

ANALYSIS OF TRANSFORMATIONAL LEADERSHIP AND COMMUNICATION STYLES ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE MOTIVATION AT THE OFFICE OF PERUM BULOG DIVRE SOUTH SULAWESI

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Abstract

Analysis of Transformational Leadership Style and Communication on Employee Performance through Employee Motivation (Study at the Office of the Regional Bureau of Logistics of the Regional Logistics Agency of South Sulawesi). (Supervised by Nurdin B Dan Syobarsyah). This study aims to analyze the influence of: 1) Transformational leadership style on employee motivation, 2) Communication on employee motivation, 3) Transformational leadership style on employee performance, 4) Communication on employee performance, 5) Employee motivation on employee performance. This research uses the method path analysis, using exogenous and endogenous variables. The results of this study indicate that: 1) Transformational leadership style has a direct, positive and significant effect on employee motivation, 2) Communication has a direct, positive and significant effect on employee motivation, 3) Transformational leadership style influences [(directly and indirectly (through employee motivation)], positively and significantly to employee performance, 4) Communication has an indirect effect on employee performance and is not significant, 5) Employee motivation has a direct, positive and significant effect on employee performance.

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

A. INTRODUCTION

This free competition requires companies to continue to improve in order to remain competitive in free trade, one of which is through good human resource management and a quick response to environmental changes. Change is something that is certain to happen and will happen. Change can occur in an evolutionary manner, but it can also take place in a revolutionary manner. Change always implies the transfer of the previous state to the state after it. The various effects of change that have occurred as a result of reforms have required organizations, both private and government organizations, to innovate to deal with change and to make efforts to formulate policies that are in line with environmental changes. Organizations must be able to formulate appropriate policies to address any changes that will occur.

the performance management system becomes strategic insofar as the work criteria are clearly linked to the goals of the organization. The types of performance criteria according to Sedarmayanti (2009: p.270):

- a. Trait-based criteria focus on the personal characteristics of employees. Loyalty, reliability, communication skills and leadership skills are traits that are often assessed during the assessment process. This type of criterion focuses on how a person is, not what a person achieves/does not achieve in his work.
- b. Behavior-based criteria focus on how work is done. This criterion is important for jobs that require interpersonal relationships.
- c. With increasing emphasis on productivity and international competitiveness, results-based criteria are gaining popularity. This criterion focuses on what has been achieved/produced rather than how something is achieved/produced. Criteria based on results, may be appropriate for each job. This criterion has often been criticized for leaving out important critical aspects of the job, such as qualities that may be difficult to qualify for.

Leadership according to Kreither and Kinicki in Hadari (2006: p.21) is an effort to influence members to achieve organizational goals voluntarily. This understanding emphasizes the ability of leaders who are not coercive in moving members of the organization to carry out work/activities that are directed at organizational goals. Another understanding was put forward by Boone and Kurtz in Panji Anoraga and Sri Suyati (1995: p.186) who said that *leadership is the activity of motivating other people or causing other people to do certain tasks with the aim of achieving specific goals.*

Communication is also an important factor in the corporate environment because it is a basic human activity. The importance of communication for humans cannot be denied as well as for an organization. Within the organization, communication is a means of directing and controlling every activity, communication is also a means of understanding organizational goals and influencing people to believe that organizational goals in the future are worth fighting for.

Maslow in Danim (2004: p.25) argues that there are internal needs that greatly affect human motivation at work. Maslow argues that needs are arranged in a hierarchy consisting of five levels of needs. This theory is better known as Maslow's hierarchy of needs theory (*Maslow's Hierarchy of Needs*). Human needs, according to Maslow, consist of five levels, which are tiered in nature. Motivation is important because by motivating it is hoped that each individual employee will work hard and enthusiastically to achieve high work productivity (Hasibuan, 2008: p.92).

Perum Bulog as a company that *non-profit oriented* must continue to improve the performance of its employees because they are the only ones assigned by the Government in controlling the stability of rice in Indonesia because they have divisional offices in all provinces in Indonesia and have warehousing facilities to remote places. Perum Bulog Divre South Sulawesi is one of the offices of the Perum Bulog Division at the provincial level which is responsible for achieving rice procurement. This can be achieved if all employees can work optimally in order to achieve company goals. Based on the observations that researchers have observed since 2023, it appears that employees are not doing their job optimally according to the division of tasks or their respective job descriptions. Employees still often delay the completion of tasks or reports, so that it has an impact on being given a warning by the Central Office. Another thing that can be seen is that coordination between sections is still lacking, where data between one section and another is often different,

data synchronization should be very necessary because it illustrates the value of the results obtained.

The problem is not solely because the employee cannot do his job, but what researchers observe is that the problem has something to do with the leadership style/model of the leader himself. The leadership style that exists at Perum Bulog Divre Sulsel has also changed following changes in its environment and the vision and mission of the leadership itself. At the time of the initial observation in 2023 until now there has been a change of leadership which has a different impact on employee performance because they have a different leadership model/style

B. METHODS

Research sites

This research was conducted at the South Sulawesi Divre Bulog Public Housing Office, Jl. AP Pettarani Selatan Makassar.

The research time spans 2 months, namely December 2022 to January 2023

Population and Sample

The population in this study were all employees at the South Sulawesi Divre Bulog Public Housing Office, totaling 57 people as shown in Table 1.

Table 1
Details of Employees by Position

No	Position	Number of people)
1.	Head of Division	4
2.	Section Chief	11
3.	Regional Manager	1
4.	Associate Assistant	1
5.	Superintendent Assistant	7
6.	Staff	35
Amount		57

Source: Data processed

The sample technique used is nonprobability sampling with saturated sampling because the population is less than 100 people. This sampling technique does not provide equal opportunity/opportunity for each element or member of the population to be selected as a sample

Method of collecting data

Data Data collection methods are techniques or methods used to collect data.

1. Documentation

The documentation method was carried out to collect secondary data which was carried out by requesting documents owned by the Bulog Regional Office of the South Sulawesi Divre. Documents needed include organizational structure, data on the number of employees, data on the composition of employees by section, education, rank, position and others.

2. Observation

The observation method was carried out to observe employee behavior, employee work processes at the South Sulawesi Divre Bulog Public Housing Office.

3. Literature review

This literature study method is carried out to collect secondary data which is carried out by collecting relevant data from books, journals, articles, related laws and regulations, and other materials.

4. Questionnaire

The questionnaire method is used to collect primary data which is done by providing a set of questions or written statements to the respondent to answer. This questionnaire is intended to obtain descriptive data to test hypotheses and study models.

Data analysis method

The analytical method used in this research is path analysis with a decomposition model of causal influences between variables through the help of SPSS data processing version 17.0 (Riduwan and Kuncoro, 2008: p.151).

C. OPERATIONAL DEFINITION

- 1) Transformational Leadership Style, is the overall activity of the leader in encouraging his subordinates to do something on their own accord, including increasing self-confidence, implementing vision, creativity, increasing self-potential, motivating subordinates, encouraging subordinates.
- 2) Communication is the process of conveying a message by someone to another through their ability to convey what they want to convey, including being able to convey messages, being able to receive messages, being able to provide feedback, having communication skills and success in communicating.
- 3) Employee motivation is something within a person that causes changes in his behavior in achieving performance if his needs are met, including levels of compensation, good working conditions, feelings of being included, giving awards and self-appreciation.
- 4) Employee performance is the level of work achievement by employees, through extra work beyond the time required, having a hard effort in developing potential, being on time, quality work, working according to goals and being able to work together.

D. RESEARCH RESULT

The results of this study indicate that the transformational leadership style has a positive and significant effect on employee motivation, meaning that the transformational leadership style is really needed by employees at the Regional Bureau of Logistics and Housing Offices in South Sulawesi in increasing their motivation at work. The magnitude of the direct influence of transformational leadership style on employee motivation at the Regional Office of the National Logistics Agency for South Sulawesi is 40.5%. Therefore, in increasing employee motivation at the South Sulawesi Divre Bulog Public Housing Office, the expected leadership style in its application is a transformational leadership style.

The results of this study indicate that communication has a positive and significant effect on employee motivation, meaning that effective communication is indeed important in increasing employee motivation at work. The magnitude of the direct influence of communication on employee motivation at the South Sulawesi Divre Bulog Housing Office is 56.1%. Therefore, in increasing employee motivation at the South Sulawesi Divre Bulog Public Housing Office, communication must be well established and effective.

The results of this study indicate that the transformational leadership style has a positive and significant effect on employee performance, meaning that the transformational leadership style in addition to having a direct, positive and significant effect on employee motivation, also has a direct and indirect as well as positive and significant effect on improving employee performance at Office of Bulog Divre Sulsel.

The results of this study indicate that communication has a positive but not significant effect on employee performance, meaning that communication, although it has a positive relationship to performance, does not have a direct effect on improving employee performance at the Perum Bulog Divre Sulsel office. This may be due to the fact that if the employee's needs have been met through effective communication, then the employee is no longer trying to improve his performance because he is already satisfied with what he is currently getting.

The results of this study indicate that employee motivation has a positive and significant effect on employee performance, meaning that employee motivation is really needed by employees at the South Sulawesi Regional Bureau of Logistics and Housing Offices in improving their performance. The magnitude of the direct influence of employee motivation on improving employee performance at the South Sulawesi Regional Bureau of Logistics Office is 54.8%, this figure is quite large so it is clear that employee motivation has a significant effect on employee performance at the South Sulawesi Regional Bureau of Logistics Office.

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