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**THE ROLE OF COMMUNICATION AS MEDIATION: THE EFFECT OF
TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN
REGIONAL COMPANY**

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ABSTRACT

In this research, we discuss how transformational leadership factors have an influence on employee performance in the regional company. The aim of this research is to determine how much influence transformational leadership has on employee performance which is mediated by communication. The population and sample in this study were PT. Air Bersih Jatim (Regional Company) employees on January 20 2023, namely 63 respondents. This research was designed using a causality research design with a quantitative approach where in this research the process begins with the preparation of a theoretical model and analysis as a basis for proposing hypotheses, then continues with the preparation of operational concepts, until conclusions are obtained as research findings. Data collection in this research was carried out using a questionnaire method for all respondents. First, transformational leadership has a significant positive effect on employee performance. The two transformational leadership styles have no significant positive effect on communication. The three communications have a significant positive effect on employee performance. The four transformational leadership have a significant positive effect on employee performance through communication.

KEYWORDS: Transformational Leadership; Communication; Employee Performance.

1. INTRODUCTION

Companies various problems require fast, accurate and precise solutions from companies. In this context, all organizations need to capitalize on opportunities and improve to adapt to global demands. One of the aspirations is the correct and optimal management and use of human resources. This phenomenon can be seen in the three Ps concept of sustainable development, ie. People, planet and profit. [Rivai, 2009] said that companies that want to have a long and sustainable life must employ reliable human resources as human capital.

Companies are expected to operate more effectively and efficiently with the support of human resources to achieve maximum goals. Companies need employees with high performance. When employees have high performance, it affects the company's performance to achieve the company's goals. Performance can be interpreted as both qualitative and quantitative work results that employees have achieved by performing their duties and responsibilities according to predetermined standards and procedures.

Managers play an important role in realizing the vision and mission set by the organization. Leaders create and coordinate the potential and aptitudes of subordinates to realize and indeed surpass organizational objectives. By understanding the assignments to be done and understanding the diverse character characteristics of his subordinates, a leader can give direction, support and motivation to all his individuals to attain the objectives set within the organization.

According to [Amirulah, 2015], the task of the leader as a communicator is more emphasized in his ability to communicate goals, strategies and actions that subordinates must perform. Communication skills are the most important tool that a manager must have to fulfill his duties. The decisions taken by the organization are within the competence of the manager, and proper communication facilitates the implementation of those decisions. Therefore, the communication of managers with employees must be handled well so that the performance of the employee is also good.

In the digital age and global business, it is important for companies to communicate effectively inside and outside the organization, such as with customers, suppliers and customers. Effective communication is one of the first lines of business processes. In addition, communication must be as effective as possible so that staff can share and transmit information that helps the company's operations and directs business processes to success.

2. LITERATURE REVIEW

2.1 Employee Performance

Effectiveness implies the execution level of the assignments that make up the employee's work [Simamora, 2006]. The term execution comes from the word execution, or genuine execution, which suggests execution or accomplishment accomplished by somebody [Respati et al, 2019]. Performance is basically determined by three things namely ability, desire and environment. Efficiency is the quality and quantity of activity results (output) for both individuals and groups during a certain period of time, based on the natural abilities and possibilities of the learning and the desire to achieve. The managers of the organization are aware of the differences in work performance between one supervised employee and another, especially the differences resulting from individual and environmental factors.

2.2 Transformational Leadership

Transformational leadership could be an administration fashion that looks for to alter the values of subordinates to back the organization's vision and objectives. By changing these values, it is trusted to form great relations between the individuals of the organization so that an air of shared believe is made between the individuals of the organization [Avolio et al, 2004]. Transformational management gives the ideal effect by directing the work of the company's employees [Manis et al. 2022].

2.3 Communication

Communication is the exchange of verbal and non-verbal information between senders and receivers of information to change behavior. Communication is an ambiguous term [Arni, 2016]. The importance of communication can be divided into: The process of social communication. This meaning exists in the context of the social sciences. When social scientists use this method in their research, they usually focus on people's actions and messages and behavioral communication [Sutrisno, 2017]. Communication is a means of persuading employees and managers to participate in the realization of their mission and as part of efforts to create mutual bonds and commitments [Suryandharu, 2019].

3. RESEARCH METHOD AND HYPOTHESIS

This research was outlined with a causal inquire about plan to look at the relationship between exogenous, endogenous and interceding factors. This investigate clarifies the cause and impact connections that analysts hypothesize so that analysts can decide exogenous, endogenous, and interceding factors. In this think about, a subjective approach is utilized, where the method starts with the arrangement and examination of hypothetical models, which are the premise for setting up theories, which proceeds with the arrangement of activity concepts until the conclusion is the investigate result. There are 3 variables in this study namely:

- a. Exogenous variable : Transformational Leadership
- b. Mediation variable : Communication
- c. Endogenous variable : Employee Performance

This study collected data on a regional company worker using a questionnaire. PT. Air Bersih Jatim (Regional Company) at January 20, 2023, i.e. 63 respondents who utilized the soaked testing

strategy, is a sampling procedure in which all individuals of the populace are chosen. The research instrument was tried with a legitimacy test, which tried the level of exactness, and an unwavering quality test, which tested how much the measurement results, remained consistent and reliable. In information analysis procedures, the analysts utilized clear examination strategies and way analysis.

In this research there are 4 hypotheses, namely:

H1: Transformational leadership has a positive and significant effect on employee performance

H2: Transformational leadership has a positive and significant effect on communication

H3: Communication has a positive and significant effect on employee performance

H4: Transformational leadership has a positive and significant effect on employee performance through communication

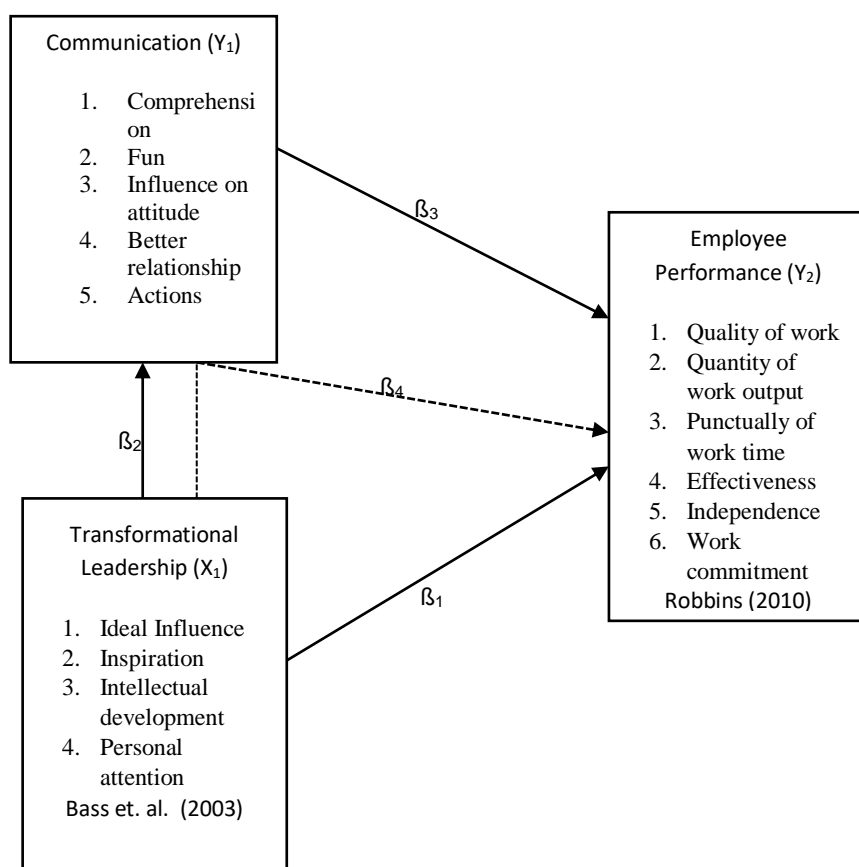


Figure 1: Conceptual framework

4. ANALYSIS AND DISCUSSION

This research used 63 respondents. The characteristics of respondents are based on sexual orientation, age run, most elevated level of instruction and length of benefit. The larger part of respondents were male, 42 respondents (66.7%), more than female, 21 respondents (33.3%). At that point based on age, the larger part of respondents were 41-50 years old with a total of 24 respondents (38.1%), then 31-40 years old were 21 respondents (33.3%), after that 20-30 years old were 16 respondents (25, 4%) and the last 2 respondents were over 50 years old (3.2%). Based on level, the majority of respondents had a Bachelor's degree, 32 respondents (50.8%), and then D3, 12

respondents (19.1%) and the least had a Master's degree, 6 respondents (9.5%). Based on length of service, the larger part of respondents had a service period of more than 10 a long time as numerous as 25 respondents (39.7%), then respondents with a work period of 6-10 years were 20 (31.7.1%) and the least had a work period of 1 -5 years as many as 18 respondents (28.6%)

Table 1. Statistical test results of research variables

Research Variable	Instrument	r validity	CA	mean
Transformational Leadership	TL1- Ideal Influence	0,644	0,800	4,03
	TL2- Inspiration	0,705		3,98
	TL3- Intellectual Development	0,600		3,68
	TL4- Personal Attention	0,642		3,70
Communication	CO1- Comprehension	0,628	0,856	4,11
	CO2- Fun	0,710		3,92
	CO3- Influence on attitude	0,743		4,04
	CO4- Better relationships	0,768		3,70
	CO5- Action	0,595		4,21
Employee Performance	EP1- Quality of work	0,475	0,738	3,96
	EP2- Quantity of work output	0,524		3,97
	EP3- Punctuality of work time	0,609		4,06
	EP4- Effectiveness	0,719		4,03
	EP5- Independence	0,660		4,15
	EP6- Work commitment	0,607		3,69

The table above explains that in the case of transformational leadership, the greatest influence is ideal influence, independence in communication, performance and employee performance.

Testing the validity of the show in way analysis is exceptionally fundamental so that we are able know whether the examination done is substantial or not. When testing the legitimacy of the show, way investigation must consider two markers, to be specific the common coefficient of assurance (Rm2). In this case, the elucidation of the coefficient of assurance (Rm2) is the same as the translation of the coefficient of assurance (R2) in relapse analysis.

$$R^2(\text{model}) = 1 - (\sqrt{1 - R_1^2}) * \sqrt{1 - R_2^2}$$

$$R^2(\text{model}) = 1 - (\sqrt{1 - 0,30}) * \sqrt{1 - 0,10}$$

$$R^2 = 1 - 0,620 = 0,38$$

Based on the comes about of the over calculations, the entire coefficient of assurance is 0.38, which demonstrates that the changeability of the data clarified within the investigate show is 38%, in other words, the data contained in 38 is clarified by the inquire about show. At the same time, 62 can be clarified by other factors (which are not however within the model).

Table 2. Statistical test result of variable research

Variable	Direct influence	Indirect influence	Result
Transformational Leadership (X) → Employee Performance (Y ₂)	0.080	-	H1 accepted
Transformational Leadership (X) → Communication (Y ₁)	-0.52	-	H2 rejected
Communication (Y ₁) → Employee Performance (Y ₂)	0.032	-	H3 accepted
Transformational Leadership (X) → Communication (Y ₁) → Employee Performance (Y ₂)		0,049	H4accepted

Based on Table 2, it can be concluded that the variable administration fashion variable features a coordinate impact on worker performance with a way investigation esteem of 0.080, which suggests that H1 is acknowledged in this consider. In expansion, the variable authority fashion variable incorporates a coordinate impact on communication with a way investigation esteem of -0.52, which suggests that H2 is rejected in this ponder. The communication variable contains a coordinate impact on worker execution with way investigation esteem of 0.031, which suggests that, H3 in this consider, is acknowledged. In the mean time, transformational administration fashion through communication can have a roundabout impact of 0.049 on representative execution, so it implies that H4 in this inquire about is acknowledged.

5. DISCUSSION

Clear factual comes about appear that the perfect impact of a boss with a transformational administration fashion contains a demonstrated impact on worker execution. Errands relegated to workers are completed quicker since workers have role models and characters they can conversation to induce their occupations done. Open communication is exceptionally vital in a work gather, so that it is less demanding to relegate assignments to each group part, fathom issues and spur, so that there are no more debate. By implementing effective strategies to improve communication, managers can help make teams more effective. This will also have an impact on employee satisfaction and the company itself. The performance of employees can be improved through leadership effectiveness, especially transformational leadership and communication effectiveness, and horizontal and vertical communication. Communication motivates, helps develop motivation by telling employees what to do, how they are doing it and what can be done to improve low quality engagement. The transformational authority fashion encompasses a overwhelming impact on representative execution, specifically the manager's capacity to propel workers to proceed to progress execution, which plays an critical part in making strides worker execution. Worker execution is measured based on the employee's add up to workload or discernment of efficiency.

6. CONCLUSION

Based on the talk portrayed in this consider, it can be concluded that the comes about of the expressive insights appear that the transformational administration fashion features a noteworthy affect on the employee's execution. The higher the transformational administration fashion, the way betters the employee's execution. The comes about of the graphic insights appear that the transformational leadership style does not affect communication, because a greater number of managers reduce the influence of leadership on communication, that is because the average employee is aware of the duties and tasks of each responsibility. Distribution Descriptive statistical results show that communication has a significant effect on employee performance, the higher the levels of communication, the more employees show their best performance. Descriptive statistical comes about appear that transformational authority encompasses a noteworthy impact on execution through communication. The higher the transformational administration fashion and communication, the superior the workers appear their execution.

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