

The Role Of Communication Between Leaders And Employees In Improving Performance At Pt Sucofindo Medan

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Abstract

This article examines the role of communication between leaders and employees in enhancing performance at PT Sucofindo Medan, a company engaged in occupational health and safety services. The urgency of this research lies in the importance of effective communication as a determining factor for productivity, safety, and team collaboration. The study employs a qualitative method with a case study approach, focusing on the dynamics of leader–employee communication. Data were collected through in-depth interviews, direct observation, and company documentation with six informants selected purposively. Data analysis followed the Miles, Huberman, and Saldana model through reduction, presentation, and conclusion drawing, while validity was ensured through source triangulation. The results show that leadership communication is effective for routine tasks through clear instructions and feedback, yet often generates confusion for new assignments requiring more detailed explanations. Barriers were found not in message content but in communication styles, horizontal coordination, and the limited recognition of younger employees’ ideas. These factors sometimes slowed workflow despite the presence of clear directives. Nonetheless, dialogical and participatory communication patterns encouraged motivation, discipline, problem-solving collaboration, and responsibility sharing among staff. Suggestions from employees highlighted the need for routine briefings, written instructions, and a culture of inquiry. The study concludes that leadership communication at PT Sucofindo functions as a strategic instrument for fostering a collaborative climate across vertical and horizontal relations to achieve organisational goals.

Keywords: Leadership communication, employee performance, PT Sucofindo Medan

INTRODUCTION

The role of leadership communication is a crucial aspect in conveying information or tasks from a leader to subordinates (Firda Eka Zuliyatin & Heru Baskoro, 2023; Isnaini & Suksmawati, 2024). It is widely recognised that numerous problems arise in the workplace, which must be resolved through effective communication to avoid misunderstandings among employees and to prevent further complications in the work environment (Vransisca Kissya, 2024). It is therefore essential for a leader to have effective communication skills, as this is closely linked to their responsibilities to guide, influence, direct, and encourage members in carrying out tasks and activities in order to achieve collective goals (Choiriyati, 2023; Purba et al., 2021; Rahmawati & Khoerunnisa, 2023).

Warm and friendly relationships are largely influenced by one’s ability to communicate with others. Daily communication processes function to nurture and maintain relationships with the environment. Communication skills hold vital significance in life. It is even often said that if the body is a living organism, then communication is the blood that flows within it, enabling individuals to face future challenges and responsibilities. This cannot be separated from the active role of employees who possess ability, creativity, innovation, and responsibility in carrying out their duties within the institution. These data were obtained through observation,

interviews, and documentation with research informants consisting of leaders and employees (Fauzi, 2023; Munawir & Basrowi, 2023; Refai et al., 2024).

Communication in a company can take place vertically between subordinates and superiors, and also horizontally among staff (Ginting & Bangun, 2022; Puspitasari & Putra Danaya, 2022). Communication within a company will be more effective when it occurs in the form of interpersonal communication. Interpersonal communication involves two or more individuals with feedback effects. Thus, warm and friendly relationships are influenced by the ability of an individual to communicate effectively with others (Melati et al., 2023).

A leader in an institution naturally possesses different experiences compared to subordinates. Therefore, as a communicator, the leader must be capable of employing empathy. When the communicator understands and feels the emotions of the communicant, the message is more likely to be received, and communication can be effective (Zaenudin et al., 2021).

Conversely, if the communicator and communicant fail to establish mutual understanding, the communication process will not proceed as intended. Numerous workplace problems must therefore be resolved through effective communication to avoid misunderstandings among employees and to prevent exacerbation of workplace tensions. It is crucial for leaders to have effective communication, as this is closely tied to their responsibility to guide, influence, direct, and encourage members in carrying out tasks, activities, and achieving collective objectives (Azhari & MS, 2023).

Effective communication between leaders and employees fosters an environment where open two-way interaction allows for the welcoming of new ideas and the proactive resolution of problems. Accordingly, good communication promotes improved collaboration across departments and teams within the organisation. Communication is the exchange of verbal and non-verbal messages between the message sender (leader/manager) and the message receiver (employee), aimed at influencing behaviour. The communication process consistently proceeds through interrelated phases (Budiman & Fanny, 2023).

Every organisation relies heavily on its capacity to manage human resources effectively. Human resources are directly involved in developing corporate activities and play an essential role in enhancing organisational performance to achieve its objectives. Many factors contribute to the achievement of high employee efficiency, including work motivation, job satisfaction, work performance, and discipline. Conversely, there are also negative factors such as work-related stress. Each employee is required by the organisation to deliver maximum work outcomes. Employees are expected to work effectively and efficiently, ensuring high quality and quantity of output, thereby strengthening the organisation's competitiveness. Attention must therefore be paid to enhancing communication skills and the quality of human resources to create excellent employee performance (Diniarsa & Batu, 2023; Pahira & Rinaldy, 2023).

Thus, effective and well-directed communication enables leaders to articulate the company's vision clearly and persuasively, motivating and inspiring their teams. In transformational leadership, communication becomes a vital tool to build commitment towards change and innovation. Conflict management and productivity improvement also rely on constructive communication. At PT Sucofindo, bottom-up communication from employees plays an important role in conveying crucial information to leaders. However, limited openness among leaders often discourages employees from reporting or providing direct criticism (Najih, 2023).

PT Sucofindo is an Occupational Health and Safety Services Company (PJK3) operating in the field of training and has been active since 2018. PT Sucofindo aims to provide training in occupational health and safety to create safe, healthy, and comfortable work environments, while preventing workplace accidents and occupational diseases. It also seeks to enhance workers' competence within specific workplace criteria and in companies offering occupational health and safety services.

The urgency of this study lies in the pressing need to optimise communication between leaders and employees at PT Sucofindo, where the effectiveness of communication is a critical factor in improving performance and ensuring workplace safety. In an environment that demands high compliance with safety and health standards, efficient communication not only strengthens teamwork and enhances productivity but is also vital in preventing incidents and ensuring the well-being of all parties in the company. This study aims to identify communication barriers and propose effective strategies that can be adopted to support operational success and the achievement of organisational goals.

Organisational communication is a fundamental instrument that connects leaders and employees in directing work activities towards the achievement of shared objectives. Its primary function is not merely to transmit information but also to establish coordination, build mutual understanding, and create feedback mechanisms that enable effective collaboration. Within this framework, the quality of communication becomes a strategic factor that determines the extent to which employee motivation, discipline, and productivity can develop in alignment with organisational needs and targets (Gunadi, 2021).

This study adopts the perspective of Joseph A. DeVito's interpersonal communication theory, which emphasises that interpersonal communication is a process of sending and receiving messages involving both content and relational dimensions, and is shaped by message clarity, the context of interaction, and the feedback that occurs (DeVito, 2013). In the context of this research, DeVito's framework is relevant for explaining how direct interactions between leaders and employees function not only as a medium for conveying work instructions but also as a means of fostering emotional closeness, trust, and coordination that influence performance effectiveness. By applying the principles of interpersonal communication, workplace relationships at PT Sucofindo can be analysed more critically, particularly in terms of how the quality of message exchange contributes to employee motivation, discipline, and productivity.

Findings from previous studies demonstrate that leadership communication strategies have direct implications for improving employee performance. Annisa and Usman (2020) emphasised that the effectiveness of bureaucratic communication greatly determines the quality of coordination and the productivity of civil servants. Asrini, Purba, and Nuraflah (2022) highlighted that leadership communication styles in the Samsat Medan Utara environment significantly influence discipline and the achievement of work targets. Rahmawati and Khoerunnisa (2023) further argued that leadership quality capable of fostering an open communication climate leads to the establishment of a healthy organisational culture, while Witama and Redana (2021) underlined the role of leadership communication in enhancing employee morale in local government institutions. These findings collectively highlight the consistent recognition of leadership communication as an essential instrument shaping work behaviour, motivation, and performance among employees and civil servants.

Last, studied by Yue, Men, and Ferguson (2021) found that transparent internal communication and a positive emotional culture strengthen employees' organisational identification. The study concludes that their synergy enhances loyalty and motivation, yet remains limited to the US context, leaving room for further research in collectivist cultures such as Indonesia.

This study differs from previous research by positioning PT Sucofindo Medan as the locus of inquiry, operating in the field of occupational health and safety services. The research focus extends beyond examining leadership communication styles or general leadership qualities to explore how leadership communication, both interpersonal and structural, influences work effectiveness, adherence to safety procedures, and productivity outcomes. This contextual distinction offers a new theoretical contribution by broadening the understanding of leadership communication beyond the scope of bureaucratic governance into the domain of service companies, which demand higher levels of professional and technical competence.

RESEARCH METHODS

This study employed a qualitative method with a case study approach, focusing on PT Sucofindo Medan as a single unit of analysis. The choice of this method was based on the need to understand the phenomenon of leader–employee communication in depth, not merely through numbers or statistics, but through contextual narrative descriptions (Creswell, W. John & Creswell, 2018). The case study approach was selected because it provides space to trace the dynamics of communication in specific and complex situations, as well as to highlight aspects of leadership and interpersonal relationships that have direct implications for employee performance (Yin K.Robert, 2018).

The data sources consisted of both primary and secondary data. Primary data were obtained through in-depth interviews with six informants selected due to their direct involvement in the communication process between leaders and employees. These informants represented both leadership and employee elements to ensure a balanced perspective. Meanwhile, secondary data were drawn from company documents, internal archives, and relevant academic literature, enabling a comprehensive analytical basis.

Data collection techniques included semi-structured interviews, direct workplace observations, and documentation in the form of activity archives and internal reports. Informants were selected using purposive sampling, with the consideration that participants must possess adequate experience and understanding of the communication patterns within the company. This strategy allowed the researcher to obtain information aligned with the research focus while avoiding irrelevant data.

Data analysis referred to the model developed by Miles, Huberman, and Saldana, comprising three main stages. First, data reduction was carried out by sorting, simplifying, and sharpening information in line with the research objectives. Second, data presentation was structured into thematic categories, making it easier for the researcher to identify communication patterns and relate them to employee performance. Third, conclusion drawing and verification were conducted iteratively to ensure that the findings were consistent and firmly grounded (Miles et al., 2021).

The validity of the data was tested through source triangulation, comparing information obtained from interviews with six informants, direct observations, and company documentation. This triangulation not only ensured the validity of the findings but also enhanced the reliability of the research by confirming the consistency of information from multiple perspectives (Flick, 2020). Through this strategy, the study is believed to possess high credibility and to provide an objective picture of the role of leadership communication in improving employee performance at PT Sucofindo Medan.

Table 1. Research Informant Data

No	Initials	Position	Age	Informant Status
1	I	Head of Service Unit	53	Leader
2	NA	Admin Officer	25	Employee
3	ARB	Admin Officer	28	Employee
4	IDP	Admin Officer	25	Employee
5	M	Inspector	31	Employee
6	TAA	Inspector	27	Employee

Source: Initial Observation by Researcher (2025)

RESULT AND DISCUSSION

The role of communication between leaders and employees in improving company performance

The results of observations and interviews at PT Sucofindo Medan indicate that communication between leaders and employees plays a significant role in shaping the effectiveness of daily work. The unit leader not only performs an instructional function in delivering tasks but also applies a dialogical communication pattern that allows employees to convey feedback and operational obstacles directly. This practice of two-way communication creates a more open working atmosphere, where directives are not merely understood as hierarchical commands but as collaborative efforts to achieve shared targets. This pattern is evident from the consistency of leaders in holding regular briefings as well as their openness to unexpected reports submitted by employees, thereby accelerating the coordination process and minimising the risk of work errors.

Interviews with informants revealed that the interpersonal communication practised by leaders contributes to enhancing employee motivation and discipline. Employees considered that a communication approach that is friendly, clear, and accompanied by feedback encouraged them to work with greater focus and made them feel valued as part of the organisation. Moreover, when technical obstacles or differences in perception arose, leaders sought to resolve them through direct discussions with the parties concerned so that they did not escalate into prolonged conflict. This condition underscores that the effectiveness of communication not only facilitates the flow of instructions but also fosters emotional bonds that positively impact productivity, loyalty, and the quality of the company's services to clients.

Table 2. Interview Results with Research Informants

No	Initials	Interview Quote	Category/Subtheme	Research Findings
1	NA	“Sometimes clear, sometimes confusing. Never completely misleading so it cannot be exemplified... Communicated as best as possible with the superior, then resolved together.”	Clarity of instructions & problem-solving	Leadership instructions are generally understandable, though with some variation. Two-way communication in problem-solving works effectively, minimising potential conflicts.
2	ARB	“When it comes to new work instructions, sometimes it is still confusing and requires more learning, but for current tasks it can be understood immediately... It would be better to build a culture of asking questions and providing feedback.”	Work instructions & communication culture	Instructions are clear for routine tasks but weaker for new assignments. A culture of inquiry and feedback is required to enhance communication effectiveness.
3	IDP	“Easy to understand, no misunderstandings so far... Sometimes fast, sometimes slow, because everyone has different communication styles... Providing instructions clearly and in writing.”	Communication effectiveness & written directives	Communication is generally clear, but work pace is influenced by individual communication styles. Written directives are considered a solution to reduce misunderstandings.

4	M	“Instructions from superiors are usually not confusing, the confusion comes from fellow workers... Communication runs smoothly, although initially there are often misses... The disconnect usually comes from delivery style and different perspectives.”	Communication barriers & field coordination	Communication problems occur more frequently among employees than with leadership. The main barriers lie in delivery style and differences in perspective rather than in the substance of instructions.
5	TAA	“For example, being asked to create a ship SOP flow chart, I did not know what to make because no example was provided... My idea was once ignored because I was considered inexperienced... Communication that is respectful and open for clarification feels more comfortable.”	Instruction limitations & experience	Lack of detailed instructions causes confusion. Employee suggestions are sometimes ignored due to limited experience. More open and respectful communication is needed.
6	I	“I try to give instructions as clearly as possible, but sometimes employees only grasp them partially... I prefer to sit together when problems arise, for example when there is a client complaint we find solutions together... Technical language often causes misunderstandings.”	Leadership communication patterns & problem-solving strategies	Leaders acknowledge the importance of clarity and consistency in instructions. A collaborative approach to problem-solving enhances employee responsibility, though barriers arise from technical terminology and time constraints.

Source: Processed Data by Researcher (2025)

The table above illustrates the variations in communication experiences between leaders and employees at PT Sucofindo Medan, reflecting how patterns of instruction, feedback, and work coordination contribute to either improving or hindering performance. The data indicate that although communication generally functions well, there are several aspects that require improvement in order to optimise communication effectiveness and support the achievement of organisational goals.

Interviews with informants working as admin officers indicate that the clarity of instructions from leaders is relatively adequate, yet some inconsistencies remain when instructions relate to new tasks. This condition demonstrates that vertical communication is not entirely homogeneous in its effectiveness. Instructions regarding routine tasks can be understood quickly, but new assignments require more detailed explanations to avoid confusion. This shows that employee performance can be directly influenced by the quality of communication that adapts to the complexity of tasks (Suriyana, 2021).

The next finding highlights the role of communication in influencing the speed of workflow. Some employees stated that communication accelerates processes, while others argued the opposite due to differences in delivery styles and individual understanding. These differences suggest the presence of subjective factors in message reception, where the communication styles of leaders or fellow employees can produce variations in work effectiveness. Accordingly, interpersonal communication needs to be designed in such a way that it aligns with the context and capacity of the message recipients.

Informants from the inspector group provided a different perspective by emphasising that communication barriers more frequently occur among employees themselves rather than between leaders and subordinates. This underscores the importance of horizontal coordination as a complement to vertical communication. Miscommunication among employees has the potential to delay fieldwork, even when instructions from leaders are clear. Such cases confirm that the success of communication in organisations does not solely depend on leaders, but also on how employees process, share, and follow up on messages.

In addition, there are indications that differences in perspective and delivery style are the main causes of unsynchronised communication. Some employees felt that leaders delivered instructions too briefly or formally without sufficient context, while employees needed more detailed explanations. This situation underscores the importance of communicative empathy in organisations. Understanding employees’ informational needs will improve the effectiveness of messages while reducing the risk of misinterpretation that impacts work quality.

The interviews also revealed the influence of work experience on the acceptance of employee ideas. Some younger employees felt that their suggestions were not taken seriously, while leaders considered this a matter of limited work experience. This highlights the challenge of creating a truly participatory communication climate, where every opinion is regarded as relevant regardless of seniority. If left unaddressed, this condition may weaken motivation and reduce active participation of employees in decision-making.

The leader’s perspective reinforced the finding that communication consistency and employee involvement in problem-solving are key to building team performance. Leaders emphasised the importance of short meetings, simple directives, and two-way communication that involves employees in resolving problems. This approach has proven effective in increasing responsibility and solidarity at work, although barriers still exist in the form of time limitations and the use of technical terminology that is not always understood by all parties (Suriyana, 2021).

The solutions that can be proposed based on these findings include strengthening communication patterns grounded in participation and consistency. First, leaders need to reinforce routine briefings using simple language and ensure employee understanding through feedback. Second, a safe culture of inquiry is required so that employees are not afraid of making mistakes when asking for clarification. Third, horizontal communication among employees must be strengthened through clear standard procedures to minimise the risk of miscommunication. Fourth, the importance of valuing employee ideas regardless of seniority is emphasised in order to create a more inclusive communication climate. By applying these measures, communication between leaders and employees can become a strategic instrument for enhancing company performance in a sustainable manner.

Table 3. Thematic Categories of Interview Findings

No	Main Theme	Subtheme	Research Findings
1	Clarity of Instructions	Clear instructions for routine tasks; confusing instructions for new tasks	Leadership communication is effective for routine tasks but remains weak for complex instructions, requiring additional clarification.
2	Communication Barriers	Differences in delivery style; differences in perspective; technical field constraints	Barriers do not lie in the substance of messages but in communication style and horizontal coordination among employees.
3	Communication Effectiveness	Sometimes accelerates work, sometimes slows down due to untimely communication	The effectiveness of communication is influenced by context and the readiness of message recipients, not merely by the quality of instructions.

4	Problem-Solving	Leaders involve employees; solutions sought collaboratively	A participatory communication pattern fosters responsibility and strengthens teamwork.
5	Employee Participation	Employee ideas sometimes disregarded due to limited experience	There remains a gap in participation that reduces the inclusiveness of the communication climate.
6	Improvement Suggestions	Routine briefings, written directives, culture of inquiry and feedback	Employees expect communication to be consistent, clear, and provide a safe space for clarification and contribution of ideas.

Source: Processed Data by Researcher (2025)

The table above illustrates how the diverse interview results can be condensed into main themes that explain the role of leadership communication in enhancing employee performance. Data reduction shows that although there are variations in individual experiences, leadership communication patterns generally have a significant influence on work effectiveness at PT Sucofindo Medan. The thematic grouping demonstrates that communication is not limited to instructions but also involves message clarity, delivery effectiveness, horizontal coordination, employee participation, and problem-solving strategies.

Clarity of instructions emerged as a central theme present across almost all informants. Employees noted that instructions for routine tasks were relatively clear and understandable, while new assignments often caused confusion if not accompanied by detailed explanations. This finding underscores that leadership communication cannot be understood in a single dimension, but must instead be contextualised according to the level of task complexity. Accordingly, communication effectiveness is determined not only by the leader's ability to give directions but also by their willingness to adapt the level of detail to employees' needs in the field.

Communication barriers were found to stem not from the substance of messages but from delivery styles, differences in perspective, and horizontal coordination among employees. This indicates that vertical communication from leaders is often not the main issue; rather, the reception of messages among employees themselves becomes the vulnerable point that can cause delays in work. This condition highlights the importance of strengthening horizontal communication so that messages from leaders can be followed up consistently without generating different interpretations.

Furthermore, the theme of employee participation shows that while most ideas and suggestions are welcomed, gaps remain, particularly for employees considered to have limited work experience. This indicates the presence of experiential bias that may weaken the inclusiveness of the communication climate. Younger employees felt their contributions were undervalued, meaning that the potential for full participation had not yet been fully realised. In this context, leadership communication should not only focus on instruction delivery but also on employee empowerment by providing a safe space for ideas to be expressed regardless of seniority.

The final theme emphasises that suggestions for improving communication are centred on three aspects: consistency in briefings, clarity in written directives, and the establishment of a culture of inquiry and feedback. All these suggestions reflect the need for communication that is more systematic and transparent, while simultaneously fostering mutual respect between leaders and employees. If implemented consistently, such communication will not only minimise misunderstandings but also strengthen a collaborative working climate, which in turn enhances employee productivity and loyalty to the company.

The discussion of this study's findings confirms that leadership communication has a strategic role in influencing employee performance, in line with Joseph A. DeVito's interpersonal communication theory which emphasises the importance of message clarity, interaction context, and feedback mechanisms. Field findings show that the leaders of PT Sucofindo Medan strive to deliver instructions clearly and follow up with discussions, so that the messages received do not

stop at the informative dimension but extend to the relational. Given that the company operates in occupational health and safety services, clarity of communication is a fundamental necessity, as every misinterpretation may have direct implications for workplace safety and service quality (Kholik et al., 2023).

The clarity of instructions identified in this study demonstrates consistency with the theory of effective communication, where message success is determined by the extent to which the recipient understands the meaning intended by the sender. Employees perceived that instructions for routine tasks were relatively clear, whereas new assignments tended to generate confusion if not accompanied by detailed explanations. This phenomenon suggests that leadership communication effectiveness is situational, depending on task complexity and employee readiness. This condition also reinforces the findings of Annisa and Usman (2020) who highlighted that the effectiveness of bureaucratic communication greatly determines coordination quality, although the context of this study lies within the service sector.

Communication barriers identified in this research were not primarily due to the substance of the leader's messages, but rather to delivery style and horizontal coordination among employees. Miscommunication occurred more frequently among employees in the field than between leaders and subordinates, indicating that organisational communication success is determined not only by vertical communication but also by horizontal synergy. This finding provides a new nuance that has not been widely explored in previous studies, which generally place leaders at the centre of communication. It broadens the perspective by showing that peer-to-peer communication has a significant contribution to performance, particularly in team-based work such as field inspections (Irawan & Prasetyo, 2022).

Differences in perspective between leaders and employees also emerged as another factor influencing communication effectiveness. Employees perceived that instructions were often delivered too briefly and formally without adequate contextual explanation, whereas they required more detailed clarification in order to execute tasks properly. This situation highlights the importance of communicative empathy, whereby leaders need to understand the background and informational needs of employees to ensure alignment of message meaning. This analysis aligns with Knapp's view on differences in perception in interpersonal relations, where the failure to understand the perspectives of others may trigger ineffective communication.

Employee participation in expressing ideas was also identified as an important aspect in this research. Some younger employees felt that their suggestions were undervalued due to limited work experience. This indicates an experiential bias that may weaken a participatory communication climate. Rahmawati and Khoerunnisa (2023) emphasised that leadership quality capable of creating an open communication climate plays a vital role in fostering a healthy organisational culture. In the context of PT Sucofindo Medan, communication inclusiveness still faces challenges, necessitating concrete steps to provide a safe space for employees to contribute regardless of seniority.

The communication patterns of leaders that involve employees in problem-solving highlight a participatory approach that enhances responsibility and workplace solidarity. Collective discussions in dealing with client complaints or technical field issues show that leaders do not merely position themselves as command givers but also as facilitators of solutions. This strategy strengthens team performance because employees feel they have an active role in problem-solving. This analysis is consistent with the concept of transformational leadership, which emphasises communication as an instrument to build commitment and collective motivation.

Suggestions for communication improvement voiced by employees emphasised the importance of consistent briefings, clarity of written instructions, and a culture of inquiry and feedback. These proposals reflect the need for communication that is more structured, transparent, and participatory. Witama and Redana (2021) highlighted that leadership

communication contributes to employee morale, while this research expands upon their findings by demonstrating that systematic and feedback-based communication is also a prerequisite for sustainable performance. This demonstrates continuity between theory and practice, which can serve as a basis for developing organisational communication strategies.

The findings of this study indicate that leadership communication at PT Sucofindo Medan does not merely function as a top-down instruction mechanism, but also as a medium for building a collaborative climate that bridges both vertical and horizontal dimensions of the organisation. Message clarity, communicative empathy, and participatory space are the key elements influencing employee performance effectiveness. A new contribution from this study is the recognition that horizontal communication barriers among employees are equally crucial as vertical communication in determining workflow efficiency. Emphasising horizontal synchronisation introduces a theoretical contribution to organisational communication studies: the importance of viewing leadership communication as part of a broader communication ecosystem, in which performance effectiveness is determined by message harmonisation across all directions of the communication flow.

CONCLUSION

This study confirms that communication between leaders and employees at PT Sucofindo Medan plays a strategic role in shaping organisational performance effectiveness. Clarity of instructions, openness to feedback, and participatory communication patterns have been proven to enhance employee motivation, discipline, and sense of responsibility in carrying out tasks. However, the effectiveness of communication is not solely determined by the vertical relationship between leaders and subordinates, but is also influenced by horizontal coordination among employees, which continues to face barriers such as differences in delivery style, perspectives, and limited detail in instructions. Thus, leadership communication does not merely function as an instructional tool, but also as an instrument for fostering a collaborative climate that unites organisational dynamics towards the achievement of common goals.

Based on the findings, it is recommended that leaders strengthen routine briefing mechanisms using simple language, complemented by written instructions to minimise the risk of misinterpretation. A culture of inquiry and feedback should be continuously fostered to ensure transparent communication and reduce psychological barriers for employees. Horizontal coordination among employees can be improved through the development of clearer standard operating procedures, as well as internal discussion forums that enable equal exchange of perspectives. Recognition of the ideas and contributions of younger employees must also be prioritised to create an inclusive communication climate, which in turn strengthens team solidarity, enhances productivity, and sustains company performance.

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