55). The measures of employee performance according to Ranupandojo and Husnan (2000) include a number of aspects as follows:

- a. Quality of work based on the quality of work that has been set standards. Indicators of work quality in the form of accuracy, thoroughness, skills and work success.
- b. The quantity of work is the amount of work according to the available working time, this is not seen from the routine results but how quickly the work can be completed. The quantity of work includes output and speed in completing extra work.
- c. Cooperation is an activity carried out together and a willingness to help each other in order to complete the tasks of each member to achieve the goals of the organization.
- d. Creativity is a person's ability to find alternative solutions in completing work tasks.

Not only measured, performance also has an assessment where the assessment according to Gomes (Tobari, 2015, P. 66) includes:

- a. Quantity of work is the amount of work done in a predetermined time period.
- b. Quality of work is the quality of work achieved based on the terms of suitability and readiness.
- c. Job knowledge is the extent of knowledge possessed about work and skills.
- d. Creativity is skillful action or originality of ideas.
- e. Cooperation is the desire to cooperate with other people.
- f. Dependability, namely being able to be trusted in terms of attendance and completion of work.
- g. Initiative, namely the spirit to complete new tasks in increasing responsibility.
- h. Personal quality is related to personality, leadership, hospitality and personal integrity.

Table 2. Work Performance

Dimension	Indicator
Work quality	Accuracy
	Accuracy
	Skills
	Cleanliness
Working Quantity	Routine output
	Non-routine output
Reliability	Instruction
	Ability
	Initiative
Attitude	Attitude towards organization
	Attitude towards other employees
	Attitude towards work
	Attitude towards cooperation

Source: Tobari, 2015, P. 71-72

METHODS

This study uses quantitative research methods with multiple linear regression analysis because there are 2 independent variables (X) and 1 dependent variable (Y). Data collection is carried out by distributing questionnaires to civil servants and non-permanent employees in the General Bureau at the coordinating ministry for maritime affairs. The number of employees who were given a questionnaire was 142 people using the Slovin formula.

The operationalization of the data as follows:

Table 3. Communication Style Operational

Variable	Dimension	Indikator	Reference	Items
Communication Style (X)	1. Relinquishing Style	<ol style="list-style-type: none"> Leaders can accept suggestions and opinions or ideas of their employees. Not too controlling employees. 	Pradekso et al., 2017	1 & 2
	2. Structuring Style	<ol style="list-style-type: none"> Leaders assign tasks in accordance with company procedures. The leader gives a work schedule in accordance with company procedures. Leaders assign tasks according to their respective expertise in accordance with their fields. 	Pradekso et al., 2017	3, 4 & 5
	3. Dynamic Style	<ol style="list-style-type: none"> Leaders stimulate employees to work faster and better. Leaders deal with problems immediately. Leaders speak briefly, directly, honestly and openly. 	Pradekso et al., 2017	6, 7 & 8
	4. Equalitarian Style	<ol style="list-style-type: none"> Leaders provide opportunities to express opinions. Two-way communication and communication actions are carried out openly. Have a high concern. Able to build good relationships with employees both in a personal context and within the scope of work relationships. Maintain empathy and cooperation, especially in situations to make decisions on a matter. 	Pradekso et al., 2017	9 s.d 13

5. Controlling Style	1. Persuading in the form of criticism to work and act effectively. 2. Leaders exercise authority on each assignment.	Pradekso et al., 2017	14 & 15
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Table 4. Non Verbal Communication Operational

Variable	Dimension	Indikator	Reference	Items
Non Verbal Communication	Kinesics	1. Facial expressions 2. Gestures 3. Posture	Gamble, T. K & Gamble, M. W. (2013).	16, 17 & 18
	Paralinguistics	1. The way of speaking or conveying a message 2. Voice intonation	Gamble, T. K & Gamble, M. W. (2013)	19 & 20
	Proxemics	Distance used when speaking	Gamble, T. K & Gamble, M. W. (2013)	21

Table 5. Performance Operational

Variable	Dimension	Indikator	Reference	Items
Performance (Y1)	Quality of Work	1. Accuracy 2. Accuracy 3. Skills 4. Work Success	Ranupandojo & Husnan (2000)	22, 23 & 24
	Quantity of Work	1. Number of completed work output 2. Completed extra work	Ranupandojo & Husnan (2000)	25 & 26
	Collaboration	1. Activities are carried out together 2. Willingness to help each other	Ranupandojo & Husnan (2000)	27 & 28
	Creativity	1. Looking for alternative solutions to complete work tasks	Ranupandojo & Husnan (2000)	29
	Reliability	1. Instruction 2. Ability 3. Initiative	Tobari (2015)	30, 31 & 32

RESULT AND DISCUSSION

Table 6. Correlation Test Between Communication Style and Performance

Correlations							
		relinqui nshing	structu ring	Dynam ic	Equalita rian	controling	Performa nce (Y)
relinqui nshing	Pearson Correlation	1	,483**	,488**	,418**	,441**	,430**
	Sig. (2-tailed)		,000	,000	,000	,000	,000
	N	142	142	142	142	142	142
structuri ng	Pearson Correlation	,483**	1	,550**	,682**	,524**	,715**
	Sig. (2-tailed)	,000		,000	,000	,000	,000
	N	142	142	142	142	142	142
Dynam ic	Pearson Correlation	,488**	,550**	1	,763**	,554**	,705**
	Sig. (2-tailed)	,000	,000		,000	,000	,000
	N	142	142	142	142	142	142
Equalita rian	Pearson Correlation	,418**	,682**	,763**	1	,648**	,819**
	Sig. (2-tailed)	,000	,000	,000		,000	,000
	N	142	142	142	142	142	142
controli ng	Pearson Correlation	,441**	,524**	,554**	,648**	1	,591**
	Sig. (2-tailed)	,000	,000	,000	,000		,000
	N	142	142	142	142	142	142
Perform ance	Pearson Correlation	,430**	,715**	,705**	,819**	,591**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	
	N	142	142	142	142	142	142

** . Correlation is significant at the 0.01 level (2-tailed).

The test results in the table state that equalitarian communication style has the greatest relationship to the performance of general bureau employees with a relationship level of 0.819 compared to other communication styles. This proves the theory expressed by Pradekso et al. (2017) in the communication theory book that the equalitarian style is an ideal communication style so that general bureau employees feel agree that the equalitarian communication style has an influence on employee performance.

Table 7. Correlation Test Between Non Verbal Communication and Performance

Correlations					
		Performanc e (Y)	kinesics	paralinguistik	proxemics
Performance (Y)	Pearson Correlation	1	,468**	,505**	,314**
	Sig. (2-tailed)		,000	,000	,000

	N	142	142	142	142
Kinesics	Pearson Correlation	,468**	1	,462**	,557**
	Sig. (2-tailed)	,000		,000	,000
	N	142	142	142	142
Paralinguistic	Pearson Correlation	,505**	,462**	1	,442**
	Sig. (2-tailed)	,000	,000		,000
	N	142	142	142	142
Proxemics	Pearson Correlation	,314**	,557**	,442**	1
	Sig. (2-tailed)	,000	,000	,000	
	N	142	142	142	142

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the data from the correlation test between the dimensions that exist in the non-verbal communication variable, it is known that the kinesics dimension has the highest relationship of 0.468 compared to the paralinguistic and proxemic dimensions.

Table 7. Correlation Test Between All Variables

Correlations				
		Communication style	Non-verbal communication	Performance
Communication style	Pearson Correlation	1	,617**	,848**
	Sig. (2-tailed)		,000	,000
	N	142	142	142
Non-verbal communication	Pearson Correlation	,617**	1	,540**
	Sig. (2-tailed)	,000		,000
	N	142	142	142
Performance	Pearson Correlation	,848**	,540**	1
	Sig. (2-tailed)	,000	,000	
	N	142	142	142

** . Correlation is significant at the 0.01 level (2-tailed).

The table above shows that there is a strong and positive correlation between communication style and performance of 0.848. In addition, the non-verbal communication variable has a correlation to the performance variable of 0.540. Communication style has a greater correlation than non-verbal communication. This can happen because non-verbal communication must be felt by the employee concerned where direct communication is established. Direct communication between Mr. Djoko Hartoyo cannot be felt every day by all employees because their job duties do not always make them meet. In contrast to the communication style, an employee who does not have the frequency to frequently meet with Mr. Djoko Hartoyo can feel indirectly from their leader who gives assignments and directions that are obtained from Mr. Djoko Hartoyo.

Table 8. Regression Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,849 ^a	,720	,716	2,70129
a. Predictors: (Constant), Non Verbal Communication, Communication Style				

Based on the data in the regression test table above, it can be seen that the R square value is 0.720. This shows that the variation of the performance variable (Y) can be explained by the communication style variable (X1) and the non-verbal communication variable (X2) by 72% and 28% can be explained by other factors.

Table 9. ANOVA Test

ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2608,676	2	1304,338	178,750	,000 ^b
	Residual	1014,282	139	7,297		
	Total	3622,958	141			
a. Dependent Variable: kinerja						
b. Predictors: (Constant), Non Verbal Communication, Communication Style						

ANOVA test is conducted to determine whether there is a relationship between the independent variable and the dependent variable. If you look at the ANOVA test in the table above, it is known that the significance value is 0.000 so it is smaller than 0.05, then the hypothesis is Ho is rejected and Ha is accepted or means that there is an influence between X1 and X2 variables on Y.

Table 10. T Test

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,398	2,249		1,511	,133
	Communication Style	,655	,045	,832	14,593	,000
	Non Verbal Communication	,040	,089	,026	,451	,653
a. Dependent Variable: Performance						

In the table above, it can be seen that the variables of communication style (X1) and non-verbal communication (X2) have the influence of the constant value (a) obtained at 3.398, while the coefficient (b) communication style is 0.655 and the coefficient (b) non-verbal communication is 0.40.

The regression equation is: $Y = 3.398 + 0.655X1 + 0.40X2$

The regression equation means that if there is no communication style variable (X1) and non-verbal communication (X2) then the performance variable (Y) will only be 3.398. The X1 regression coefficient value of 0.655 means that each addition of one unit will change $Y = 4.053 + 0.40X2$, on the other hand the X2 coefficient value of 0.40 means that each addition of X2 by one unit will change $Y = 3.798 + 0.655X1$.

CONCLUSION

There is an influence on communication style and non-verbal communication on the performance of the General Bureau of the Coordinating Ministry for Maritime Affairs. This can be proven from the significance value of 0.000 which is smaller than 0.05 so that H_0 is rejected and H_a is accepted. The influence of independent variables, namely communication style and non-verbal communication on the dependent variable, namely the performance of the General Bureau of the Coordinating Ministry for Maritime Affairs is 72% while the remaining 28% is explained by other factors.

Partially, looking at the data in the T-Test table, it can be seen that the variable of Mr. Djoko Hartoyo's communication style has an influence on the performance of the General Bureau of the Coordinating Ministry for Maritime Affairs. This is indicated by the significance value (Sig) of $0.000 < 0.05$. On the other hand, the non-verbal communication variable of Mr. Djoko Hartoyo has no effect on the performance of the General Bureau of the Coordinating Ministry for Maritime Affairs. It can be seen from the Sig of $0.653 > 0.005$. The dominant communication style for general bureau employees is the equalitarian style of communication, while the non-verbal communication used by Mr. Djoko Hartoyo is paralinguistic.

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