

# The Effect of Transformational Leadership Style, Communication and Motivation on Employee Performance at PT. Berkah Bumi Independen

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**Abstract.** Human resources are an important part of the organization when improving employee performance. [1] asserts that situational, leadership, team, system, and individual elements all have an impact on performance. The purpose of this research is to evaluate and assess the impact of transformational leadership style, communication, and motivation on employee performance at PT. Berkah Bumi Independen. This study's population consisted of 170 employees of PT. Berkah Bumi Independen. According to the random sampling technique, 119 employees comprise the sample in this study. A questionnaire on a 5-point Likert scale was used to collect data. The SPSS 25 program was utilized to perform multiple linear regression analysis in this study. According to the findings, transformational leadership bring the good impact on employee performance and motivation.

**Keywords:** Transformational Leadership Style, Communication, Motivation, Employee Performance

## 1 Introduction

The development of technology in the current era continues to grow rapidly. This makes the factors of the company to grow and achieve the goals, it definitely requires human resources, so that later they can carry out and drive all activities in achieving company goals. With optimal human resource management will produce the performance expected by the organization. Therefore, employee performance is needed that is able to support the achievement of organizational goals. Factors that influence employee performance according to [1] are Individual, Leadership, Team, System, and situational Factors.

According to [2] Employee productivity is determined by the quality and volume of work completed by staff members in compliance with management directives and under management supervision to accomplish organizational goals. Factors related to transformational leadership styles can enhance worker performance. Employees are influenced by this leadership style to feel certain, devoted, proud, and appreciative of their boss. Additionally, this management approach motivates staff to go above and beyond what is required of them.[3] . Based on research [4] , [5],

[6] demonstrates an effective and considerable to the employee motivation based on the transformational leadership. These results are different from the results of research [7] that the transformational leadership style has a negative effect on employee performance.

Communication is crucial role to improve the employee performance. Communication is a dynamic process, so it can affect the sender and receiver. Communication can encourage someone to be motivated by explaining to employees what things they have to get done, how well they are doing, and what they can do to improve performance. [8]. According to [9] The delivery, receiving, and processing of messages that take place within a person and/or between two or more with a defined goal constitute the process of communication. Based on research [10], [11] positive communication affected the employee performance, also in [12] tells that negativity came from the communication.

According to [13] The process of personal drive to do something is motivation. According to [14] The term "motivation" is derived from the word "motive," which meaning encouragement. Thus, the term "motivation" refers to a state in which someone is encouraged or forced to engage in a conscious act or action. Based on research [15], [16], [17] claims that motivation impacted the worker performance is both favorable and significant. These results differ from research [18] there is a negative effect of motivation for employee performance.

Based on the theoretical study above and based on the results of previous research, the hypothesis is formulated:

H1: There is a positive effect of transformational leadership on employee performance.

H2: There is a positive effect communication on employee performance.

H3: There is a positive effect motivation affects on employee performance.

## 2 Methods

The 170 participants in this study were all PT. Berkah Bumi Independen employees. Determination of the sample using the Random Sampling technique which the sample is selected from the random population, without taking into account the population's pre-existing stratification, in this case a total of 119 respondents.

The type of data used in this study were primary data. Using a questionnaire, the researchers themselves directly obtained the data from the source. Employee Performance is the end result of a person's quality and quantity of labor when doing their jobs in accordance with the obligations assigned. Employee Performance utilizes the notion [19]consisting of 5 dimensions and 11 indicators, A leader with a transformational leadership style can influence his team members' actions so that they feel competent, are highly motivated, and strive for high-caliber work performance. The idea is applied via transformational leadership style [20]consists of 4 dimensions and 11 indicators, Communication is a tool to convey or receive information to other parties, Communication uses the concept [13]consists of 3 dimensions and 8 indicators. Motivation is behavior that is driven by desires either from within or from outside the individual. For the purpose of reaching goals, someone does something. Which the concept [14]consists of 5 dimensions and 10 indicators. Based on this, before being circulated, the questionnaire was tested for validity and reliability.

### 3 Results And Discussion

#### 3.1 Results

a. Description of Respondents

119 people participated in the study, 81 of whom were men and 38 of them were women. The age of the respondents in this study was dominated by the ages of 21-25 years as many as 71 people, then the last education of the respondents was dominated by SMA/SMK as many as 83 people, and the respondent's working period was dominated by > 2-5 years as many as 99 people.

b. Instrument Test

Instrument test consists of Validity Test, and Reliability

c. Validity test

According to [21] The validity test determines a questionnaire's reliability or validity. A questionnaire is deemed to be valid if its assertions may be used to reveal information that will be measured by it. The test tool used to measure the level of intercorrelation between variables and whether or not a confirmatory factor analysis can be carried out is the Kaiser – Maiyer – Olkin (KMO). The range of the KMO value is 0 to 1. Each questionnaire item can be deemed valid if the factor loading value is greater than 0.4 and the KMO value is greater than 0.50. **TABLE 1** below displays the results of the validity test:

**Table 1.** Validity Test

Variable	KMO	Indicator	Component Matrix (Loading Factor)	Information
Transformasional leadership style (X1)	0,879	X1.1	0,874	Valid
		X1.2	0,877	Valid
		X1.3	0,875	Valid
		X1.4	0,876	Valid
		X1.5	0,844	Valid
		X1.6	0,843	Valid
		X1.7	0,864	Valid
		X1.8	0,896	Valid
		X1.9	0,904	Valid
		X1.10	0,840	Valid
		X1.11	0,851	Valid
Communication (X2)	0,882	X2.1	0,787	Valid
		X2.2	0,892	Valid
		X2.3	0,862	Valid
		X2.4	0,828	Valid
		X2.5	0,811	Valid
		X2.6	0,871	Valid
		X2.7	0,882	Valid
		X2.8	0,899	Valid
Motivation(X3)	0.909	X3.1	0.746	Valid
		X3.2	0.761	Valid
		X3.3	0.715	Valid
		X3.4	0.818	Valid
		X3.5	0.777	Valid
		X3.6	0.767	Valid
		X3.7	0.704	Valid
		X3.8	0.737	Valid
		X3.9	0.806	Valid
		X3.10	0.798	Valid
Employee perfomance (Y)	0,931	Y1	0,916	Valid
		Y2	0,924	Valid
		Y3	0,932	Valid
		Y4	0,890	Valid
		Y5	0,832	Valid
		Y6	0,906	Valid
		Y7	0,893	Valid
		Y8	0,885	Valid
		Y9	0,864	Valid
		Y10	0,821	Valid
		Y11	0,888	Valid

Source: primary data processed in 2023

From the above results it can be explained that the KMO values of all variables studied were  $>0.05$  so that they fulfilled sample adequacy and the loading factor value was  $> 0.04$ . In light of this, it can be said that the variables for transformational leadership style, communication, employee motivation, and performance are valid.

### 3.1.1 Reliability Test

According to [21], 1. The reliability of the study variable can be inferred if the estimated Cronbach Alpha value is greater than 0.7. 2. The research variable is considered unreliable if the estimated Cronbach Alpha value is less than 0.7. The following are the reliability test outcomes from SPSS 25 data processing:

**Table 2.** Reliability Test

Variable	Cronbach's Alpha	Criteria	Information
Transformational Leadership Style (X1)	0.785	$>70$	Reliable
Communication (X2)	0.795	$>70$	Reliable
Motivation (X3)	0.777	$>70$	Reliable
Employee Performance (Y)	0.786	$>70$	Reliable

*Source: primary data processed in 2023*

Based on **TABLE 2.** The factors Transformational Leadership Style (X1), Communication (X2), Motivation (X3), and Employee Performance (Y) are known to create a Cronbach's Alpha of greater than 0.70. Thus, it was determined that the factors in this study were trustworthy and appropriate for further investigation.

### 3.1.2 Data Analysis And Discussion

The Multiple Linear Regression Test use to process the data in SPSS 25. One or more independent variables make up a multiple linear regression analysis [22]. Because the dependent variables in this study are employee performance (Y) and transformational leadership style (X1), communication (X2), and motivation (X3), multiple linear regression analysis is used. It is possible to determine whether or not the regression model is employable using the Model Test, which takes the form of the Determination Coefficient Test and F Test. The following table displays the regression test's findings:

Source: primary data processed in 2023

**Table 1. Regression Test Results**

Equality	Test Models			t test		Ket
	Adjusted R Square	F Count	Sig	Betas	Sig	
$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$	0.833	191,768	0.000			
$X_1 \longrightarrow Y$				0.342	0.000	H1 is accepted
$X_2 \longrightarrow Y$				0.616	0.000	H2 is accepted
$X_3 \longrightarrow Y$				0.082	0.033	H3 is accepted

*Source: primary data processed in 2023*

Based on Table 3, the regression equation can be arranged as follows:

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 0.342 X_1 + 0.616 X_2 + 0.082 X_3$$

The regression equation is concluded :

1. A beta value of 0.342 and a significance level of 0.000 0.05 are shown in the findings of a multiple linear regression study between a transformational leadership style (X1) and employee performance (Y). This demonstrates that a leader's transformational leadership style has a favorable and significant impact on employee performance, demonstrating that a leader's transformational leadership style will have an impact on employee performance to a greater or lesser extent.
2. A Beta value of 0.616 with a significance level of 0.000 0.05 is revealed by the findings of multiple regression analysis between communication (X2) and employee performance (Y). This demonstrates that communication affects worker performance in a favorable and meaningful way. so that increased staff performance will result from improved communication.
3. Multiple regression study between employee performance (Y) and motivation (X3) yielded a beta value of 0.082 with a significance level of 0.033 0.05. This demonstrates that employee performance is positively and significantly impacted by motivation. Therefore, the higher the motivation level, the better the employees' performance will be.

### 3.2 Test Models

#### 3.2.1 Coefficient Of Determination (R<sup>2</sup>)

According to Table 1, the variables of transformational leadership style, communication, and motivation are able to explain employee performance by 82.9%, with the remaining percentage (100% - 83.3% = 17.1%) being explained by another unidentified variable.

### 3.2.2 Model Feasibility Test (F Test)

Based on the F test results in Table 1, it is determined that transformational leadership styles (X1), communication (X2), and motivation (X3) have an impact on employee performance (Y) simultaneously, with a significance value (sig) in the F test of 0.000 0.05. Therefore, the research regression model is deemed feasible for further analysis.

### 3.3 Discussion

Performance of Employees and Transformational Leadership Style. According to [23] A transformational leadership style is a way of acting that affects both followers and leaders as followers. With a transformational leadership approach, followers are inspired to carry out the tasks that are expected of them because they have faith in, respect, admiration, and loyalty for the leader. Based on the hypothesis test that the transformational leadership style (X1) has a positive and significant effect on employee performance (Y) at PT. Berkah Bumi Independen. This shows that the better the transformational leadership style of a boss in a company, the better the level of performance. According to the findings of the surveys that were given out, it can be argued that the indicators used to determine the task they must perform are good because they received the highest score. The result proved by previous study [24], [25] which employee performance affected from the transformational leadership.

Effect of Communication on Employee Performance. According to [14] Communication is a very important tool for conveying or receiving information to or from other parties. Errors in communicating will give bad results and can be fatal, and not reach the target. Based on the hypothesis test that Communication (X2) has a positive and significant effect on employee performance (Y) at PT. Berkah Bumi Independen. This states that the better the communication, the better the level of employee performance. Judging from the respondents' responses, it can be concluded that the indicator with the highest score, namely communication between leaders and subordinates, is said to be good. The result proved by [26], [10], which states that communication has a positive and significant effect on employee performance.

The Effect of Motivation on Employee Performance. According to [27] The act of providing a person with a driving force to work together, work productively, and be integrated with all efforts to achieve fulfillment is known as motivation. PT. Berkah Bumi Independen's employee performance (Y) is positively and significantly influenced by motivation (X3), according to the findings of a hypothesis test. This demonstrates that employee performance improves with higher levels of motivation. Judging from the responses of the respondents, the indicator that obtained the highest score was that the company provided opportunities for employees to improve their ability to work, so it can be concluded that the company provided opportunities to improve their ability to work was good, while the indicator of encouragement to fulfill life's needs was felt to be increased again. The results proved by [15], [28], [16] It claims that employee performance is positively and significantly impacted by motivation.

## 4 Conclusions

1) The transformational leadership style has a positive and significant influence on employee performance. Therefore, the more effectively transformational leadership is deployed, the higher the performance of the workforce will be. 2) Employee performance is positively and significantly impacted by communication. This demonstrates that enhanced communication will enhance employee performance even more. 3) Motivation has a beneficial and important impact. This demonstrates that increased motivation will enhance employee performance.

## 5 Research Limitations

- a. Judging from the Adjusted R Square, it is 0.829, which means that 82.9% of the dependent variable can be explained by the dependent variable, while the remaining 17.1% is explained by other variables outside this study. It is better for future researchers to add independent variables other than transformational leadership style, communication, motivation to develop factors that influence employee performance.
- b. The researcher was not able to fully control the sincerity and honesty of the respondents in choosing answers that were in accordance with the actual circumstances and reality.

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