

The Effect of Transformational Leadership Style and Work Communication on Employee Performance in Molding Department PT. FCC Indonesia

Pengaruh Gaya Kepemimpinan Transformasional dan Komunikasi Kerja Terhadap Kinerja Karyawan Departemen Moulding PT. FCC Indonesia

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ABSTRACT

This study aims to determine the effect of transformational leadership and the effectiveness of work communication on the performance of PT FCC Indonesia's employees at the Molding Department. The research design used a quantitative approach by collecting data through distributing questionnaires. The sample in this study were 99 employees of the Molding Department of PT FCC Indonesia. Methods of data analysis using Multiple Regression analysis assisted by SPSS 26. The results showed that Transformational Leadership Style has a partially significant effect on Employee Performance, Work Communication partially has a significant effect on Employee Performance, Transformational Leadership Style has a greater influence on Employee Performance than Work Communication and Transformational Leadership Style and Work Communication simultaneously have a significant effect on Employee Performance.

Keywords: Transformational Leadership Style, Work Communication, Employee performance

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh kepemimpinan transformasional dan efektivitas komunikasi kerja terhadap kinerja karyawan PT FCC Indonesia di Departemen Moulding. Rancangan penelitian menggunakan pendekatan kuantitatif dengan mengumpulkan data melalui penyebaran kuesioner. Sampel dalam penelitian ini adalah karyawan Moulding Department PT FCC Indonesia yang berjumlah 99 orang. Metode analisis data menggunakan analisis Regresi Berganda dengan bantuan SPSS 26. Hasil penelitian menunjukkan bahwa Gaya Kepemimpinan Transformasional berpengaruh signifikan secara parsial terhadap Kinerja Karyawan, Komunikasi Kerja secara parsial berpengaruh signifikan terhadap Kinerja Karyawan, Gaya Kepemimpinan Transformasional berpengaruh lebih besar terhadap Kinerja Karyawan secara simultan Gaya Komunikasi Kerja dan Gaya Kepemimpinan Transformasional dan Komunikasi Kerja berpengaruh signifikan terhadap Kinerja Karyawan.

Kata Kunci : Gaya Kepemimpinan Transformasional, Komunikasi Kerja, Kinerja Karyawan

1. Introduction

Human resources are an important factor in the success of an organization. The goals of the organization will not be achieved if they ignore the potential of human resources, because human resources are the only resources that have the ability to think, feel, have the desire, have the ability, skills, knowledge, motivation, and have the power to work. . Even though advanced technology, advances in information, available capital, and adequate materials are available, the company's goals will not be achieved without the support of potential human resources (Long et al., 2014). In an increasingly competitive business environment, companies must be able to survive and win the competition. Therefore, companies must seek competitive advantage through the

performance of their employees. Good individual performance is very important to help a company achieve its goals (Bastari et al., 2020). Without good individual performance, company performance as a whole cannot be achieved. To achieve company goals, employees must have good performance. Individual performance can be assessed based on a person's ability to do something with certain skills. Therefore, it is important to know the performance of each employee to determine their level of ability to do the job (Para-González et al., 2018).

PT. FCC Indonesia is an automotive company founded in 2001 and located at JL. Maligi III Lot J-1 Industrial Estate KIIC. This company concentrates on manufacturing, especially for the needs of motorized vehicles, both two-wheeled and four-wheeled, with its main product being the clutch coupling. The success of this company cannot be separated from its human resources. At present, FCC has 13 subsidiaries in 9 countries to meet the needs of the global market and pursue high quality at low cost. However, based on observations, the performance of employees in the Molding Department of PT FCC Indonesia still has some deficiencies, this can be seen from the sometimes not achieving predetermined production targets.

Table 1. Production Results of PT. FCC Indonesia in 2021-2022

Month	Target	2021				2022			
		B74	K35	K81	2DP	B74	K35	K81	2DP
Januari	76.400	73.640	76.275	75.630	76.320	75.400	76.340	72.400	74.200
Februari	76.400	64.690	76.160	76.400	75.240	69.100	56.230	73.608	76.105
Maret	76.400	75.860	75.820	76.230	74.140	74.580	75.650	70.600	75.860
April	76.400	75.280	77.350	76.105	72.600	75.940	74.900	62.400	74.350
Mei	76.400	76.623	75.790	75.664	76.430	71.655	65.430	25.604	69.200
June	76.400	76.108	72.280	74.885	74.680	73.670	76.230	66.280	71.900
July	76.400	75.680	75.230	73.280	71.230	76.950	70.976	76.130	74.450
Agustus	76.400	74.960	74.685	74.560	72.590	73.760	73.454	74.980	66.280
September	76.400	70.770	69.680	77.986	74.680	75.970	76.390	75.640	76.340
Oktober	76.400	77.380	74.620	75.320	72.340	68.340	66.240	76.399	75.338
November	76.400	76.246	72.960	75.675	76.253	76.385	76.160	66.505	74.160
Desember	76.400	75.368	71.130	76.240	76.927	75.940	75.600	75.980	76.240
Average		74.384	74.332	75.665	74.453	73.974	71.967	68.044	73.702
Percentage		97%	97%	99%	97%	96%	94%	89%	96%

Source: PT FCC Indonesia Molding Department production (2023)

Based on table 1 it can be seen that the achievement of production results for 2 years, namely from 2021 to 2022 shows that the average production target has not been achieved, in fact it has decreased in all products, especially in the K81 product yield with the lowest achievement of 89% of target. This has not met the company's expectations to mobilize human resources with optimal performance in achieving targets. To obtain initial information regarding the causes of low performance in the Molding Department of PT FCC Indonesia, the authors conducted a pre-survey of 30 employees. The following are the results of a pre-survey of PT FCC Indonesia's Molding Department employees regarding employee performance.

Table 2. Results of the pre-performance survey of PT FCC Indonesia's Molding Department employees

No	Statement	Yes	No
1	Employees complete work according to predetermined targets	20	10
2	Products produced according to quality standards	21	9
3	Production results are sent according to the time of the order	24	6
4	Cooperation between employees and leaders is good	17	13

Source: Pre-research processing results, (2023)

Based on the results of the pre-research in table 2 above regarding employee performance at the PT FCC Indonesia Molding Department it is known that from all the questions asked in general the answers are still not satisfactory it can be concluded that employee performance is still not optimal, the most striking thing is the answers to questions about cooperation between employees and the leadership is well established where those who answered no were 13 people or the equivalent of 43.3%, which means that collaboration is one of the weak points of the decline in employee performance at PT FCC.

The decline in employee performance is inseparable from the leadership values adopted by company leaders. For this reason, leaders must focus on how to optimize all organizational resources, especially the resources that exist in each employee. Company leaders must also work to earn and maintain the trust of their teams, respond proactively rather than reactively and anticipate the needs of their organization going forward. PT FCC Indonesia's Molding Department has changed its leadership approach to transformational leadership so that its employees can face problems well together. In transformational leadership there is a kind of awareness between the leader and those who are led to grow together for the better. They do something not because of payment or take and give, but they both provide the best ability for the continuity of the organization.

The transformational leadership style at PT FCC still experiences quite basic obstacles because changes in habits, behaviour and work environment and culture force decision making very quickly which causes employee dissatisfaction. Such as the excesses of the decision to increase employee overtime hours and the provision of annual bonuses. Another obstacle that stands out is interpersonal relationships that cannot be synergistic between leaders and employees so that teamwork is not very coherent. As material for the initial study, a pre-research survey was carried out on 30 people to find out how transformational leadership at PT FCC was as follows

Table 3. Results of pre-research on Transformational Leadership Styles in the Molding Department of PT FCC Indonesia

No	Statement	Yes	No
1	Does your boss set a good example as a role model/role model?	20	10
2	Does the boss show commitment that his subordinates can trust?	16	14
3	Bosses provide opportunities for employees to learn new things?	17	13
4	Superiors encourage employees to be creative and innovative	19	11

Source: Results of pre-research data processing, 2023

Based on the results of a pre-research survey of 30 employee respondents regarding the transformational leadership style that exists in the Molding Department of PT FCC Indonesia, it can be seen that the number of employees who chose the answer is still quite a lot or an average of $\geq 33.3\%$. The lowest is the respondent's answer about superiors showing commitment that their subordinates can trust, namely 14 employees or 46.7%. It is suspected that one of the main reasons that influence the low transformational leadership style is in the Molding Department of PT FCC Indonesia.

Transformational leadership is the ability to influence employees in achieving organizational goals. Leaders must be able to protect and manage their employees so that employee performance can be maintained. Transformational leadership style is a leadership style that stimulates and inspires (transforms) followers for extraordinary things. With transformational leadership, followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than they expect (Sundi 2013). Transformational leadership is a leader who inspires his followers to put aside their personal interests for the good of the organization and they are able to have extraordinary influence on their followers (Manzoor et al., 2019). Previous research conducted by (Meiryani et al., 2022; Misra & Srivastava, 2018) Based on the results of the hypothesis test states that Transformational Leadership has a positive and significant effect on Employee Performance. Subsequent research was conducted by (Chi et al., 2018; Simbolon, 2021) with the results of his research stating that Transformational Leadership Style has a significant effect on employee performance, contributing to employee performance of 48.9% and the remaining 52.1% is influenced by other variables outside the research variables.

Good or bad employee performance is inseparable from how they interact, communication is important to be able to establish good interactions between members of the organization. Basically, communication is one aspect that influences the organization, because through communication it allows the emergence of an idea that is spread and internalized by members of the organization because communication is the foundation of an organization. Effective business communication is highly dependent on one's skills in sending and receiving messages. Communication is also a process of interaction between leaders and employees in terms of conveying orders, information, suggestions and company objectives that are oral or written with the aim of preventing mistakes in work and creating a good work environment between leaders and employees to improve employee performance in achieve company goals. Maharahi et al., (2013) conducted research on how the roles of transformational leadership and organizational communication affect employee performance. The research findings show that organizational communication has a significant effect on employee performance.

Following are the results of a preliminary study of 30 PT FCC employee respondents regarding work communication:

Table 4. Pre-survey results regarding Work Communication in the Molding Department of PT FCC Indonesia

No	Pernyataan	Yes	No
1	Superiors respect the opinions of subordinates	20	10
2	Communication that occurs at this time is able to create better relations between subordinates and superiors	19	11
3	Superiors can discuss with subordinates in solving problems	16	14
4	The process of communication that occurs daily takes place in a pleasant atmosphere?	22	8

Source: Results of pre-research data processing (2023)

In the table above it can be seen that the number of employees who choose the answer is not quite a lot, one of which is that superiors can discuss with subordinates in solving problems who choose no answers, namely as many as 14 employees or 46.7%. This is thought to affect the low work communication of employees in the Molding Department of PT FCC Indonesia. Work communication is the smooth communication between superiors and employees and communication between employees, in work a communication is very important, namely to encourage the smooth running of a company's activities (Femi 2014). Humans as social beings need communication to interact with other humans, as well as in organizations where cooperation is needed between leaders and employees or vice versa by conveying ideas, thoughts, ideas and conveying the flow of information by communicating. According to Elvie (2019) Communication is the exchange of verbal and non-verbal messages between senders and recipients of messages to change behavior. The existence of misinformation or the absence of communication, employees can make fatal mistakes so that employee performance can decrease. Research conducted by Pongton & Suntrayuth (2010) proves that communication has a positive and significant influence on employee performance. The results of statistical data analysis show that the better the communication between employees, the better their performance.

Even though there are employees working in the company, they do not necessarily give their full potential to the fullest. Therefore, companies must motivate their employees to improve their performance. Every company certainly hopes that the performance of its employees will continue to increase in order to achieve company goals well. Several previous studies have been conducted on the effect of transformational leadership and work communication on employee performance. According to the results of research conducted by Hee et al., (2019) the two independent variables, namely communication and transformational leadership, have a significant influence on employee performance, with communication as the most important variable influencing employee performance. Another research conducted by Kalogiannidis (2020) and Pongton & Suntrayuth (2010) shows that communication and transformational leadership affect employee job satisfaction and transformational leadership has a dominant influence on job satisfaction.

2. Method

The method used in this research is quantitative data analysis using a closed questionnaire as a data collection tool. The research location is in the Molding Department of PT FCC Indonesia with a population of 99 people, all of whom are samples. In this study, the method of analysis used is multiple linear regression with the independent variables in the form of Transformational Leadership Style (X1) and Work Communication (X2), and the dependent variable in the form of Employee Performance (Y). Variable measurement uses a Likert scale where number 1 is the lowest number and number 5 is the highest number. The analysis data technique used is Multiple Linear regression with SPSS.

3. Results and Discussion

Validity test is a method to measure the level of validity of an instrument in research. From the data obtained after distributing the questionnaires to 30 respondents, through validity analysis assisted by SPSS, the authors were able to determine whether the questionnaire was valid

or not. The questionnaire is declared valid if the value of r is greater than 0.3. The following are the results of the validity test of the three variables analyzed.

Table 5. Validity Test of Transformational Leadership Style Variables (X^1)

No	Statement items	r Count	Criteria	Information
1.	X _{1.1}	0,596	0,3	Valid
2.	X _{1.2}	0,617	0,3	Valid
3.	X _{1.3}	0,550	0,3	Valid
4.	X _{1.4}	0,655	0,3	Valid
5.	X _{1.5}	0,711	0,3	Valid
6.	X _{1.6}	0,569	0,3	Valid
7.	X _{1.7}	0,605	0,3	Valid
8.	X _{1.8}	0,555	0,3	Valid
9.	X _{1.9}	0,564	0,3	Valid
10.	X _{1.10}	0,589	0,3	Valid
11.	X _{1.11}	0,696	0,3	Valid
12.	X _{1.12}	0,650	0,3	Valid
13.	X _{1.13}	0,686	0,3	Valid
14.	X _{1.14}	0,583	0,3	Valid
15.	X _{1.15}	0,634	0,3	Valid

Source: SPSS Processed Results (2023)

Table 6. Work Communication Validity Test (X_2)

No	Statement items	r Count	Criteria	Information
1.	X _{2.1}	0.664	0,3	Valid
2.	X _{2.2}	0,699	0,3	Valid
3.	X _{2.3}	0,793	0,3	Valid
4.	X _{2.4}	0,651	0,3	Valid
5.	X _{2.5}	0,634	0,3	Valid
6.	X _{2.6}	0,606	0,3	Valid
7.	X _{2.7}	0,583	0,3	Valid
8.	X _{2.8}	0,642	0,3	Valid
9.	X _{2.9}	0,780	0,3	Valid
10.	X _{2.10}	0,751	0,3	Valid
11.	X _{2.11}	0,612	0,3	Valid
12.	X _{2.12}	0,547	0,3	Valid
13.	X _{2.13}	0,652	0,3	Valid
14.	X _{2.14}	0,622	0,3	Valid
15.	X _{2.15}	0,704	0,3	Valid

Source: SPSS Processed Results (2023)

Table 7. Employee Performance Validity Test (Y)

No	Item pernyataan	r Hitung	Kriteria	Keterangan
1.	Y.1	0.721	0,3	Valid
2.	Y.2	0,706	0,3	Valid
3.	Y.3	0,723	0,3	Valid
4.	Y.4	0,700	0,3	Valid
5.	Y.5	0,753	0,3	Valid
6.	Y.6	0,777	0,3	Valid
7.	Y.7	0,729	0,3	Valid
8.	Y.8	0,739	0,3	Valid
9.	Y.9	0,707	0,3	Valid
10.	Y.10	0,792	0,3	Valid
11.	Y.11	0,684	0,3	Valid
12.	Y.12	0,679	0,3	Valid
13.	Y.13	0,787	0,3	Valid
14.	Y.14	0,648	0,3	Valid
15.	Y.15	0,668	0,3	Valid

Source: SPSS Processed Results (2023)

Based on Table 5-7 all variable items of Transformational Leadership Style, Work Communication and Employee Performance are declared valid because the value of all items is more than 0.3. The research validity test of the Transformational Leadership Style variable was carried out using SPSS.

Reliability Test

A questionnaire is said to be reliable if one's answers to the questions are consistent or stable over time. To test reliability, this study uses the Alpha Cronbach formula with the minimum requirement that reliability must be greater than 0.7 (Sugiyono, 2018: 198). The results of the variable reliability test in the study can be found in the following table.

Table 8. Reliability Test

Variable	r count	r critical	Criteria
Transformational Leadership Style (X1)	0,884	0,7	Reliabel
Work Communication (X2)	0,912	0,7	Reliabel
Employee Performance (Y)	0,933	0,7	Reliabel

Source: SPSS Processed Results (2023)

Based on table 8, it can be seen that the r count of the Transformational Leadership Style variable is 0.884, Work Communication is 0.912, and Employee Performance is 0.933. it can be concluded that all variables in this study are declared reliable because all variables are greater than 0.7.

Normality test

The normality test is used to determine whether the data follows a normal or abnormal distribution. This test was carried out using the Kolmogorov-Smirnov method and assistance from SPSS. If the variable has a calculated value greater than 0.05, then the variable has a normal distribution. The results of the normality test can be found in the following table.

Table 9. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			
		Unstandardized Residual	
N			99
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		4.86044912
Most Extreme Differences	Absolute		.049
	Positive		.044
	Negative		-.049
Test Statistic			.049
Asymp. Sig. (2-tailed)			.200 ^{c,d}
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			

Source: SPSS Processed Results (2023)

Table 9 shows that all variables follow a normal distribution of 0.200. Because the significant value of α count all variables in this study is more than 0.05.

1. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the effect of the independent variable (X1 and X2) and the dependent variable (Y). The following is a table of statistical calculation results for multiple linear regression tests

Table 10. Multiple Linear Regression Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.079	4.410		.245
	Transformational Leadership Style	.548	.102	.460	5.388
	Work Communication	.451	.091	.425	4.983

a. Dependent Variable: Kinerja Karyawan

Source: SPSS Processed Results (2023)

The multiple linear regression equation in this study is

$$Y = 1.079 + 0.548x_1 + 0.451x_2$$

Based on the regression equation model, there are three interpretations that can be given:

- A constant value of 1.079 indicates that if the two variables of transformational leadership style and work communication are zero, then the employee performance variable is worth 1.079.
- The regression coefficient for the transformational leadership style variable is 0.548, which indicates that the relationship between transformational leadership style and employee performance is positive and unidirectional. That is, the better the transformational leadership style, the employee's performance will increase. If the transformational leadership style increases by one unit, then employee performance will increase by 0.548, assuming that other variables do not change.
- The regression coefficient for the work communication variable is 0.451, which indicates that the relationship between work communication and employee performance is also positive and unidirectional. That is, the better work communication, the employee's performance will increase. If work communication increases by one unit, then employee performance will increase by 0.451, assuming that other variables do not change

2. The coefficient of determination (R²)

The coefficient of determination aims to determine how much the independent variable can explain the dependent variable. This can be seen from the Adjusted R Square value, where a good coefficient value ranges from 0 to 1. The closer to 1, the stronger the relationship between the two variables.

Table 11. Test Results for the Coefficient of Determination (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825 ^a	.681		.675

a. Predictors: (Constant), Komunikasi Kerja, Gaya Kepemimpinan Transformasional

b. Dependent Variable: Kinerja Karyawan

Source: SPSS Processed Results (2023)

Based on the table above, the coefficient value of Adjusted R Square (R^2) is 0.675 or 67.5%. So it can be concluded that the magnitude of the influence of Transformational Leadership Style and Work Communication on Employee Performance is 67.5% while the rest ($100\% - 67.5\% = 32.5\%$) Employee Performance is influenced by other variables not examined in this study

3. Hypothesis Test

1. Partial Variable Effect Hypothesis Testing (t test)

The t test is used to determine how much influence the independent variables have on the dependent variable. This is done by using a significance level of 0.05 and comparing the calculated t value with the table t value. If the calculated t value is greater than t table, then the independent variable has a significant influence on the dependent variable. However, if the calculated t value is smaller than t table, then the independent variable has no significant effect on the dependent variable

Table 12. Test Results t

Model		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.079	4.410		.245
	Transformational Leadership Style	.548	.102	.460	.000
	Work Communication	.451	.091	.425	.000

a. Dependent Variable: Kinerja Karyawan

Source: SPSS Processed Results (2023)

a. Hipotesis Secara Parsial Gaya Kepemimpinan Transformasional (X_1) terhadap Kinerja Karyawan (Y)

Pengaruh dari gaya kepemimpinan transformasional (X_1) terhadap kinerja karyawan (Y) dapat ditentukan melalui tes statistik dengan menggunakan hipotesis berikut:

Ho: $\rho_{yx1} = 0$, yang berarti tidak ada pengaruh parsial gaya kepemimpinan transformasional (X_1) terhadap kinerja karyawan (Y).

H1: $\rho_{yx1} \neq 0$, yang berarti ada pengaruh parsial gaya kepemimpinan transformasional (X_1) terhadap kinerja karyawan (Y).

Kriteria pengujian adalah menolak Ho jika nilai sig. $< \alpha$ atau $t_{hitung} > t_{tabel}$, dengan tingkat signifikan (α) sebesar 5%. Degree of freedom (df) adalah $(n-2) = 99 - 2 = 97$, sehingga nilai $t_{tabel} = 1,660$. Berdasarkan hasil dari tabel 4.20, t_{hitung} bernilai 5,388 dan sig. 0,000. Ini menunjukkan bahwa pengaruh gaya kepemimpinan transformasional (X_1) secara parsial terhadap kinerja karyawan (Y) adalah signifikan

Table 13. Partial Effect of Transformational Leadership Style (X_1) on Employee Performance (Y)

Structural	Sig.	α	t_{hitung}	t_{tabel}	Conclusion
ρ_{yx1}	0,000	0,05	5,388	1,660	H_0 ditolak

Source: Processed by Researchers, 2023

Based on the table above, it shows that the sig. (0.000) $< \alpha$ (0.05) and tcount (5.388) $> t_{table}$ (1.660) then Ho is rejected. Thus it can be concluded that the Transformational Leadership Style (X_1) partially influences Employee Performance (Y).

b. Partial Hypothesis of Work Communication (X2) on Employee Performance (Y)

Statistical testing was carried out to determine the effect of Work Communication (X2) on Employee Performance (Y). This is done through a hypothesis by considering two alternatives:

Ho : $\rho_{yx2}=0$: There is no partial effect of Work Communication (X2) on Employee Performance (Y)

H1 : $\rho_{yx2}\neq 0$: There is a partial effect of Work Communication (X2) on Employee Performance (Y)

Test Criteria: Reject Ho if Sig. < α or t count > t table

For the partial effect of Work Communication (X2) on Employee Performance (Y) with a significant level (α) = 5%, degree of freedom (df) = (n-2) = 99 – 2 = 97, ttable = 1.660 is obtained. Based on table 4.20 above, it shows that tcount = 4.983 and sig. 0.000. the influence of Work Communication (X2) partially on Employee Performance (Y) can be seen in the following table

Table 14. Partial Effect of Work Communication (X1) on Employee Performance (Y)

Structural	Sig.	α	t _{hitung}	t _{tabel}	Conclusion
ρ_{yx2}	0,000	0,05	4,983	1,660	H ₀ ditolak

Source: SPSS Processed Results (2023)

Based on table 14 it shows that the sig. (0.000) < α (0.05) and tcount (4.983) > ttable (1.660) then Ho is rejected. Thus it can be concluded that Work Communication (X2) partially influences Employee Performance (Y)

2. Simultaneous Variable Influence Hypothesis Testing (Test F)

To determine whether there is a joint effect between transformational leadership style (X1) and work communication (X2) on employee performance (Y), statistical testing can be carried out using the following hypothesis:

Ho: $\rho_{yx1}, \rho_{yx2}, \rho_{yx2x1} = 0$: There is no simultaneous effect of service quality (X1) and work communication (X2) on employee performance (Y)

H1: $\rho_{yx1}, \rho_{yx2}, \rho_{yx2x1} \neq 0$: There is a simultaneous effect of service quality (X1) and work communication (X2) on employee performance (Y)

Test Criteria: Reject Ho if Sig. < α or fcount > ftable

For the influence of Transformational Leadership Style (X1) and Work Communication (X2) simultaneously on Employee Performance (Y) with a significant level (α) = 5%, degree of freedom (df) = (n-2) = 99 – 2 = 97 obtained ftable = 3.09 While fcount can be seen in the table below:

Table 15. Calculation results for the value of F

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4949.356	2	2474.678	102.615	.000 ^b
	Residual	2315.149	96	24.116		
	Total	7264.505	98			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Komunikasi Kerja, Gaya Kepemimpinan Transformatif

Source: SPSS Processed Results (2023)

Based on the results of table 15, it can be seen that the joint influence of Transformational Leadership Style (X1) and Work Communication (X2) on Employee Performance (Y) has an fcount of 102,615 and sig. 0.000. This shows that there is a significant influence between the two independent variables with the dependent variable. These results can be seen in the table below

Table 16. Simultaneous Effect of Transformational Leadership Style (X1) and Work Communication (X2) on Employee Performance (Y)

Structural	Sig.	α	F _{hitung}	F _{tabel}	Conclusion
$\rho_{YX_1X_2}$	0,000	0,05	102.615	3,09	H ₀ ditolak

Source: SPSS Processed Results (2023)

Based on the table provided, the significance value (0.000) is smaller than the significance level α (0.05) and the fcount value (102,615) is greater than the ftable value (3.09). Therefore, the null hypothesis (H₀) is rejected. This means that simultaneously, Transformational Leadership Style (X1) and Work Communication (X2) have an influence on Employee Performance (Y).

Partial Effect of Transformational Leadership Style (X1) on Employee Performance (Y)

Based on the research results, the influence of Transformational Leadership Style on Employee Performance is 46%. The results of the hypothesis test also show that the Transformational Leadership Style partially has a significant effect on Employee Performance with a sig. which is smaller than the significance level ($\alpha = 0.05$) and the t-count value is greater than t-table. Consequently, it can be concluded that the Transformational Leadership Style has a significant effect on Employee Performance. This is in line with the results of previous research by Ahmad et al., (2014) and Soeltan et al., (2018) which shows that leadership styles transformational has a significant influence on employee performance.

Partial Effect of Work Communication (X2) on Employee Performance (Y)

The results of the study show that the impact of Work Communication on Employee Performance is 42.5% or 0.425. Based on the hypothesis testing performed, the sig. (0.000) < α (0.05) and tcount (4.983) > ttable (1.660), then the hypothesis is accepted. Therefore, it can be stated that Work Communication (X2) partially significantly influences Employee Performance (Y). The results of this study are in line with research conducted by Kalogiannidis (2020) and Soleh et al., (2020), who found that there is a positive and significant influence between the variables Communication and Employee Performance, which indicates that the better the employee's communication, the better the employee's performance. employees will increase.

Because the Transformational Leadership Style has a greater influence than Work Communication, which is equal to 0.460 compared to 0.425, it can be said that the Transformational Leadership Style has a greater influence on Employee Performance in the PT FCC Indonesia Molding Department.

Simultaneous Effect of Transformational Leadership Style and Work Communication on Employee Performance

Based on the results of the study showed that the sig. (0.000) < α (0.05) and fcount(102.615) > ftable (3.09) then H₀ is rejected. Thus it can be concluded that the Transformational Leadership Style (X1) and Work Communication (X2) simultaneously affect Employee Performance (Y). The total effect of Transformational Leadership Style (X1) and Work Communication (X2) on Employee Performance (Y) is 0.675 or 67.5%. So it can be concluded that the magnitude of the influence of Transformational Leadership Style and Work Communication on Employee Performance is 67.5% while the rest (100% - 67.5% = 32.5%) Employee Performance is influenced by other variables not examined in this study.

The results of this variable research are in line with research conducted by Tian et al., (2020). There is a significant simultaneous influence between transformational leadership and

communication on employee performance, the higher the level of communication and transformative leadership style simultaneously given to an employee, the employee's performance will be better.

4. Conclusion

Based on the results of research, data collection and discussions conducted at the Molding Department of PT FCC Indonesia, the following conclusions can be drawn: Transformational Leadership Style partially has a significant effect on Employee Performance. Work communication partially has a significant effect on employee performance. Transformational Leadership Style has a greater influence on Employee Performance than Work Communication. Transformational Leadership Style and Work Communication simultaneously have a significant effect on Employee Performance.

Based on the results of the research and the conclusions presented, suggestions can be proposed in the hope of providing benefits to the parties concerned with the results of this research. The suggestions that can be submitted are as follows: This research can be useful in terms of improving Transformational Leadership Styles and Work Communication to improve Employee Performance. Future researchers are expected to examine other variables not examined in this study that affect employee performance. It is hoped that future research can also use a different analysis to carry out further research, so that they are not stuck with analyzes that have been used frequently by previous researchers and also so that the research results are more interesting.

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