

**ANALYSIS OF THE EFFECT OF TRANSFORMATIONAL LEADERSHIP
AND COMMUNICATION ON EMPLOYEE PERFORMANCE (CASE
STUDY AT THE NATIONAL HIGHER FOUNDATION
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ABSTRACT

This study aims to examine the effect of transformational leadership and communication on employee performance at the Dr Wahidin Sudirohusodo National Higher Education Foundation, Medan. The number of samples in this study were 76 respondents using simple random sampling method. This type of research is quantitative research using path analysis techniques and questionnaire data. Path analysis hypothesis test is done by using multiple linear analysis, classical assumption test and intervention test. The transformational leadership and communication variables partially show a significant effect on employee performance. Transformational leadership variables and communication simultaneously affect employee performance with a coefficient of determination of 87.8% which means transformational leadership variables, communication can explain employee performance as much as 87.8% and the remaining 12.2% is explained by other variables such as discipline, commitment, compensation and others. Transformational leadership and communication variables simultaneously affect employee performance with a coefficient of determination of 87.8% which means that transformational leadership and communication variables can explain employee performance as much as 87.8% and the remaining 12.2% is explained by other variables such as discipline, commitment, , compensation and others.

Keywords : Transformational Leadership, Employee Performance, Communication

1. INTRODUCTION

Human resources are the main component in an organization which is an active planner and actor in every organizational activity. They have heterogeneous thoughts, feelings, desires, status and educational background, age, gender which are brought to an organization to collaborate to achieve goals. The strength of an organization lies in its human resources, not in its systems, technology, procedures, or funding sources. So, the functioning of the parts in the organization depends on the ability of the people in the organization concerned to move them towards the achievement of the goals that have been set. Quality human resources will develop high performance for the organization. Employee performance is the result of work achieved by someone in carrying out tasks in accordance with their responsibilities. Jobs that match the job description are expected to be completed on time and meet quality and quantity standards. Employees can work well if they have high performance so that they can produce good work. With high employee competence, it is expected that organizational goals can be achieved.

Transformational leadership is considered the most appropriate model of the many existing leadership models because transformational leaders better understand the needs of subordinates that must be met so that they can support the improvement of subordinates' performance. Transformational leadership is a leader who stimulates and inspires (changes) subordinates to achieve extraordinary results. A leader with this leadership style will be able to motivate his employees to always work optimally. A transformational leader can bring about major changes in



both followers and organizations. It is not only leadership that needs to be considered, but the communication that exists between good leaders and subordinates is also something that must be considered.

Communication in an organization is an important factor in undergoing interaction with each other, if there is no communication, all individuals in the organization cannot know what they should do for the organization, leaders cannot receive information input and providers cannot give instructions.

NS National Higher Education Foundation Dr. Wahidin Sudirohusodo concerned in the field of education, especially primary and secondary education, both junior high and general. This foundation has been around for a long time and is a private foundation. In the course of its activities, the Foundation has a vision and mission to be achieved in the future. Based on the problems above, the authors are interested in analyzing the effect of transformational leadership and communication on employee performance (Study at the Dr. Wahidin Sudirohusodo College Foundation).

2. RESEARCH METHOD

The method used in this study was done through data collection by questionnaires and testing using path analysis. This study uses primary data. Where the primary data in the form of questionnaires and interviews conducted to 76 respondents. This research was conducted from April to July 2018 at the Dr. National Higher Education Foundation. Wahidin Sudirohusodo Medan.

3. RESULTS AND DISCUSSION

3.1. Results of Observation Using Questionnaire The Effect of Transformational Leadership and Communication on Employee Performance

This research was conducted on employees of the National Higher Education Foundation Dr. Wahidin Sudirohusodo Medan with a research sample of 76 people.

Table 1. Descriptive Analysis Results

No	Pernyataan	Alternatif Jawaban									
		SS		S		R		TS		STS	
		F	%	F	%	F	%	F	%	F	%
1	Ketepatan waktu	52	68,42	15	19,74	9	11,84	0	0,00	0	0,00
2	Ketepatan	20	26,32	36	47,37	19	25,00	1	1,32	0	0,00
3	Terampil	55	72,37	10	13,16	11	14,47	0	0,00	0	0,00
4	kemampuan kerja	24	31,58	36	47,37	14	18,42	2	2,63	0	0,00
5	Total Produksi	23	30,26	43	56,58	10	13,16	0	0,00	0	0,00
6	Luas Pengetahuan	43	56,58	22	28,95	10	13,16	1	1,32	0	0,00
7	Memiliki keterampilan	21	27,63	43	56,58	12	15,79	0	0,00	0	0,00
8	Keaktifan dalam menyampaikan pendapat	45	59,21	24	31,58	5	6,58	2	2,63	0	0,00
9	Kegiatan desain	49	64,47	16	21,05	8	10,53	3	3,95	0	0,00
Total			436,84		322,37		128,95		11,84		0,00
Rata-rata			48,54		35,82		14,33		1,32		0,00

Based on table 1, it can be seen that the average respondents answered strongly agree (SS) as much as 48.54%, answered agree (S) at 35.82%, in doubt (R) as much as 14.33% and disagree (TS) by 1.32% and strongly disagree (STS) as much as 0.00%. Of all respondents' answers, there are 84.36% of respondents who chose the answer strongly agree and the answer agrees where the percentage of answers between an assessment score of 80 to 100 with a very good category.

This explains that employee participation in expressing opinions and ideas at the meeting is quite good and employees are quite skilled in completing the work given, while from all respondents' answers there are 1.32% of respondents who answered disagree. This shows that there are still weaknesses related to these problems, such as employees in designing work activities before implementing them, and the leadership must encourage employees to get optimal results.

Table 2. Results of Multiple Linear Regression Analysis

Model	Koefisien Tidak Standar		Koefisien Standar	T	Tanda tangan.
	B	Std. Kesalahan	Beta		
(Konstan)	-9,412	2.113		-4.455	,000
Kepemimpinan Transformasional	,077	,036	,107	2.154	,035
Komunikasi	,347	,063	,338	5.479	,000

A. Variabel Dependen: Kinerja Karyawan

Sumber: Data diolah dari hasil penelitian, 2019

Based on table 2, it can be seen that the constant value of -9.412 means that if the transformational leadership (X1) and communication (X2) is 0 (zero), there is a tendency for the employee performance value (Y) to decrease by -9.412. The regression coefficient for transformational leadership is 0.077 and is positive, meaning that if transformational leadership has increased by one unit, the employee's performance value will increase by 0.077, ceteris paribus. The communication regression coefficient is 0.347 and has a positive direction, meaning that if communication increases by one unit, the employee performance value will increase by 0.347, ceteris paribus.

Table 3. Test Results of the Effect of Transformational Leadership, Communication on Employee Performance

Model	Koefisien Tidak Standar		Koefisien Standar	T	Tanda tangan .
	B	Std. Kesalahan	Beta		
(Konstan)	-9,412	2.113		-4.455	,000
Kepemimpinan Transformasional	,077	,036	,107	2.154	,035
Komunikasi	,347	,063	,338	5.479	,000

A. Variabel Dependen: Kinerja Karyawan

Sumber: Data diolah dari hasil penelitian, 2019

Based on table 3, it can be seen that the tcount value of each independent variable in this study. The t-count value of each independent variable will be compared with the t-table value, with a confidence interval of 95% or 0.05, so that the t-table value = 1.666. Table 3 also shows that transformational leadership has a tcount of 2.154 > ttable 1.666, which means that transformational leadership has a positive and significant effect on employee performance. The communication



variable has a tcount of 5.479 > ttable of 1.666, meaning that communication has a positive and significant effect on employee performance.

3.2. The Effect of Transformational Leadership on Employee Performance

From this research, the value of tcount is 2.154 > ttable 1.666 and a significance value of 0.035 < 0.05. The regression coefficient (β) and tcount use a significant level of 0.05. Then H_a is accepted and H_0 is rejected, so it can be concluded that the results of the transformational leadership variable have a positive and significant effect on the employee performance variable. These results are similar to research conducted by Agustina Ritawati (2013). Agustina stated that the transformational leadership style has a positive effect on the performance of insurance employees by taking an interpersonal approach to subordinates, so that subordinates feel happy with the way the leader provides direction to achieve higher performance.

3.3. The Effect of Communication on Employee Performance

The results of the analysis showed that the tcount value was 5,479 > ttable 1,666 and the significance value was 0.000 < 0.05. The regression coefficient (β) and tcount use a significant level of 0.05. This means that H_a is accepted and H_0 is rejected, so it can be concluded that the results of the communication variable have a positive and significant effect on the employee performance variable. National Higher Education Foundation Dr. Wahidin Sudirohusodo Medan has provided information to members of the organization about the goals and policies of the organization, which has been carried out by organizational communication between superiors and subordinates. They can interact well starting from information, messages and advice and suggestions. So that organizational communication at the National Higher Education Foundation Dr. Wahidin Sudirohusodo Medan.

3.4 The Effect of Transformational Leadership and Communication on Employee Performance

Based on the results of the analysis, Fcount is 181.552, while Ftable (3;73) from the distribution table is 2.72 and the significance value is 0.000. This means that Fcount > Ftable or 181.552 > 2.72 and the significant value is less than the alpha value of 0.05, significant < (0.000 < 0.05). So H_a is accepted and H_0 is rejected. This means that transformational leadership and communication variables have a simultaneous effect on employee performance variables. This highlights that the employees of the National Higher Education Foundation Dr. Wahidin Sudirohusodo has a leader who has a reaction to critical things, example, charisma, inspirational personality, intellectual stimulation and employee trust with attention both individually and in groups. As for the communication variable, it shows that communication has a simultaneous effect on employee performance. This explains that the staff of the National Higher Education Foundation, Dr. Wahidin Sudirohusodo Medan can use excellent communication according to indicators such as providing information about assignments, performance results to subordinates, subordinates easily providing information as input and consulting with superiors if there are obstacles, overcoming problems and equality in communication between work groups. All independent variables run well on the dependent variable simultaneously, so that employee performance has increased significantly. Wahidin Sudirohusodo Medan can use excellent communication according to indicators such as providing information about assignments, performance results to subordinates, subordinates easily providing information as input and consulting with superiors if there are obstacles, overcoming problems and equality in communication between work groups. All independent variables run well

on the dependent variable simultaneously, so that employee performance has increased significantly. Wahidin Sudirohusodo Medan can use excellent communication according to indicators such as providing information about assignments, performance results to subordinates, subordinates easily providing information as input and consulting with superiors if there are obstacles, overcoming problems and equality in communication between work groups. All independent variables run well on the dependent variable simultaneously, so that employee performance has increased significantly.

4. CONCLUSION

From the research conducted, it was found that the variables of transformational leadership and employee performance were in the very good category, while communication was in the good category at the Dr Wahidin Sudirohusodo National Higher Education Foundation, Medan. Based on the results of the partial hypothesis test (t test), the transformational leadership variable has a positive and significant effect on employee performance. The communication variable has a positive and significant effect on employee performance. Simultaneously or the F test, transformational leadership and communication have a positive and significant effect on employee performance at the Dr. National Higher Education Foundation. Wahidin Sudirohusodo Medan. Based on the results of path analysis, it was found that transformational leadership variables had more influence on employee performance than the direct influence of transformational leadership on employee performance. Communication is also more influential on employee performance than direct communication has an effect on employee performance, with a coefficient of determination (R²) of 87.8% which means that the variables of transformational leadership, communication and work motivation can explain the performance of 87 respondents.

Leaders are able to convey the company's vision to employees by inspiring them to always be optimistic in achieving goals and providing personal support to train employees in carrying out their duties and good cooperation between colleagues and superiors and fully responsible for the work desk given. Each employee designs a work plan in advance so that every job can be done on time and with the support of the leadership so that the results obtained are more optimal.

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