

The Influence Of Transformational Leadership Style And Motivation For Employee Performance By Communication Quality As A Variable Intervening In The Employment Service General And Spatial Planning Asahan Regency

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Abstract

This study aims to examine the influence of transformational leadership style and motivation on employee performance, as well as the role of communication quality as an intervening variable. This type of research is quantitative associative causal, carried out at the Office of Public Works and Spatial Planning of Asahan Regency from September to November 2024, with the entire employee population of 145 people as a sample. The data analysis technique uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with SmartPLS 3.0 software. The results showed that transformational leadership style and motivation had a positive and significant influence on employee performance, with T-statistical values of 4.265 and 6.718 and P-values of $0.000 < 0.05$, respectively. Transformational leadership style also has a significant influence on the quality of employee communication (T-statistic 6,428), as well as motivation (T-statistic 3,851), which means that improved leadership and motivation can improve the quality of communication. However, the quality of communication had no significant influence on employee performance (T-statistic 1.342, P-value $0.182 > 0.05$) and was unable to intervene in the relationship between transformational leadership style and motivation on employee performance, with T-statistical values of 1.372 and 1.114, respectively. The implication of these findings is that employee performance improvement is more effectively achieved through a focus on developing transformational leadership styles and motivation, without relying on communication quality as an intermediary factor. This study recommends that institutions focus more on leadership strategies and motivation that directly impact performance to achieve optimal results.

Keywords:

transformational leadership style; motivation; Quality of communication; Employee Performance

1. INTRODUCTION

In the era of globalization, the role of leaders is becoming increasingly important to improve organizational performance. Effective leadership can motivate employees to achieve better performance through a clear vision, inspiration, and encouragement to innovate (Didik Hadiyatno, 2024); (Ndolu et al., 2022); (Priyatmo, 2018). However, in practice, not all organizations can feel the positive impact of this leadership style. This is due to various factors, one of which is the quality of communication in the organization. In the Public Works and Spatial Planning Office of Asahan Regency, this phenomenon is clearly visible where and the existing motivation has not been fully able to improve employee performance optimally.

Previous research by (Amaliah & Sakir, 2023) and (Ermawati & Ardana, 2018) shows that effective leadership has a positive correlation with employee performance, but the role of communication in moderating these relationships is often overlooked. Meanwhile, according to Yulk, (2020) revealed that good communication quality can strengthen the impact on employee performance. In the context of the Asahan Regency Public Works and Spatial Planning Office, communication problems are often an obstacle in the application of style, which ultimately has an impact on decreasing employee performance.

The phenomenon that occurred in the Public Works and Spatial Planning Office of Asahan Regency shows that there is a gap between expectations and reality in implementation. Although leaders try to provide inspirational and motivating direction, the lack of effective communication makes these messages not reach employees well. This has an impact on low employee motivation and ultimately has an impact on decreased performance. Identifying these problems is important to find the right solution to improve employee performance through improving leadership style and communication quality.

In addition, there are also other problems that hinder the implementation of the Asahan Regency Public Works and Spatial Planning Office, such as work resistance. Resistance to change often arises because employees feel uninvolved in the decision-making process and feel anxious about the uncertainty brought by the change (Laihad et al., 2019). The lack of clarity of roles and responsibilities causes employees to feel confused about the tasks they have to complete, thus reducing their work effectiveness. Meanwhile, the lack of training and development causes employees to not have enough skills and knowledge to adapt to the ever-evolving demands of the job (Aji & Mala, 2024).

Identifying these problems is important to find the right solution to improve employee performance through improving leadership style and communication quality. By improving the quality of communication, it is hoped that messages from



leaders can be conveyed clearly and accurately to employees, so that they can increase employee motivation. In addition, it is also necessary to make efforts to reduce resistance to change, clarify roles and responsibilities, and improve training and development for employees. Thus, it is hoped that a more conducive, productive, and harmonious transformational leadership style can be created, which can ultimately improve the quality of public services in Asahan Regency (Miharti, 2022)

According to (Mangkunegara. A.A. P, 2020) Employee performance is the achievement of Employee work results based on quality and quantity as work achievements in a certain period of time adjusted to their duties and responsibilities of a group in the organization in carrying out the main tasks and functions that are guided by norms, operational standards, procedures, criteria and measures that have been set or that apply in the organization.

To measure employee performance, this research refers to the theory (Mangkunegara. A.A. P, 2020) is as follows:

1. The quality of work is how well an employee does what should be done;
2. Work Quantity, which is how long an employee works in one day. This quantity of work can be seen from the speed of work of each employee;
3. Task Implementation, which is how far the employee is able to do his or her job accurately or without errors;
4. Responsibility, namely Awareness of the obligation to do their work accurately or without errors.

Many factors can affect employee performance, but in this study, it is limited to the aspects of transformational leadership and employee work motivation supported by the quality of communication. Transformational leadership style in principle motivates subordinates to do better than what they are used to, in other words it can increase the trust or self-confidence of subordinates which will affect performance improvement (Koerniawan & Kurniawan, 2022).

In research, transformational leadership style is defined as a leadership approach that causes changes in individuals and social systems. In its ideal form, it creates valuable and positive changes in followers with the ultimate goal of developing followers into leaders (Djuraidi & Laily, 2020).

In this study, the indicators of transformational leadership style refer to Robin's opinion in (Djuraidi & Laily, 2020), namely:

- 1) Kharisma.
- 2) Motivational Inspiration.
- 3) Intellectual Stimulation.
- 4) Individualized Attention

In addition to transformational leadership styles, motivation also plays an important role in encouraging employees to work more effectively, efficiently, and



highly committed to achieving organizational goals. Pinder in (Tremblay et al., 2009) defines motivation as a set of energetic forces that come from within as well as outside an individual, to initiate a behavioral relationship with respect to work and to establish form, supervision, intensity and continuity. While (Robbin & Judge, 2015) defines motivation as a process that describes the intensity, direction and perseverance of an individual to achieve his goals.

To measure motivation in this study, refer to the indicators set by (Robbin & Judge, 2015) as follows:

- 1) Awards,
- 2) Social Relations,
- 3) Living Needs,
- 4) Success at Work.

The quality of communication can also play an important role in achieving good performance in various contexts, be it in organization, education, or social interaction. Communication quality is where the communicator can find out the response of what is communicated at that moment directly, so that the communicator can know for sure whether the communication is effective, positive, negative, successful or not. If it is not successful and ineffective, the communicator can give the communicator the opportunity to ask as much questions as he wants until the communicator understands and feels satisfied with what the communicator conveys (Pratama, 2017).

In this study, the indicators of communication quality refer to Devito's opinion in (Pratama, 2017) as follows:

1. Openness;
2. Empathy;
3. Attitude of *menudkung*;
4. Sportsmanship;
5. Equality.

This study aims to look at the role of communication in intervening the relationship between transformational leadership style and motivation to employee performance as described in the following conceptual framework:

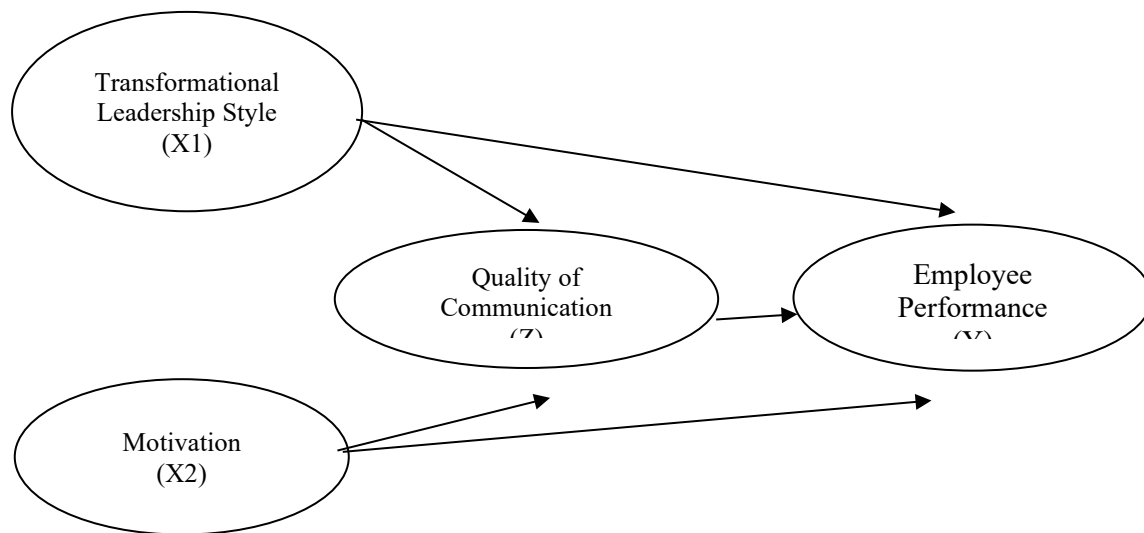


Figure 1. Conceptual Framework

2. RESEARCH METHODS

This type of research is a casual associative quantitative research. This research was carried out at the Office of Public Works and Spatial Planning of Asahan Regency. The time of this research was carried out from September to November 2024. According to (Sugiyono, 2018) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. In this study, the population used is the entire number of employees at the Public Works and Spatial Planning Office of Asahan Regency which amounted to 145 people with the following details.

**Table 1. Details of Popolation at the Public Works Office and
 Asahan Regency Spatial Planning**

No.	Employee Status	Number (Person)
1.	ASN	69
2.	Honorary	76
Sum		145

Source : Office of Public Works and Spatial Planning of Asahan Regency

The sampling technique used in this study is a saturated sample. According to (Sugiyono, 2019) saturated sampling is a sample selection technique when all

members of the population are sampled where all populations in this study are sampled, which is a total of 145 employees

The data used in this study is the data from the results of the questionnaire distributed to respondents consisting of all employees in all divisions. The data analysis technique used in this study is a quantitative data analysis method using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.0 software.

Meanwhile, the feasibility test that will be used in this study is the outer *model* test in order to obtain an *outer loading* value that meets the requirements of *validity and reliability*. Testing the structural model (Inner model) which includes a determination coefficient test (R^2) to measure how far the model is able to explain the variation of bound variables. R^2

The Goodness fit test is used to determine the extent to which the observed data is in accordance with the theoretical distribution assumed by the model or hypothesis (Ghozali & Latan, 2015) and the hypothesis test (T-Statistic Test) which consists of a *path coefficients* test to test how the direct influence of each independent variable individually on its bound variable as well as the indirect influence of the intervening variable in influencing its independent variable on its bound variable.

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative. A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According to (Ghozali & Latan, 2015) the criterion of t-value table is 1.96 with a significance level of 5%

3. RESULTS AND DISCUSSION

3.1. Results

Outer Model Analysis

The outer *model* test in this study uses algorithm analysis in *SmartPLS software version 3.0*, in order to obtain *outer loading* values that meet the *validity and reliability requirements*.

1) Convergent Validity Test Results

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the construction score. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The following is presented as the results of the outer loading value in the following table.



Table 2. Outer Loading

Indicators	Outer Loading	Information
Transformational leadership style (X1)		
KTF1	0.822	Valid
KTF2	0.927	Valid
KTF3	0.888	Valid
KTF4	0.859	Valid
Motivation (X2)		
MT1	0.864	Valid
MT2	0.883	Valid
MT3	0.952	Valid
MT4	0.883	Valid
Communication Quality (Z)		
KK1	0.852	Valid
KK2	0.855	Valid
KK3	0.863	Valid
KK4	0.861	Valid
Employee Performance (Y)		
KP1	0.910	Valid
KP2	0.922	Valid
KP3	0.865	Valid
KP4	0.854	Valid

Source : Output Smart PLS, 2024

Based on Table 2, it can be seen that all indicators have a *loading factor* value of > 0.60 . According to (Ghozali, Imam & Latan, 2015) states that the indicator is declared valid if it has a *loading factor* value of > 0.60 . Thus, it can be stated that all indicators in this study are declared valid and can be carried out further research. The following is shown in the form of a structural model as shown in the following image:

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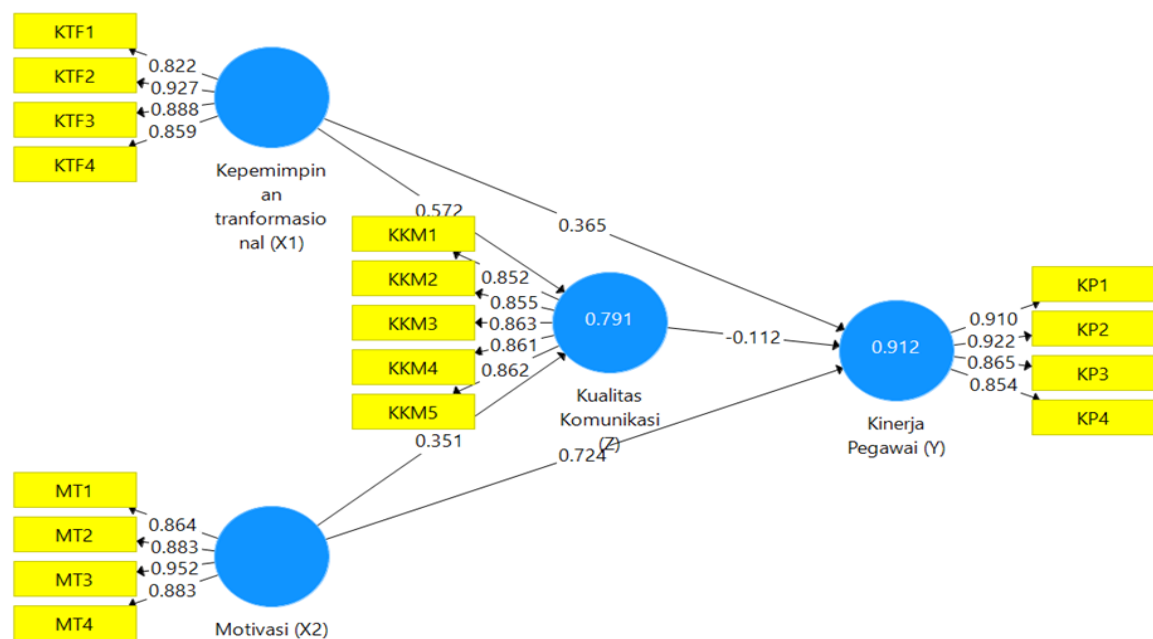


Figure 1. Outer Model Test Results

2) Discriminate Validity Test Results

The next test is to test the validity of discrimination, this test aims to determine whether a reflective indicator is a good measurement for its construction based on the principle that the indicator is highly correlated with its construction. The following are the results of cross loading from the discrimination validity test as shown in the following table in

Table 3. Discriminant Validity

Variable Indicators	Transformational Leadership Style (X1)	Employee Performance (Y)	Communication Quality (Z)	Motivation (X2)
KKM1	0.748	0.698	0.852	0.724
KKM2	0.708	0.661	0.855	0.663
KKM3	0.692	0.631	0.863	0.652
KKM4	0.842	0.704	0.861	0.680
KKM5	0.734	0.774	0.862	0.854
KP1	0.796	0.910	0.635	0.883
KP2	0.799	0.922	0.663	0.807
KP3	0.753	0.865	0.816	0.846
KP4	0.787	0.854	0.777	0.801
KTF1	0.822	0.694	0.692	0.640



Variable Indicators	Transformational Leadership Style (X1)	Employee Performance (Y)	Communication Quality (Z)	Motivation (X2)
KTF2	0.927	0.864	0.898	0.859
KTF3	0.888	0.828	0.686	0.766
KTF4	0.859	0.683	0.749	0.684
MT1	0.740	0.784	0.868	0.864
MT2	0.796	0.910	0.635	0.883
MT3	0.722	0.855	0.766	0.952
MT4	0.788	0.822	0.721	0.883

Source: Output Smart PLS, 2024

Based on table 4, it can be seen that the *cross loading value* in each indicator and variable is greater than other variables and indicators, the variable cross loading transformational leadership style and motivation shows that the cross loading of the variable indicator is greater than the cross loading of other latent variables, the cross loading of the variable indicator The quality of communication shows that the value of the *cross loading* indicator is greater than the other latent variables, *Cross loading* Employee performance also shows a greater cross loading indicator value than the latent variable cross loading. Based on this data, it can be stated discriminatively that the cross loading *results* are considered valid.

3) Composite reliability test results

The test further determines the reliable value with *the composite reliability* of the indicator block that measures the construction. A construction value that is said to be reliable if the *indigo composite reliability* is above 0.60. In addition to looking at *the composite reliability* value, the reliable value can be seen in the variable construct value with *the alpha cronbachs* of the indicator block that measures the construct. A construct is declared reliable if the *cronbachs alpha value* is above 0.7. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the following table.

Table 4. Construct Reliability and Validity

Indicators	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Transformational Leadership Style (X1)	0.897	0.929	0.766
Employee Performance (Y)	0.911	0.937	0.789
Communication Quality (Z)	0.911	0.933	0.737



Motivation (X2)	0.918	0.942	0.803
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Source: Smart PLS Output, 2024

Based on Table 5, it can be explained that the AVE value in each variable tested has a > value of 0.5, which shows that all variables in this study meet the *criteria for discriminant validity*. To determine the reliability in this study, *the composite reliability* value is used. The accepted value for the reliability level is > 0.7. Based on these criteria, it can be seen that all variables in this study have a > value of 0.70 so that it can be stated that all variables tested meet the reliability of the construct.

Structural Model Evaluation (*Inner Model*)

Evaluation of the structural model (*inner model*) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1) Determination Coefficient Test Results (R2)

The determination coefficient (R2) test is used to see the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as shown in the following table.

Table 5. R Square Results

Variable	R Square	Adjusted R Square
Employee Performance (Y)	0.912	0.910
Communication Quality (Z)	0.791	0.788

Source: Output Smart PLS, 2024

Based on table 5, it is known that the R square Adjusted value of the Communication Quality variable is 0.788 or 78.80%, which means that the influence of transformational leadership style and motivation on the quality of communication in the high category means that the more the transformational leadership style and motivation will increase, the more the quality of communication will increase. Meanwhile, the R Square value on the Communication Quality variable is 0.791 or 79.10%, which means that the influence of transformational leadership style and motivation on Communication Quality is 79.10% and the remaining 20.90% is influenced by other variables that have not been studied. While the R Square Adjusted value of the Employee Performance variable is 0.910 or 91.00% which means that transformational leadership style and motivation affect employee performance by 91.00% or in a very high category which means that if the transformational leadership style and motivation increase,



employee performance will increase significantly. Furthermore, the R square value of the Employee Performance variable is 0.912 or 91.20%, which means that transformational leadership style and motivation affect employee performance by 91.20%, while the remaining 8.80% is influenced by other variables that have not been studied.

2) Goodness of Fit Test Results

The Goodness of Fit test is a statistical method used to evaluate how well the tested model or statistical distribution matches the observed data. The Goodness of Fit test aims to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis. The goodness of fit model test can be seen from looking at the NFI value on the program. If the NFI value is $> \text{SRMR}$ and the closer it is to 1, then the better the model (good fit). Based on the data processing that has been carried out using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

Table 6. Model Fit

	Saturated Model	Estimated Model
SRMR	0.086	0.086
d_ULS	1.138	1.138
d_G	1.873	1.873
Chi-Square	607.646	607.646
NFI	0.530	0.530

Source: Output Smart PLS, 2024

Based on table 7, it can be seen that the NFI value is $0.530 > 0.086$ so that it can be stated that the model in this study has sufficient *goodness of fit* and is suitable to be used to test the research hypothesis.

Hypothesis Test Results

After conducting an inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics value* > 1.96 and the P-Values < 0.05 . The following are the results of *Path Coefficients* of direct influence between variables as shown in the following table.

Table 7. Path Coefficients



The Effect Of Work Stress And Work Ethic On Employee Performance By Providing Incentives As An Intervening Variable In The Public Works And Spatial Planning Office Of Asahan Regency

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
Transformational Leadership Style (X1) -> Employee Performance (Y)	0.365	0.367	0.086	4.265	0.000	Rejected
Transformational Leadership Style (X1) -> Communication Quality (Z)	0.572	0.571	0.089	6.428	0.000	Accepted
Communication Quality (Z) -> Employee Performance (Y)	-0.112	-0.116	0.083	1.342	0.182	Rejected
Motivation (X2) -> Employee Performance (Y)	0.724	0.726	0.108	6.718	0.000	Accepted
Motivation (X2) -> Communication Quality (Z)	0.351	0.354	0.091	3.851	0.000	Accepted

Source: Smart PLS Output, 2023

Based on the data in Table 8, it can be stated that transformational leadership style has a positive and significant effect on employee performance. This can be seen from the T-statistic value of $4.265 > 1.96$ with a P-Value of $0.000 < 0.05$. This means that if the transformational leadership style is improved, employee performance will increase significantly. Likewise, the influence of motivation on employee performance was obtained with a T-statistic value of $6.718 > 1.96$ and a P-value of $0.000 < 0.05$ which means that motivation has a positive and significant effect on employee performance.

Furthermore, on the influence of transformational leadership style on communication quality, data on T-Statistical values were obtained from $6.428 > 1.96$ with P-Value $0.000 < 0.05$ so that it can be stated that transformational leadership style has a positive and significant effect on the quality of employee communication at the Public Works and Spatial Planning Office of Asahan Regency. In line with the influence of motivation on the quality of communication, the results of motivation have a positive and significant effect on the quality of employee communication because the T-statistical value is $3.851 > 1.96$ and the p-value is $0.000 < 0.05$. This can be interpreted that if motivation is increased, the quality of employee communication will increase significantly.



The Effect Of Work Stress And Work Ethic On Employee Performance By Providing Incentives As An Intervening Variable In The Public Works And Spatial Planning Office Of Asahan Regency

In other cases, the influence of the quality of employee communication on employee performance was obtained that the T-Statistic value was $1.342 < 1.96$ with a P-Value of $0.182 > 0.05$ which means that the quality of communication has no effect on employee performance. The following is explained in the form of a path test drawing as follows:

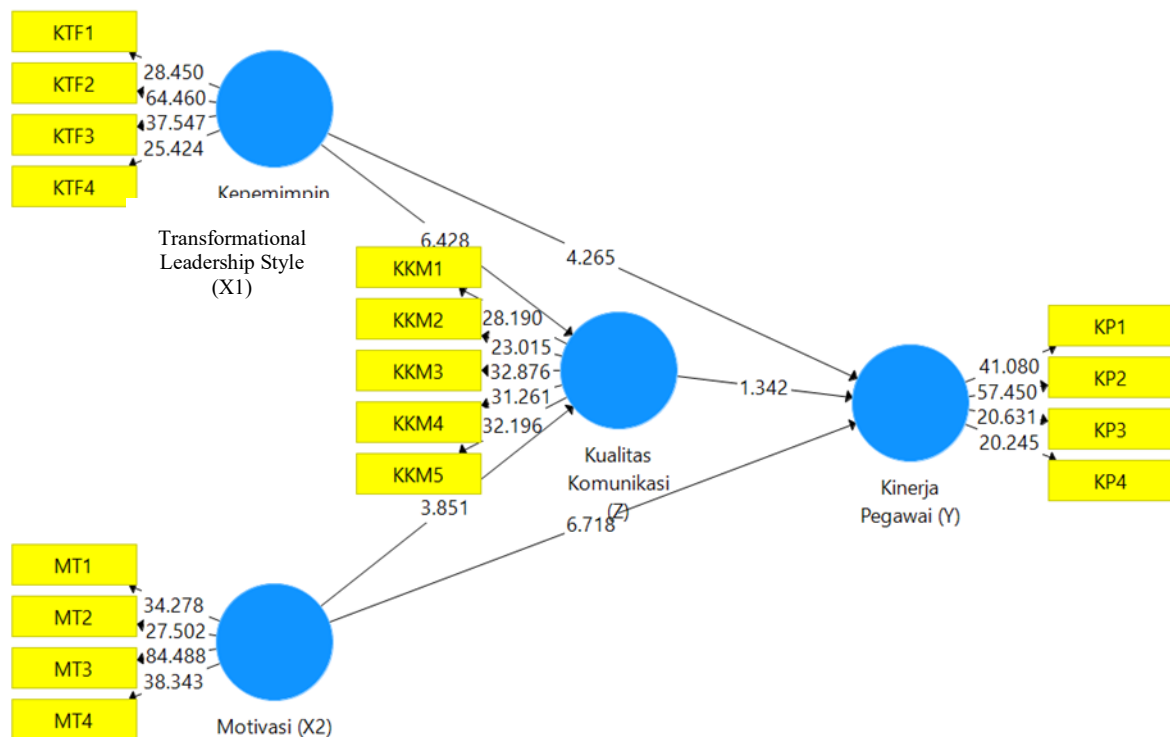


Figure 2. Path Coefficients Test Results

To answer the sixth and seventh hypotheses, it is seen by looking at the indirect influence between variables as shown in the following table.

Table 8. Indirect Effect (Pengaruh Tidak Langsung)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Transformational leadership style (X1) ->	-0.064	-0.065	0.047	1.372	0.172	Rejected

Communication quality (Z) -> Employee performance (Y)						
Motivation (X2) -> Communication quality (Z) -> Employee performance (Y)	-0.039	-0.043	0.035	1.114	0.267	Rejected

Source: Output Smart PLS, 2024

Based on table 8, it can be explained that the quality of communication is not able to intervene the influence between transformational leadership style and employee performance. This can be seen from the results of the T-Statistical value of $1.372 < 1.96$ with a P-Value of $0.172 > 0.05$. Likewise, the relationship between motivation and employee performance through communication quality obtained a T-statistical value of $1.114 < 1.96$ and a P-value of $0.267 > 0.05$ which shows that communication quality is also unable to intervene in the influence of motivation on employee performance. These results provide insight into how the intermediate variable of communication quality is not able to intervene the relationship between transformational leadership style and motivation on employee performance at the Public Works and Spatial Planning Office of Asahan Regency.

3.2. Discussion

The findings in this study can be strengthened by referring to the findings of previous relevant studies. The results of this finding are supported by research results from Efendi & Pratama, (2020) and Echdar et al., (2021) which state that transformational leadership has a positive and significant effect on employee performance.

The implications of the findings suggest that investing in transformational leadership styles is not only beneficial for improving employee performance, but can also have a far-reaching positive impact on the organization as a whole

The effect of motivation on employee performance is in line with the results of research from (Firdaus, 2023) and (Purba & Hutapea, 2022) which states that motivation has a positive and significant effect on employee performance. The implication of the findings that motivation has a positive and significant effect on employee performance is that organizations need to develop effective motivation programs, create a supportive work environment, and provide constructive feedback to increase employee engagement. By understanding and meeting employee needs through various motivational theories, organizations can increase retention and encourage innovation and creativity. Implementing the right motivational strategies not only improves individual performance, but also ensures



that employee goals are aligned with organizational goals, thus creating a more productive and fulfilling work environment.

Furthermore, on the influence of transformational leadership style on communication quality, the results of this finding are supported by the results of research from (Choudhary et al., 2016) which states that transformational leadership style contributes to improving communication in the team. Leaders who apply a transformational leadership style are able to create an open and communicative environment, where team members feel comfortable sharing ideas and providing feedback.

On the influence of the quality of employee communication on employee performance, the result is obtained that the absence has an effect on employee performance. The results of this finding are in line with the results of research by Rahiem (2020) which observed various factors that affect employee performance in the public sector. The results show that poor communication quality does not always have a direct impact on performance, because employees are still able to adapt and meet the demands of work despite experiencing communication problems.

In the indirect influence, it is explained that the quality of communication is not able to intervene in the influence between transformational leadership style and motivation on employee performance. These findings are supported by the results of Anderson & Sun (2017) which stated that transformational leadership styles have a strong direct influence on employee performance, but communication variables do not significantly strengthen this relationship. This suggests that transformational leadership styles work through other mechanisms, such as organizational culture and job satisfaction, rather than through direct communication.

Likewise, Xie et al. (2020) in their research stated that high employee motivation tends to improve performance, but communication between team members or between leaders and subordinates does not always have a direct impact on improving performance. This indicates that the influence of leadership and motivation on employee performance is stronger than the role of communication as an intermediate variable. The implication of these findings is that while a good transformational leadership style and motivation are important, improving the quality of communication does not directly impact employee performance. Therefore, organizations need to focus on other factors that are more effective in improving

4. CONCLUSION AND ADVICE

4.1 Conclusion

From the results of the data analysis of the research results and discussions described above, it can be concluded that:



1. Transformational leadership style has a positive and significant effect on employee performance, as shown by a T-statistic value of $4.265 > 1.96$ with a P-Value of $0.000 < 0.05$. This means that if the transformational leadership style is improved, employee performance will increase significantly.
2. Motivation has a positive and significant effect on employee performance, with a T-statistic value of $6.718 > 1.96$ and a P-value of $0.000 < 0.00$ which means that motivation has a positive and significant effect on employee performance.
3. Transformational leadership style has a positive and significant effect on the quality of employee communication, with a T-Statistical value of $6.428 > 1.96$ with a P-Value of $0.000 < 0.05$ so that it can be stated that transformational leadership style has a positive and significant effect on the quality of employee communication.
4. Motivation had a positive and significant effect on the quality of employee communication, with a T-statistical value of $3.851 > 1.96$ and a p-value of $0.000 < 0.05$. This can be interpreted that if motivation is increased, the quality of employee communication will increase significantly.
5. The quality of communication has no effect on employee performance, with a T-Statistic value of $1.342 < 1.96$ with a P-Value of $0.182 > 0.05$ which means that the quality of communication has no effect on employee performance.
6. The quality of communication is not able to intervene the influence between transformational leadership style on employee performance, which is shown by the T-Statistical value of $1.372 < 1.96$ with a P-Value of $0.172 > 0.05$. This means that the quality of communication cannot be considered as a factor that strengthens or intervenes the influence of transformational leadership style on employee performance in this research model.
7. Communication quality was also unable to intervene in the influence of motivation on employee performance, with a T-statistical value of $1.114 < 1.96$ and a P-value of $0.267 > 0.05$. This shows that communication quality does not play a significant role as a link or mediating factor in the relationship between employee motivation and performance in the context of this study. Motivation directly affects employee performance without being strengthened or affected by the quality of communication.

4.2 Advice

Based on the results of the research, discussion and conclusion above, suggestions for institutions, students, and researchers can be recommended as follows:

1. Institutions should provide regular transformational leadership style training to managers and leaders to be able to guide employees with clear inspiration and goals. In addition, institutions need to create programs that increase employee



motivation through incentives and a conducive work environment. Since the quality of communication does not have a significant influence on performance in this context, institutions are advised to place more emphasis on improving motivation and leadership which has a direct impact on performance.

2. For students, it is recommended to deepen their understanding of the role of transformational leadership style and motivation in improving employee performance. Students may also consider studying other variables that can affect performance, such as work-life balance, job satisfaction, or organizational commitment, to enrich their knowledge beyond the communication aspect.
3. Researchers are further advised to explore other intervening variables that may have a more significant role in the relationship between transformational leadership styles, motivation, and employee performance. Examples of variables that can be studied are organizational culture, job satisfaction, or employee engagement, which may have a stronger impact as a mediator in improving performance. This will help broaden understanding of the factors that can improve leadership effectiveness and motivation in the context of employee performance.

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Sujarwo, Mesra B, Abdi Sugiarto:
*The Effect Of Work Stress And Work Ethic On Employee Performance By Providing
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