

## HOW TRANSFORMATIONAL LEADERSHIP, COMMUNICATION, AND WORKLOAD ON THE EMPLOYEE PERFORMANCE AFFECT SHOES INDUSTRIES

Mochamad Soelton,  
Putri Pebriani,  
Muhammad Umar,  
Jaka Triwulan,  
Jaka Wilantara

---

### ABSTRACT

*This research aimed to know the effect of transformational leadership, communication and workload on employee performance of sales and marketing department at PT. Teguh Murni Perdana. Object of this research was PT. Teguh Murni Perdana's employees for sales and marketing department. It was conducted to 36 respondents by using quantitative descriptive approach. Statistical analysis in multiple linear regression tests was employed as data analysis technique. Finding of this research exemplified that transformational leadership, communication, and workload simultaneously had effect on employee performance of sales and marketing department at PT. Teguh Murni Perdana. They were respectively confirmed by the result of simultaneous test (F test) approximately 14.139 (sig. = 0.000 significant). Transformational leadership and communication partially had positive and significant effect on employee performance, while workload had not effect on employee performance and those were strengthened by the result of partial test (T test) as well. This was shown from the statistics, describing the magnitude of the estimated coefficient for transformational leadership variables on employee performance approximately 2.212 (sig. = 0.034 significant) and approximately 2.574 (sig. = 0.015 significant) for communication on employee performance. Whereas, the magnitude of estimated coefficient for workload on employee performance approximately 0.321 (sig. = 0.750 not significant). Therefore, the result of this research indicated that transformational leadership, communication and workload simulataneously had effect on employee performance of sales and marketing department at PT. Teguh Murni Perdana.*

**Keywords:** Transformational leadership, communication, workload, employee performance,

---

### BACKGROUND

Human resource is primary source in a company. Human resource management is one of the general management which comprises of planning, organizing, practicing, and handling of human resource done in the company. To ensure those are done well then a company has to have high quality human resource. Each of human resource in a company is expected to have more contribution and seize maximal target. The targeted achievement is being parameter for both high quality and quantity have been achieved by employees in doing their jobs as charged and timetable have been stipulated. When employees have low performance then they will predispose of product has been done. Consequently, they hamper company's goals performance.

According to Kurniasih and Heliantono (2016), performance denotes an output or work result of an activity or program has been planned in advance to attain goals and objectives have been stipulated by an organization and it is practiced for particular term and affected by some factors. Employee performance is one of the main factors predisposing company growth. The higher or better of employee performance then company's goals are getting easier to seize them. In contrast, the lower or worse of employee performance then company's goals are getting difficult to seize them and out of company's intention.

In addition, performance is inseparable factor in a company. Company's endorsements are from a leader, shared motivation as booster for employee, work discipline practiced, and equipped work facilities accessible to get to goal concerning to employee performance (Saputra dan Wibowo, 2017).

Nugroho's (2015) study exposed that factors predisposing performance were leadership, communication, and supervision. Further, the study appointed that leadership and communication had positive and significant effect on employee performance. It means that leadership and communication role may refine employee performance, and vice versa. Meanwhile, supervision had positive and insignificant effect on employee performance. This means that the better supervision then it had low effect on employee performance improvement.

Manurung and Soelton (2016) conducted study concerning to communication, leadership, and work motivation on employee performance and they declared that leadership and communication had positive and significant effect employee performance. It signified that the better relationship between a leader and followers then employee performance is geeting paramount. Additionally, Soelton and Fazriyanti (2016), in their study reported that transformational leadership had positive and significant effect on employee performance. Another study has been conducted by Ramli and Soelton (2018) figured out that transformational leadership and motivation had positive effect on performance. On the other hand, Sitepu's (2013) study announced that workload had not effect on employee performance. However, motivation had positive and significant effect on performance.

Astianto and Suprihhadi (2014) revealed that performance was affected by work stress and workload. Meanwhile, Amir et al. (2016) proposed that workload had positive and significant effect on employee performance. Soelton's *et al.* (2018) findings implied that workload and work stress had negative effect on employee performance. In different study, Soelton and Fazriyanti (2016) exemplified that transformational leadership, communication, and employee creativity had positive and employee performance.

This research focused on sales and marketing employees of PT. Teguh Murni Perdana due to selling products. Employee performance in marketing and selling is highly predisposing the company's income. The high sale will extend company's profit. In contrast, if low sale then company's income will be deficit. When the sale is on target has been stipulated then it can be stated that employee performance is good. Otherwise, if the sale is out of the target has been determined then it can be stated that employee performance is out of company's expectation.

PT. Teguh Murni Perdana had optimal sale target, was 100% and it was in line with target has been prescribed. However, company dispensate to employees who sale products, at least the sale has to be on 85% of the optimal target. Based on the data have been collected indicating that sale entirely (2016) was 92,57% which meant that has already satisfied sale target, more than 85%. Subsequently, employees' performance has been done well and followed company's goals.

Meanwhile, entire sale in the next year (January to December 2017) was 84,22% which meant that the sale number was degraded of the preliminary year, 8,35% in range. It was being issue on sale and marketing department employees' performance at PT. Teguh Murni. Based on the description and facts, then the researcher did pre survey by distributing questionnaire in term of factors predisposing employees' performance, particularly in sale and marketing department of PT. Teguh Murni Perdana. The result indicated that 15 employees were low due to transformational leadership, communication, and workload on employee performance at PT. Teguh Murni Perdana.

Robbins and Judge (2015) proposed that transformational leaders inspire their followers to keep away self interested instead of organizational profit. The transformational leaderships have extraordinary effect to their followers. They are effective since more creative. Moreover, they motivate their followers to be creative as well. The other found was a leader less directed operational standard system to their followers to have good performance and in target as prescribed. Leaders were less stimulated followers to equip themselves by knowledge in elevating competence.

Another indication was ineffective communication. Employees made mistakes in sharing and collecting information both internal and external. It should be running well between leader and followers to monitor of what they have been done. Then, a leader has to review of followers' difficulty found in working, resolve it and give them turn to discuss and mutual understanding. It might be done routine through briefing/morning call, or every time a leader gave turn to followers consulting and discussing their problems. Opened communication was expected by respondent through mutual understanding to each other other, and suggestion and critic acceptance to create harmonious relationship (Susanto and Anisah, 2013). The other one was capacity which was not equal to responsibility assigned to employees. Workload is work number has to be done by a unit or department of organization and being the result of multiple number between work volume and operational standard time. Company's workload should fit to employees' capacity where number of work assigned has to conforming with time needed for processing it. If it is not, then employees will find difficulty to get optimal performance.

## LITERATURE REVIEW

### Human Resource Management

Human resource management has been defined by some experts and they are respectively will be enumerated here. First, Mangkunegara (2009) elaborated that human resource management is planning, organizing, implementing, and controlling on procurement, development, dispensation, integration, maintenance, and manpower positioning to seize organization goal. Second, Hasibuan (2012) proposed that management denotes science and art to organize relationship and employee's role to be effective and efficient contributing to catch company's, individual's, employee's and community's goal.

Third, Dessler (2011) figured out that human resource management as policy and practice to determine human being or employee aspect in management position that encompass of recruiting, selecting, training, rewarding, and assessing. The last one, Handoko (2012), stated that human resource management is withdraw, selction, development, maintenance, and human employee use to get to individual or organizational goals. Based on those definitions have been posed by the experts, it could be deduced that human resource management is planning, organizing, directing, and supervising of employees in organization.

### Transformational Leadership

A leader and leadership are inseparable, yet they can be studied separately and should be probed integratedly. A leader has to have leadership spirit and it could not get instantly and soon. However, it is a process which built up from time to time then it crystallize in one characteristic (Fahmi, 2016). Yukl (2015) defined leadership as process predisposing other people to understand and agree with of what needed in working and how to complete it, and facilitate individual and collective attempts to seize collective goal. On the other hand, transformational leadership denotes leaders make followers more aware to work value and necessity and lead them to prioritize organizational goal.

Robbins and Judge (2015) stated that leader is process predisposing a group to get to vision or goal has been prescribed. Meanwhile, transformational leadership inspires followers to overcome their own interested instead of organizational one. S/he may have great contribution for their followers. S/he is more effective due to creative and encourages his/her followers to be creative as well.

### **Communication**

Communication has important role in a company, mainly to make it effective and efficient. According to Sopiah (2008), communication is information exchange from sender to receiver either orally, written, or by communication tool. In addition, Robbins and Judge (2015) uttered that communication is a meaning transference and understanding process. Good communication transfers a thought then receiver may understand it as equal mental highlight as what sender means. Organizational communication is absolutely occurred in an organization as information exchange or broadcast which is poded in communication study. The ultimate goal of the activity is allowing mutual understanding among elements in an organization (Wayne, 2001).

### **Workload**

Workload is one of the aspects should be considered by each company since it provokes employee performance lifts up. It comes because of any interaction among employees and work assigned to them. It is average frequency of each activity in particular term regarding to both physical and mental (Idris, 2010).

### **Performance**

According to Anshari *et al.* (2014), performance is work output or outcome of an activity or program has been planned in advance and it has objective to seize goal and the objectives have been stipulated by organization. It practices in particular term which is affected by some factors. Hasibuan (2012) proposed that performance is work output has been done by somebody as assigned through his/her skill, effort, and opportunity.

Furthermore, Mangkunegara (2009) asserted that performance is work outcome has been done by somebody either in quality or quantity in accomplishing his/her job as assigned. Based on the description, it might be concluded that performance is a work output of what have been done by somebody as her/his responsibility and assigned through skill, experience, and solemnly and depending on time, standard, and criteria has been arranged in advance.

### **Theoretical Perspective and Hypothesis Development**

#### **The Effect of Transformational Leadership on Employee Performance**

Robbins and Judge (2015) proposed that the transformational leaders inspire their followers to prioritize organizational goals instead of theirs. They may great effect to their followers and they are more effective due to they are creative. Moreover, transformational leaders drive their followers to be creative as well.

The study has been conducted by Italiani (2013) announced that transformational leader had positive and significant effect on employee performance. It signified that the better transformational leader in an organization then it mounts up employee performance. Based on the description, it might be formulated hypothesis as follow:

**H1: Transformational Leadership had significant effect on Employee Performance.**

#### **The Effect of Communication on Employee Performance**

Robbins and Judge (2015) defined communiation as exchanging process and understanding a meaning. A good communication transfers a thought and then participant or receiver understandable in equally mental highlight as meant by sender or communicator.

Susanto and Anisah (2013) had study concerning to the effect of communication on employee performance and they found out that communication had positive and significant effect on employee performance. Based on the description, it might be formulated hypothesis as follow:

**H2: Communication had significant effect on Employee Performance.**

#### **The Effect of Workload on Employee Performance**

Workload denotes a batch of activity has to be completed by unit, department, or stakeholder in particular term (Amir *et al.*, 2016). According to Sitepu (2013), if employee's capacity is higher than workload then it provokes boredom. In opposite, if employee's capacity is lower than workload then it engenders the higher tiredness. Based on the description, it might be formulated hypothesis as follow:

**H3: Workload had significant effect on Employee Performance.**

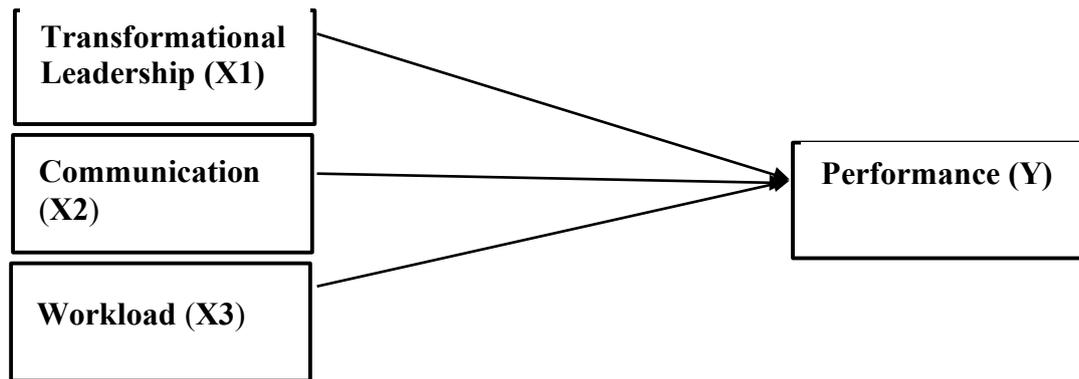


Figure 1: Research Framework

**METHODOLOGY**

**Measurement Scale**

Measurement method used in this research was likert scale and it worked to quantify somebody’s or group’s attitude, opinion, and perception of social phenomena (Sugiyono,2014).

**Population and Sample**

According to Sugiyono (2013), population is generalization area consisted of object or subject has particular quality and characteristic are defined by researcher to be analysed and then deduced it. Population of this research was 36 employees of sales and marketing department at PT. Teguh Murni Perdana. Further, Sugiyono (2014) expounded that sample is part of number and characteristic owned by population.

Due to population at PT. Teguh Murni Perdana was 36 employees only, then the researcher decided to employ whole of as sample of this research. Meanwhile, the data used was primary. Primary data was obtained, observed, and noted directly by researcher at the company as object of this research. Then, data was collected by questionnaire from employees of sales and marketing department at PT. Teguh Murni Perdana.

**RESULT AND DISCUSSION**

**Classical Assumption Test**

**The Result of Normality Test  
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		36
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.74926852
Most Extreme Differences	Absolute	.085
	Positive	.085
	Negative	-.065
Test Statistic		.085
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: The Result of SPSS 23 Data Processing

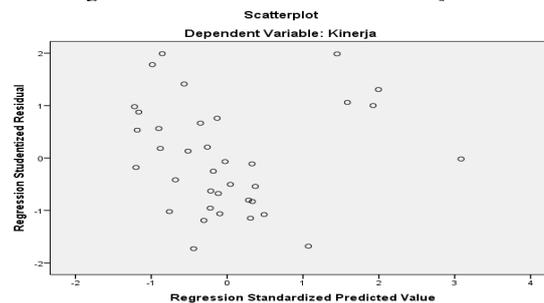
Based on the test result by K-S method, it might be obtained Asymp sig Unstandardized Residual Regresi value was 0,200 and it was more than 0,05. Consequently, it might be stated that residual of this research satisfied assumption data and it had normal distribution.

**The Result of Multicolinearity Test**

Referring to the result of SPSS 23 processing that multicollinearity test of the three independent variables indicated respectively tolerance value for transformational leadership was 0,700, communication was 0,362, and workload was 0,363. Those were more than 0,10 and VIF value for each variables, transformational leadership was 1,429, communication was 2,765 , and workload was 2,751 and they were less than 10. Subsequently, it might be inferred that no multicollinearity among independent variables of the regression model.

**The Result of Heteroscedasticity**

Heteroscedasticity test meant to appraise whether in regression model had inequality variance of one observation residual to another one. If residual variance of one observation to another one was static then it was called homoscedasticity and if it was difference called heteroscedasticity. Good regression model was homoscedasticity and it had not heteroscedasticity.



**The Result of Heteroscedasticity Test**

From the result of the SPSS 23 data processing, it might be discerned that dots spread randomly both above and below zero. They did not form particular pattern, as the consequence this regression test had not heteroscedasticity interference.

**The Result of Multiple Linear Regression Analysis Test**

Multiple linear regression analysis tests employed to analyze variables predisposing independent variables on dependent variable.

Based on the the result of data processing, it might be formulated multiple linear regression equation for independent variables (transformational leadership, communication, and workload) on dependent variable (employee performance) as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

$$Y = 0,144 + 0,458X_1 + 0,442 X_2 + 0,064 X_3 + e$$

Where:

- Y = Employee Performance
- a = Constanta
- X<sub>1</sub> = Transformational Leadership
- X<sub>2</sub> = Communication
- X<sub>3</sub> = Workload
- e = Error

From the equation, it might be drawn conclusion as follows:

1. Constanta was 0.144 and it was intersection of regression line to Y axis. Additionally, it indicated that employees' performance of sales and marketing department at PT. Teguh Murni Perdana when independent variables, transformational leadership (X1), communication (X2), and workload (X3) was zero (0).
2. Transformational leadership (X1) had positive regression coefficient which meant it increased in unit then employees' performance of sales and marketing at PT. Teguh Murni Perdana were going to increase as regression coefficient value, 0,458 by assumption the others independent variables were static.
3. Communication (X2) had positive regression coefficient which meant it increased in unit then employees' performance of sales and marketing at PT. Teguh Murni Perdana were going to increase as regression coefficient value, 0,442 by assumption the others independent variables were static.
4. Workload (X3) had positive regression coefficient which meant it increased in unit then employees' performance of sales and marketing at PT. Teguh Murni Perdana were going to increase as regression coefficient value, 0,064 by assumption the others independent variables were static.

**The Hypothesis Result**

This determination coefficient used to identify how high independent variables had effect on its dependent variable. The determination coefficient value employed was adjusted R square.

**The Result of Determination Coefficient Test (R<sup>2</sup>)**

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755 <sup>a</sup>	.570	.530	2.875

- a. Predictors: (Constant), Workload, Transformational Leadership, Communication
- b. Dependent Variable: Performance

Source: The Result of SPSS 23 Data Processing

Based on the table, it could be recognized the result of determination coefficient (adjusted  $R^2$ ) was 0,530. It meant 53,0% of employee performance might be elaborated by transformational leadership, communication, and workload. Meanwhile, the rest, 47,0 % might be described by other variables outside of this research model.

**The Result of Fit Model Test**

Simultaneous significance or f test conducted to know whether the result of regression analysis was significance or not. The significance committed was 0,05. If probability or significance was more than 0,05, then  $H_0$  was accepted or  $H_a$  was rejected. In contrast, if probability or significance was less than 0,05, then  $H_0$  rejected was or  $H_a$  was accepted.

Referring to the Table 4.18, it might be acknowledged that f count value was  $14,139 > 2,90$  or f count value was higher than f table and significance value was 0,000 or less than 0,05 . In consequence,  $H_0$  was rejected and  $H_a$  was accepted, then it could be stated that transformational leadership, communication, and workload simultaneously had significant effect on employee performance.

**The Result of Partial Significance Test (T Test)**

Model	Unstandardized Coefficient		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Contant	144	3 411		.042	.967
Transformational Leadership	.458	.207	.306	2.212	.034
communication					
Workload	.442	.172	.496	2 574	.015
	.064	.198	.062	.321	.750

- a. The Hypothesis Test of the Effect of Transformational Leadership on Employee Performance  
Based on the table, it might be discerned t count value of transformational leadership ( $X_1$ ) was 2,212 and it was more than t table value, 2,035. The significance value of transformational leadership was 0,034 or less than 0,05, as the result  $H_0$  was rejected and  $H_a$  was accepted. Therefore, it might be declared that transformational leadership partially had positive and significant effect on employee performance.
- b. The Hypothesis Test of the Effect of Communication on Employee Performance  
From the table, it might be discerned t count value of communication ( $X_2$ ) was 2,574 and it was more than t table value, 2,035. The significance value of communication was 0,015 or less than 0,05, as the consequence  $H_0$  was rejected and  $H_a$  was accepted. Hence, it might be asserterd that communication partially had positive and significant effect on employee performance.
- c. The Hypothesis Test of the Effect of Workload on Employee Performance  
Regarding to the table, it might be discerned t count value of workload ( $X_3$ ) was 0,321 and it was more than t table value, 2,035. The significance value of workload was 0,750 or less than 0,05, consequently,  $H_0$  was accepted and  $H_a$  was rejected. Therefore, it might be stated that workload partially had not effect on employee performance.

**Discussion and Implication**

Based on the result of first hypothesis test, it exemplified that transformational leadership had positive and significant effect on employee performance. This result was confirmed by Soelton and Fazriyanti's (2016) study who declared that transformational leadership had positive effect on employee performance. Moreover, transformational leadership in this research had significance degree 0,034 where this value was lower than significance degree 0,05. The hypothesis accepted  $H_{a1}$ , as the consequence it might be inferred that transformational leadership ( $X_1$ ) had significant effect on employees' performance of sales and marketing department at PT. Teguh Murni Perdana.

On the other hand, communication had positive and significant effect on employee performance. The result was affirmed by Susanto and Anisah's (2013) finding who proposed that communication had positive effect on employee performance. Additionally, communication in this research had significance degree 0,015 where this value was lower than significance degree 0,05. The hypothesis accepted  $H_{a2}$ , subsequently it might be deduced that communication ( $X_2$ ) had significant effect on sales and marketing department employees' performance at PT. Teguh Murni Perdana.

Furthermore, the third hypothesis signified that workload had not effect on employee performance. The result was in line with Sitepu's (2013) study who indicated that workload had not effect on employee performance. The hypothesis of this research was opposite with Soelton's *et al.* (2018) study which appointed that workload had negative effect on employee performance. In this case, workload had significance degree 0,750 where the value was higher than significance degree 0,05. The  $H_0$  was accepted

then it might be drawn conclusion that workload (X3) had not effect on employees' performance of sales and marketing department at PT. Teguh Murni Perdana. It meant that the assigned workload number had not effect on employees due to whatever the assigned work did not predispose their performance to be better or being not optimal.

### Limitation and Future Research

Based on the result and discussion have been elucidated, it might be concluded that Transformational Leadership and Communication had positive and significant effect on Employees' Performance of sales and marketing department at Karyawan PT. Teguh Murni Perdana. On the other hand, Workload had not effect on Employees' Performance of sales and marketing at Karyawan PT. Teguh Murni Perdana.

Considering to the result and discussion, it might be suggested to the company for some points. First of all, based on the result of respondent description and response it might be discerned the average respondents responded to transformational leadership indicators were "Disagree" on statement of "Leader is able to prompt high employees' consciousness to work." Therefore, suggestion might be delivered was s/he had to boost up employees' motivation to work out, as the result they did not escape from extra work and more responsible to accomplish it. Second, the lowest respondents responded to communication indicators were "Disagree" on statement of "Employees always expose the occurred issues." Hence, the suggestion might be consideration was stakeholder should give opportunity to employees having communication and sharing information regarding to problem they had. As the consequence, communication relationship for vertical, horizontal, or lateral communication would be better and pretty smooth then engendering work simplification and employees' performance were paramount. Another average of the lowest respondents' responded to workload indicators were "Disagree" on statement of "High workload drives employees to be motivated doing works." Result of the research exemplified that workload had not effect on employee performance, yet too high workload would be bad for employees' performance. Therefore, company was expected to assign proper and fit workload as employee's capacity.

Finally, regarding to this research had any shortcomings then it might be suggested to the next researcher (s) who would scrutinize variables in this research, were transformational leadership, communication, workload and employee performance to enlarge and extend them with other variables such as work environment, compensation, and job satisfaction. Consequently, it was being one of the references to scrutinize variables have not done yet and s/he may employ another research object through number of respondents with different research object.

### REFERENCES

- Anshari, H., Masjaya, H., & Amin, H. J. (2014). Pengaruh Komunikasi Organisasi Dan Budaya Organisasi terhadap Kinerja Pegawai Bagian Sosial Sekretariat Daerah Kabupaten Kutai Timur. *Jurnal Administrative Reform*, 2(3), 397-409.
- Astianto, A. & Suprihadi, H. (2014). Hip Styles, Organizational Culture and Work Motivation on Employee Performance. *International Journal of Business and Management Invention*, 3(3), 51-57.
- Dessler, G. (2011). *Manajemen Sumber Daya Manusia*. Edisi ke-10. Jakarta: Indeks.
- Fahmi, I. (2016). *Pengantar Manajemen Sumber Daya Manusia Konsep dan Kinerja*. Jakarta: Mitra Wacana Media.
- Kharis, I., Hakam, M. S., & Ruhana, I. (2015). Pengaruh Gaya Kepemimpinan Transformasional terhadap Kinerja Karyawan dengan Motivasi Kerja sebagai variabel Intervening (Studi kasus pada bank JATIM Cabang Malang). *Jurnal Administrasi Bisnis (JAB)*, 3(1), 1-9.
- Handoko, T. H. (2012). *Manajemen Personalial dan Sumber Daya Manusia*. Yogyakarta: BPF.
- Hasibuan, S. P. M. (2012). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Idris, M., Troena, E. A., Noermijati, Rohman, F., & Newcombe, P. A. 2014. The Effects of Transformational Leaders Reform. *Jurnal Ilmu & Riset Manajemen*, 2(3), 397-409.
- Idris, T. (2010). *Meteri Analysis Beban Kerja*. Jakarta: Gramedia.
- Kurniasih, T., Augustina and Heliantono. (2016). The Intellectual Capital of State-Owned Banks and the Influence of Organizational Performance. *Scientific Journal of Management*. Vol VI, No. 2, 195-212
- Mangkunegara, A. P. (2009). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya Offset.
- Marlina, L. 2015. Manajemen Sumber Daya Manusia dalam Pendidikan. *Istinbath*. 1(15), 123-139.
- Manurung, Antonius and Soelton, M., Mochamad. (2016). Pengaruh Kepemimpinan Transformasional, dan Organisasi Pembelajaran Terhadap Komitmen Organisasi pada PT Jasa Marga (Persero) di Wilayah Jabodetabek. *Psychology Journal*. 2018/6
- Putri, S. N. A. & Iskandar, D. (2016). Pengaruh Kepemimpinan Transformasional terhadap Kinerja Karyawan (Studi Kasus pada PT. Bank Rakyat Indonesia (Persero) Tbk pada Cabang Ngawi Jawa Timur). *E-Proceeding of Management*, 3(2), 1086-1095.
- Ramli, Yanto and Soelton, Mochamad. (2018). Implementing Innovation Management on Market Attractiveness and Unique Resources to Enhance Business performance on Organic Fertilizier Industries in Indonesia. *Academy of Strategic Management Journal*. 2018/4. 1-12
- Robbin, S. P. & Judge, T. A. (2015). *Perilaku Organisasi*. Edisi ke 16. Jakarta: Salemba Empat.
- Saputra, W. & Wibowo, I. (2017). Pengaruh Gaya Kepemimpinan terhadap Kinerja Pegawai Melalui Disiplin dan Motivasi Kerja Pegawai PPSU Kelurahan Duren Sawit Jakarta Timur. *Jurnal Manajemen Bisnis Krisnadwipayana*. 5(2), 1-19.
- Sitepu, A. T. (2013). Beban Kerja dan Motivasi Pengaruhnya terhadap Kinerja . Karyawan Pada PT. Bank Tabungan Negara Tbk Cabang Manado. *Jurnal EMBA*, 1(4), 1123-1133.

- Soelton, M., Mochamad, & Fazriyanti, L. (2016). Pengaruh Kepemimpinan Transformasional, Komunikasi, dan Kreatifitas Pegawai terhadap Kinerja Pegawai Kantor Kelurahan Meruya Selatan Jakarta Barat. *Prosiding Forum Manajemen Indonesia* 2(3). 456-467.
- Soelton, M, Nugrahati, T., & Solihin, R. (2018). Effect of Work Stress and Workload on Labor Employee Performance in Aqua Danone Indonesia. *Proceeding International Conference on Management Economics and Business of Universitas Mercu Buana*.
- Sopiah. (2008). *Perilaku Organisasional*. Yogyakarta: Andi Offset.
- Sugiyono. (2014). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Susanto, A. & Anisah H. U. (2013). Pengaruh Komunikasi, Kepemimpinan dan Motivasi Kerja terhadap Kinerja Karyawan Studi Pada Kantor Wilayah XII Direktorat Jenderal Kekayaan Negara (DJKN) Banjarmasin. *Jurnal Wawasan Manajemen*, 2(2), 233-257.
- Wayne, R. & Don, F. F. (2001). *Komunikasi Organisasi, Strategi Meningkatkan Kinerja Perusahaan*. Bandung: PT. Remaja Rosda Karya.
- Yulk, G. (2015). *Kepemimpinan dalam Organisasi*. Edisi ke 7. Jakarta: Indeks.

Mochamad Soelton,  
[soeltonibrahem@gmail.com](mailto:soeltonibrahem@gmail.com), [soelton@mercubuana.ac.id](mailto:soelton@mercubuana.ac.id)  
*Universitas Mercu Buana - Indonesia*

Putri Pebriani,  
*Universitas Mercu Buana - Indonesia*

Muhammad Umar,  
*Universitas Mercu Buana - Indonesia*

Jaka Triwulan,  
*Universitas Mercu Buana - Indonesia*

Jaka Wilantara  
*Universitas Mercu Buana - Indonesia*