The Influence Of Leadership Style And Interpersonal Communication On Work Effectiveness With Job Satisfaction As Mediation Variables

Fajar Taufik Putranto 1*, Dewi Susita 2, Agung Wahyu Handaru 3
1,2,3Department of Economics, Universitas Negeri Jakarta, Jakarta, Indonesia

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ABSTRACT

This study aims to analyze the effect of leadership style and interpersonal communication on work effectiveness with job satisfaction as a mediating variable. The population in this study are subjects related to the research that the author did at PT Reasuransi Nasional Indonesia. The sample size uses indicator calculations multiplied by 5 so that 205 respondents are obtained. The analytical method used in this research is Structural Equation Modeling based on Partial Least Square (PLS). The results showed that there was a significant positive effect between leadership style on work effectiveness, interpersonal communication had a significant positive effect on work effectiveness, leadership style had a significant positive effect on job satisfaction, interpersonal communication had a significant positive effect on job satisfaction, job satisfaction had a significant positive effect on work effectiveness, leadership style has an indirect effect on work effectiveness through job satisfaction, interpersonal communication has an indirect effect on work effectiveness through job satisfaction

Introduction

Insurance plays an important role as a transfer of risk from possible losses that a person may suffer to the insurance company. The rapid growth of the insurance industry in Indonesia is indicated by the growth in the number of insurance companies supervised by the Financial Services Authority (OJK) where there are 131 insurance companies and 6 reinsurance companies in Indonesia (Safitri & Mahaputra, 2018)

The phenomenon that occurs at PT Reasuransi Nasional Indonesia is that optimal work effectiveness has not been achieved. This is reflected in the realization of insurance premiums that have not met the Company's Work Plan and Budget (RKAP) where the target set for 2019 is Rp 5,383,652,000 while the realization obtained is Rp 4,574,498,000. This shows that the effectiveness of work has not been realized in PT Reasuransi Nasional Indonesia. One of the indicators that work effectiveness has not been achieved is due to job dissatisfaction felt by employees. There was an increase in employee dissatisfaction where employees who felt dissatisfied in January 2019 were 44 employees (17%). Meanwhile, in December, 91 employees (35%) (NasionalRE, 2019).

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*Corresponding Author
Email address: fajar.165@hotmail.com
Then, an indication of the achievement of employee job satisfaction can be seen through the level of employee absenteeism as shown in the table below:

Table 1. Employee Attendance of PT Reasuransi Nasional Indonesia

| Month      | 2018 Permission without explanation (%) | 2019 Permission without explanation (%) |
|------------|----------------------------------------|----------------------------------------|
|            | Permission (%) | without explanation (%) | Permission (%) | without explanation (%) |
| January    | 11,8 | 11,8 | 11,1 | 11,1 |
| February   | 5,9  | 5,9  | 5,6  | 5,6  |
| March      | 5,9  | 11,8 | 22,2 | 11,1 |
| April      | 5,9  | 5,9  | 5,6  | 11,1 |
| May        | 5,9  | 5,9  | 5,6  | 11,1 |
| June       | 11,8 | 5,9  | 5,6  | 5,6  |
| July       | 11,8 | 11,8 | 11,1 | 11,1 |
| August     | 5,9  | 11,8 | 16,7 | 11,1 |
| September  | 5,9  | 11,8 | 16,7 | 11,1 |
| October    | 17,6 | 11,8 | 5,6  | 5,6  |
| November   | 5,9  | 5,9  | 5,6  | 0    |
| December   | 17,6 | 5,9  | 27,8 | 16,7 |
| Average    | 9,3  | 8,8  | 11,6 | 9,3  |

Source: NasionalRE, (2019)

Based on table 1, it is known that there is a decrease in job satisfaction which is indicated by an increase in alpha employees and work permits. This has an impact on decreasing the effectiveness of employees' work. In a study conducted by Sugianto et al. (2013) show that job satisfaction has a significant impact on work effectiveness.

To get an initial picture, the researcher conducted a pre-test on 30 employees to find out the factors that affect work effectiveness. Based on the results of the pre-test, it is known that the factors that influence work effectiveness are job satisfaction, leadership style and interpersonal communication. This is because the employee response is dominated by the answer "Yes" to the statement regarding these variables (pre test, processed data).

Research conducted by Syarif et al. (2020) and Mukhtar et al. (2020) shows that job satisfaction, leadership style and interpersonal communication have a significant effect on work effectiveness. The research conducted by Antonieta et al. (2013) and Rukman et al. (2010) shows that leadership style has a positive and significant effect on work effectiveness. Then the research conducted by Nazari et al. (2011) and Singh...
& Lalropuii (2014) showed that interpersonal communication had a positive and significant effect on work effectiveness. Based on this description, this study aims to examine the effect of leadership style and interpersonal communication on work effectiveness with job satisfaction as a mediation.

**Literature Review**

**Leadership Style**

According to Çetin et al. (2012) leadership style is the way the leader acts and or how he influences his members to achieve certain goals. Leadership style is a method for showing an attitude with the aim of influencing employees to achieve company goals (Harvey, 2013). Good leaders must be able to adapt various leadership styles according to workplace conditions so that they do not only use one leadership style (Kaleem & Syed, 2013). Based on the understanding of the experts above, it is synthesized that leadership style is a comprehensive pattern of the actions of a leader, to control the subordinates he leads with a dominant characteristic in him for the achievement of organizational goals.

Measurement of leadership style described by Hassan et al. (2016) in several dimensions, namely (1) the ability to make decisions that explain a systematic approach to the nature of the alternatives faced and take actions that according to calculations are the most appropriate actions, (2) the ability to motivate which causes an organization member to be willing and willing to move their abilities (in the form of expertise or skills) energy and time to carry out various activities that are their responsibility and fulfill their obligations, in the context of achieving predetermined organizational goals and objectives, (3) communication skills that describe skills or abilities to deliver messages, ideas, or thoughts to others with the aim of those other people understanding what is meant well, directly verbally or indirectly, and (4) the ability to control subordinates where the leader must have the desire to make other people follow his wishes with n use personal power or office power effectively and appropriately.

**Interpersonal Communication**

Keyton (2011) states that interpersonal communication or interpersonal communication is communication between people per person which is oriented to that person's behavior so that the emphasis is on the process and delivery of information processes from one person to another. While Lunenburg (2010) explains interpersonal communication or interpersonal communication is communication that is carried out between a person and another person in a society or organization using certain communication media and language that is easy to understand (informal) to achieve a certain goal. From the descriptions of several experts, it can be synthesized...
that interpersonal communication is a communication process carried out between two people or two parties using language that is easy to understand in order to achieve a certain meaning.

DeVito (2017) explains the measurement of interpersonal communication in several ways as follows (1) openness, to show the quality of openness of interpersonal communication, there are at least two aspects, namely the aspect of the desire to be open to everyone who interacts with other people and the aspect of the desire to be open to everyone who interacts with other people. Others are the desire to respond honestly to all information that comes to him, (2) empathy, aiming to feel the feelings of others, namely trying to feel in the same way as other people's feelings, (3) support, not only verbally but also unspoken verbal movements such as head nodding, eye blinking, smiling, or clapping are unspoken positive support, (4) positivity, interpersonal communication qualities of at least three different aspects or elements. First, interpersonal communication will be successful if there is positive attention to one's self, second, interpersonal communication will be well maintained if a positive feeling towards others is communicated, third, a positive feeling in general communication situations is very useful for effective cooperation, and (5) similarity, which explains that interpersonal communication will be more effective if the people who communicate are in an atmosphere of similarity. This is not to say that people who have nothing in common cannot communicate. Obviously they can communicate. However, if their communication is to be effective, they should know the personality similarities between them. Thus the communication carried out will be more on target because it will create mutual understanding.

Job Satisfaction

According to Bakotić & Fiskovića (2013), job satisfaction is a general attitude towards one's work as the difference between the amount of rewards received by workers and the amount of rewards that are believed to be received. Meanwhile, Chatzopoulou et al. (2015) stated that job satisfaction is an emotional state that is pleasant or unpleasant for workers to view their work. Davidescu et al. (2020) state that everyone who works expects to get satisfaction from his place of work. Job satisfaction will affect productivity which is highly expected by a manager, so a manager needs to understand what must be done to create job satisfaction for his employees. Based on the understanding of job satisfaction according to the experts above, it can be synthesized that job satisfaction is a person's views and attitudes both positive and negative regarding a person's assessment of their work.

Davidescu et al. (2020) explains six dimensions in measuring job satisfaction, namely (1) the work itself, in this case an interesting job for employees, provides opportunities for learning, and the opportunity to accept responsibility from the company, (2) salary, in terms of This amount of money received by employees will
be seen as appropriate or inappropriate when compared to other companies, (3) promotion opportunities, related to the opportunities provided by the company to increase in terms of positions in the company, (4) supervision, related to leadership abilities. to provide assistance and support to employees, (5) co-workers, related to support from colleagues to achieve company goals, and (6) working conditions, related to a good work environment so that employees will more easily complete work.

**Work Effectiveness**

According to Tahsildari & Shahnaei (2015) work effectiveness is a condition where physical and spiritual activities carried out by humans can achieve the desired results. Then according to Luscher (2014) effectiveness is the utilization of resources, funds, facilities, and infrastructure in a certain amount that is consciously determined beforehand to produce a number of goods or services of a certain quality on time. From the above definition, work effectiveness can be synthesized as how employees can complete their tasks by utilizing existing resources, as well as the extent to which work results are achieved as targeted.

Luscher (2014) explains that there are four factors that influence work effectiveness, namely (1) organizational characteristics consisting of the structure and technology owned by the company, (2) environmental characteristics related to employee effectiveness at work, (3) worker characteristics related to with the behavior given by employees to achieve company goals, and (4) management policies and practices where the role of management in coordinating people and processes for the success of the organization has a high urgency.

Measurement of work effectiveness is explained by Mehmood et al., (2017) as follows (1) involvement, where an employee feels included in the company's activities so that all employees feel responsible for the results of the company's work, (2) consistency, explains employee agreements to the basic assumptions and core values of the organization or company, (3) adaptation, showing the company's ability to respond to changes in the external environment by making internal changes to the organization, (4) mission, explaining the cultural dimension that shows the organization's core goals that make members of the organization firm and focused on what the company deems important.

**Research Hypothesis**

Leadership style is a method for showing an attitude with the aim of influencing employees to achieve company goals (Harvey, 2013). Good leaders must be able to adapt various leadership styles according to workplace conditions so that they do not only use one leadership style (Kaleem & Syed, 2013). A good relationship
between a leader and his subordinates will provide success, this can be seen from the leadership style used by the leader (Javed et al., 2014). Encouragement and guidance from a leader who has the skills to guide and understand the wishes and aspirations of its members, as well as encourage the morale of its members to work more effectively (Afshinpour, 2014). Previous research conducted by Chandrasekara (2019), Bucata & Rizescu (2016), Rukmani et al. (2010), Antonieta et al. (2013) illustrates that the better the leadership style applied to a company, the effectiveness of the employee's work will increase. Based on this, the following are the hypotheses proposed in this study:

Hypothesis 1: There is a positive and significant influence of Leadership Style on the work effectiveness of employees

Lukenburg (2010) explains interpersonal communication or interpersonal communication is communication that is carried out between a person and another person in a society or organization using certain communication media and language that is easy to understand (informal) to achieve a certain goal. In conducting interpersonal communication within the company, it is not uncommon to experience problems that are thought to be caused by poor relationships between employees, for example, there are often misunderstandings in communicating with employees and leaders so that the implementation of work is not optimal (DeVito, 2017). Previous research conducted by Amit & Singh (2014) and Nazari et al. (2011) describes the running of interpersonal communication in the company will increase the effectiveness of employees' work. Based on this, the following are the hypotheses proposed in this study:

Hypothesis 2: There is a positive and significant effect of Interpersonal Communication on the work effectiveness of employees

The behavior of superiors is also a major determinant of satisfaction. Generally satisfaction can be increased, when the supervisor is friendly and understanding, offers praise for good performance, listens to employees' opinions, and shows a personal interest in them (Karabina, 2016). Employee participation given by the leadership and leadership's ability to motivate employees will increase employee morale and job satisfaction (Kumari 2011). Previous research conducted by Birbirsa & Lakev (2020), Joseph et al. (2018), Al-maitah et al. (2021) and Javed et al. (2014) shows that the better the leadership style applied, the job satisfaction felt by employees will increase. Based on this, the following are the hypotheses proposed in this study:

Hypothesis 3: There is a positive and significant influence of Leadership Style on employee job satisfaction
The existence of interpersonal communication between employees will create satisfaction at work because they feel the support of colleagues to discuss and solve problems together to achieve company targets (DeVito, 2017). The creation of effective interpersonal communication based on assertiveness to employees of a company, employees do not do things that can harm a company in order to get attention from company management in relation to employee job satisfaction (Lodisso, 2019). Previous research conducted by Madhur & Ramshanker (2020), Awad & Alhashemi (2012) and Lodisso (2019) illustrates the better interpersonal communication, the job satisfaction will increase. Based on this, the following are the hypotheses proposed in this study:

Hypothesis 4: There is a positive and significant effect of Interpersonal Communication on employee job satisfaction

Employees who feel job satisfaction usually have good attendance and are more accomplished than employees who do not feel job satisfaction. With the fulfillment of job satisfaction, employees feel cared for and their needs met by the company so that employees will give all their abilities at work (Kumari, 2011). With the fulfillment of job satisfaction, individual employees will try to improve their abilities. The success or failure of an organization depends on the organization's ability to provide job satisfaction to its employees (Davidescu et al., 2020). Previous research conducted by Bakotić (2016) illustrates the better job satisfaction felt by employees will increase the effectiveness of the work it provides to the company. Based on this, the following are the hypotheses proposed in this study:

Hypothesis 5: There is a positive and significant effect of job satisfaction on the work effectiveness of employees

The application of good leadership in a company will have an impact on increasing the effectiveness of employees' work. However, this requires encouragement in employees to work optimally (Pawirosumarto et al., 2017). With job satisfaction in employees will provide encouragement for employees to work effectively and help the company to achieve its goals (Dessler, 2017). Previous research conducted by Pawirosumarto et al. (2017), Chandrasekara (2019) and Syarif et al. (2020) shows that the better the leadership style applied, the effectiveness of the employee's work will increase with the job satisfaction felt by the employee. Based on this, the following are the hypotheses proposed in this study:

Hypothesis 6: There is a positive and significant influence of Leadership Style on the work effectiveness of employees through Job Satisfaction as a mediating variable
Interpersonal communication in a company has an impact on the exchange of information that occurs well so that all employees can help each other and find solutions to their work (DeVito 2017). The impact of interpersonal communication is the comfort of employees at work so that job satisfaction will increase. By increasing employee job satisfaction, work effectiveness in a company will increase so that company goals can be achieved (Syarif et al., 2020). Previous research conducted by Nabi et al. (2017) and Syarif et al. (2020) illustrates the better interpersonal communication that exists in a company, the effectiveness of employees' work will increase with the job satisfaction felt by employees. Based on this, the following are the hypotheses proposed in this study:

Hypothesis 7 : There is a positive and significant effect of Interpersonal Communication on the work effectiveness of employees through Job Satisfaction as a mediating variable

Method

This research was conducted at PT Reasuransi Nasional Indonesia with a population of 261 employees. Hair et al. (2010) argue that the sample size is at least 5 times the number of indicators. Based on this, the sample used was 205 respondents (41 indicators x 5). In order for the distribution of the sample to be evenly distributed in each work unit at PT Reasuransi Nasional Indonesia, the proportional random sampling technique was used. The research hypothesis was tested using a Structural Equation Modeling approach based on Partial Least Square (PLS).

Result And Discussion

Data Testing Results

Measurement Model Evaluation

At the initial stage, the model will be evaluated until all indicators are valid. For this reason, the researchers carried out a step wise procedure on the results of data processing by evaluating the statistical output of PLS Modeling in stages. If invalid items are found, the researcher will take systematic steps by removing items that show a low correlation value and start from the independent variable with the largest correlation value.

The validity test of reflective indicators with the SmartPLS program can be seen from the loading factor value for each construct indicator (Ghozali & Latan, 2017), where for exploratory research, the loading value must be above 0.6 or 0.7. The researcher uses the highest cut off value of 0.7 on the grounds that this study is a one-tailed test, so that the better the validity of the model, the more accurate the resulting hypothesis.
Table 2. Construct Reliability Results

| Variable                      | Cronbach's Alpha | rho_A | Composite Reliability | Result       |
|-------------------------------|------------------|-------|------------------------|--------------|
| Work Effectiveness            | 0.964            | 0.964 | 0.968                  | Reliable     |
| Interpersonal Communication   | 0.957            | 0.957 | 0.963                  | Reliable     |
| Leadership Style              | 0.937            | 0.941 | 0.949                  | Reliable     |
| Job Satisfaction              | 0.966            | 0.966 | 0.970                  | Reliable     |

Based on the table above, it can be seen that all variables have Cronbach Alpha values > 0.7, Rho_A values above 0.7 and Composite reliability values > 0.7, which means that all variables have met the elements of good construct reliability.

Hypothesis Testing

T-Statistic (bootstrapping) is used to see the significance value between constructs. Hair et al. (2014) suggested to perform a bootstrapping procedure with a re-sample value of 5,000. The limit for rejecting and accepting the proposed hypothesis is ±1.96, which if the t-statistic value is in the value range of -1.96 and 1.96 then the hypothesis will be rejected or in other words accept the null hypothesis (H0).

Table 3. Results of Direct Effect Hypothesis Testing

| Hypothesis | Original Sample | T Statistics | P Values | Result | Information       |
|------------|-----------------|--------------|----------|--------|-------------------|
| H1         | Leadership Style → Work Effectiveness | 0.223 | 2.415 | 0.005 | Significantly Positive | Hypothesis accepted |
| H2         | Interpersonal Communication → Work Effectiveness | 0.498 | 5.515 | 0.000 | Significantly Positive | Hypothesis accepted |
| H3         | Leadership Style → Job Satisfaction | 0.473 | 6.054 | 0.000 | Significantly Positive | Hypothesis accepted |
| H4         | Interpersonal Communication | 0.518 | 6.614 | 0.000 | Significantly Positive | Hypothesis accepted |
H5 \( \rightarrow \) Work Effectiveness

There is a significant positive effect between Leadership Style on Work Effectiveness which is indicated by the t-statistic value of 2.415 > 1.650; p-values 0.005 < 0.05, and the original sample value is positive 0.223, thus Hypothesis H1 is accepted. In the next test, it is known that there is a significant positive effect between Interpersonal Communication on Work Effectiveness which is indicated by the t-statistic value of 5.515 > 1.650; p-values 0.000 < 0.05, and the original sample value is positive at 0.498, thus Hypothesis H2 is accepted.

Then it is known that there is a significant positive effect between Leadership Style on Job Satisfaction which is indicated by the t-statistic value of 6.054 > 1.650; p-values 0.000 < 0.05, and the original sample value is positive at 0.473, thus Hypothesis H3 is accepted. Furthermore, it was found that there was a significant positive effect between Interpersonal Communication on Job Satisfaction as indicated by the t-statistic value of 6.614 > 1.650; p-values 0.000 < 0.05, and the original sample value is positive 0.518, thus Hypothesis H4 is accepted. In the next hypothesis test, it is known that there is a significant positive effect between Job Satisfaction on Work Effectiveness which is indicated by the t-statistic value of 3.589 > 1.650; p-values 0.000 < 0.05, and the original sample value is positive 0.370, thus Hypothesis H5 is accepted.

Table 4. Indirect Effect Hypothesis Test Results

| Hypothesis                                      | Original Sample | T Statistics | P Values | Result            | Information       |
|------------------------------------------------|-----------------|-------------|----------|-------------------|-------------------|
| H6 Leadership Style \( \rightarrow \) Job Satisfaction \( \rightarrow \) Work Effectiveness \( \rightarrow \) Interpersonal Communication | 0.175           | 3.083       | 0.002    | Significantly Positive | Hypothesis accepted |
| H7 Job Satisfaction \( \rightarrow \) Work Effectiveness | 0.192           | 3.129       | 0.002    | Significantly Positive | Hypothesis accepted |
Based on the table above, it is known that there is a significant positive effect between Leadership Style on Work Effectiveness through Job Satisfaction as indicated by the t-statistic value of 3.083 > 1.650; p-values are 0.002 < 0.05, and the original sample is positive at 0.175, thus Hypothesis H6 is accepted. Furthermore, it is known that there is a significant positive effect between Interpersonal Communication on Work Effectiveness through Job Satisfaction as indicated by the t-statistic value of 3.129 > 1.650; p-values are 0.002 < 0.05, and the original sample is positive at 0.192, thus Hypothesis H7 is accepted.

Discussion

The Effect of Leadership Style on Work Effectiveness

Based on the results of hypothesis testing, it was found that there was a significant positive effect between Leadership Style on Work Effectiveness. The results of this study are in line with those of Chandrasekara (2019), Bucata & Rizescu (2016), Rukmanii et al. (2010), Antonieta et al. (2013) shows that the better the leadership style applied to a company, the work effectiveness of PT Reasuransi Nasional Indonesia's employees will increase. Vice versa, the lower the applied leadership style, the lower the work effectiveness of PT Reasuransi Nasional Indonesia's employees.

As for the value of outer loading, it is known that the indicator with the lowest value is in L1 of 0.721 with a statement that the leader is able to innovate. Therefore, it is recommended that PT Reasuransi Nasional Indonesia be able to encourage leaders to innovate by involving leaders in various seminars or conferences related to the insurance and reinsurance industry on a national and international scale. This will help leaders have the ability to innovate and be able to support the team to work better. While the indicator with the highest value is in L5 of 0.905 with a statement that the leader is able to encourage subordinates to work according to the target. Therefore, the leadership's ability to motivate employees needs to be improved so that employees still have the enthusiasm to increase their productivity.

The Effect of Interpersonal Communication on Work Effectiveness

Based on the test results, it is known that there is a significant positive effect between Interpersonal Communication on Work Effectiveness. The results of this study are in line with research by Singh & Lalropuii (2014) and Nazari et al. (2011) which shows that the better Interpersonal Communication between parties in a company, the effectiveness of the work of employees will increase. Vice versa, the worse Interpersonal Communication between parties in a company, the effectiveness of employee work will decrease.
Then based on the outer loading assessment, it is known that the indicator with the lowest value is IC6 of 0.816 which explains that employees are required to greet other employees when they meet. Therefore, it is recommended that the management of PT Reasuransi Nasional Indonesia emphasize the importance of greeting each other between employees through an organizational culture that is written in the workspace. The indicator with the highest value is IC4 of 0.867 which explains that the company emphasizes that every difficulty felt by employees must be able to be felt by other employees. This shows that each employee is able to empathize with each other's difficulties so that each employee is expected to continue to maintain it.

The Effect of Leadership Style on Job Satisfaction

Based on the results of hypothesis testing, it was found that there was a significant positive effect between Leadership Style on Job Satisfaction. The results of this study are in line with the research of Birbirs & Lakew (2020), Joseph et al. (2018), and Javed et al. (2014) that the better the applied leadership style, the more employee job satisfaction will increase. Vice versa, the worse the leadership style in a company, the employee's job satisfaction will decrease.

The results of hypothesis testing are also strengthened by descriptive statistical results on the Leadership Style variable and Job Satisfaction variable, showing that the majority of respondents answered agree on both variables. It is also supported by the average category of respondents' answers which are almost the same, namely the total mean (4.07) is in the high interval on the Leadership Style variable and the total mean (4.17) in the high interval for the Job Satisfaction variable. This shows that the right leadership style will create a sense of comfort for the employees of PT Reasuransi Nasional Indonesia in working so that they can increase their job satisfaction.

The Effect of Interpersonal Communication on Job Satisfaction

Based on the test results, it is known that there is a significant positive effect between Interpersonal Communication on Job Satisfaction. The results of this study are in line with research by Madhur & Ramshanker (2020), Awad & Alhashemi (2012), Lodisso (2019) which shows that the better Interpersonal Communication, the higher the job satisfaction of employees. Vice versa, the worse Interpersonal Communication, the employee's job satisfaction will decrease.

The results of the hypothesis test are also strengthened by descriptive statistical results on the Interpersonal Communication variable and the Job Satisfaction variable showing that the majority of respondents answered agree on the two variables. It is also supported by the average category of respondents' answers.
which are almost the same, namely the total mean (4.14) is in the high interval on the Interpersonal Communication variable and the total mean (4.17) at the high interval for the Job Satisfaction variable. This shows that Interpersonal Communication will make it easier for employees to work and resolve any obstacles in their work so as to increase their perceived job satisfaction.

The Effect of Job Satisfaction on Work Effectiveness

Based on hypothesis testing, it was found that there was a significant positive effect between Job Satisfaction on Job Effectiveness. The results of this study are in line with research by Bakotić (2016) and Retu et al. (2020) that the better the job satisfaction felt by the employees, the more effective the employee's work will be. Vice versa, the worse or lower the job satisfaction felt by the employee, the employee's work effectiveness will decrease.

Then based on the outer loading assessment, it is known that the indicator with the lowest score is found in KK2 that the current job is not in accordance with the educational background of 0.821. This is expected to be input for the management of PT Reasuransni Nasional to properly select employees according to their educational background. The indicator with the highest score is found in KK12 that the Company does not provide good facilities for each employee of 0.889. This shows that PT Reasuransni Nasional has provided good facilities to support employees' work.

Indirect Effect of Leadership Style on Work Effectiveness through Job Satisfaction

Based on the test, it is concluded that there is an indirect effect between Leadership Style on Work Effectiveness through Job Satisfaction on employees of PT Reasuransi Nasional Indonesia. The results of this study are in line with the research of Pawirosumarto et al. (2017) and Chandrasekara (2019) shows that the better the Leadership Style applied, the effectiveness of the employee's work will increase with the job satisfaction felt by the employee. The application of good leadership in a company will have an impact on increasing the effectiveness of employees' work. However, this requires encouragement in employees to work optimally. With job satisfaction in employees will provide encouragement for employees to work effectively and help the company to achieve its goals.

Indirect Effect of Quality of Work Life on Turnover Intention through Job Satisfaction

Based on the test, it was found that there is an indirect effect between Interpersonal Communication on Work Effectiveness through Job Satisfaction on employees of PT Reasuransni Nasional Indonesia. The results of this study are in line with the research of Nabi et al. (2017) show that the better the Interpersonal Communication in a company, the effectiveness of the employee's work will increase
with the job satisfaction felt by the employee. The impact of interpersonal communication is the comfort of employees at work so that job satisfaction will increase. By increasing employee job satisfaction, work effectiveness in a company will increase so that company goals can be achieved.

**Conclusion**

Based on the results of the study, it is known that there is a significant positive effect between Leadership Style on the Work Effectiveness of PT Reasuransi Nasional Indonesia, there is a significant positive influence between Interpersonal Communication on the Work Effectiveness of PT Reasuransi Nasional Indonesia, there is a significant positive effect between Leadership Style on Job Satisfaction at PT Reasuransi Nasional Indonesia, there is a significant positive effect between Job Effectiveness on Job Satisfaction at PT Reasuransi Nasional Indonesia, there is a significant positive effect between Job Satisfaction on Job Effectiveness at PT Reasuransi Nasional Indonesia, there is a significant positive indirect effect between Leadership Style on Work Effectiveness at PT Reasuransi Nasional Indonesia through Job Satisfaction, and there is a significant positive indirect effect between Interpersonal Communication on the Work Effectiveness of PT Reasuransi Nasional Indonesia through Job Satisfaction.

**Limitations**

This research is limited to employees of PT Reasuransi Nasional Indonesia, so it does not fully describe employees in the insurance industry. In addition, this study only analyzes using a questionnaire instrument to obtain research data so that it has not become a general description of the perceptions of each party at PT. Indonesian National Reinsurance

**Recommendation**

It is recommended that PT Reasuransi Nasional Indonesia periodically includes leaders in weekly meetings to hear innovations or creative ideas that are owned with the aim of creating new products or improving products or services that the company currently has. Then, it is suggested that PT Reasuransi Nasional Indonesia opens opportunities for every employee to convey their criticisms and ideas in sharing sessions which are held regularly before starting work activities in the morning. This will provide opportunities for all employees without exception to submit complaints or ideas that can build the company.

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