

# **The Influence of Organizational Communication, Women's Leadership Style and Work Environment on Employee Solidarity Impact on Employee Performance at PT. Aryan Indonesia or Kidzania Jakarta**

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## **Abstract**

*Performance is the ability of employees to be able to provide tangible results as expected and planned by the company as company goals can be achieved properly. For this reason, there needs to be more intensive efforts to improve employee performance by implementing good and periodic organizational communication, improving the quality of female leaders, improving the quality of the work environment and trying to increase employee solidarity according to their characteristics.*

*Female leadership style variables and work environment variables as exogenous variables and employee solidarity as intervening variables on employee performance. In this study also provides the results that all variables have a direct influence on performance and through the employee solidarity variable as an intervening.*

**Keywords:** *Solidarity variable as an intervening variable for performance*

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## **I. Introduction**

### **1.1 Background**

In the face of the free market era which is full of intense challenges, economic actors in both the industrial and business world are encouraged to strive to be the best and foremost. They must be able to compete by continuously increasing their productivity, efficiency, effectiveness and company performance. This is done to maintain the survival of the company. Company solidarity can be influenced by communication within the company, leadership and the existing work environment. Therefore the authors raise organizational communication variables, women's leadership style and work environment that can affect employee solidarity which has an impact on employee performance.

In everyday people's life, it is inseparable from the cultural ties that are created. Cultural ties are created by the community concerned, whether in the family, organization, business or nation. Culture differentiates people from one another in how they interact and act to complete a job. Culture binds members of community groups into a unified view that creates uniformity of behavior or action. Over time, culture must be formed in the organization or company and its benefits can also be felt in contributing to the overall effectiveness of the company. Communication that takes place in a group of people, in this case within a company is the key to the success of a company or organization. This can be said as organizational communication. In a good company there must be good organizational communication. Communication that occurs within an organization has several types of information flow, namely downward communication, upward communication, horizontal communication, cross-channel communication, and informal, personal or grapevine communication.

In this study the authors are interested in the communication that occurs within a company. His interest is because good communication between employees and communication between superiors and subordinates is a bridge of interaction towards company goals. Successes or mistakes that arise in a company usually occur due to misunderstandings or misunderstandings in the communication process. The main misconceptions in communication are the assumptions that meaning is contained in information or messages, and meaning can be transferred from one person to another (Wayne, 2010: 30). Communication can also be a bridge to establish good relations between employees which will have an impact on solidarity between employees and will also affect employee performance. Therefore, the author raises the problem of organizational communication in this research as one of the important things in building employee performance in a company.

In addition to organizational communication that occurs within a company, there are also other factors that affect employee performance, this factor is the leadership style. The role of superiors or leaders is often called very large for the success of the company in achieving goals. From them, new and innovative ideas emerge in company development. However, it cannot be denied that their subordinates also have a role that is no less important, because these subordinates will carry out and implement the leadership ideas contained in every decision. Whether or not subordinates carry out their duties depends on the leadership itself. How a leader gives influence and motivation to influence his subordinates to share the expected actions.

The leadership style that occurs in an organization or company has several different types and types, but in this study the author will raise the female leadership style (gender). Currently the leaders in an organization or company are not only men, but the existence of women leaders has also begun to be taken into account.

This phenomenon encourages the author to raise issues about women's leadership styles in a company. Research conducted in companies related to children, where children are closely related to female figures, namely mothers or caretakers of children, as well as most women who are more sensitive and painstaking in terms of taking care of children. Therefore, the authors are interested in raising women's leadership styles in their research. No less important than organizational communication and women's leadership style is the work environment. The work environment or what is often called organizational climate is the traits or characteristics that are felt to exist in the organization and arise due to organizational activities, which are carried out consciously or not, and which are considered to influence later behavior (Steers, 1985: 120).

According to the results of research by Litwin and Stringer as followed by Steers (1985: 129), it is concluded that the work environment or organizational climate is authoritarian with the centralization of decision-making while worker behavior is determined largely by standard regulations and procedures, not only will it lead to low productivity, but also results in very little job satisfaction. On the other hand, a work environment that is familial in nature with an emphasis on good interpersonal relationships among workers will usually lead to high job satisfaction, positive attitudes towards work groups, and considerable creative behavior.

A performance-oriented work environment, where emphasis is placed on achieving goals, will result in creative behavior and high productivity. Achievement work environment also results in high job satisfaction, positive group attitudes, and high levels of achievement motivation (Steer, 1985: 129). A work environment that emphasizes workers with open communication, mutual support, and decentralized decision making, usually leads to increased work performance, reduced worker movement, reduced production costs, and shorter training / education time (Frederickson, in Steer, 1985).

With a comfortable working environment, good communication, and harmonious relationships between employees and superiors and subordinates will have an impact on employee solidarity and at the same time can improve employee performance. With the improvement of organizational communication, women's leadership style and work environment, it is assumed that it will affect work solidarity and will also have an impact on the performance of employees in a company.

This research will be conducted at PT. Aryan Indonesia or better known as Kidzania Jakarta is a franchise company as a representative for Kids City (KidZania) based in Mexico. Kidzania Jakarta officially operates on November 24, 2007. And it has long been implementing a very sophisticated communication system between employees as well as communication to superiors and also to consumers, namely with a highly organized computerized system. Many of the leaders of each department are also women and it is evident that there has been an increase in the performance of women leadership in each department. The work environment in the company is also very adequate for employees, so that many employees are willing to work for a long time at Kidzania, because of the comfortable working environment. Thus it can be concluded that there is an increase in performance in the company, the increase can be seen from the following table:

**Table 1.1**  
**Performance Data of PT. Aryan Indonesia or Kidzania Jakarta**

	<b>2019</b>	<b>2020</b>
Increased Employee Attendance	78%	95%
Improvement of Employee Key Performance Indicators (KPI)	70%	80%
Achievement of Company Targets	70%	82%

Source: PT. Aryan Indonesia or Kizania Jakarta 2020

Based on the background that has been stated above, the authors are interested in knowing and researching further about organizational communication, women's leadership style, work environment, employee solidarity and employee performance by analyzing the influence of organizational communication,

women's leadership style, work environment on employee solidarity, and employee solidarity with employee performance.

## **II. Literature Review**

### **2.1 Organizational Communication**

Communication in organizations is important to create a common understanding of the information conveyed to one another. Communication can create satisfaction for those who do it, as stated by Dale Carnegie (2000) that business, social, and personal satisfaction depends on a person's ability to communicate clearly with others, what his job is, what he wants and what he believes.

According to Robbins (1996), communication is a transfer of meaning and understanding of meaning to others in the form of symbols, symbols, or certain languages so that the person receiving the information understands the meaning of the information. According to James G. Robbins and Barbara S. Jones (1982), in their book *Effective for Today Manager*, that: "Communication is a behavior, action, or activity of conveying or passing symbols that contain meaning or meaning.

### **2.2 Women's Leadership Style**

Leadership as a management concept in organizations has a strategic position, because it is central to all organizational activities. Leadership is absolutely necessary where there is a relationship of cooperation in achieving organizational goals.

In reality, leadership can affect morale and job satisfaction, security, quality of work life and especially the level of achievement of an organization. Leadership also plays a critical role in helping groups or individuals achieve their goals.

According to M.S.P. Hasibuan (2007: 170), leadership is the process of influencing others to understand and agree on what to do and how the task can be done effectively, and the process of facilitating individual and group efforts to achieve common goals.

Tzu and Cleary (2002: 5) argue that leadership is a matter of intelligence, trustworthiness, gentleness, courage, and assertiveness. Kounzes and Posner (2004: 3), say that leadership is the creation of ways for people to contribute to creating something extraordinary. According to Kartono's opinion (2005: 153), leadership is the ability to provide constructive influence on others to carry out a cooperative effort to achieve planned goals.

### **2.3 Work Environment**

The work environment referred to in this research is the environment within the organization, which is often referred to as the organizational climate. Organizational climate has long been considered to interact with individual characteristics of workers and determine their behavior (Steer, 1985: 120).

The goals of the organization that can be achieved can be seen if the work environment can support the performance of its members. The work environment concerns all aspects of the social environment, both formal and informal, which are felt by members of the organization and the environment can affect their work. The atmosphere of the work environment that is felt by each individual in an organization is often referred to as organizational climate.

According to Lussier (2005: 486) says that organizational climate is the employee's perception of the quality of the organization's internal environment which is relatively perceived by members of the organization which will then influence their subsequent behavior.

#### **2.3.1. Type of Work Environment**

According to Sedarmayanti (2009: 21) states that broadly speaking, the type of work environment is divided into 2, namely: a physical work environment and a non-physical work environment.

##### **1. Physical work environment**

According to Sedarmayanti (2001: 21), "The physical work environment is all physical conditions around the workplace that can affect employees either directly or indirectly.

The physical work environment can be divided into two categories, namely:

- a. An environment that is directly related to employees (such as: work centers, chairs, tables and so on)
- b. An intermediate environment or general environment can also be called a work environment that affects the human condition, for example: temperature, humidity, air circulation, cleanliness, lighting, noise, music, mechanical vibrations, unpleasant odors, colors, etc.

To be able to minimize the influence of the physical environment on employees, the first step is to study humans, both physically and their behavior, then use it as a basis for thinking about the appropriate physical environment.

## **2. Non-Physical Work Environment**

According to Sadarmayanti (2001: 31), "Non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with colleagues, or relationships with subordinates". According to Nitisemito (2000: 171), companies should be able to reflect conditions that support cooperation between superiors, subordinates and those with the same position in the company. The conditions that should be created are a family atmosphere, good communication, and self-control. Sentoso (2001: 19) cites Myon Woo Lee's statement, that company management should build a climate and work atmosphere that can generate a sense of kinship to achieve common goals. Company management should also be able to encourage initiative and creativity. Conditions like this that further create enthusiasm to unite in the company organization to achieve goals.

The non-physical work environment is a condition where the employee's workplace is in the form of a harmonious work atmosphere where there is a relationship or communication between subordinates and superiors (vertical relationships) and relationships among employees (horizontal relationships). With a work atmosphere and harmonious communication, employees will feel at home in the workplace so that the work done can be done well, efficiently and effectively.

The creation of a good working atmosphere and communication depends on the proper arrangement of the company organization as stated by Sarwoto (1991: 131) that: "A good working atmosphere is produced, especially in well-structured organizations, organizations that are not well structured cause a lot of work atmosphere. which is not good too ". If problems arise regarding job completion, for example, then in conditions of good working relationships like this, all problems will certainly be easier to solve in a friendly manner.

### **2.4 Solidarity**

#### **2.4.1. Concept of Social Solidarity**

Solidarity is something that is really needed by a social group because basically every society needs solidarity. Social groups as a place for life with the community to take place will remain and survive when in that social group there is a sense of solidarity among its members. The term solidarity in popular scientific dictionaries is defined as solidarity and a feeling of acceptance. Meanwhile, Paul Johnson (1986: 181) suggests that social solidarity refers to a state of relationship between individuals and / or groups based on shared moral feelings and beliefs that are strengthened by shared emotional experiences. Agreeing with Johnson, Lawang in Soedijati (1995: 12) explains that we still hold the basis for the notion of solidarity, namely unity, friendship, mutual trust that arises due to shared responsibility and common interests among its members. This understanding was further clarified by Durkheim. "Solidarity is a feeling of mutual trust between members in a group or community. If people trust each other, they will become one / friendship, become mutual respect, become motivated to be responsible and pay attention to the interests of each other (Durkheim in Soedijati, 1995: 25).

### **2.5 Performance**

Broadly speaking, performance can be understood as a result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, does not violate the law, and is in accordance with morals and ethics. .

Waldman (1994: 24) defines performance as a combination of behavior with the achievement of what is expected and the choice or part of the task requirements that exist for each individual in the organization. Sedagkan according to Mangkunegara (2001: 65) performance can be defined as the quality and quantity of work that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him. Cascio (Koesmono, 2005: 143) says that performance is an employee's achievement from assigned tasks. Soeprihanto (1988: 83) states that performance is the result of an employee's work during a certain period compared to various possibilities, such as standards, targets / targets and criteria that have been determined in advance and have been mutually agreed.

## **2.6 Research Premises and Hypotheses**

### **2.6.1 Premises**

#### **Premise 1.**

Human resource management refers to the process of influencing the behavior, attitudes and performance of individuals in an organization with careful planning that aims to achieve organizational goals.

(Dessler, 2004; Mondy, 2009; Marihot, 2002)

#### **Premise 2.**

Organizational communication talks about information that moves formally from someone with higher authority to someone with lower authority. (R. Wayne Pace & Don F. Faules, 2010)

**Premise 3.**

According to proponents of the "feminine advantage", compared to men, women pay more attention to consensus building, engagement, and interpersonal relationships, and women leaders are more willing to develop and maintain subordinates and share power and information with them.

(Carr-Ruffino, 1993; Grant, 1988; Hegelsen, 1990; Rosener, 1990)

**Premise 4.**

The work environment referred to in this study is everything that is around the workers and which can affect them in carrying out their assigned tasks (Steer, 1985: 120).

**Premise 5.**

Social solidarity is "solidarity which refers to a state of relationship between individuals and / or groups based on shared moral feelings and beliefs which are strengthened by shared emotional experiences" (Emile Durkheim)

**Premise 6.**

Performance is a combination of behavior with the achievement of what is expected and the choice or part of the task requirements that exist for each individual in the organization (Waldman, 1994).

**2.6.2 Hypothesis**

Based on the background, the research framework and the author's premise try to formulate the research hypothesis as follows:

Hypothesis 1: Organizational communication has a direct effect on employee solidarity (Premise 1, 2, 5)

Hypothesis 2: Women's leadership style has a direct effect on employee solidarity (Premise 1, 3, 5)

Hypothesis 3: The work environment has a direct effect on employee solidarity (Premise 1, 4, 5)

Hypothesis 4: Employee solidarity has a direct effect on employee performance (Premise 1, 5, 6)

**III. Research Methodology**

**3.1. Thought Analysis Framework**

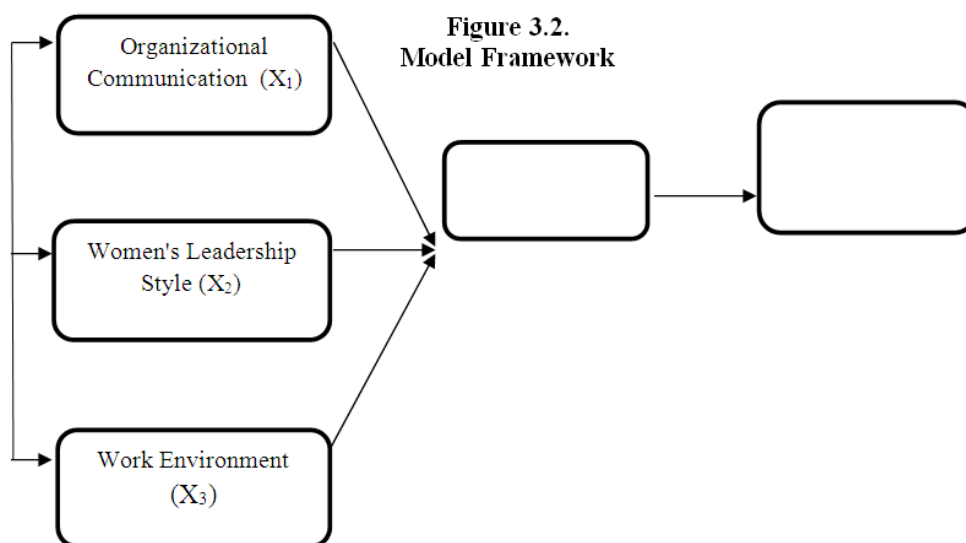
To explain the relationship between the Effect of Organizational Communication, Women's Leadership Style, and the Work Environment on Employee Solidarity The impact on Employee Performance can be seen in the following analysis framework in Figure 3.1.

In the analysis framework, it can be seen that in the field of human resource management there are two main functions that are carried out, namely managerial and operational functions, where managerial functions are divided into activities: planning, organizing, directing or implementing, and monitoring. Meanwhile, the operational function of human resource management consists of activities: procurement, development, compensation, integration, maintenance and at the final stage are termination activities.

This study focuses on maintenance activities in the managerial and operational functions of human resource management. The managerial function carried out is in the leadership style of women in the company. Meanwhile, the operational functions carried out are in communication between employees and also in the work environment within the company. The independent variables will be tested for their effect on employee solidarity and employee performance as the dependent variable.

To measure organizational communication variables using indicators, including work assignment coordination, information on plans and activities, problem solving, and mutual understanding of work targets. The measurement of women's leadership style uses indicators, including listening and solving problems, being able to entertain, being able to motivate employees, and to work optimally. Measurement of the work environment uses indicators, including interpersonal relationships, formalization and standardization, objectivity and rationality, and leadership. Meanwhile, to measure employee solidarity using indicators of cooperation among employees, emotional closeness of employees. And to measure performance using indicators including quality of work, quantity of work results, effectiveness of work methods used and responsibility.

The following is a picture of the analytical framework:



### 3.2 Operational Definition of Variables

The operational definition of a variable is defining a variable operationally based on the observed characteristics which allows the researcher to make careful observations or measurements of an object or phenomenon. Defining a variable operationally is describing a variable in such a way that it is specific and measurable.

**Table 3.1 Operational Definition and Variable Indicators**

Variables	Operational Definition of Variables	Indicators	Measurement Scale
Organizational Communication	Communication within the company, both communication between employees, as well as upward or downward communication or cross-channel communication is well established and the message conveyed is well received by the communicant (who receives the message).	KMO1: Downward communication KMO2: Communication to the top KMO3: Horizontal communication KMO4: Cross channel communication  (Katz & Kahn, 1966; Pace & Faules, 2010; Scott and T.R. Mitchell, 1976)	Skala Likert
Women's Leadership Style	Women are more concerned with consensus building, engagement, and interpersonal relationships, and women leaders are more willing to develop and maintain subordinates and share power and information with them.	GKP1: Listening and solving problems GKP 2: Capable of entertaining GKP 3: Able to motivate employees GKP 4: Maximum work (Carr-Ruffino, 1993; Grant, 1988; Hegelsen, 1990; Rosener, 1990; Kanter, 1977)	Skala Likert
Work Environment	The work environment referred to in this research is everything that is around the workers and which can affect them in carrying out their assigned tasks.	LK1: Objectivity and rationality LK2: Formalization and standardization LK3: Interpersonal relationships LK4: Leader (Steer, 1985; Nitisemo, 2001)	Skala Likert
Employee Solidarity	Solidarity which refers to a state of relationship between individuals and / or groups based on shared moral feelings and beliefs which are strengthened by shared emotional experiences.	SLD1: Cooperation SLD 2: Proximity SLD3: Trust each other SLD 4: Solidarity  (Emile Durkheim, 2000)	Skala Likert
Performance	The work results between the quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him.	KNJ1: Quality work KNJ 2: Quantity of work produced KNJ 3: Effectiveness of work methods used KNJ 4: Responsibility (Mangkunegara, 2013; Hasibuan, 2001; Rivai, 2005; Mondy, 2005; Dessler, 2004)	Skala Likert

### 3.3. Population and Sample

#### 3.3.1 Population

The definition of population according to Sugiyono (2005), namely "the generalization area consisting of objects or subjects that have certain quantities and characteristics that are determined by researchers to be studied and then draw conclusions". In this study, the population is all employees in the PT. Aryan Indonesia or Kidzania Jakarta, totaling 578 people.

#### 3.3.2 Samples

According to Sugiyono (2005) the sample is part of the number and characteristics of the population. What is learned in the sample is ultimately applied to the population. Therefore, sampling can represent a population (Cooper and Schindler, 2003). In this study, the sample size was adjusted to the analysis model used, namely structural equation modeling (SEM). The sample size for SEM using the maximum likelihood (MLE) estimation model is 100-200 samples (Ghozali, 2013).

### 3.4 Measurement Methods, Procedures and Processes

#### 3.4.1. Method of collecting data

The technique or method of data collection that will be used in this research is through a questionnaire. The questionnaire, which is distributed to the employees of the company PT. Aryan Indonesia or Kidzania Jakarta concerned consists of four parts of the statement covering organizational communication, women's leadership style, work environment, employee solidarity and performance using a Likert scale. Distribution of questionnaires is done indirectly by meeting the manager / supervisor to distribute and fill out the questionnaire. Each questionnaire item was filled in by the employee selected as the sample by weighting using a 5-interval Likert scale from "strongly disagree" to "strongly agree".

### 3.5. Method of Analysis

#### 3.5.1. Data analysis

Comprehensive analysis of all variables in the study at the multivariate analysis stage was carried out by using structural equation modeling (SEM). In general, SEM analysis techniques are divided into 2 main characteristics, namely: 1) the estimation of multiple interdependence of many variables; and 2) the ability to present unobserved concepts in these relationships by involving measures of deviation (error) in the estimation process (Ghozali, 2013).

This is similarly stated by Joreskog (1973) in Ghozali (2013) which states that the SEM analysis technique consists of 2 parts, namely: 1) the measurement section, which connects the observed variable (which is often referred to as the manifest variable) to the latent variable (which is often also referred to as construct variables) through a confirmatory factor model, and 2) structural parts, which connect between construct variables through a system of simultaneous equations.

**Table : 3.2 Goodness- Fit**

No	Goodness – of – fit index	Cut off Value (Nilai Batas)
1	$X^2$ chi square	$\leq a.df$ (diharapkan < dari Chi square tabel)
2	Significance probability	$\geq 0,05$
3	CMINDF	$< 2$
4	GFI	$\geq 0,90$
5	RMSEA	$\leq 0,08$
6	AGFI	$\geq 0,90$
7	CFI	$\geq 0,95$
8	TLI	$\geq 0,95$
9	IFI	$\geq 0,90$
10	PNFI	$> 0,60$
11	PGFI	$> 0,60$

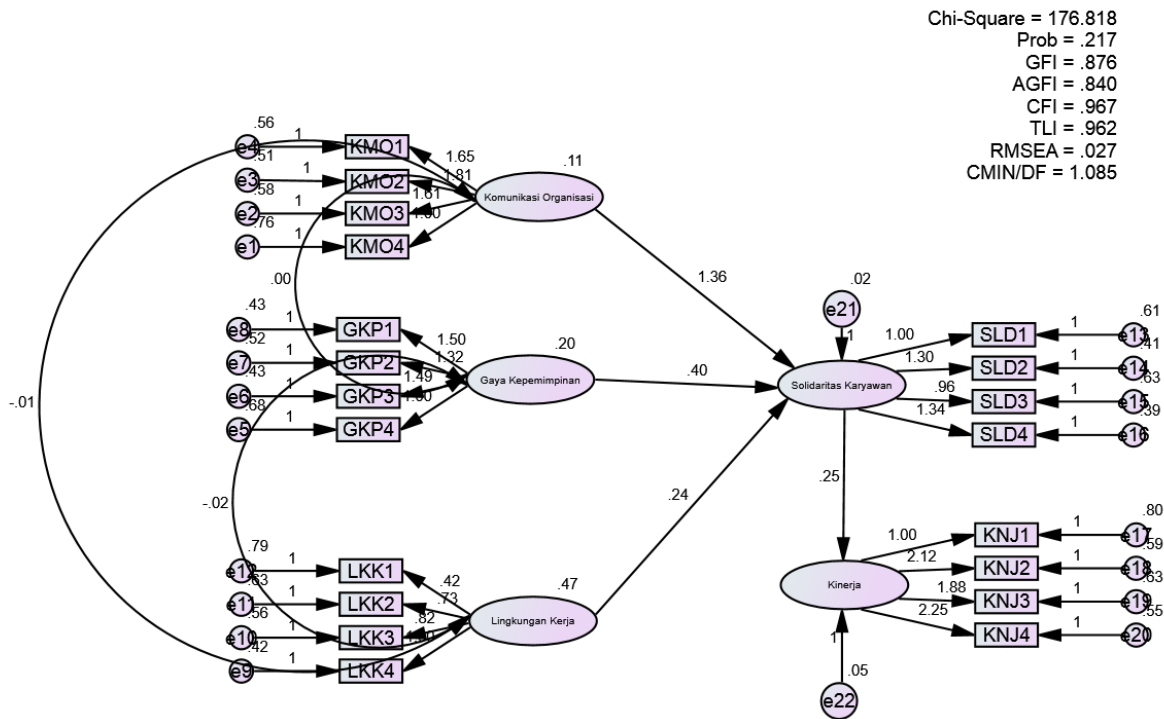
Source : Wijanto (2009 : 61

## IV. Results And Discussion

### 4.1 Analysis of Structural Equation Modeling (SEM) Full Model

The next analysis is a full model Structural Equation Modeling (SEM) analysis, after analyzing the unidimensionality level of the dimensions and latent variable forming indicators tested by confirmatory factor analysis. Analysis of the results of data processing at the full model SEM stage was carried out by performing a suitability test and statistical test. The results of data processing for the full model SEM analysis are presented in Figure 4.1.

**Figure 4.1**  
**Full Model Fit**



Source: AMOS 22 output

The results of the goodness of fit test in table 4:26 show that the full model has a good goodness of fit with a Chi-Square value smaller than the Chi-Square table, a probability greater than 0.05 and the values of CMINDF, RMSEA, CFI, TLI, IFI, PNFI and PGFI have met the recommended values (see table 4.10). The results of the Full Model Fit test are briefly presented in table 4:26.

**Table 4.1**  
**Goodness-of-fit Index for Full Model Fit**

No	Goodness – of – fit index	Cut off Value (Nilai Batas)	Hasil	Kesimpulan
1	$X^2$ -chi square	Diharapkan lebih kecil; $X^2$ -CHIINV(0.001,163) = 224,534	176,818	Good
2	Significance probability(P)	$\geq 0,05$	0,217	Good
3	DF	$\geq 0$	163	Good
4	GFI	$\geq 0,90$	0,876	Marginal
5	AGFI	$\geq 0,90$	0,840	Marginal
6	CFI	$\geq 0,95$	0,967	Good
7	TLI	$\geq 0,95$	0,962	Good
8	RMSEA	$\leq 0,08$	0,027	Good
9	CMINDF	$< 2$	1,085	Good

Source: AMOS 22 output



**Table 4.2**  
**Significance Test of Variable Full Model Fit**  
**Regression Weights: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
Employee_Solidarity	<---	Organizational Communication	1.356	0.444	3.056	0.002	par_19
Employee_Solidarity	<---	Leadership_Style	0.399	0.152	2.626	0.009	par_21
Employee_Solidarity	<---	Work_Environment	0.245	0.092	2.671	0.008	par_22
Performance	<---	Employee_Solidarity	0.252	0.124	2.034	0.042	par_20
KMO4	<---	Organizational Communication	1				
KMO3	<---	Organizational Communication	1.615	0.521	3.102	0.002	par_1
KMO2	<---	Organizational Communication	1.815	0.551	3.295	***	par_2
KMO1	<---	Organizational Communication	1.649	0.512	3.221	0.001	par_3
GKP4	<---	Leadership_Style	1				
GKP3	<---	Leadership_Style	1.488	0.35	4.246	***	par_4
GKP2	<---	Leadership_Style	1.317	0.31	4.241	***	par_5
GKP1	<---	Leadership_Style	1.498	0.365	4.107	***	par_6
LKK4	<---	Work_Environment	1				
LKK3	<---	Work_Environment	0.816	0.215	3.798	***	par_7
LKK2	<---	Work_Environment	0.731	0.205	3.564	***	par_8
LKK1	<---	Work_Environment	0.422	0.153	2.765	0.006	par_9
SLD1	<---	Employee_Solidarity	1				
SLD2	<---	Employee_Solidarity	1.303	0.237	5.503	***	par_10
SLD3	<---	Employee_Solidarity	0.955	0.208	4.595	***	par_11
SLD4	<---	Employee_Solidarity	1.34	0.243	5.52	***	par_12
KNJ1	<---	Performance	1				
KNJ2	<---	Performance	2.123	0.957	2.218	0.027	par_13
KNJ3	<---	Performance	1.878	0.907	2.071	0.038	par_14
KNJ4	<---	Performance	2.246	1.025	2.191	0.028	par_15

Source : Output AMOS 22

Tests are carried out on 5 hypotheses simultaneously and 3 hypotheses partially. Simultaneous testing uses the Goodness of Fit Index criteria from the Full Model test results as listed in Table 4.27. Partial testing uses the value of the t-value or Critical Ratio (CR) in this case at the level of 5% = 1.96 with a significance level of 0.05 in the Regression Weight (Group number 1 - Default model) from the results of processing AMOS 22 as presented in table 4.3.

**Table 4.3. Critical Ratio Value for Full Model Fit**  
**Regression Weights: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
Employee_Solidarity	<---	Organizational_Communication	1.356	0.444	3.056	0.002	par_19
Employee_Solidarity	<---	Leadership_Style	0.399	0.152	2.626	0.009	par_21
Employee_Solidarity	<---	Work_Environment	0.245	0.092	2.671	0.008	par_22
Performance	<---	Employee_Solidarity	0.452	0.124	4.034	0.002	par_20

Source : Output AMOS 22

The criterion for testing the hypothesis is Ho reject (the research hypothesis is accepted) if the Critical Ratio (C.R.) value > 1.96 or the probability value (P) < 0.05. The results of testing all the hypotheses proposed in this study are as follows:

#### 4.2 Hypothesis Testing

##### 1. Hypothesis 1 (H1) Organizational communication has a direct effect on employee solidarity.

Respondents' opinion about organizational communication obtained an average value of 73.13% which indicates that most respondents agreed that organizational communication carried out by the company was good so that it could affect employee solidarity. The test results show significant results with the t-value or C.R. amounting to 3.056 which meets the requirements > 1.96 with a P value of 0.002 which meets the requirements <0.05. Thus, hypothesis 1 (H1) in this study can be accepted.

##### 2. Hypothesis 2 (H2) Women's Leadership Style has a direct effect on employee solidarity.

Respondents' opinion about women's leadership styles obtained an average value of 74.56% which indicates that most respondents agreed that the women's leadership style adopted by the company was good so that it could affect employee solidarity. The test results show significant results with the t-value or C.R. amounting to 2.626 which meets the requirements > 1.96 with a P value of 0.009 which meets the requirements <0.05. Thus, hypothesis 2 (H2) in this study can be accepted

##### 3. Hypothesis 3 (H3) The work environment has a direct effect on employee solidarity.

Respondents' opinion about the work environment obtained an average value of 71.07% which indicates that most respondents agree that the work environment that occurs in the company is good so that it can affect employee solidarity. The test results show significant results with the t-value or C.R. amounting to 2.671 which meets the requirements > 1.96 with a P value of 0.008 which meets the requirements <0.05. Thus, hypothesis 3 (H3) in this study can be accepted.

##### 4. Hypothesis 4 (H4) Employee solidarity has a direct effect on performance.

The opinion of respondents about employee solidarity obtained an average value of 70.79% which indicates that most respondents agree that employee solidarity that occurs in the company is good so that it can affect employee performance. The test results show significant results with the t-value or C.R. amounting to 4.034 which meets the requirements > 1.96 with a P value of 0.002 which meets the requirements <0.05. Thus, hypothesis 4 (H4) in this study can be accepted.

**Table 4.4**  
**Hypothesis Test Results**

No.	Hipotesis	Path Coefficient	Value of C.R. and P	Test results
1	Organizational communication has a direct effect on employee solidarity.	1.356	C.R.=3.056 P=0.002	Accepted
2	Women's leadership style has a direct effect on employee solidarity.	0.399	C.R.=2.626 P=0.009	Accepted
3	The work environment has a direct effect on employee solidarity.	0.245	C.R.=2.671 P=0.008	Accepted
4	Employee solidarity has a direct effect on performance	0.452	C.R.=4.034 P=0.002	Accepted
5	Organizational communication, women's leadership style, work environment and employee solidarity have a joint effect on performance	11.46 > 2.45		Accepted

Source: Analysis Results

## V. Conclusions And Suggestions

### 5.1. Conclusions

Based on the results of research that has been conducted regarding the Effect of Organizational Communication, Women's Leadership Style, and Work Environment on Work Solidarity and its Impact on Employee Performance of PT Aryan Indonesia / Kidzania Jakarta and the discussion in previous chapters using the AMOS program version 22, several conclusions can be made as follows: following:

1. The research objective in hypothesis 1 is accepted which shows that organizational communication has a direct effect on the solidarity of employees of PT Aryan Indonesia / Kidzania Jakarta.
2. The research objective in hypothesis 2 is accepted which shows that women's leadership style has a direct effect on the solidarity of employees of PT Aryan Indonesia / Kidzania.
3. The research objective in hypothesis 3 is accepted which shows that the work environment has a direct effect on the solidarity of the employees of PT Aryan Indonesia / Kidzania Jakarta.
4. The research objective in hypothesis 4 is accepted which shows that employee solidarity has a direct effect on the performance of employees of PT Aryan Indonesia / Kidzania Jakarta.

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