

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE, WORK COMMUNICATION AND TEAMWORK ON EMPLOYEE PERFORMANCE AT THE REGIONAL STATE-OWNED BANK SOUTH JAKARTA BRANCH WITH WORK MOTIVATION AS MEDIATION

PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL, KOMUNIKASI KERJA DAN KERJASAMA TIM TERHADAP KINERJA KARYAWAN PADA BANK BADAN USAHA MILIK DAERAH CABANG JAKARTA SELATAN DENGAN MOTIVASI KERJA SEBAGAI MEDIASI

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ABSTRACT

This study aimed to examine and assess the impact of transformational leadership style, work communication, and teamwork on the performance of employees at Regional State-Owned Bank South Jakarta Branch through work motivation as mediation. This quantitative research study uses questionnaire collection techniques and Smart-PLS SEM with 100 employees as sample data. The findings show that transformational leadership style and work communication significantly positively influence work motivation, while teamwork does not significantly impact work motivation. In addition, transformational leadership style, work communication, and work motivation significantly positively influence employee performance but not teamwork. Another result is that work motivation cannot mediate work communication and teamwork on employee performance, but it can mediate the relationship between transformational leadership style and employee performance.

Keywords: *transformational leadership style, work communication, teamwork, work motivation, employee performance*

ABSTRAK

Penelitian ini bertujuan untuk menguji dan menilai pengaruh gaya kepemimpinan transformasional, komunikasi kerja, dan kerjasama tim terhadap kinerja karyawan di Bank BUMN Cabang Jakarta Selatan melalui motivasi kerja sebagai mediasi. Studi penelitian kuantitatif ini menggunakan teknik pengumpulan kuesioner dan Smart-PLS SEM dengan 100 karyawan sebagai sampel data. Hasil penelitian menunjukkan bahwa gaya kepemimpinan transformasional dan komunikasi kerja secara signifikan berpengaruh positif terhadap motivasi kerja, sedangkan kerjasama tim tidak berpengaruh signifikan terhadap motivasi kerja. Selain itu, gaya kepemimpinan transformasional, komunikasi kerja, dan motivasi kerja secara signifikan berpengaruh positif terhadap kinerja karyawan, tetapi tidak terhadap kerja sama tim. Hasil lainnya adalah motivasi kerja tidak dapat memediasi komunikasi kerja dan kerjasama tim terhadap kinerja karyawan, tetapi dapat memediasi hubungan antara gaya kepemimpinan transformasional dan kinerja karyawan.

Kata Kunci: gaya kepemimpinan transformasional, komunikasi kerja, kerjasama tim, motivasi kerja, kinerja karyawan

INTRODUCTION

The success of an organization in facing the challenges of the times is influenced by its human resources. An organization must have a qualified and competent workforce so that the performance given to the organization can be optimal and survive and develop well. Sinambela (2019) states that if an organization has a committed, qualified, skilled, and professional workforce, it

can be guaranteed that the organization can develop well. Then, to achieve organizational goals, it is necessary to manage and develop its human resources appropriately to create a quality and high-performance workforce.

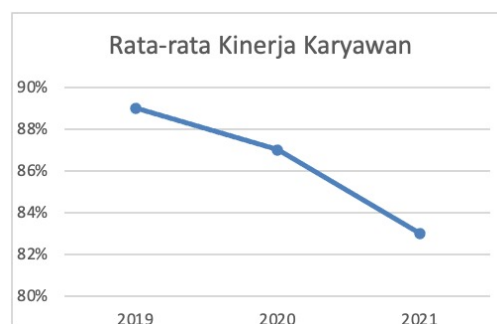
The success of an organization is influenced by the work results of the employees who work in it. Wahyuni et al. (2023) state that performance is the result obtained by an individual or group

of people in completing their obligations and responsibilities. Performance describes the extent to which a program, policy, or activity successfully achieves organizational goals and the organization's vision and mission through planning strategies (Moeheriono, 2014). Another definition states that performance is the actual behaviour shown by a person in achieving work results according to the equivalent in the organization (Priansa, 2014).

Employee performance is what has been obtained or shown by someone in their work; if it looks at performance in terms of results, the focus is on how well and how much someone has produced, both in terms of quality and quantity (Kasmir, 2016). In order to achieve the policies and standards that have been set, the Regional State-Owned Bank South Jakarta Branch needs employees who work with a good level of performance. However, the results of performance measurements carried out during a specific period (2020-2021) were not encouraging; they were still relatively below target, and there was a decrease in value.

In Figure 1, it can be seen that employee performance assessments have decreased and increased or fluctuated. The average achievement of employee performance in 2020 was 82.80%, then in 2021, it increased by 85.60%, then in 2022, it decreased by 84.80%. In general, employee performance assessments have not reached the target of 100% or can be said to be not optimal. Therefore, a solution is needed to achieve the predetermined target and steadily increase performance values by considering several factors affecting performance. Based on previous research and discussions with company management, several factors that affect employee performance are leadership

style, communication, motivation, and teamwork.



Sources: Processed Data

Figure1. employee performance of Regional State-Owned Bank South Jakarta Branch

Handoko & Hani (2008) stated that leadership is the ability of a person to influence others to work towards achieving goals and objectives. One leadership style that can improve employee performance is the Transformational Leadership Style. Transformational leadership is a leadership style that can inspire and motivate employees so that they can develop and achieve high-level performance (Munawaroh, 2011). Previous research conducted by Sani, Komala, and Damayanti (2021) stated that transformational leadership style has a positive and significant effect on employee performance. A transformational leadership style in an organization or company, in order to achieve goals, requires effective communication.

Teamwork is a necessity in realizing work success. According to Susanti et. al. (2020), teamwork is a system of combining the work of a group supported by various experts with clear goals, as well as by leadership and communication, to produce higher performance than individual performance. Latifah et. al. (2024) stated that teamwork has a positive and significant effect on employee performance, and Ibrahim et. al. (2021)

showed that teamwork has a positive and significant effect on employee performance. The results of this study prove that there is good teamwork, thereby increasing employee performance.

Organizational communication has an important role in supporting leadership and influencing work behaviour in the organization. This study shows that effective communication needs to come from various directions, top to bottom, bottom to top, and horizontally, both in formal and informal channels (Fatmawati, 2022). Good organizational communication can facilitate shared understanding, improve coordination, and strengthen employee motivation and performance, thereby contributing positively to achieving organizational goals. Zahara (2018) showed a positive and significant effect of effective organizational communication on organizational performance and member motivation. Good communication allows leaders to act as effective communicators, which can increase member participation and achieve organizational goals.

Work motivation is a concern for companies where raising employee motivation can increase enthusiasm and optimization in work. This can make the workforce work more efficiently, which will ultimately improve their work results. Salahuddin (2022) stated that basically, if an organization wants to achieve optimal performance, the organization needs to provide motivation to its workforce so that its workforce is willing to give all their energy and thoughts to their work. Research by Soejarminto and Hidayat (2022) stated that motivation has a positive and significant effect on employee performance, and Rahmawani (2021) concluded that work motivation has a

positive and significant effect on employee performance.

Motivation as a mediating variable from the independent variables of communication, transformational leadership style, and teamwork to improve employee performance variables. Motivation can mediate the influence of communication on employee performance, according to Wulandari et. al (2024) and Khosasi et. al. (2024), meaning that work motivation can mediate employee work communication to improve their performance. Motivation can also mediate the influence of transformational leadership style to improve employee performance, according to Dewantoro (2023) and Zang & Prayudi (2020), where transformational leadership style will increase employee motivation and ultimately improve employee performance in the organization. Finally, teamwork can mediate the influence of work motivation on improving employee performance (Conceição, 2024).

METHODOLOGY

The study began by identifying problems at the study location, formulating problems, and developing basic theories to strengthen the basis of each variable. The sampling technique in this study used the Slovin method, which calculates the number of samples based on the population. This study uses a quantitative methodology, and survey data is calculated using the SEM (Partial Least Square) technique. The population in this study was 108 permanent employees of the Regional State-Owned Bank South Jakarta Branch. The method of selection of sample members is carried out randomly from the population without considering the strata of the population (Sugiyono, 2018). Then, by using the Slovin formula with an error

rate of 5%, the total number of samples was obtained from at least 85 respondents but rounded up to 100 respondents.

An online questionnaire with a Likert scale was used to collect primary and secondary data. Items for each variable were adapted from previous studies with slight modifications. The indicators of the competency variable, according to Priansa (2014), are motives, character, self-concept, knowledge, and skills. Instructors, participants, materials, methods, and objectives are used as benchmarks for training variables (Mangkunegara, 2016). Work discipline is evaluated using indicators of attendance, compliance with work regulations, compliance with work standards, high levels of alertness, and ethical work (Sinambela, 2019). Motivation is measured using indicators of supervision, interpersonal relationships, success, recognition, and development, according to Herzberg (Luthans, 2011). Employee performance is evaluated using indicators of quality, quantity, reliability, and attitude, according to Mangkunegara (2016).

The data filled in by the respondents were tested for validity and reliability before being used. Structural equation modeling (SEM) can be used in social science investigations to analyze econometric and psychometric results because it can causally evaluate additive models that have been theoretically verified (Haenlein & Kaplan, 2004; Statsoft, 2013). Data analysis using PLS-SEM (Partial Least Square Structural Equation Modeling) has advantages and disadvantages, especially related to the

assumptions and the resulting fit statistics, and is based on the Covariance SEM (CB-SEM) and PLS-SEM approaches for CB-SEM can be used, with more complex criteria, which arise when the program fails to produce results due to lack of model identification (Sarstedt & Hwang, 2020). On the other hand, PLS-SEM can overcome this obstacle by creating a complex model of causal relationships with latent variables. It is resistant or immune to multivariate statistics that simultaneously manage many explanatory variables and response variables.

RESULTS

In this study, primary data were collected through questionnaire distribution to assess the characteristics of respondents and employee responses at the Regional State-Owned Bank South Jakarta Branch. According to Table 1, which summarizes the findings of data processing, 59 (59%) of the 100 respondents were male, and 41c (41%) were female. The largest percentage of respondents, 61 (61%), were in the age range of 20 to 30 years, while the lowest percentage, 2 (2%), were over 50 years old. Meanwhile, the highest level of education was S1 or Bachelor's Degree, with as many as 65 respondents (65%), while the fewest respondents with other levels of education were seven people (7%). Employees with the most work experience, namely 2-5 years, were 41 respondents (41%), the longest work experience was 6 (6%), while for the most recent work experience under 2 years, there were 26 respondents (26%).

Tabel 1. Respondents Characteristics

N	Gender	Age's	Education Level	Work Period
o				
1	Female = 59 (59%)	20 – 30 = 61 (61%)	Senior High School = 11 (11%)	< 2 = 26 (26%)

2	Male = 41 (41%)	31 – 40 = 26 (26%)	Diploma = 17 (17%)	2 – 5 = 41 (41%)
3		41 – 50 = 11 (11%)	S1 = 65 (65%)	5 – 10 = 27 (27%)
4		>50 = 2 (2%)	Another = 7 (7%)	>10 = 6 (6%)

Sources: Processed Data

Validity and Reliability Test

In assessing an outer model in PLS, there are four criteria for measuring validity and reliability, namely looking at Convergent Validity; there are also three other criteria, namely Discriminant Validity, Average Variance Extracted (AVE), Composite Reliability, or Cronbach's Alpha. In Convergent Validity, the output from SmartPLS for

loading factors provides results, as can be read in Figure 2, which shows that the loading factor provides the recommended value of at least 0.7 (data range 0.722 - 0.888). The item values generated by the constructs of work competence, work training, work discipline, work motivation, and employee performance are valid or have met convergent validity.

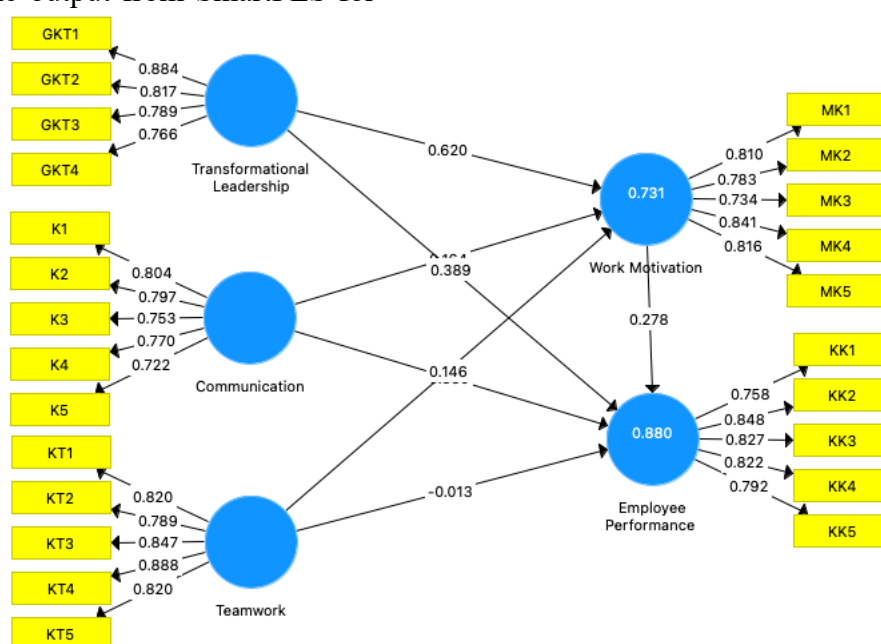


Figure 2. Outer Model Analysis

Sources: Processed Data

Discriminant Validity is the value of the cross-loading factor used to determine whether the construct has adequate discriminants, and it is known that the cross-loading value on each construct has a value of more than 0.7. This will indicate that the manifest variables in this study have correctly explained their latent variables and can

prove that all items are valid. Another discriminant validity is the square root of the average extracted (AVE) value where the recommended value is above 0.5. It can be seen from Table 2 that each construct has an AVE value of more than 0.5. This has shown that each construct has a good validity value from each indicator.

Tabel 2. Mode Goodness of Fit

Variable	AVE	Composite Reliability	Alpha Cronbach	R ²
Teamwork	0,592	0,879	0,828	-
Employee Performance	0,656	0,905	0,868	0.875
Work Motivation	0,695	0,919	0,890	0.723
Transformational Leadership	0,665	0,888	0,831	-
Communication	0,636	0,897	0,857	-

Sources: Processed Data

Composite reliability testing aims to test the reliability of the instrument in a research model. Composite reliability results can show a satisfactory value if the value is above 0.7, which means that the data obtained is reliable. From Table 2, it can be seen that each construct or variable has a composite reliability value above 0.7, which means that it has good reliability. This reliability test can also be strengthened by Cronbach's Alpha, where the output from SmartPLS must provide results for all constructs above 0.70 (Table 2); this is in accordance with the recommended value above 0.70 (Ghazali, 2014).

Model Fit

In assessing the outer model in PLS, the R-Square value is a goodness-fit test of the model. Table 2 provides an R-squared value of 0.723 for the work motivation variable, which means that competence, discipline, and work training can explain motivation by 72.3%. Meanwhile, employee performance provides an R-Square value of 0.875, which means that transformational leadership style, work communication, and teamwork through work motivation mediation are able to explain employee performance variance by 87.5%. The R-Square values of 0.75, 0.50, and 0.25 can be said that the model is strong, moderate, and weak (Hair et al., 2014).

The goodness of fit analysis is used to determine whether the analysis model is good enough to explain the phenomenon being studied. From the

results of the goodness of fit model analysis, the Q-Square value from the calculation is 0.833. This can indicate that from the statistical calculations, it is obtained that the model is good because the variation of variables involved in the model has been able to explain the variables that affect employee performance by 83.3%. At the same time, the remaining 16.7% are other factors that can affect employee performance, including, of course, errors.

The F-Square value is as follows: (1) The variable of work communication on employee performance has a value of $f^2 = 0.335$, then a strong effect; (2) The variable of teamwork on performance has a value of $f^2 = 0.001$, then a very small effect; (3) The variable of transformational leadership style on performance has a value of $f^2 = 0.289$, then a fairly strong effect; (4) The variable of work motivation on performance has a value of $f^2 = 0.174$ with a moderate effect; (5) The variable of work communication on work motivation has a value of $f^2 = 0.034$, then a small effect; (6) The variable of teamwork on work motivation has a value of $f^2 = 0.048$, then a small effect; and (7) The variable of transformational leadership style on motivation has a value of $f^2 = 0.485$, then a very large effect of exogenous variables on endogenous.

Direct and Indirect Effects

By looking at the reporting results from bootstrapping, the significance of the predictive model in testing the structural model can be determined by checking the P value. A P-value of less than 0.05 or 5% indicates a significant relationship, while a P-value greater than 0.05 or 5% indicates a lack of significance. It can also be done by looking at or checking the parameter coefficient values and the T-statistic significance values, where the T Table at α 0.05 (5%) = 1.96 can be used to determine the significance of the data, after which the T table and T-count (T statistic) can be compared. A positive value will indicate a positive direction of effect, while a negative value indicates a negative direction.

For direct influence, from Table 3, it can be seen that the results of Hypothesis 1 were used to test whether work communication affects employee performance; the test results show that the work communication coefficient has a positive influence on employee performance with a value of 0.396 and a t statistic of 5.414 where the t statistic is stated significant because its value is greater than 1.96 or by looking at the p-value of 0.000 which is smaller than 0.05. It can be concluded, based on the research, that work communication has a positive and significant influence on employee performance. Then, the results of Hypothesis 2 can be seen, which is used to test whether work communication affects work motivation; the test results show that the work communication coefficient has a positive influence on work motivation with a value of 0.164 and a t statistic of 1.976 where the t statistic is stated significant because its value is greater than 1.96 or by looking at the p-value of 0.000 which is smaller than 0.05. It can be concluded, based on the research, that work communication has a positive and

significant influence on work motivation. It can be seen that the results of Hypothesis 3, which are used to test whether teamwork has an effect on employee performance, the test results show that the teamwork coefficient has a positive effect on employee performance with a value of 0.027 and a t statistic of 0.373 where the t statistic is stated as insignificant because the value is smaller than 1.96 or by looking at the p-value of 0.355 which is greater than 0.05. It can be concluded, based on the research, that teamwork has a positive and insignificant effect on employee performance.

Furthermore, the results of Hypothesis 4, which are used to test whether teamwork has an effect on work motivation, the test results show that the training coefficient has a positive effect on work motivation with a value of 0.146 and a t statistic of 1.281 where the t statistic is stated as insignificant because the value is smaller than 1.96 or by looking at the p-value of 0.100 which is greater than 0.05. It can be concluded, based on the research, that job training has a positive and insignificant effect on work motivation.

Then it can be seen the results of Hypothesis 5, which is used to test whether transformational leadership style affects employee performance; the test results show that the transformational leadership style coefficient has a positive effect on employee performance with a value of 0.278 and a t statistic of 2.710 where the t statistic is stated significant because the value is greater than 1.96 or by looking at the p-value of 0.003 which is smaller than 0.05. It can be concluded, based on the research, that transformational leadership style has a positive and significant effect on employee performance.

Table 3 shows the results of Hypothesis 6, which is used to test whether transformational leadership style affects work motivation; the test results show that the work discipline coefficient has a positive effect on work motivation with a value of 0.629 and a t statistic of 4.844 where the t statistic is stated significant because the value is greater than 1.96 or by looking at the p-value of 0.000 which is smaller than 0.05. It can be concluded, based on the research, that transformational leadership style has a positive and significant effect on work motivation.

Finally, for the direct effect, the results of Hypothesis 7 can be seen, which is used to test whether work motivation has an effect on employee performance; the test results show that the work motivation coefficient has a positive effect on employee performance with a value of 0.278 and a t statistic of 2.710 where the t statistic is stated as significant because its value is greater than 1.96 or by looking at the p-value of 0.003 which is smaller than 0.05. It can be concluded, based on the research, that work motivation has a positive and significant effect on employee performance.

Tabel 3. Testing the Direct Effect and Mediating Test

Description	Original Sample	Standard Deviation	T- Statistics	P Values	Remarks
Direct					
Communication → Employee Performance	0.396	0.073	5.414	0.000	Positive - Significant
Communication → Work Motivation	0.164	0.100	1.976	0.050	Positive - Significant
Teamwork → Employee Performance	0.027	0.073	0.373	0.355	Positive - Not Significant
Teamwork → Work Motivation	0.146	0.114	1.281	0.100	Positive - Not Significant
Transformational Leadership → Employee Performance	0.278	0.103	2.710	0.003	Positive - Significant
Transformational Leadership → Work Motivation	0.620	0.128	4.844	0.000	Positive - Significant
Work Motivation → Employee Performance	0.278	0.103	2.710	0.003	Positive - Significant
Mediating					
Communication → Work Motivation → Employee Performance	0.046	0.035	1.316	0.094	Not Mediation
Teamwork → Work Motivation → Employee Performance	0.041	0.028	1.425	0.077	Not Mediation
Transformational Leadership → Work Motivation → Employee Performance	0.173	0.075	2.301	0.011	Mediation

Sources: Processed Data

For indirect effects, from Table 3, it can be seen that the results of Hypothesis 8, which is used to test whether work communication has an effect on employee performance mediated by work motivation, the test

results show that the influence value is positive 0.046 with no significance because the p-value of 0.094 is greater than 0.05. For Hypothesis 9, which is used to test whether teamwork has an effect on employee performance

mediated by work motivation, the test results show that the influence value is positive 0.041 with no significance because the p-value of 0.077 is greater than 0.05. Finally, Hypothesis 10 tests whether transformational leadership style has an effect on employee performance mediated by work motivation; the test results show that the influence value is positive 0.173, which is significant because the p-value of 0.011 is smaller than 0.05.

For the analysis to find out whether this mediation occurs as partial or full mediation (Baron & Kenny, 1986) can be seen from the mediation of work motivation between work communication and performance, there is no mediation because even though it is directly significant, the indirect results obtained are not significant. Likewise, when looking at the relationship between teamwork affecting employee performance with motivation variables as mediation, it appears that there is no mediation because, both directly and indirectly, the results obtained are not significant. At the same time, the relationship between transformational leadership style and employee performance with motivation as a mediation variable occurs in full mediation because, both directly and indirectly, the results obtained are significant.

DISCUSSION

The Effect of Work Communication on Employee Performance

The results of this research analysis show that work communication has a significant positive effect on employee performance. This impact indicates that when employees have good communication, the opportunity to improve their performance becomes greater. In an organization or company, effective communication is needed by

leaders and employees, and with effective communication, the company's planned goals can be achieved. Research conducted by Hartati et. al. (2020) stated that communication has a positive and significant effect on employee performance. According to research by Maskuri et. al. (2021), effective organizational communication has a positive and significant effect on organizational performance.

The Effect of Work Communication on Work Motivation

From the results of statistical calculations, it can be concluded that work communication has a positive and significant effect on employee work motivation. The higher the value of employee work communication, the higher the employee work motivation; conversely, the lower the employee communication, the lower the employee work motivation. Regarding the communication and motivation variables, the average answer from respondents filling out the questionnaire was that most employees agreed/strongly agreed, indicating that employee statements on communication and work motivation were considered good. Research by Haryati and Kesumadewi (2015) shows a positive and significant influence of effective organizational communication on organizational performance and member motivation.

The Influence of Teamwork on Employee Performance

Teamwork is a group of people who try to perform better than doing it individually. Teamwork is considered the best company solution; through effective and continuous cooperation, better work performance and performance can be achieved. Strong teamwork can produce efficient performance, and as a result, employees

can achieve the company's planned goals. However, the results of the study show that Teamwork has a positive influence on employee performance, but the influence is not statistically significant where the results of this study are supported by research by Farica and Renwarin (2022) and research by Letsoin & Ratnasari (2020).

The Influence of Teamwork on Work Motivation

Teamwork has an important role in increasing employee work motivation because it creates a supportive, collaborative, and mutually supportive work environment. It can increase job satisfaction, reduce stress, and motivate individuals to make their best contributions. In addition, good teamwork can increase self-confidence and trust between members, which ultimately encourages intrinsic motivation to work harder. Therefore, organizations that encourage harmonious teamwork tend to have employees who are more motivated and oriented toward achieving common goals. However, the results of the study show Teamwork has a positive effect on employee performance, but the effect is not statistically significant, where the results of this study are supported by research by Agus et. al. (2024) and research by Pangandika (2018).

The Influence of Transformational Leadership on Employee Performance

The results show that transformational leadership has a significant positive influence on employee performance. This finding is supported by statistical tests and hypothesis results. Transformational leadership has a significant influence on employee performance because it is able to inspire, motivate, and build commitment in the organization.

Transformational leaders encourage employees to go beyond personal interests in order to achieve common goals by providing a clear vision, emotional support, and encouragement to think creatively and innovatively. In this study, the average answer from respondents filling out the questionnaire was that most employees agreed. This shows that the statements from employees on the transformational leadership variable are good. The results of this study are supported by Septyawan et al. (2024), who state that transformational leadership has a positive and significant effect on employee performance. In addition, the results of research conducted by Saharso & Fadilah (2023) also stated that transformational leadership has a positive and significant effect on employee performance.

The Influence of Transformational Leadership on Work Motivation

From the results of statistical calculations, it can be concluded that Transformational Leadership has a positive and significant effect on employee work motivation. The higher the Transformational Leadership style, the higher the work motivation of employees and vice versa. Transformational leadership has a strong influence on employee work motivation because it is able to inspire, provide clear direction, and create a work environment that supports individual development. Transformational leaders encourage employees to work with enthusiasm and dedication through an approach that involves an inspiring vision, giving trust, and appreciating individual contributions. The results of this study are supported by Septyawan et al. (2024), who state that transformational leadership has a positive and significant effect on work motivation. In addition, it

is also in line with research conducted by Pratama and Sutianingsih (2023), which shows that transformational leadership has a positive and significant effect on work motivation.

The Effect of Work Motivation on Employee Performance

The results of the study show that work motivation has a significant positive effect on employee performance. This finding is supported by several statistical tests and hypothesis results, and this positive impact indicates that the more motivational encouragement the company gives to its employees, the greater the opportunity to improve their performance. The average answer from respondents filling out the questionnaire was that most employees agreed; this indicates that the level of employee work motivation is good. In the study, work motivation variables have a major influence on employee performance, so the next managerial steps are to provide the work motivation needed by employees so that the opportunity to improve their performance becomes greater. The results of this study are supported by Saharso and Sundari (2023), who state that work motivation has a positive and significant effect on employee performance. This shows that if employees are motivated to work, it will have a good impact on their performance. In addition, research conducted by Trisna and Guridno (2021) and Saharso and Asda (2024) found that work motivation also has a positive and significant effect on employee performance.

The Influence of Work Communication on Employee Performance through Work Motivation

Motivation as a mediating variable of the independent variable of Work Communication to improve employee performance variables. From the analysis, it was found that motivation cannot act as a mediator, so either directly or indirectly, work communication cannot have a significant effect on employee performance through work motivation. However, it turns out that direct communication can have a significant effect on performance without motivation, so communication must emphasize the quality and quantity of communication more. Make sure that communication runs well between peers and superiors and subordinates and vice versa. Motivation cannot mediate the effect of communication on employee performance, according to research conducted by Rochmah et al. (2023), meaning that work communication is unable to mediate employee communication to improve their performance. Other research with the same results is research conducted by Saraswati et al. (2024).

The Influence of Teamwork on Employee Performance through Work Motivation

The work motivation variable cannot/is not able to be a mediating variable of the independent variable of teamwork to have an effect on improving employee performance variables. From the analysis, it was found that motivation cannot act as a mediator, so either directly or indirectly, teamwork cannot have a significant effect on employee performance through work motivation. Directly, teamwork has no significant effect on performance without motivation, and teamwork also has no significant effect on motivation, so teamwork must be a special concern because it cannot affect motivation and performance either directly or indirectly.

Motivation cannot mediate the effect of teamwork on employee performance, according to research conducted by Budiono and Fahrizal (2023), meaning that work motivation is not able to mediate employee teamwork to improve their performance.

The Effect of Transformational Leadership on Employee Performance through Work Motivation

The work motivation variable can act as a mediating variable from the independent variable, transformational leadership, to influence increasing employee performance variables. From the analysis, it was found that motivation is a mediator, so either directly or indirectly, Transformational leadership will affect employee performance through work motivation. The results of this study also state that Transformational Leadership not only has a direct impact on performance, but its impact can be strengthened through employee motivation. In other words, a high Transformational Leadership style must be accompanied by strong motivation so that employees can achieve maximum performance. Work motivation can mediate the influence of transformational leadership on improving employee performance (Ekhsan & Setiawan, 2021; Udin, 2023), meaning that work motivation can mediate employee teamwork to improve their performance.

CONCLUSIONS

Based on the data analysis in this study, the following conclusions can be drawn, including that the hypothesis test shows that work communication, transformational leadership style, and work motivation have a positive and significant influence on employee performance at the South Jakarta branch of the Regional Owned Bank, this can be

interpreted that if there is good communication within the organization, leaders use a transformational leadership style and have high work motivation, it will lead to increased performance. The higher and better the value of communication, transformational leadership style, and motivation, the better they will be in carrying out their duties and work and vice versa if it occurs. In contrast to the teamwork variable, which has an insignificant effect, meaning that teamwork must be a concern for the organization and must be analysed in detail and improved for the future.

Meanwhile, the results of the independent variables on the motivation mediation variable are very interesting; transformational leadership style and good and high communication will be able to increase employee motivation, which means that employee motivation will increase when the better the employee work communication and vice versa, the lower/worse employee communication, the lower the employee work motivation, this is the same as the results for the transformational leadership style. Improving communication and transformational leadership style is needed to increase motivation. However, it is different from the teamwork variable, which is unable to encourage employee work motivation because its influence is not significant. To solve this problem, it is necessary to identify what caused this to happen and seek mitigation so that change occurs.

Then, the conclusion of motivation as mediation, the results obtained motivation can mediate the influence of transformational leadership on employee performance, which means that work motivation can help transformational leadership style to improve employee performance. Then, work motivation is also unable to mediate the influence of

teamwork on improving employee performance; in other words, teamwork, although it must be accompanied by strong motivation so that employees can obtain maximum performance, cannot succeed. It turns out that work motivation also cannot act as a mediation, so either directly or indirectly, work communication cannot have a significant effect on employee performance through work motivation.

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