

# The Effect of Leadership Style and Teamwork on Employee Performance Through Whatsapp Media Usage as an Intervening Variable at PT. Air Mas Perkasa



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## Abstract

**Purpose** - This study aims to determine the effect of Leadership Style and Teamwork on Employee Performance Through Whatsapp Media Usage as an Intervening Variable at PT. Air Mas Perkasa.

**Design/methodology/approach** - This study used a quantitative method with sampling used by random sampling technique. The number of samples used in this study were 110 respondents. Testing the research hypothesis was carried out using the outer model and inner model tests in the PLS SEM with the help of the SmartPLS version 4.0 program.

**Findings** - Hypothesis testing was conducted using outer model and inner model tests in the Structural Equation Model Partial Least Square (SEM-PLS) with the help of SmartPLS program version 4.0. The results of the research that has been done there are variables that influence each other or do not influence.

**Originality/value** - Based on this research, it shows that leadership style has no direct effect on employee performance, teamwork has a direct effect on employee performance, and the use of whatsapp media has a direct significant effect on employee performance. Furthermore, leadership style has no indirect effect on employee performance through the use of whatsapp media and teamwork has an indirect effect on employee performance through the use of whatsapp media.

**Keywords** : Leadership Style, Teamwork, Employee Performance, Whatsapp Media Usage

**Paper type** : Research paper

## 1. Introduction

Human Resources (HR), is a very important factor that cannot be separated from an organization. Human Resources (HR) is the key in determining the company's development. In essence, Human Resources (HR) are human beings who are empowered in organizations as initiators of ideas, movers and planners in achieving the mission of an organization or company. The source of human resources is the company's main factor compared to other factors that generate resources such as capital or technology, because it is the people themselves who will reactivate other factors. In general, the notion of Human Resources (HR) is divided into two, namely macro and micro meanings. The definition of Human Resources (HR) at a macro level is the people of the entire country who have reached a productive age at work, both those who have been able to work and those who have not yet been able to work. Meanwhile, the understanding of Human



Resources (HR) on a micro basis is an individual who is a member and works in an institution or company which is usually called employees, employees, workers, general, workforce and so on (Susan, 2019).

To achieve company goals, proper and competent management of human resource resources is required so that they can be developed through knowledge and skills. Every employee in the company has different duties and responsibilities. Every employee is required to be able to carry out their duties and obligations in accordance with their respective work sheets that have been determined by the company (Narpati et al, 2022). The company does not only need a qualified and competent source of human resources, but the company also needs employees who work hard to achieve maximum work results. In addition, the company also needs employees who are able to work well together between employees and superiors (Rosalina and Wati, 2020).

Based on the researchers observations, there are various factors that affect sales decline such as lack of communication and coordination between employees in the same team or outside the team, changes in the leadership structure so that the implementation of new and different policies, long work-flows so that fast coordination is needed, from these factors affect employee performance to be less than optimal.

Employee performance is something that must be considered in an organization, because this can give a picture of the performance of the organization. Employee performance is the result of the behavior of each member of the organization, where the goal to be achieved is a change in behavior that is better (Sulaiman and Asanuldin, 2020).

One of the factors that can determine good or bad employee performance is the style of leadership in an organization. Leadership style is a standard of behavior that a person adopts when trying to influence the behavior of others in a desired way. Leadership style is needed in creating a conducive work environment and can improve employee performance, so that it is expected to achieve high productivity (Rosalina and Wati, 2020).

The next factor that affects the performance of an employee is teamwork. Teamwork is one of the most important things for companies, especially in terms of employee performance. Teamwork is a symbol of the power of people working together to achieve goals by combining successful ideas. There is a strong dependence on one another to achieve goals and complete a task. With good teamwork, employees can achieve better performance goals, thus affecting the performance of these employees. Companies that are able to improve teamwork in completing tasks will achieve maximum performance (Padmayoni and Wulandari, 2022).

The last factor that indirectly affects employee performance is the use of whatsapp media. Whatsapp is social media in the form of a chat application that can be used on smartphones or hardware devices such as PCs and laptops. WhatsApp social media is an instant messaging application that functions to send and receive messages, without being charged pulse fees such as SMS and cell phones. This is because WhatsApp uses the same internet data package as other applications. Research in terms of leadership style and teamwork is very important to do, as well as employee performance issues with whatsapp media users as a communication tool in PT. Air Mas Perkasa.

Based on the background of the problems described above, it is considered quite important to conduct research with the title "**The Effect of Leadership Style and Teamwork on Employee Performance Through Whatsapp Media Usage as an Intervening Variable at PT. Air Mas Perkasa**".

## 2. Literature Review And Hypotheses Developments

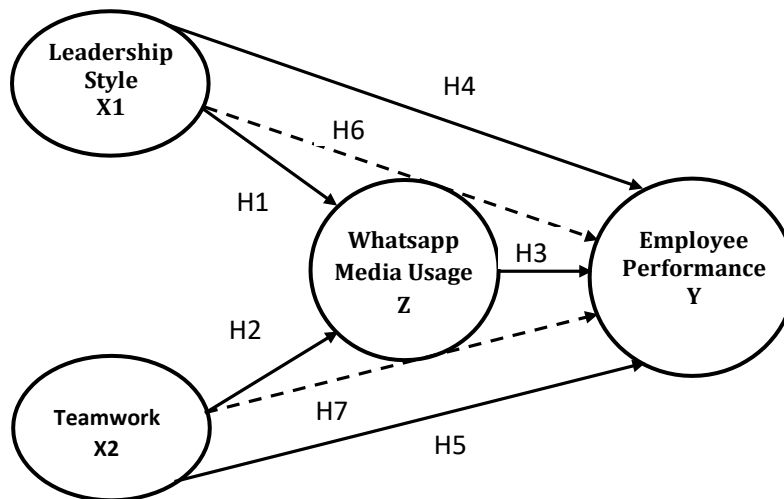
Performance is a benchmark for carrying out tasks that can be achieved by a person, group or division by utilizing existing capabilities and predetermined boundaries to succeed in organizational/company goals (Mukmin and Prasetyo, 2021). Performance is the result of work in quality and quantity achieved by an employee as well as groups in carrying out their duties in accordance with the responsibilities given (Masturi et al,

2021). So from several definitions according to experts it can be concluded that performance is the result of work that is measurable both in quality and quantity by individuals and groups in completing their work.

Leadership style can be interpreted as the behavior or method chosen and used by a leader to influence the thoughts, feelings, attitudes and behavior of members of the organization or their subordinates (Masturi et al, 2021). Leadership style is behavior and strategy, as a result of a combination of philosophies, skills, and attitudes that are often practiced by a leader when trying to influence the performance of his subordinates (Pusparini, 2018).

Teamwork is a group formed to identify and solve problems quickly and precisely. To achieve certain goals, an organization must form a team that can interact and coordinate well with one another. Forming a team requires several principles so that the group formed becomes a solid foundation owned by the organization or company, both in official and unofficial groups (Masithah et al, 2018). Teamwork can be accurately defined as a group of individuals working cooperatively to achieve a specific task or goal. This skill is highly valued because many large companies have designed special tests to determine the ability of employees to work in teams (Sanyal and Hisam, 2018).

WhatsApp social media is an instant messaging application that functions to send and receive messages, without being charged pulse fees such as SMS and cell phones. This is because WhatsApp uses the same internet data package as other applications. The internet data network needed to run the WhatsApp application is a 3G or WiFi connection. Features that can be used on WhatsApp are conducting personal/group chats, timelines and cost effectiveness. By using WhatsApp, we can chat online, share files, exchange photos and so on (Andjani, 2018).



**Figure 1 : Research Framework**

Based on the theoretical relationships described above, several research hypotheses can be formulated, including the following:

- H1 : The effect of Leadership Style (X1) on Whatsapp Media Usage (Z)
- H2 : The effect of Teamwork (X2) on Whatsapp Media Usage (Z)
- H3 : The effect of Whatsapp Media Usage (Z) on Employee Performance (Y)
- H4 : The effect of Leadership Style (X1) on Employee Performance (Y)
- H5 : The effect of Teamwork (X2) on Employee Performance (Y)
- H6 : The Effect of Leadership Style (X1) on Employee Performance (Y) Through the Whatsapp Media Usage (Z)
- H7 : The Effect of Teamwork (X2) on Employee Performance (Y) Through the Whatsapp MediaUsage (Z)

### 3. Methods

The research method that the authors use in this study is a quantitative approach. Quantitative research is a research conducted using statistical procedures that are processed so as to obtain data (Sujarweni, 2018). The data collection technique used in this study is primary data. The primary data that will be used is in the form of questionnaire results (Siahaan & Muhidin, 2020). The secondary data used by the author are references from research journals, references, and documents from data collection on PT. Air Mas Perkasa. In this study, the authors used inner model and outer model to ensure that the data used were valid. The data collection is carried out by compiling a list of statements to be presented to respondents in the form of questionnaires. The collected data is processed with the SmartPLS Version 4.0 program.

The stages of data analysis are: The outer model testing phase uses SmartPLS version 4.0 software to test the validity & reliability of indicators. And then the testing phase of the inner model uses SmartPLS version 4.0 software to test the significant effect of variables.

### 4. Result

The data method chosen in this study is the structural equation analysis method. Structural Equation Modeling (SEM) can be interpreted as a "structural equation model" which means a statistical tool that can be used to solve a model that relates the dependent variable to the independent variable (Syahrir et al., 2020, p.37). Based on this model, it will be known the direct and indirect effects that are formed. This structural model is the structure of the causality relationship between the dependent, independent, and intervening variables. That way, the causality between these variables can be more complete and accurate. The data analysis method produced to assist the results of this study uses the Partial Least Square (PLS) statistical analysis tool. PLS analysis is an alternative technique that is easy to analyze the hypothetical relationship between variables. (Syahrir et al., 2020) PLS is very consistent in accommodating indicators with correlated error measurements.

#### Measurement Model

The Outer Model is an evaluation on testing the relationship between the indicator variables and their latent variables. The evaluation of the measurement model is used with the validity and reliability test approach. In measuring the outer model, there are 4 stages, namely Convergent Validity, Discriminant Validity, Composite Reliability, and Average Variance Extracted (AVE). The following is the outer model to determine whether or not the indicators contained in this study are appropriate:

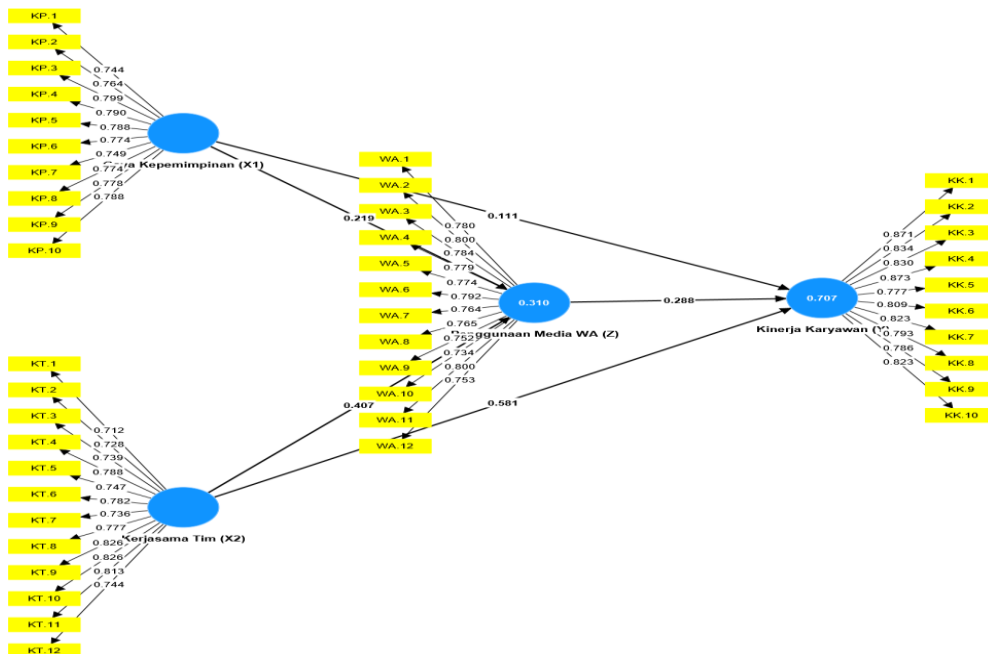


Figure 2 Outer Model

### Convergent Validity Test

On the Indicator's Outer Loading you can see the results of Convergent Validity. In this test it can be said to be valid if the outer loading factor value is  $> 0.7$  (Ghozali & Latan, 2015).

Statement	Leadership Style (X1)	Teamwork (X2)	Employee Performance (Y)	Whatsapp Media Usage (Z)
KP 1	0,744			
KP 2	0,764			
KP 3	0,799			
KP 4	0,790			
KP 5	0,788			
KP 6	0,774			
KP 7	0,749			
KP 8	0,774			
KP 9	0,778			
KP 10	0,788			
KT 1		0,712		
KT 2		0,728		
KT 3		0,739		
KT 4		0,788		
KT 5		0,747		
KT 6		0,782		
KT 7		0,736		
KT 8		0,777		
KT 9		0,826		
KT 10		0,826		
KT 11		0,813		
KT 12		0,744		
KK 1			0,871	
KK 2			0,834	
KK 3			0,830	
KK 4			0,873	
KK 5			0,777	
KK 6			0,809	
KK 7			0,823	
KK 8			0,793	
KK 9			0,786	
KK 10			0,823	
WA 1				0,780
WA 2				0,800
WA 3				0,784
WA 4				0,779
WA 5				0,774
WA 6				0,792
WA 7				0,764
WA 8				0,765
WA 9				0,752
WA 10				0,734
WA 11				0,800
WA 12				0,753

**Figure 3 Outer Loadings**

Based on the figure 3 that has been processed above, it states that the outer loading value for each indicator of the Leadership, Teamwork, Employee Performance and WhatsApp Media Usage variables has a loading factor value of  $> 0.7$ . So that this research can be declared valid and meets the requirements for convergent validity.

### Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)	Information
Leadership Style (X1)	0,601	Valid
Teamwork (X2)	0,592	Valid
Employee Performance (Y)	0,676	Valid
Whatsapp Media Usage (Z)	0,598	Valid

Figure 4 Average Variance Extracted (AVE)

Based on the figure 4, it shows that the variables Leadership Style (X1), Teamwork (X2), Employee Performance (Y), and WhatsApp Media Usage (Z) have achieved values above 0.5. Thus, it can be stated that the measurement of each of these variables has a good and valid AVE value in the convergent validity test.

### Discriminant Validity Test

Statement	Leadership Style (X1)	Teamwork (X2)	Employee Performance (Y)	Whatsapp Media Usage (Z)
KP 1	0,744	0,315	0,294	0,277
KP 2	0,764	0,287	0,313	0,346
KP 3	0,799	0,537	0,476	0,462
KP 4	0,790	0,447	0,468	0,332
KP 5	0,788	0,392	0,408	0,335
KP 6	0,774	0,350	0,421	0,375
KP 7	0,749	0,377	0,367	0,261
KP 8	0,774	0,528	0,508	0,290
KP 9	0,778	0,417	0,437	0,321
KP 10	0,788	0,460	0,505	0,356
KT 1	0,346	0,712	0,461	0,236
KT 2	0,355	0,728	0,468	0,214
KT 3	0,313	0,739	0,509	0,355
KT 4	0,413	0,788	0,717	0,518
KT 5	0,477	0,747	0,601	0,322
KT 6	0,516	0,782	0,615	0,488
KT 7	0,390	0,736	0,571	0,334
KT 8	0,304	0,777	0,675	0,347
KT 9	0,490	0,826	0,739	0,537
KT 10	0,435	0,826	0,676	0,478
KT 11	0,469	0,813	0,634	0,471
KT 12	0,440	0,744	0,507	0,374
KK 1	0,530	0,734	0,871	0,617
KK 2	0,498	0,639	0,834	0,560
KK 3	0,467	0,671	0,830	0,529
KK 4	0,496	0,657	0,873	0,496
KK 5	0,331	0,561	0,777	0,464
KK 6	0,517	0,660	0,809	0,545
KK 7	0,427	0,689	0,823	0,543
KK 8	0,290	0,659	0,793	0,448
KK 9	0,446	0,576	0,786	0,473
KK 10	0,501	0,647	0,823	0,580
WA 1	0,301	0,371	0,507	0,780
WA 2	0,329	0,421	0,534	0,800
WA 3	0,223	0,319	0,420	0,784
WA 4	0,299	0,364	0,424	0,779
WA 5	0,371	0,404	0,446	0,774
WA 6	0,401	0,436	0,507	0,792
WA 7	0,308	0,424	0,515	0,764
WA 8	0,359	0,416	0,504	0,765
WA 9	0,368	0,354	0,451	0,752
WA 10	0,365	0,413	0,507	0,734
WA 11	0,336	0,477	0,535	0,800
WA 12	0,378	0,435	0,566	0,753

Figure 5 Cross Loading

Based on the figure 5, it shows that the results of the cross loading value of the indicator statements with their respective variables have a high cross loading value of > 0.7 compared to the indicator statements on other variables.

**Internal Consistency Reliability Test**

Variabel	Cronbach's alpha	Composite reliability	Information
Leadership Style (X1)	0,926	0,931	Valid
Teamwork (X2)	0,938	0,945	Valid
Employee Performance (Y)	0,947	0,949	Valid
Whatsapp Media Usage (Z)	0,939	0,940	Valid

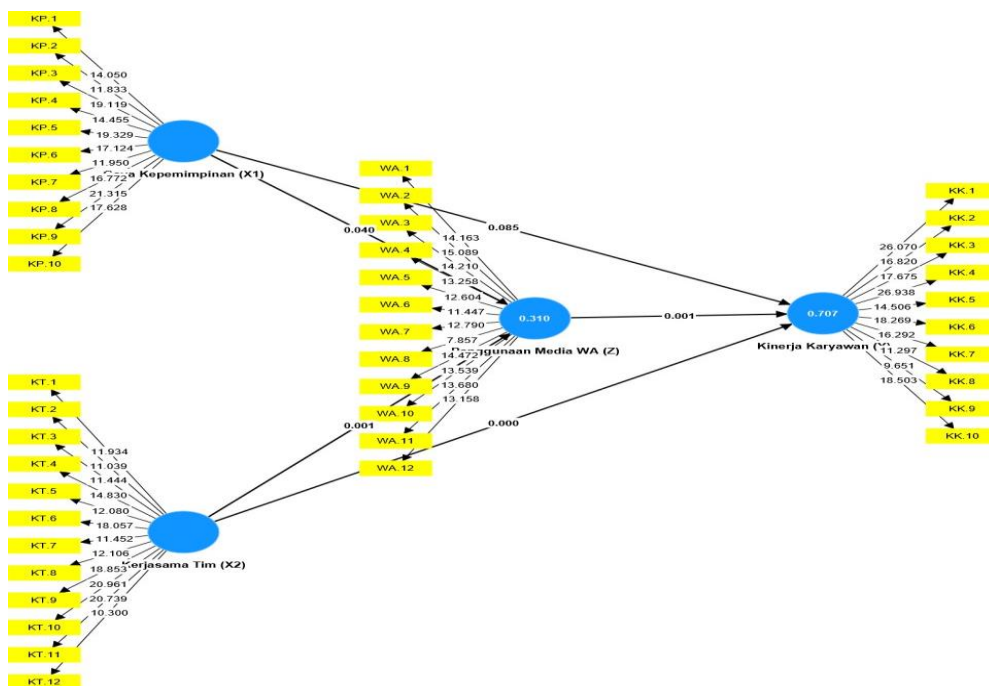
**Figure 6 Cronbach's Alpha and Composite Reliability**

Based on the table above that has been tested, it shows that the calculation results on Cronbach's alpha and Composite reliability values show that all the constructs or variables studied have a value greater than the assessment criteria, which is above 0.7. This shows that each indicator of each variable is stated to be reliable, accurate, consistent, and appropriate for measuring each variable so that the overall construct or variable has very good reliability.

**The Assessment of Structural Model**

In the path coefficients test and hypothesis testing on the basis of the results of the inner model test is carried out as a measurement to see and know whether a hypothesis can be accepted or rejected by taking into account the significance value between the constructs on the original sample, T-statistics and P-Values. In this study, the Rules of Thumb that will be used are T-statistics > 1.96 with a significance level of P-values of 0.05 or 5% and the beta coefficient is positive and significant. So it will be declared strong.

In this study, mediation or intervening tests were used through SmartPLS version 4.0 with Bootstrapping in the Specific Indirect Effects section. The results of this analysis are to determine the indirect effect in this study, namely to test the intervening variable as a link between the independent variables and the dependent variable.



**Figure 7 Inner Model**

### Test Results of Direct Effect of Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STD EV )	P-Values
Leadership Style (X1) -> Whatsapp Media Usage (Z)	0,219	0,227	0,107	2,050	0,040
Teamwork (X2) -> Whatsapp Media Usage (Z)	0,407	0,411	0,125	3,253	0,001
Whatsapp Media Usage (Z) -> Employee Performance (Y)	0,288	0,281	0,088	3,287	0,001
Leadership Style (X1) -> Employee Performance (Y)	0,111	0,118	0,065	1,723	0,085
Teamwork (X2) -> Employee Performance (Y)	0,581	0,580	0,083	6,964	0,000

Figure 8 Path Coefficients

### Mediation Analysis Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STD EV )	P-Values	Information
Leadership Style (X1) -> Whatsapp Media Usage (Z) -> Employee Performance (Y)	0,063	0,064	0,038	1,679	0,093	Not Fully Mediated
Teamwork (X2) -> Whatsapp Media Usage (Z) -> Employee Performance (Y)	0,117	0,115	0,051	2,316	0,021	Fully Mediated

### Hypothesis Testing

H1 : The effect of Leadership Style on Whatsapp Media Usage

Based on the test results, that Leadership Style has a significant effect on WhatsApp Media Use with a coefficient value of 0.219, then a T-statistics value of 2.050 < Ttable 1.96 and a P-value of 0.040 < 0.05. So, it can be concluded that the first hypothesis is accepted and it is stated that Leadership Style has a positive and significant effect on WhatsApp Media Use (**H1 is accepted**).

H2 : The effect of Teamwork on Whatsapp Media Usage

Based on the test results, teamwork has a significant effect on WhatsApp Media Use with a coefficient value of 0.407, then a T-statistics value of 3.253 > Ttable 1.96 and a P-value of 0.001 < 0.05. So, it can be concluded that the second hypothesis is accepted and it is stated that Teamwork has a positive and significant effect on WhatsApp Media Use (**H2 is accepted**).

H3 : The effect of Whatsapp Media Usage on Employee Performance



Based on the test results, the WhatsApp Media Usage has a significant effect on Employee Performance with a coefficient value of 0.288, then a T-statistics value of  $3.287 > T_{table} 1.96$  and a P-value of  $0.001 < 0.05$ . So, it can be concluded that the third hypothesis is accepted and it is stated that WhatsApp Media Use has a positive and significant effect on Employee Performance **(H3 is accepted)**.

H4 : The effect of Leadership Style on Employee Performance

Based on the test results, Leadership style has no significant effect on employee performance with a positive coefficient value of 0.111, then a T-statistics value of  $1.723 < T_{table} 1.96$  and a P-value of  $0.085 > 0.05$ . So, it can be concluded that the fourth hypothesis is rejected and it is stated that Leadership Style has no and significant effect on Employee Performance **(H4 Rejected)**.

H5 : The effect of Teamwork on Employee Performance

Based on the test results, Teamwork has a significant effect on employee performance with a coefficient value of 0.581, then a T-statistics value of  $6.964 > T_{table} 1.96$  and a P-value of  $0.000 < 0.05$ . So, it can be concluded that the fifth hypothesis is accepted and it is stated that Teamwork has a positive and significant effect on Employee Performance **(H5 is accepted)**.

H6 : The Effect of Leadership Style on Employee Performance Through the Whatsapp Media Usage

Based on the test results, Leadership Style does not significantly influence Employee Performance through WhatsApp Media Use with a coefficient value of 0.063, then a T-statistics value of  $1.679 < T_{table} 1.96$  and a P-value of  $0.093 > 0.05$ . So, it can be concluded that the sixth hypothesis was rejected and it was stated that WhatsApp Media Use had no role so it had no positive and significant effect and was not proven to be able to mediate Leadership Style on Employee Performance and was declared not fully mediated. This means that the use of WhatsApp Media does not mediate Leadership Style on Employee Performance **(H6 is rejected)**.

H7 : The Effect of Teamwork on Employee Performance Through the Whatsapp Media Usage

Based on the test results, Teamwork has a significant effect on Employee Performance through WhatsApp Media Use with a coefficient value of 0.117, then a T-statistics value of  $2.316 > T_{table} 1.96$  and a P-value of  $0.021 < 0.05$ . So, it can be concluded that the seventh hypothesis is accepted and it is stated that WhatsApp Media Use has a good role so that it can have a positive and significant effect and is proven to be able to mediate Teamwork on Employee Performance and is declared fully mediated. This means that the use of WhatsApp media mediates teamwork on employee performance **(H7 is accepted)**.

## 5. Discussions

Based on the test results and data analysis that has been carried out, it shows that Leadership Style has no positive and significant influence, directly or indirectly, on Employee Performance. This is in line with previous research, namely Haryanto, (2017) explaining that there is no good and significant influence between leadership styles on employee performance. This can happen when employees feel unsuited to leadership styles such as leaders who are less active and solutive when there are problems or obstacles experienced by employees, communication is not going well in providing information, delegation of tasks that are too burdensome and a sense of trust and togetherness that is difficult to build between leaders and subordinates. This certainly can hinder employee performance from being achieved optimally.

So that this makes employee performance less than optimal, because to achieve good performance requires the attitude of a leader in determining the direction of work goals. Besides that, other factors because too often there is a change in the leadership structure

at PT. Air Mas Perkasa which causes employees to have to re-adapt to new leaders and understand any changes in applicable policies.

Based on this study which states that there is no significant positive effect between Leadership Style on Employee Performance, it has also been studied by previous studies so that it is in line with the research conducted by Haryanto, (2017) explaining that there is no good and significant influence between Leadership Style on Employee Performance decisions.

## 6. Conclusions

Based on the analysis of data that has been carried out in this study, the following conclusions were obtained:

1. Leadership Style (X1) can partially affect Whatsapp Media Usage (Z) at PT. Air Mas Perkasa. The data obtained are T-Statistics  $2.050 > t\text{-table } 1.96$  or P-Value  $0.040 < 0.05$ .
2. Teamwork (X2) can partially affect Whatsapp Media Usage (Z) at PT. Air Mas Perkasa. The data obtained are T-Statistics  $3.253 > t\text{-table } 1.96$  or P-Value  $0.001 < 0.05$ .
3. Whatsapp Media Usage (Z) can partially affect Employee Performance (Y) at PT. Air Mas Perkasa. The data obtained are T-Statistics  $3.287 > t\text{-table } 1.96$  or P-Value  $0.001 < 0.05$ .
4. Leadership Style (X1) cannot partially affect the Employee Performance (Y) at PT. Air Mas Perkasa. The data obtained are T-Statistics  $1.723 < t\text{-table } 1.96$  or sig value.  $0.085 > 0.05$ .
5. Teamwork (X2) can partially affect Employee Performance (Y) at PT. Air Mas Perkasa. The data obtained are T-Statistics  $6.964 > t\text{-table } 1.96$  or P-Value  $0.000 < 0.05$ .
6. Whatsapp Media Usage (Z) is not able to mediate the relationship between Leadership Style (X1) on Employee Performance (Y) at PT. Air Mas Perkasa. The data obtained are T-statistics  $1.679 < t\text{-table } 1.96$  and P-values  $0.093 > 0.05$ .
7. Whatsapp Media Usage (Z) is able to mediate the relationship between Teamwork (X2) on Employee Performance (Y) at PT. Air Mas Perkasa. The data obtained are T-statistics  $2.316 > t\text{-table } 1.96$  and P-values  $0.021 < 0.05$ .

This study aims to determine the direct and indirect effects of leadership style and teamwork on employee performance through the use of WhatsApp media as an intervening variable at PT. Mighty Gold Water. This study used a quantitative method with sampling using a random sampling technique. The number of samples used in this study were 110 respondents. Testing the research model was carried out by using the outer model and inner model tests on the Structural Equation Model Partial Least Square (SEM-PLS) with the help of the SmartPLS version 4.0 program. The results of the research conducted are variables that affect one another or do not affect one another, as explained in the following: 1). Leadership Style Variable (X1) affects Whatsapp Media Use (Z), 2). The Teamwork Variable (X2) affects the Use of Whatsapp Media (Z), 3). Whatsapp Media Usage Variable (Z) affects Employee Performance (Y), 4). Leadership Style Variable (X1) does not affect Employee Performance (Y), 5). Teamwork Variable (X1) affects Employee Performance (Y), 6). Leadership Style (X1) does not affect Employee Performance (Y) through the Use of Whatsapp Media (Z), 7). Teamwork (X2) Affects Employee Performance (Y) through the Use of Whatsapp Media (Z).

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