The Role of The Leader’s Communication Style on Substitutes in The Organization

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Abstract: In organizations that have a very important role in advancing the organization or making the setback of the organization is the leader. In every time and condition a leader must pay attention to how he must communicate, both verbal communications, namely speaking lisa, how to speak words and also how to communicate non-verbal that is seen from in terms of how to behave, behave, facial expressions, and body language when dealing with subordinates. The research method is descriptive qualitative. Communication can take place well if there is mutual understanding between the sender and receiver of the message, so there is an understanding of an idea or ideas. Through good understanding, the purpose of communication to provide stimulation for attitude changes will be easily achieved. The purpose of this study is to determine the role of the leadership style of communication towards subordinates in the organization, and to find out the obstacles of the role of the leadership style of communication to subordinates in the organization.

Keywords: Communication Style, Leader, Subordinate, Organization

INTRODUCTION

Humans as social beings cannot live alone, therefore they always need other people. To establish relationships with other people, humans need to communicate. Communication has an important role in achieving organizational goals. Through communication within an organization, the interaction between superiors and subordinates will be visible in every delivery of messages or information that occurs in the organization.

Communication can take place well if there is mutual understanding between the sender and the recipient of the message to understand an idea or idea. Through a good understanding, the purpose of communication to provide a stimulus for attitude change will be easily achieved. The communicant will receive the message conveyed by the communicator for the communication itself. In organizations that have a very important role in advancing the organization or making organizational setbacks are the leaders.

At any time and condition a leader must pay attention to how he must communicate, both verbal...
communications, namely speaking Lisa, how to speak and also how to communicate non-verbally, namely in terms of how to behave, behave, facial expressions, and body language when dealing with subordinates. According to Cangara, communication is a transaction, a symbolic process that requires people to regulate their environment by (1) building relationships between human beings, (2) through exchanging information, (3) to strengthen the attitudes and behavior of others, (4) and trying to change attitudes and behavior (Cangara Hafied, 2010: 18). Therefore, effective communication is needed by leaders in directing, managing, directing, and supervising their subordinates in an organization. With the above phenomenon, the authors take the focus of the research, namely "what is the role of the leadership style of communication towards subordinates in the organization"? And what are the barriers to the role of the leadership communication style towards subordinates in the organization? what happens between leaders and employees.

Understanding Communication, Humans as social beings cannot live alone, therefore they always need other people. To establish relationships with other people, humans need to communicate. Communication has an important role in achieving organizational goals. Through communication within an organization, the interaction between superiors and subordinates will be visible in every delivery of messages or information that occurs in the organization.

A definition made by a group of communication scholars who specialize in the study of communication between humans (human communication) quoted by Canara in the book Introduction to Communication Studies (2010:18) makes the definition that:

"Communication is a transaction, a symbolic process that requires people to regulate their environment by (1) building relationships between human beings (2) through the exchange of information (3) strengthening the attitudes and behavior of others (4) and trying to change attitudes and behavior. do it"

An American rural sociologist, Everett M. Rogers, has given much attention to the study of communication research, especially in terms of the spread of innovation, defines that "Communication is the process by which an idea is transferred from a source to one or more recipients to change behavior. they". This definition was later developed by Rogers with D. Lawrence Kincaid thus giving birth to a new definition which states that "Communication is a process in which two or more people form or exchange information with one another,
which in turn will arrive at a deep mutual understanding. (Cangara Hafied, 2010:18).

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Communication can take place well if there is mutual understanding between the sender and the recipient of the message to understand an idea or idea. Through a good understanding, the purpose of communication to provide a stimulus for attitude change will be easily achieved. The communicant will receive the message conveyed by the communicator by the purpose of the communication itself.

Based on the description above, it can be concluded that communication is a human statement in the form of messages conveyed by the communicator to the communicant. A leader has a very important role in establishing communication with his employees. Effective communication within the organization is very important for achieving company goals, besides that effective communication is also one of the factors that support success in an organization.

Communication Process, Communication is essentially the process of delivering messages from the communicator to the communicant. The communication process that occurs in the company where the research is carried out is the communication process that occurs between leaders and employees.

The communication process can be viewed from two perspectives, namely: (a) Communication Process in Psychological Perspective, (1) The communication process occurs between the communicator and the communicant. (2) When a communicator intends to convey a message to the communicant, then there is a process in him. The process of packaging or wrapping thoughts with language that the communicator does in the language of communication is called "encoding". The result of encoding in the form of a message is then sent to the communicant. (3) Now it is the communicant's turn to be involved in the process of intrapersonal communication. The process in the communicant is called "decoding" by opening the package of the message he received from the communicator. If the communicant understands the content of the communicator's message, then communication occurs.

Communication Process in Mechanistic Perspective
This process occurs when the communicator passes the message in writing or verbally until it is captured by the communicant. The capture of this mechanistic perspective, where the message from the communicator to the communicant is carried out using the five senses. This process is complex or complicated because it is situational, depending on the situation when the communication takes place ((Effendy, 2010: 31-33).

For this reason, an organization or company must pay attention to the communication process from a psychological and mechanistic perspective. The situation when the communication process takes place between leaders and employees affects the effectiveness of the communication carried out.

The elements in the communication process according to Philip Kotler are: (1) A sender is a communicator who conveys messages to a number of people. (2) Encoding is the process of transferring thoughts into symbols. (3) A message is a message which is a meaningful set of symbols conveyed to the communicator. Media is a communication channel where the message passes from the communicator to the communicant. (4) Decoding is the process by which the communicant assigns meaning to the symbol conveyed by the communicator to him. (5) The receiver is the communicant who receives messages from the communicator. (6) Response, a set of reactions from the communicant after being hit by a message. (7) Feedback, namely feedback, is the response of the communicant when a message is conveyed from a communicator or a message is conveyed to a communicator. (8) Noise is an unplanned disturbance that occurs in the communication process as a result of receiving a message by the communicant that is different from the message conveyed by the communicator to him.

Understanding Organizational Communication, the definition of organizational communication according to Redding and Sanborn is as follows: “Organizational communication is the sending and receiving of information in complex organizations. Included in this field are internal communication, human relations, management union relations, downward communication (superiors to subordinates), upward communication (subordinates to superiors), horizontal communication or communication from people of the same level or level in the organization, communication skills and speaking, listening, writing and communicating program evaluation” (Muhammad, 2001: 66).

Based on the understanding of communication according to Redding and Sanborn, the author will elaborate further
on the internal communication within the organization. As for what is meant by internal communication, namely communication that occurs between leaders and employees in a company.

"Internal communication is also referred to as the exchange of ideas between administrators and employees in a company or agency complete with a distinctive structure (operations) and the horizontal and vertical exchange of ideas within the company or agency that causes work to take place (operations and management)" (Brennan in Effendy, 2012: 112).

Internal communication within an organization is useful for aligning organizational goals, leader goals, and employee goals. This can be done through formal and informal communication networks within the organization.

Definition of Leadership, in his book entitled Basic Management, Understanding and Problems, leadership can be defined as follows: "Leadership is the art of a leader influencing the behavior of subordinates, so they are willing to cooperate and work productively to achieve organizational goals." (Hasibuan, 2010:201).

According to Malayu Hasibuan, a leader is said to be successful in his leadership if: (1) Successfully realized the company's program well. (2) Successfully achieve the company's goals (targets). (3) Successfully increasing the usability and usability of 6M. (men, money, methods, materials, machines, and market. (4) Successfully encourage employee morale, participation, and loyalty. (5) Successfully increase employee satisfaction. (6) Successfully fostering and improving the discipline and skills of its employees. (7) Successfully created good internal and external relationships with the company. (8) Successfully create a work environment, work safety, and peace of subordinates. (9) Can create a cadre of company leaders. (10) Can fulfill the leadership of the company's obligations to consumers, employees, and the government. (11) The company operates in accordance with its business license. (12) Can avoid the company's environmental pollution. (13) Can help national economic policies (Muhammad, 2001: 118).

Leadership is basically a person's ability to influence subordinates in carrying out a job in accordance with the planned goals. Leaders are the most important part that determines success in achieving company goals. In essence, this success is a joint success that comes from the leader's efforts with the employees as implementing elements. George R. Terry formulated that leadership is an activity to influence people to be directed to achieve organizational goals (Thoha, 2001: 5).
METHOD
The design of this research is Literature Review or literature review. Literature review or literature research is research that examines or critically reviews the knowledge, ideas, or findings contained in the academic-oriented literature, and formulates its theoretical and methodological contributions to certain topics Cooper (2010). The nature of this research is descriptive analysis, namely the regular breakdown of the data that has been obtained, then understanding and explanation are given so that it can be understood well by the reader.

RESULT AND DISCUSSION
The organization is the composition of a number of people who occupy certain positions or roles. Among these people, there is an exchange of messages. The exchange of messages is through a certain way called a communication network (Muhammad, 2001: 102). The role of the individual in the communication system is determined by the structural relationship between one individual and another in the organization. This relationship is determined by the pattern of individual interactions with the flow of information in formal and informal communication networks. Formal Communication Networks:

“When messages flow through official channels defined by the official hierarchy of the organization or by job functions then the message is according to a formal communication network. Messages informal communication networks usually flow from top to bottom or from bottom to top or from the same level or horizontally (Muhammad, 2001: 107).

There are three main forms of message flow informal communication networks that follow the lines of communication as depicted in the organizational structure.

Downward Communication
Downward communication shows the flow of messages flowing from superiors or leaders to their subordinates. In general, downward communication is used to convey messages related to direction, goals, discipline, orders, questions, and general policy. According to Lewis (1987), the purpose of downward communication is:

"The purpose of downward communication is to convey organizational goals, change attitudes, form opinions, reduce fears and suspicions that arise due to misinformation, prevent misunderstandings due to lack of information and prepare organizational
members to adapt to change” (Muhammad, 2001: 108).

In general, downward communication is classified into five types, namely: (1) Instructions or tasks are messages conveyed to subordinates about what they are expected to do and how to do it. The messages conveyed varied such as direct orders, task descriptions, manual procedures, specific training programs, viewing and hearing aids containing task messages, and so on. The principal factor is influencing the content of instructions for tasks that seem complex and require skill and experience to perform. (b) Rational work, namely messages that explain the purpose of the activity and how the activity relates to other activities in the organization or organizational objectives, the quality and quantity of rational communication is determined by the philosophy and assumptions of the leader regarding his subordinates. If the leader considers his subordinates lazy, then the leader only gives a few messages that are rational or vice versa. (c) Ideology, is a message which is an extension of a rational message. In the rational message the, emphasis is on task descriptions and their relation to organizational perspectives. On the other hand, ideological messages seek support and enthusiasm from members of the organization in order to strengthen loyalty, morale, and motivation. (d) Information, namely messages that notify subordinates about organizational practices, organizational regulations, benefits, habits, and other data that are not related to instructions and rationale. For example, an employee handbook is an example of an information message. (e) Feedback, namely messages that contain information about the accuracy of individuals in doing their jobs. One simple form of this feedback is the payment of salaries of employees who are ready to do their jobs or if there is no information from superiors who criticize their work, it means that the work is satisfactory. But if the results of the employee's work are not good, the feedback may be in the form of criticism or warning against the employee (Muhammad, 2001: 108-109).

The flow of communication from superiors to subordinates does not always run smoothly, but is influenced by various factors, including the following: (a) Openness. The lack of openness between leaders and employees will lead to an unwillingness to convey messages and interference in messages. In general, leaders do not pay much attention to the downward flow of communication. Leaders are willing to pass information down when they feel that the message is important to task completion. But if a message is not relevant to the task the message is not conveyed, for example, a
leader sends a message to motivate employees to improve production, but does not want to discuss new policies in dealing with organizational problems. (b) Belief in written messages. Most leaders believe in written messages and diffusion methods using electronic devices rather than face-to-face verbal messages. The results of Dahle's (1981) research show that messages will be more effective if they are delivered in oral and written form. (c) Excessive messages. The number of messages conveyed to subordinates, employees tend not to read them all and only read messages that are considered important to them. This makes the information conveyed not reach the desired target. (d) Timing. Timing or timeliness of message delivery affects downward communication. Managers should consider the timing of the message being sent and the potential impact on employee behavior. Messages should be sent down at a time of mutual benefit to both the management and the employees. (e) Filter. The messages sent to subordinates are not all received by them, but they filter which ones they need. Message filtering can be caused by various factors including differences in perceptions among employees, the number of links in the communication network, and feelings of lack of trust in supervisors (Muhammad, 2001: 110-112).

There is a disturbance in the delivery of messages from superiors to subordinates, so leaders need to pay attention to effective ways of delivering messages. Davis (1976) provides suggestions to overcome these problems as follows: (a) Leaders should be able to provide information to employees when they need it. If leaders don't have the information they need and need to be honest and promise to find it. (b) Leaders should share the information needed by employees. Managers should help employees feel that they are being informed. (c) Management should develop a communication plan so that employees can know the information they can expect to obtain regarding management actions that affect them. (d) Leaders should try to establish trust between the sender and receiver of the message. This trust will lead to open communication that facilitates agreement between superiors and subordinates (Muhammad, 2001: 112).

Conveying information to subordinates can be done by various methods. Pace (1989) suggests four classifications of methods, namely oral, written, picture, and mixed methods of oral-written and picture. The forms of communication commonly used in each oral method are meetings, discussions, seminars, conferences, interviews, telephones, intercom systems,
interpersonal contacts, oral reports, and lectures. The forms of written method communication are letters, memos, telegrams, magazines, newspapers, job descriptions, work implementation guidelines, written reports, and policy guidelines. While the forms of communication using the method are: graphics, posters, maps, films, slides, displays, and photos.

To determine the appropriate method used by the leader there are criteria that can be used as follows: (a) Availability. Methods that are already available in an organization are more likely to be used. If necessary, other methods can be added to make it more effective. (b) Cost. The least-cost considerations will tend to be chosen for disseminating information that is routine and not urgent. However, if the information to be communicated is not routine and urgent, then the issue of cost is not really considered, the important thing is that the information arrives quickly. (c) Impact. Methods that give a greater impact or impression will be chosen or used more often than methods that have moderate or less impact. (d) Relevance. The method most relevant to the objectives to be achieved is most often chosen. For example, to provide short information, it may be more appropriate to use an oral method followed by a memo. But if the goal is to provide complex and detailed information, it is more appropriate to use the written report method. (e) Response. The choice of method is also influenced by whether a response to the information is desired or required. If desired, the face-to-face oral method is more appropriate, perhaps in the form of interpersonal or meeting. (f) Skill. The most suitable method to use is the method that best suits the skills of the recipient and the sender. If the recipient has a poor educational background, then complex writing methods are not appropriate to use (Muhammad, 2001: 114 - 115).

Upward Communication

Upward communication has several functions or certain values as stated by Pace (1989) whose functions are as follows: (1) Supervisors can know when their subordinates are ready to be given information from them and how well they accept what employees have to say. (2) Upward communication flows provide valuable information for decision-making. (3) Upward communication strengthens employee appreciation and loyalty to the organization by providing opportunities to ask questions and submit ideas and suggestions about the running of the organization. (4) Upward communication allows, even encourages rumors to arise and let supervisors know about it. (5)
Upward communication allows the supervisor to determine whether subordinates perceive the meaning as intended by the downward flow of information. (6) Upward communication helps employees overcome their work problems and strengthens their involvement in their duties and the organization (Muhammad, 2001: 117).

In the opinion another expert, namely Smith (Goldhaber, 1986) says that upward communication functions as follows: "Upward communication serves as feedback for the leadership to provide instructions on the success of a message conveyed to subordinates can provide a stimulus to employees to participate in formulating the implementation of policies for their department or organization" (Muhammad, 2001:117).

What should be communicated to the top is information from subordinates as follows: (1) What subordinates do, their work, the results achieved, their progress, and future plans. (2) Describe unresolved work problems that may require certain assistance. (3) Offer suggestions or ideas for the improvement of their respective units or the organization as a whole. (4) State how they think and feel about their work, co-workers, and the organization (Muhammad, 2001: 118).

Besides the difficulty of getting upward communication, the communication conveyed is not necessarily effective. The factors that affect the effectiveness of upward communication are as follows: (a) Upward communication is more likely to be used by management decision-makers if the message is delivered in a timely manner. (b) Upward communication is positive and ignores or emphasizes negative information in order to make decisions. (c) Upward communication is more likely to be received if the message supports the new policy. (d) Upward communication may be more effective if the communication is direct to the recipient who can do something about it. (e) Upward communication will be more effective if the communication has an intuitive appeal to the recipient. Messages from subordinates are more readily accepted if they agree (Muhammad, 2001: 119). (f) Upward communication is an important source of information for leaders to know the desires of employees in achieving goals.

**Horizontal Communication**

Horizontal communication is the exchange of messages between people of the same level of authority in the organization (Muhammad, 2001:121). Messages that flow by function in the organization are directed horizontally. These messages are usually related to
humanitarian tasks or goals such as coordination, problem-solving, conflict resolution, and information sharing. Horizontal Communication Goals: (a) Coordinate tasks. (b) Share information with each other for planning and activities. (c) Solve problems that arise between people who are on the same level. (d) Resolving conflicts between people in the organization and also between sections with other sections. (e) Ensure the same understanding. (f) Develop interpersonal support (Muhammad, 2001: 122).

Horizontal communication methods that are often used in an organization are committee meetings, informal interactions during breaks, telephone conversations, memos and notes, social activities, and quality groups (Muhammad, 2001:123).

**Barriers to Communication in Organizations**

*Distraction.* There are two types of disturbances to the way of communication which according to their nature can be classified as mechanical disturbances and semantic disorders. (1) Mechanical disturbances are disturbances caused by communication channels or physical noise. For example, the sound of passing vehicles when the leader is speaking in a meeting. (2) Semantic disturbance is concerned with communication messages whose meaning is damaged. Semantic interference is filtered into the message through the use of language. More confusion regarding the meaning of a term or concept conveyed by the communicator which is interpreted differently by the communicant, causing misunderstanding.

*Interest.* Interest will make someone selective in responding to or living a message. People will only pay attention to prejudices that have to do with their interests because interests not only affect attention but also determine our responsiveness, feelings, thoughts, and behavior.

*Hidden Motivation.* Motivation will encourage someone to do something in accordance with their wishes, needs, and shortcomings. The more appropriate the communication with one's motivation, the more likely it is that the communication can be well received by the parties concerned, and vice versa.

*Prejudice.* Prejudice is one of the barriers to a communication activity. People who have prejudice are suspicious and oppose communicators who want to launch communication so it is difficult for communicators to influence the communicant. Prejudice causes the communicant to think irrationally and have a negative view of the ongoing communication (Effendy, 2011: 45-49).

Smooth communication affects work efficiency. An effective way to make
Dialogical communication is a two-way communication that is reciprocal "the sender of the message is also the recipient of the message". Dialogic communication serves to avoid the leader's tendency to interpret every message or instruction he gives himself.

"... in the world of work, we know superior-subordinate communication, meaning that communication that occurs between superiors and subordinates can take the form of delivering information, messages, or instructions." (Anoraga, 2010: 60).

Dialogic communication has many benefits for its own subordinates. Opening opportunities for subordinates to express ideas, criticism, and suggestions that will provide satisfaction so that employees are motivated to work. The opportunity for subordinates to express opinions will certainly be input and enrich new thinking for the leadership.

According to Pandji Anoraga, there are obstacles experienced by superiors and subordinates in the dialogical communication process.

Obstacles on the part of superiors: (1) Lack of willingness to listen. The supervisor's attitude and behavior in listening play an important role in effective dialogical communication. (2) Reluctant to get involved in personal matters. The superiors are generally reluctant to be involved with the personal matters of their subordinates. On the other hand, subordinates often find it difficult to separate personal issues from work problems, so they find it difficult to talk about them. (3) Prejudice. Dialogic communication gives subordinates the opportunity to channel what is hidden in their hearts and can release emotional blocks and dissatisfaction. Prejudiced superiors with dialogical communication will strengthen the habit of complaining and criticizing their subordinates. With complaints and criticisms, it is easy for superiors to realize and know the failures and mistakes that occurred. (4) Attitude to survive. We all tend to defend ourselves with dialogical communication, the possibility of superiors' mistakes being discovered by subordinates is greater. Even though it does not reduce the credibility of superiors in the eyes of their subordinates. Even if the boss is open and sportsmanship, the subordinate's appreciation will increase. (5) Less time. Listening is time-consuming. Many bosses are immersed in their busy work. This makes it very difficult for leaders to provide time for discussion. This difficulty is more pronounced for superiors who walk alone, solve problems in their work.
units themselves, and do not know the discussion system with subordinates ((Anoraga, 2010:62).

Obstacles on the part of subordinates: (1) Limited knowledge. Knowledge barriers often complicate communication from subordinates to superiors. For superiors, conveying ideas and messages to subordinates is not difficult because he certainly understands the insights and ways of thinking as well as problems at the level of subordinates who face more difficulty communicating with their superiors, who do not know about the work environment, ways of thinking and problems. the problem. (2) Emotional prejudice. Most subordinates have an emotional attitude and prejudice. Their feelings are often mixed with his observations of matters. Often in expressing their opinion, they are prepared in advance that the opinion will be rejected. As a result, they often hesitate to speak. If the opinion is rejected, the prejudice gets thicker. But if his opinion was accepted when they were surprised. (3) Differences in authority. Communication from superiors to subordinates is easier than vice versa. The superiors are freer to call and talk to their subordinates whenever they want. Subordinates generally do not have that much psychological courage (Anoraga, 2010: 63).

To overcome obstacles in the dialogical communication process between leaders and employees, a leader must be able to apply the right leadership style according to company conditions.

Communication is very important in an organization. Without a network of communication that occurs within an organization, it is likely that all activities that will be carried out by the organization will not be carried out according to a predetermined plan. Good communication skills will greatly assist all activities in the organization. In order to be able to carry out his leadership, a leader must be able to diagnose the current situation and what is expected in the future, be able to adapt his behavior to the environment, and be able to convey messages so that others can understand properly and clearly. Good communication is very important for a leader to have because it relates to his duty to guide, influence, direct, and encourage members to carry out their duties and activities in order to achieve common goals.

The performance of an employee can be seen in how he carries out his duties. Good employee discipline reflects good performance, and vice versa if the discipline of an employee is not good then it reflects poor performance. In an organization the communication climate in the work environment must be created
comfortable and friendly for employees so that it can create a sense of family in the work environment, employees feel comfortable and enthusiastic in carrying out their duties and work.

There is no organization without communication because communication is an integral part of the organization. Communication is like a system that connects people, between parts of the organization, or as a flow that can generate the performance of the people involved in the organization. The communication carried out must be supported by effective leadership from the leader to mobilize, mobilize, and direct subordinates to achieve goals. Leaders must be able to use leadership communication styles well to motivate subordinates in improving the quality of public services.

Based on the theory used, where there are several leadership styles of behavior and action, namely: (1) How to give orders: leaders often give instructions/orders. (2) How to give assignments: leaders are judged to just give assignments without clearly explaining how the tasks are given. (3) How to communicate: leaders are judged to be unequal in communicating. Leaders only communicate with those closest to them. (4) How to make decisions: leaders are judged to be able to make decisions on whatever they face. (5) How to encourage subordinates: the leadership is considered not to act as it should, because of the uneven communication between the leadership and employees. (6) How to give guidance: the leader only provides general guidance during meetings/ceremonies. Leaders are considered not to often provide guidance to employees. (7) How to enforce discipline: leaders are considered tolerant but firm. (8) How to supervise work and request reports from subordinates: leaders often monitor information in the work environment directly or through employees. (9) How to lead a meeting: the leader is considered good in meetings/ceremonies within the scope of work. (10) How to reprimand subordinates' mistakes: the leader reprimands with the provisions that have been set/applicable regulations.

**CONCLUSION**

Leadership is basically a person's ability to influence subordinates in carrying out a job in accordance with the planned goals. Leaders are the most important part that determines success in achieving company goals. In essence, this success is a joint success that comes from the leader's efforts with employees as implementing elements. Smooth communication affects work efficiency. An effective way to make the communication process between superiors
and subordinates run smoothly is by using a dialogical system.

Dialogic communication is a two-way communication that is reciprocal "the sender of the message is also the recipient of the message". Dialogic communication serves to avoid the leader's tendency to interpret every message or instruction he gives himself. To overcome obstacles in the dialogical communication process between leaders and employees, a leader must be able to apply the right leadership style according to company conditions.

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