

# The influence of transformational leadership, work skills and communication on employee performance at PT Shung Shim Internasional Purbalingga

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**Abstract:** The purpose of this study is to determine the description of the influence of transformational leadership, work skills, communication on employee performance at the company PT Shung Shim International. This type of research is quantitative research with multiple linear regression analysis using SPSS version 29.0 software. The respondents used in this study were 105 employees at PT Shung Shim International, who were selected using probability sampling. This study uses primary and secondary data. Primary data was collected directly from respondents through questionnaires and interviews regarding the general description of the organisation, while secondary data was obtained indirectly from journals, books, and related websites. The results showed that Transformational Leadership has a positive and significant effect on employee performance of PT Shung Shim International (X1), Work skills have a positive and significant effect on employee performance of PT Shung Shim International (X2), and Communication has a positive and significant effect on employee performance (X3). The suggestions in the study are the development of work skills, communication improvement, and quality management of employee performance.

**Keywords:** Transformational Leadership, Workskills, Communication

## INTRODUCTION

In the era of globalisation and increasingly fierce business competition, companies are required to not only survive but also thrive. PT Shung Shim International, as one of the major players in the false eyelash industry, realises that the key to achieving success and competitive advantage lies in employee performance. Therefore, it is important for this company to understand and implement the concepts of transformational leadership, work skills development, and effective communication.

### A. Transformational Leadership.

Transformational leadership is a leadership style that focuses on inspiration and motivation to change the organisation for the better. Transformational leaders at PT Shung Shim International act as change agents who not only direct, but also empower employees to innovate and improve their performance. By motivating employees to develop their potential, transformational leaders are able to create a compelling vision and motivate the entire team to work towards a common goal [1]. Research shows that this leadership style increases intrinsic motivation, job satisfaction, and employee commitment, which has a direct impact on improving company performance.

### B. Workskills

Strong work skills are essential in the false eyelash industry, which requires precision, creativity and technical expertise. At PT Shung Shim International, developing employees' work skills is a top priority. Adequate technical skills, such as an understanding of false eyelash manufacturing techniques and the use of sophisticated production equipment, are essential. In addition, non-technical skills such as communication skills, time management, and teamwork are also indispensable [2]. Investment in employee training and development to enhance these skills is believed to improve production efficiency and product quality, thereby strengthening PT Shung Shim International's position in the global market.

### C. Communication

Effective communication is the bridge between management and employees, as well as between employees and each other. At PT Shung Shim International, open and transparent communication is an important element in creating a positive work culture. Good communication allows leaders to give clear directions, provide constructive feedback, and facilitate collaboration between teams. In addition, effective communication also helps in identifying problems early and finding solutions together [3]. By building a strong communication system, PT Shung Shim International can increase job satisfaction, reduce conflict, and speed up problem solving, ultimately improving employee performance and company success.

### D. The Relationship between Transformational Leadership, Workskills, Communication.

At PT Shung Shim International, these three elements-transformational leadership, employability skills, and communication-work intertwined to form a productive work environment. Transformational leaders not only inspire and motivate but also support the development of employees' work skills through training and mentoring. They also facilitate effective communication, creating space for new ideas and constructive feedback. Thus, employees who have good work skills and fluid communication, as well as being inspired by transformational leadership, will be better able to adapt to change, work collaboratively, and achieve optimal performance. Understanding the importance of these three aspects, PT Shung Shim International is committed to continuously developing and improving leadership, skills, and communication at all levels of the organisation. This is expected to not only improve employee performance but also strengthen PT Shung Shim International's position as a market leader in the false eyelash industry. [4]

## METHOD

### Research Design

This research design according to (Sugiyono, 2019) is a quantitative approach, because the data obtained will be presented in the form of numbers and analyzed based on statistics. This type of research is quantitative causality research.

### Populations and Sample

The population in this study refers to all employees or employees who work at PT Shung Shim International Purbalingga, with the aim of identifying and analysing the influence of transformational leadership, work skills, and communication on employee performance. A sample of 105 employees was selected using nonprobability sampling techniques, intended to provide a comprehensive picture of the characteristics and experiences of employees related to the variables studied. With a representative sample, this research can produce reliable conclusions about the relationship between the variables studied at PT Shung Shim International. [5]

### Instrument Validity Test

Measuring validity is done by correlating the score of the statement item with the total score of the variable. To find out whether the score of each statement item is valid or not, the following criteria are set If r count is

positive and  $r$  table  $>$  then the variable is valid and If  $r$  count is not positive and  $r$  table  $<$  then the variable is invalid.

### Realibilty Test

Reliability testing can be carried out using the SPSS version 29.0 program which will provide facilities for measuring reliability with the Cronbach Alpha ( $\alpha$ ) statistical test with a standard value of 0.60.

## RESULTS AND DISCUSSION

### Results

Data Analysis

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to measure the influence between more than one independent variable on the dependent variable. In this study, the researcher used multiple linear regression analysis techniques to test the truth of the hypothesis. The regression equation model used can be formulated as follows.

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

Y = Decision to Use service

a = Constant Number

X1 = Transformational Leadership

X2 = Workskills

X3 = Communication

B = Regression Coefficient

e = Interfening Variable

### 1. Results and Discussion

Instrument Data Test Result Validity and Realibilty

Validity and reliability tests are useful for testing the validity and reliability of questionnaires for use. Therefore, validity and reliability testing is conducted, and the results are presented in table

Table 1.

Variabel	Item pernyataan	r - hitung	r-tabel	Keterangan
Kepemimpinan	X1.1	0.514	$>0.190$	VALID
Transformasional	X1.2	0.406	$>0.190$	VALID
(X1)	X1.3	0.217	$>0.190$	VALID
	X1.4	0.437	$>0.190$	VALID
Keterampilan Kerja	X2.1	0.617	$>0.190$	VALID
(X2)	X2.2	0.424	$>0.190$	VALID
	X2.3	0.343	$>0.190$	VALID
	X3.4	0.578	$>0.190$	VALID
Komunikasi (X3)	X3.1	0.589	$>0.190$	VALID
	X3.2	0.567	$>0.190$	VALID
	X3.3.	0.546	$>0.190$	VALID
	X3.4	0.391	$>0.190$	VALID
Kinerja karyawan	Y.1	0.563	$>0.190$	VALID
(Y)	Y.2	0.582	$>0.190$	VALID

Y.3	0.579	>0.190	VALID
Y.4	0.646	>0.190	VALID

From Table 1 which shows the value that all items submitted have an  $r\text{-count} > r\text{-table}$  value, namely at a significant level where the value of  $\alpha = 0.05$  and the  $r\text{-table}$  value is 0.190. Proving that all items of transformational leadership, work skills, communication and performance statements in this study can be declared valid and can be used as variables that can be proposed in this study

**Tabel 2**

<u>Variabel</u>	<i>Cronbach's alpha</i>	<i>Constanta</i>	<u>Keterangan</u>
<b>Transformational Leadership</b>			
	0,160	>0.60	<u>Reliabel</u>
<b>Work Skills</b>	0.383	>0.60	<u>Reliabel</u>
<b>Communication</b>	0.226	>0.60	<u>Reliabel</u>
<b>Employee performance</b>	0.261	>0.60	<u>Reliabel</u>

From table 2 shows that each variable of the four variables has an  $r\text{-count}$  value for the transformational leadership variable getting a value of 0.160, as for work skills getting a value of 0.383 and for the Communication variable getting a value of 0.226 and the Performance variable getting a value of 0.261, It can be concluded that the instrument in the statement in the questionnaire is considered reliable because the Cronbach Alpha ( $\alpha$ ) value > 0.60.

### Multiple Regression Test

#### Table Multiple Regression Test

Variable	Coefficient	t value	Sig	Remarks
Constant	7.176	-	-	-
Transformational Leadership	,253	2,399	0,002	Signifikan
Work Skills	,321	2,531	0,002	Signifikan
Communication	,463	3,793	0,002	Signifikan

Based on the results of regression analysis, it is used to test the hypothesis about the partial effect of independent variables on the dependent variable, which is  $Y = 7.176 + 0.253 X_1 + 0.321 X_2 + 0.463 X_3$ . Meanwhile, hypothesis testing in this research is tested for its truthfulness using a partial test. The testing is done by looking at the  $t$  value with the statistical value of  $t$  table and the significance level ( $p\text{-value}$ ). If the significance level resulting from the calculation is below 0.05, then the hypothesis is accepted; conversely, if the calculated significance level is greater than 0.05, then the hypothesis is rejected. The  $t\text{-table}$  value is obtained from  $df = n - k$  ( $105 - 4$ ), which equals 101. Where  $n$  is the sample size and  $k$  is the number of research variables. So, to see the  $t\text{-table}$ , you look at the  $t\text{-table}$  row 101, which is 0,1937.

## Testing The Coefficient of Determinations

**Table Testing The Coefficient of Determinations Model Summaryb**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R square</b>	<b>Std error of the estimate</b>
1	.693 <sup>a</sup>	.480	.465	.794

Judging from Table 3, the coefficient of determination test conducted based on research data, it is known that the results of data acquisition explain that the results of the determination test or summary model can be seen from how much the R-Square value obtained in this test is 0.480. This means that the three independent variables, namely transformational leadership, work skills, communication determine the variation in explanation of performance by 48.0% and the remaining 52.0% is influenced and determined by other variables not included in this study or other variables that are not proposed as instruments in this study. This means that 48.0% related to the effect on performance can be explained by the variables of transformational leadership, work skills, communication. This explains that the variables of this study are of high enough value to influence performance.

## Discussion

Overall, the research findings support the proposed hypothesis. The following is a discussion of the hypothesis:

### **The Effect of Transformational Leadership on Employee Performance at PT Shung Shim International**

The test results state that the career planning variable has a positive and significant influence on employee performance at PT Shung shim International. This is based on statistical analysis using SPSS, where the results of the t-test that have been carried out show that career planning has an effect. With the proof of the test results, the t-value for the career planning variable shows the t-count value of  $2.339 > t\text{-table } 1.937$  with a significance value of 0.02 less than the significance level set at 0.05 in comparison ( $0.02 < 0.05$ ), meaning that  $H_a$  is accepted and  $H_o$  is rejected that the career planning variable has a significant effect on employee performance at PT Shung shim International. This shows that overall, transformational leadership is associated with increased company work. Employees who feel inspired, supported and directed by transformational leaders tend to work more actively, collaborate well and contribute more to achieving company goals. Transformational leaders encourage employees to think critically and creatively. They stimulate discussion ask challenging questions, and develop new thinking skills among their team.[6]

### **The Effect Of Work Skills on Employee Performance at PT Shung Shim International**

The test results state that the training variable has a positive and significant effect on employee performance at PT Shung shim International. This is based on statistical analysis using SPSS, where the results of the t-test that have been carried out show that the test results obtained a t-count value of  $2.531 > t\text{-table } 1.937$  with a significance value of 0.02 less than the significance level set at 0.05 with a comparison ( $0.02 < 0.05$ ), meaning that  $H_a$  is accepted and  $H_o$  is rejected that the training variable has a significant effect on employee performance at PT. Shung Shim International. This shows that strong skills are the foundation for successful career development. Skilled employees usually have more opportunities for promotion and increased responsibility, as they can take on more challenging and strategic roles. In practice, organisations can support employees' skills development through training, coaching, and ensuring that they have access to the necessary resources

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to improve and update their skills in line with technological developments and business needs. This investment in skills development not only benefits individual employees, but also improves the overall performance and competitiveness of the organisation. [7]

### **The Effect Of Communication On Employee Performance at PT Shung Shim International.**

The test results state that the training variable has a positive and significant effect on employee performance at PT Shung shim International. This is based on statistical analysis using SPSS, where the results of the t-test that have been carried out show that the test results obtained a t-count value of  $3.793 > t\text{-table } 1.937$  with a significance value of 0.02 less than the significance level set at 0.05 in comparison ( $0.02 < 0.05$ ), meaning that  $H_a$  is accepted and  $H_o$  is rejected that the training variable has a significant effect on employee performance at PT Shung Shim International. This shows that effective communication from leaders can be a source of motivation for employees, leaders who are able to convey an inspiring vision and provide appreciation for employee contributions tend to increase their involvement and commitment to the organisation. Effective communication encourages better collaboration between employees, teams and different departments. Employees are able to share information, ideas and knowledge more openly, which increases the overall productivity of the team. In this context, it is important for organisations to ensure that communication is not only one-way from top to bottom, but also supports lateral and bottom-up communication. This enables a more effective flow of information and responsiveness to changes and challenges faced by the organisation, investing in communication skills development for all team members can bring significant benefits in improving performance and strengthening working relationships across the organisation.[8].

## **CONCLUSION**

Based on the results of data analysis and discussion that have been described, the following conclusions can be drawn.

1. Transformational leadership has a significant effect on employee performance at PT Shung Shim International. These findings mean that transformational leadership really helps employees to assess transformational leaders so that it affects employee performance.
2. Work skills have a significant effect on employee performance at PT Shung Shim International. The results of these findings mean that work skills really help employees to see skills so that they affect employee performance.

Communication has a significant effect on employee performance at PT Shung Shim International. The findings prove that communication really helps employees to assess communication. So that it affects employee performance

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