

## **The Influence of Transformational Leadership Style, Interpersonal Communication, and Motivation on Employee Performance**

**Nura Enda<sup>1\*</sup>, Ryani Dhyan Parashakti<sup>2</sup>**  
Universitas Dian Nusantara<sup>1,2</sup>  
Email : 111202088@mahasiswa.undira.ac.id

Submitted : 14-03-2025    Reviewed : 16-03-2025    Accepted : 28-03-2025    Published : 30-03-2025

### **Abstract**

This study aims to analyze the influence of Transformational Leadership style, interpersonal communication, and work motivation on employee performance at PT. Artomoro Gemilang Teknik. An effective leadership style is believed to create good interpersonal communication patterns and enhance employee work motivation. Strong interpersonal communication enables clear information flow and strengthens relationships among team members, thus reducing the potential for miscommunication. Work motivation also plays a crucial role in maintaining work spirit and employee commitment to the company's goals. The research results are expected to provide practical recommendations for the company in implementing an appropriate leadership style, improving interpersonal communication, and designing effective work motivation strategies to maximize employee performance. This study uses a Likert scale questionnaire for data collection and quantitative analysis to test the influence of each variable on employee performance, utilizing SPSS version 25 with 30 respondents.

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

### **Introduction**

The current era of globalization has an impact on business development. One very clear impact is the increasing competition in the business world. This competition is becoming increasingly intense, prompting companies to continually innovate to win the competition. Companies strive to achieve their goals effectively and efficiently. This is done so that the company can attain competitiveness and advantages over its competitors (Putri Novrita, 2021).

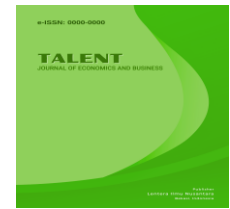
A company's competitive advantage can be achieved through several factors. One such factor is leadership style. Leadership style is the process by which someone influences others or a group in an effort to achieve certain predetermined objectives (Masturi et al., 2021). The leadership style of a superior is an external factor that can cause employee performance to increase or decrease. Employees will be more comfortable working with a leader who truly can lead the company and even serve as a role model. It is not impossible that employees who have found an ideal leader will decide to work at that company for a long time.

The second factor is interpersonal communication, which is the interaction process between two or more individuals to achieve mutual understanding. Mukarom emphasizes that this communication plays an important role in building trust, supportive attitudes, and openness between parties. Personal factors such as similarity of characteristics and emotional



**Talent: Journal of Economics and Business**  
**Volume 03 No 01 March 2025**  
**E ISSN : 3031-6383**

**<https://lenteranusa.id/>**



level, as well as situational factors like physical proximity, influence the quality of interpersonal communication (Efrat & Zait, 2024).

Therefore, interpersonal communication is very important to support an individual's intellectual and social development. It includes identity formation, understanding of social reality, and improved mental health. According to Johnson, the quality of interpersonal communication greatly influences a person's relationships with significant individuals in their life, including in the work environment.

The third factor is motivation. Motivation is an important element that drives one to achieve a goal. When in an unpleasant situation, an employee's ability to remain focused, push themselves, and accomplish tasks will slowly decline. Therefore, work motivation becomes an essential element for employees to showcase their best performance. Because the influence of motivation on employee performance is so great, without this component it will be difficult to achieve the goals or targets set by the company (Ali & Anwar, 2021).

Employee performance is the overall work result of an individual during a certain period when carrying out their duties. In carrying out these duties, each employee surely has targets that must be achieved, as well as work standards or regulations that have been communicated beforehand and mutually agreed upon (Dewa, 2023). This research was conducted at PT. Artomoro Gemilang Teknik. This location was chosen because issues were identified at PT. Artomoro Gemilang Teknik. Based on interviews with several employees, there are several problems occurring that are related to the variables examined in this study.

The phenomenon that occurs shows a significant decline in sales in recent years, which has become a major concern for the company. Although there was a slight increase in sales in 2021 after a sharp decline in 2020, the downward trend reappeared in subsequent years. In 2022, sales experienced another sharp decline, and this negative trend continued into 2023. This decline in sales is likely influenced by various internal factors of the company, such as the leadership style implemented, the quality of interpersonal communication among teams, and the level of work motivation among employees. These factors are closely related to employee performance, which in turn can directly impact the company's sales results.

Leadership effectiveness is an important factor in organizational performance, but research on the factors that have a major impact on increasing leadership effectiveness is still limited. An ineffective leadership style can result in a lack of strategic direction in sales and risks lowering employee motivation if the leader does not provide adequate support and recognition or fails to encourage innovation (Yapsani et al., 2020).

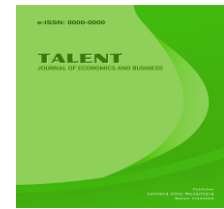
Interpersonal communication is very important in a company, especially in companies where the workflow of employees is interconnected. Effective communication is necessary to maximize performance outcomes. Suboptimal interpersonal communication—especially in the coordination between the sales, marketing, and distribution teams—can cause miscommunication and affect customer satisfaction and loyalty if employees' communication skills are low (Nurkholifah, 2023).

Motivation serves as a driving force that creates a person's enthusiasm for work so that they are willing to cooperate, work effectively, and be fully engaged in efforts to achieve satisfaction. In terms of motivation, it can be explained that the level of an employee's performance is greatly influenced by the size of the bonus or allowance they receive. Low work motivation also impacts the drive to reach sales targets and the ability to be proactive in offering products or building good relationships with customers.



**Talent: Journal of Economics and Business**  
**Volume 03 No 01 March 2025**  
**E ISSN : 3031-6383**

**<https://lenteranusa.id/>**



Based on previous studies, it is known that transformational leadership style, interpersonal communication, and work motivation have a significant relationship with employee performance. However, there is still room to conduct further research, especially in the context of different companies such as PT. Artomoro Gemilang Teknik, in order to gain a more specific understanding of the influence of these three variables on employee performance in that company.

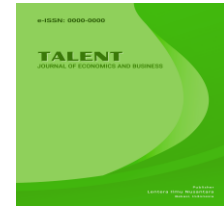
Previous research by Teguh & Wijaya (2020) found that transformational leadership style has a significant influence on employee performance. Meanwhile, a study by Yani et al. (2022) indicated that leadership style does not have a significant influence on employee performance.

In addition, research by Oksiani and Purwaningrat (2023) revealed that interpersonal communication has a positive and significant effect on employee performance. Conversely, research by Meitisari et al. (2018) found that interpersonal communication does not have a significant effect on employee performance. Another study by Sembiring et al. (2021) found that work motivation has a positive and significant effect on employee performance. However, according to Efendi and Hardiyanto (2021), motivation does not have a significant effect on employee performance.

Based on the above background, which refers to the existing phenomena and prior research, the researcher aims to further study, analyze, and evaluate the factors that cause the decline in employee performance. Therefore, the researcher conducted a study entitled “The Influence of Transformational Leadership Style, Interpersonal Communication, and Motivation on Employee Performance.”

## **Method**

This research is a quantitative study. Quantitative research is a systematic scientific investigation of phenomena and their relationships. In this study, the population is all employees of PT. Artomoro Gemilang Teknik. The population in this study totals 30 people. Saturation sampling is a sampling method in which the entire population is used as the sample. Saturation sampling, which takes the sample from the entire population, is also known as a census (Sugiyono, 2018). Thus, all 30 employees of PT. Artomoro Gemilang Teknik were used as the sample. Primary data were obtained from survey participants using a questionnaire as the survey instrument. Data collection was carried out by providing a set of written questions or explanations to respondents, who responded via Google Forms. In this study, the primary data were obtained through the distribution of questionnaires covering the research variables: Transformational Leadership Style (X1), Interpersonal Communication (X2), Motivation (X3), and Employee Performance (Y1). The data analysis method used in this research is statistical analysis using appropriate software. The data analysis utilized descriptive statistics, which aim to describe and illustrate the variables in this study. Data analysis was performed with the help of SPSS version 25 (Statistical Package for the Social Sciences), a statistical software used for quantitative data analysis. SPSS was chosen because it has a user-friendly interface, provides a variety of comprehensive statistical analysis methods, and has the capability to handle large and complex data efficiently. In addition, SPSS enables clear data visualization through various graphs, making it easier for the researcher to present the analysis results in a more informative and easily understood manner.



## Result and Discussion

### Validity

Table 1. Validity Test Transformational Leadership Style (X1)

	(r-calculated)	r -table	Result
X1.1	.757	.3610	Valid
X1.2	.780	.3610	Valid
X1.3	.619	.3610	Valid
X1.4	.771	.3610	Valid
X1.5	.631	.3610	Valid
X1.6	.836	.3610	Valid
X1.7	.665	.3610	Valid
X1.8	.738	.3610	Valid
X1.9	.640	.3610	Valid
X1.10	.817	.3610	Valid

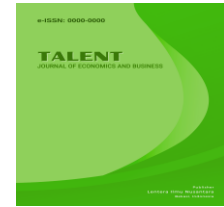
Source: SPSS

The validity test results for variable X1 indicate that all ten measurement items (X1.1 to X1.10) are valid, as their r-calculated values exceed the r-table value of 0.3610. This confirms that each item significantly correlates with the overall construct, validating the instrument's effectiveness in measuring the intended variable. Among the indicators, X1.6 exhibits the highest correlation coefficient (0.836), suggesting that it has the strongest association with the construct. This implies that X1.6 is one of the most reliable items in representing the variable. Similarly, X1.10 (0.817), X1.2 (0.780), and X1.4 (0.771) also demonstrate strong correlations, reinforcing their relevance in measuring the construct.

On the other hand, X1.3 has the lowest correlation coefficient (0.619), though it remains above the validity threshold. This indicates that while X1.3 contributes to the construct, its relationship is weaker compared to other items. Additionally, X1.5 (0.631), X1.9 (0.640), and X1.7 (0.665) also show relatively lower correlations, but they are still within the acceptable range for validity. Overall, these findings confirm that the research instrument for variable X1 is statistically valid, ensuring that the collected data reliably captures the intended concept. However, for further refinement, future research could assess whether rewording or improving the lower-performing items, such as X1.3 and X1.5, might enhance their contribution to the overall construct. Despite these minor variations, the instrument remains robust and suitable for further analysis.

Table 2. Interpersonal Communication Validity Test

	(r-calculated)	r -table	Result
X2.1	.639	.3610	Valid
X2.2	.562	.3610	Valid
X2.3	.827	.3610	Valid
X2.4	.762	.3610	Valid



X2.5	.656	.3610	Valid
X2.6	.792	.3610	Valid
X2.7	.681	.3610	Valid
X2.8	.777	.3610	Valid
X2.9	.881	.3610	Valid
X2.10	.823	.3610	Valid
X2.11	.779	.3610	Valid
X2.12	.759	.3610	Valid
X2.13	.814	.3610	Valid
X2.14	.854	.3610	Valid
X2.15	.781	.3610	Valid

Source: SPSS

The validity test results for variable X2 confirm that all fifteen measurement items (X2.1 to X2.15) are valid, as their r-calculated values exceed the r-table value of 0.3610. This indicates that each item has a significant correlation with the overall construct, validating the measurement instrument's ability to accurately assess the intended variable. Among the indicators, X2.9 exhibits the highest correlation coefficient (0.881), suggesting that it has the strongest association with the construct. This means that X2.9 plays a crucial role in explaining the variability of the measured concept. Similarly, X2.3 (0.827), X2.10 (0.823), X2.13 (0.814), and X2.14 (0.854) all show strong correlations, further reinforcing their importance in measuring the variable.

Meanwhile, X2.2 has the lowest correlation coefficient (0.562), although it remains well above the validity threshold of 0.3610. This indicates that while X2.2 contributes to measuring the construct, its association is weaker compared to other items. Additionally, X2.1 (0.639) and X2.5 (0.656) also have relatively lower correlation values, but they still meet the validity criteria and provide meaningful contributions to the overall measurement. The findings confirm that the research instrument for variable X2 is statistically valid, as all items significantly correlate with the construct. This ensures that the data collected is reliable and capable of capturing the intended concept effectively. However, future research could explore whether refining or rewording the lower-performing items, such as X2.2 and X2.5, might improve their contribution to the construct. Despite this, the instrument remains robust and well-suited for further analysis.

Table 3. Motivation Validity Test

	(r-calculated)	r -table	Result
X3.1	.917	.3610	Valid
X3.2	.772	.3610	Valid
X3.3	.870	.3610	Valid
X3.4	.852	.3610	Valid
X3.5	.825	.3610	Valid
X3.6	.837	.3610	Valid

X3.7	.803	.3610	Valid
X3.8	.718	.3610	Valid
X3.9	.754	.3610	Valid

Source: SPSS

The validity test results for variable X3 demonstrate that all nine measurement items (X3.1 to X3.9) are valid, as their r-calculated values exceed the r-table value of 0.3610. This indicates that each item has a significant correlation with the overall construct, confirming that the instrument effectively measures the intended variable. Among the indicators, X3.1 shows the highest correlation coefficient (0.917), suggesting that it has the strongest association with the construct. This implies that X3.1 is the most representative item in measuring the variable, making it a crucial component of the research instrument. Similarly, X3.3 (0.870), X3.4 (0.852), X3.5 (0.825), and X3.6 (0.837) all exhibit strong correlations, further validating their relevance in assessing the construct.

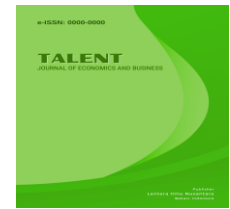
Meanwhile, X3.8 has the lowest correlation coefficient (0.718), although it remains well above the validity threshold. This suggests that while X3.8 contributes to measuring the construct, its correlation is weaker compared to other items. Nevertheless, it is still a meaningful indicator and does not necessitate removal or modification at this stage. The overall findings confirm that the research instrument for variable X3 is statistically valid, as all items significantly contribute to the measurement of the construct. This ensures that the collected data is accurate and reflective of the concept being studied. Future research could consider evaluating the lowest-performing items, such as X3.8 and X3.9, to determine whether any refinement or rewording might enhance their effectiveness. However, given that all items meet the validity criteria, the instrument can be considered robust and suitable for further analysis.

Table 4. Employee Performance Validity Test

	(r-calculated)	r -table	Result
Y.1	.692	.3610	Valid
Y.2	.858	.3610	Valid
Y.3	.863	.3610	Valid
Y.4	.898	.3610	Valid
Y.5	.839	.3610	Valid
Y.6	.819	.3610	Valid
Y.7	.745	.3610	Valid
Y.8	.665	.3610	Valid

Source: SPSS

The validity test results indicate that all eight measurement items (Y.1 to Y.8) for the variable Y are valid. The r-calculated values for each item exceed the r-table value of 0.3610, confirming that each item has a significant correlation with the overall construct. This suggests that the indicators used in the study effectively measure the intended variable and contribute to the reliability of the research instrument. Among the items, Y.4 exhibits the



highest correlation coefficient (0.898), implying that it has the strongest association with the construct being measured. This suggests that Y.4 plays a crucial role in explaining the variability of the dependent variable. Similarly, Y.2, Y.3, Y.5, and Y.6, all of which have re-calculated values above 0.8, demonstrate a high degree of validity, reinforcing their importance in representing the construct.

## Reliability

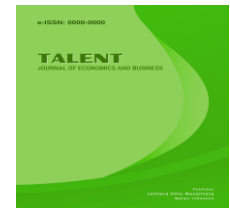
Table 5. Reliability Test

Variable	Cronbach's Alpha	Result
X1	.890	Reliable
X2	.944	Reliable
X3	.930	Reliable
Y	.917	Reliable

Source: SPSS

The reliability test results demonstrate that all research variables—X1, X2, X3, and Y exhibit high reliability, as indicated by their Cronbach's Alpha values, which exceed the commonly accepted threshold of 0.70. This confirms that the measurement instruments used for these variables are internally consistent and capable of producing stable and reliable results. Among the variables, X2 has the highest Cronbach's Alpha value (0.944), indicating a very strong internal consistency. This suggests that the items used to measure X2 are highly correlated and effectively capture the construct without significant measurement errors. Similarly, X3 (0.930) and Y (0.917) also demonstrate excellent reliability, reinforcing that their respective measurement items are consistent and can be relied upon for further analysis. Meanwhile, X1 has the lowest Cronbach's Alpha value (0.890) among the variables, although it still falls within the "high reliability" category. This indicates that while the instrument for X1 is reliable, there may be slightly more variation in the responses compared to the other variables. However, this difference is not significant enough to compromise the validity of the measurements.

Overall, these findings confirm that all constructs in this study meet the reliability criteria, ensuring that the collected data is stable, consistent, and free from significant measurement errors. Given these high reliability values, the research instrument can be confidently used for hypothesis testing and further statistical analyses. However, future studies may consider conducting item-by-item reliability analyses to identify whether any specific items contribute less to the internal consistency of the constructs and whether refinements or improvements to the measurement scale are necessary.



### Normality

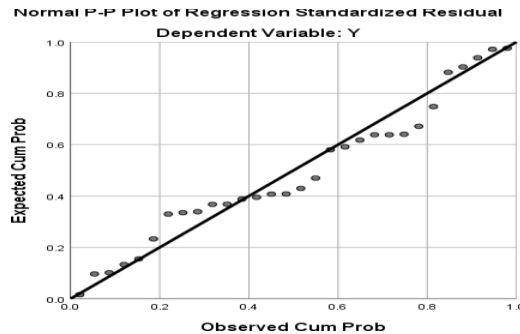


Figure 1. Normality Test

According to Figure 1, the normality test in the probability plot, the regression model is considered normally distributed if the data provided to explain the actual data follows the diagonal line. According to the classical assumption test, data is usually distributed if the P-P Plot or probability plot follows the diagonal line.

### Multicollinearity

Model	Coefficients <sup>a</sup>					Collinearity Statistics		Result	
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF		
1	(Constant)	7.230	3.899		1.854	.075			Tidak Terjadi Multikolinearitas
	Gaya Kepemimpinan Transformasional	.158	.115	.195	1.376	.181	.593	1.687	Tidak Terjadi Multikolinearitas
	Komunikasi Interpersonal	.072	.141	.145	.508	.616	.147	6.798	Tidak Terjadi Multikolinearitas
	Motivasi	.414	.203	.560	2.038	.052	.158	6.322	Tidak Terjadi Multikolinearitas

a. Dependent Variable: Kinerja Karyawan

Figure 2. Multicollinearity Test

Based on Figure 2, the results of the multicollinearity test show that all variable tolerance values are  $> 0.10$  and the Variance Inflation Factor (VIF) values are  $< 10$ , indicating that there is no multicollinearity among all the variables in this study.

### Heteroscedasticity

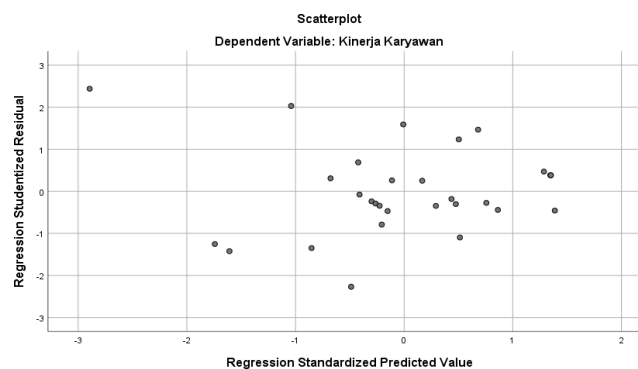
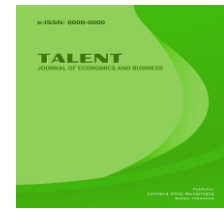


Figure 3. Heteroscedasticity Test





Based on Figure 3, the results of the heteroscedasticity test, as seen from the Scatterplot graph, do not form a pattern and the points are scattered above and below the number 0 on the Y-axis, so in this study, all variables are said to not exhibit heteroscedasticity.

### Coefficient of Determination

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.830 <sup>a</sup>	.689	.653	2.746	1.856

a. Predictors: (Constant), Motivasi, Gaya Kepemimpinan Transformatif, Komunikasi Interpersonal

b. Dependent Variable: Kinerja Karyawan

Figure 4. Coefficient of Determination Test

Based on Figure 4, it can be seen that the R Square value is 0.689, which means that employee performance can be influenced by the variables of Transformational Leadership Style, Interpersonal Communication, and Motivation. while the remaining 0.311% of employee performance is influenced by other variables not included in this research model.

### Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Result
		B	Std. Error	Beta				
1	(Constant)	7.230	3.899			1.854	.075	
	Gaya Kepemimpinan Transformatif	.158	.115	.195		1.376	.181	Ditolak
	Komunikasi Interpersonal	.072	.141	.145		.508	.616	Ditolak
	Motivasi	.414	.203	.560		2.038	.052	Diterima

Figure 5. Multiple Linear Regression Test

Based on Figure 5 Coefficients, the standard beta coefficient value for the Transformational Leadership Style variable is 0.195 with a significance of 0.181 (>0.05), which does not have an impact and is not significant on the Employee Performance of PT. Artomoro Gemilang Teknik due to the lack of effective understanding of transformational leadership within the organization, the leadership's inability to convey clear directions, and the unfair treatment of employees, as well as the leadership's lack of firmness towards employees.

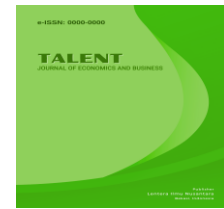
The Interpersonal Communication variable of 0.145 with a significance of 0.616 (>0.05) is not influential and not significant because employees are more oriented towards completing individual tasks rather than social interaction. The work is independent and emphasizes results, leading to miscommunication or misunderstandings between employees and supervisors.

Meanwhile, the Motivation variable of 0.560 with a significance of 0.052 (=0.5) has a significant influence on the Employee Performance of PT. Artomoro Gemilang Teknik



**Talent: Journal of Economics and Business**  
**Volume 03 No 01 March 2025**  
**E ISSN : 3031-6383**

**<https://lenteranusa.id/>**



because high motivation encourages employees to work harder and achieve targets. Incentives can provide additional motivation for employees to perform better, and recognition and appreciation of their achievements can enhance their self-confidence and job satisfaction. Opportunities for career development and improving professional skills also serve as factors that encourage employees to continuously strive for higher performance. Thus, it can be concluded that among the three variables studied, only Motivation has a significant effect on the Employee Performance of PT. Artomoro Gemilang Teknik, while Transformational Leadership Style and Interpersonal Communication do not have a significant effect.

## **Discussion**

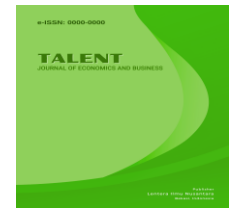
### **Influence of Transformational Leadership Style on Employee Performance**

Based on testing the first hypothesis it was found the transformational leadership style does not have a significant effect on the employee performance of PT. Artomoro Gemilang Teknik. This is due to the lack of an effective understanding of transformational leadership in the organization, the leader's inability to provide clear direction, not treating employees fairly, and the leader's weak assertiveness with employees. One possible explanation for this finding is that transformational leadership requires a strong organizational culture that fosters trust, motivation, and empowerment. When leaders fail to inspire employees or provide adequate support, the expected positive impact on performance may not materialize. Additionally, in certain organizational settings where transactional leadership is more dominant, employees may respond better to structured guidance, tangible rewards, and performance-based incentives rather than visionary or inspirational leadership approaches. This suggests that while transformational leadership is often linked to improved employee performance, its effectiveness may be contingent on contextual factors such as industry type, organizational maturity, and employee expectations.

Previous research by Buil et al. (2019) stated that transformational leadership has a positive effect on employee performance. Conversely, research by Yani et al. (2022) indicated that an authoritarian leadership style has a negative effect on employee performance. This contrast highlights that leadership effectiveness is not solely dependent on the leadership style itself, but rather on its alignment with employee needs and organizational conditions. For instance, transformational leadership may be highly effective in dynamic and innovative environments where employees value autonomy and creativity. However, in more structured or labor-intensive industries, where employees rely on clear instructions and well-defined roles, a different leadership approach may be required.

### **Influence of Interpersonal Communication on Employee Performance**

Based on testing the second hypothesis it was found that the Interpersonal communication does not have a significant effect on the employee performance of PT. Artomoro Gemilang Teknik because employees are more oriented toward completing individual tasks than social interaction. Work is independent and results-oriented, and miscommunication or misunderstandings between employees and supervisors, as well as personal conflicts among employees, can impede effective communication in the organization. This suggests that in work environments where individual task completion is prioritized over teamwork, interpersonal communication may not play a central role in driving performance. Employees in such settings may rely more on task-related



competencies, self-sufficiency, and technical skills rather than frequent verbal or written interactions with colleagues or supervisors. Furthermore, if communication channels are not well-structured or employees lack the skills to effectively convey their thoughts, the potential benefits of strong interpersonal communication may not be realized. In cases where conflicts arise or hierarchical barriers exist, communication can become fragmented, leading to delays in task completion and decreased efficiency.

Previous studies by Luthfi et al. (2022) show that open and effective communication can have a significantly positive effect on employee performance. Conversely, studies by Meitisari et al. (2018) indicate that unclear communication or communication hindered by hierarchy can have a significantly negative effect.

### **Influence of Motivation on Employee Performance**

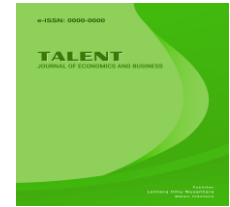
Based on testing the third hypothesis it was found Motivation has a significant effect on the employee performance of PT. Artomoro Gemilang Teknik because high motivation encourages employees to work harder and achieve targets. Incentives can provide additional encouragement for employees to work better, and rewards and recognition for their achievements can increase their confidence and job satisfaction. The opportunity to develop their career and improve professional skills also drives employees to continue striving for higher performance.

Previous research by Komari et al. (2024) showed that intrinsic and extrinsic motivation significantly improve employee performance. Meanwhile, studies by Erawati et al. (2019) showed that motivation does not have a significant influence on employee performance.

### **Conclusion**

Based on the results of the research conducted at PT. Artomoro Gemilang Teknik, the following conclusions are drawn: 1) Transformational leadership style does not have a significant effect on the employee performance of PT. Artomoro Gemilang Teknik. This is caused by a lack of effective understanding of transformational leadership, unclear direction, unfair treatment, and weak leader assertiveness in managing employees. 2) Interpersonal communication does not have a significant effect on employee performance because employees are more oriented toward completing individual tasks than social interaction. Additionally, the independent nature of the work, as well as miscommunication and personal conflicts among employees, hinder the effectiveness of communication within the organization. 3) Motivation has a significant influence on the employee performance of PT. Artomoro Gemilang Teknik. High motivation whether in the form of incentives, rewards, recognition, or career development opportunities can increase work enthusiasm, job satisfaction, and the achievement of employee targets.

However, this study has several limitations that should be acknowledged. First, the study was conducted within a single company, which may limit the generalizability of the findings to other organizations or industries with different structures, work environments, and leadership styles. Future research should expand the scope to include multiple companies across various sectors to provide broader insights. Second, this study utilized a cross-sectional approach, meaning that data was collected at a single point in time. As a result, it does not capture potential changes in leadership effectiveness, communication patterns, and



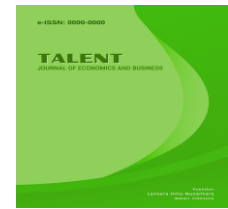
employee motivation over time. A longitudinal study would provide deeper insights into the long-term impact of these variables on employee performance.

## References

- Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21-30.
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement, and proactive personality. *International Journal of Hospitality Management*, 77, 64-75.
- Dewa, A. (2023). The influence of work ability, work discipline, and work environment on employee performance. *Economic and Business Horizon*, 2(3), 1-10.
- Efendi, S., & Hardiyanto, E. H. (2021). Analysis of the influence of leadership style, work discipline, and work environment on employee performance through motivation as intervening variables.
- Efrat, A., & Zait, A. (2024). The effect of personality characteristics on the development of interpersonal communication skills through one-time training. *Scientific Annals of Economics and Business*, 71(2), 265-283.
- Erawati, K. N., Sitiari, N. W., & Indiani, N. L. P. (2019). The effect of stress and working environment on employee performance through motivation mediation: A case study on international restaurants in Badung Bali. *Jurnal Ekonomi Dan Bisnis Jagaditha*, 6(1), 22-30.
- Komari, B., Agustin, H. P., & Astuti, D. D. (2024). The influence of organizational culture, work motivation, and leadership style on the performance of KUA employees at the Ministry of Religion of Banyuwangi Regency. *ARTOKULO: Journal of Accounting, Economic and Management*, 1(3), 343-353.
- Luthfi, A., Norawati, S., Zulher, Z., & Basem, Z. (2022). The effect of supervision, work motivation, and interpersonal communication on employee performance and organizational commitment as variables intervening. *IJEED (International Journal of Entrepreneurship and Business Development)*, 5(1), 92-104.
- Masturi, H., Hasanawi, A., & Hasanawi, A. (2021). *Jurnal Inovasi Penelitian*, 1(10), 1–208.
- Meitisari, N., Hanafi, A., & Wahab, Z. (2018). Analysis on the effects of organizational communication climate and career development toward employee performance with job satisfaction. *International Journal of Scientific and Research Publications*, 8(8), 444-449.
- Nurkholifah, S., Frendika, R., & Assyofa, A. R. (2023). Pengaruh komunikasi interpersonal terhadap kinerja karyawan departemen produksi PT. Serena Harsa Utama Kabupaten Bandung Barat. *Bandung Conference Series: Business and Management*, 3(1).
- Oksiani, N. M., & Purwaningrat, P. A. (2023). Pengaruh komunikasi interpersonal, etika kerja, dan keterlibatan kerja terhadap kepuasan kerja karyawan lembaga perkreditan desa (LPD). *Widya Amrita: Jurnal Manajemen, Kewirausahaan dan Pariwisata*, 3(1), 173–184. <https://ejournal.unhi.ac.id/index.php/widyaamrita/article/view/2358>
- Putri, N. (2021). Pengaruh motivasi kerja terhadap kinerja pegawai pada kantor pencarian dan pertolongan (Basarnas) Pekanbaru.



**Talent: Journal of Economics and Business**  
**Volume 03 No 01 March 2025**  
**E ISSN : 3031-6383**  
**<https://lenteranusa.id/>**



- Sembiring, M., Jufrizen, J., & Tanjung, H. (2021). Efek mediasi kepuasan kerja pada pengaruh motivasi dan kemampuan kerja terhadap kinerja pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 4(1), 131-144.
- Sugiyono. (2018). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Bandung: Alfabeta.
- Teguh, E. D., & Wijaya, S. (2020). *Transformational leadership in the hotel industry: A new look at the service-profit-chain concept* (Doctoral dissertation, Petra Christian University).
- Yani, P., Ariyanti, Y., Pratiwi, R., & Kusuma, J. (2022). The effect of communication skill and transformational leadership on employee performance with knowledge sharing as an intervening variable (case study: Matahari Department Store Java Supermall Semarang). *International Journal of Management and Business Economics*, 1(1), 32-40.
- Yapsani, A., Kristianto, F., Handayati, F. D., & Rosalina, Y. (2020). Pengaruh dimensi kepemimpinan terhadap efektivitas kepemimpinan perusahaan manufaktur di Indonesia. *PERWIRA-Jurnal Pendidikan Kewirausahaan Indonesia*, 3(2), 67-80.