

TRANSFORMATIONAL LEADERSHIP, COMMUNICATION, AND WORK MOTIVATION: ITS INFLUENCE ON EMPLOYEE PERFORMANCE AT THE PRODIA MATARAM CLINICAL LABORATORY



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Abstract

Prodia Clinical Laboratory, as one of the health service companies that continues to grow, Prodia faces the challenge of being able to continue to improve employee performance to support service innovation, especially during increasingly competitive Health industry competition. Transformational leadership, effective communication, and high work motivation are believed to have a role in improving optimal employee performance. The purpose of this study was to see how much the analysis of the influence of transformational leadership on employee performance, communication on employee performance, work motivation on employee performance, and transformational leadership, communication, and work motivation on employee performance. This study uses a quantitative approach to organic employees of the Prodia Mataram Clinical Laboratory. The research sample was 34 respondents using purposive sampling techniques. Statistical analysis techniques using SPSS. The test instruments used were validity and reliability tests, classical assumption tests, multiple regression analysis, hypothesis tests (T tests), and simultaneous tests (F tests). The results of the study show that 1) transformational leadership partially has a positive and significant effect on employee performance 2) communication partially has a positive and significant effect on employee performance 3) Work motivation partially has a positive and significant effect on employee performance 4) transformational leadership, communication and work motivation simultaneously have a positive and significant effect on employee performance.

Keywords: Transformational Leadership, Communication, Work Motivation, Employee Performance

INTRODUCTION

The level of public health of a country can be influenced by the existence of health service facilities. Health Service Facilities in Law Number 17 of 2023 concerning Health are places and/or tools used to provide Health Services to individuals or communities with a promotive, preventive, curative, rehabilitative, and/or palliative approach carried out by the Central Government, Regional Governments, and/or the community. Ministry of Health. Indonesian Health Profile 2023.

Prodia Clinical Laboratory was first established in Solo on May 7th, 1973 in the city of Solo. Prodia's commitment to presenting the best examination results ultimately led Prodia to become the best and largest Clinical Laboratory in Indonesia. Since its establishment, Prodia has continued to innovate and develop services. Prodia is present as a company created by the nation's children that has been able to go through various phases and grow into a world-class company. In 2012, Prodia was the only clinical laboratory in Indonesia with College of American Pathologists (CAP) accreditation so that the quality of Prodia's examination results is on par with international laboratories. Currently, Prodia has 153 branches, 113 points of care and manages 11 laboratories in hospitals spread across 34 provinces in Indonesia. One of them is the Mataram branch of Prodia which was established on September 27, 2008 which is present to be able to provide better diagnosis in the city of Mataram.

Facing a challenging future, Prodia Mataram Clinical Laboratory hopes to continue to present breakthroughs and various innovations with high professionalism in order to maintain its position as the best laboratory. Prodia's commitment to following the development of science and technology will continue to be carried out in order to fulfill Prodia's vision as a center of excellence. Organizational and human resource development is important to note. HR competence and teamwork are the strengths of Prodia Laboratory. Meanwhile, the development of information technology is the backbone of management strength and competitiveness to provide added value in Prodia Clinical Laboratory services. The presence of technology and digitalization has indeed changed the needs and lifestyles of the community, including in health services. Prodia Clinical Laboratory consistently carries out digital transformation on products and services, one of which is realized through regular

updates to the Prodia Mobile application to facilitate access to Prodia Clinical Laboratory Health services for customers wherever and whenever they are. In this digital era, employees are required to continue to develop their potential to follow the current developments. Adapting to the current developing technology.

With the increasing innovation carried out by the Prodia Clinical Laboratory and the involvement of leaders in providing clear directions when employees do their work, sometimes there are still obstacles in communication. Ideas, plans, business processes, information, policies, and confirmations can be communicated to colleagues and superiors. In addition, several things such as attitudes, feelings, and relationships can also be discussed with colleagues or across departments along with the level of closeness in the interaction of each individual in the company. In addition, things like training, promotions, decision making, conflict management, and industrial relations can be conveyed not only from leaders to employees, but also from employees to their leaders which is known as feedback. The question is whether the communication that occurs is effective or not and whether it is in accordance with the intent of the sender of the message. When employees are able to communicate effectively, the potential for conflict is reduced. Effective communication in the workplace can also help to clarify information related to work. Several communication obstacles can occur in every company, including the Prodia Mataram Clinical Laboratory. Communication that occurs at the Prodia Mataram Clinical Laboratory often results in ineffective communication, resulting in misunderstandings in receiving messages, decreased team cohesion, and internal conflicts that will have an impact on reduced customer satisfaction.

ERG stands for Existence, Relatedness and Growth. In Indonesian, the ERG motivation theory can also be called the theory of existence, relatedness, and growth. Clayton Alderfer is a figure who developed the ERG motivation theory. According to McClelland, there are 3 core needs of a person, namely the need to achieve something, the need for power, and the need for affiliation. In general, Alderfer's view is a summary of Maslow's thoughts. However, for him, a person can fulfill these needs freely. So, there is no need to fulfill needs based on a level of priority like Maslow's view.

Clayton Alderfer's ERG Motivation Theory, can also be called the theory of existence, relationship, and growth. In general, Alderfer's view is a summary of Maslow's thoughts. It's just that, for him, a person can fulfill these needs freely. Motivation for performance conducted by Iswanto (2024) has proven that there is an influence of motivation on employee performance. The results of the study indicate that the higher the employee's work motivation, the higher the employee's performance. Motivation is one of the factors that determines employee productivity at work.

From previous research by Anastasia (2024), work motivation does not affect performance, but according to Iswanto (2024), motivation simultaneously and significantly affects performance achievement. Meanwhile, transformational leadership does not have a significant effect on employee performance according to Dewiana Novitasari (2020), but Gigih Yuli Asmara (2023) stated that transformational leadership has a simultaneous and significant effect on employee performance.

RESEARCH METHOD

In a company, they always try to improve employee performance and gain profit to maintain the company's survival. Based on the background of the problem and the theoretical studies mentioned earlier, a framework of thought was then prepared as a guideline for conducting research. The framework of this research begins with empirical theory and the opinions of several experts who explain the indicators of the variables in this study. This framework of thought describes the influence of three independent variables, namely transformational leadership, communication, and work motivation, on employee performance as dependent variables at the Prodia Mataram Clinical Laboratory. This framework is prepared based on a review of relevant or related research literature. The main criterion for a framework of thought to be convincing is a logical flow of thought in building a thought that produces a conclusion in the form of a hypothesis.

Research Approach

Based on the characteristics of the research method, to answer the research question about the influence of transformational leadership, communication, and work motivation on employee performance, this research design uses a quantitative method.

According to Sugiyono (2017), explains that quantitative methods are research in the form of numbers and analysis using statistics. This quantitative method is called a traditional method, because this method has been used for a long time, so that it has become a tradition as a method for research. Quantitative methods can be interpreted as methods based on positive philosophy, used to research certain populations or samples, data collection using research instruments, and statistical data analysis, to test the established hypothesis. The data that has been collected is classified into two groups of data, namely quantitative data and qualitative data. Qualitative data is described in words, and then conclusions are drawn, while quantitative data in the form of numbers is qualitatively interpreted so that conclusions can be drawn.

Thus, in quantitative research, the problem being studied must be clear. After the problem is identified and limited, the problem is then formulated. Based on the problem, the researcher uses various theories called hypotheses.

Quantitative research used in this study is an associative research method, where, according to Sugiyono (2017), states that "Associative is aimed at determining the influence or relationship between two or more variables". The associative research method which intends to have the highest level compared to descriptive and comparative because with this study a theory can be built that can function to explain, predict and control a symptom related to the influence of transformational leadership, communication and work motivation, on employee performance by referring to the formulation of the problem and also the hypothesis, to determine the effectiveness of the application of transformational leadership, communication and work motivation, on the performance of employees of the Prodia Mataram Clinical Laboratory which is based on the consideration that this approach is relevant and suitable for the research problem. For this research to be more accurate, actual, representative, and accountable data is needed. For this reason, this study involves four variables, namely transformational leadership variables (X1), communication (X2) and work motivation (X3), and employee performance (Y).

Population

Sugiyono (2018) stated that population is a generalization area consisting of objects/subjects that have qualities and characteristics determined by researchers to be

studied, and then conclusions drawn. The target population of this study was at the Prodia Mataram Clinical Laboratory, and the selection of respondents was 34 organic employees of the Prodia Clinical Laboratory.

Sample

According to Sugiyono (2018), a sample is "part of the number and characteristics possessed by a population". The sampling technique used in this study is non-probability sampling. The non-probability sampling technique is a sampling technique that does not provide equal opportunities for each element or member of the population to be selected as a sample (Sugiyono, 2018). Members of the population taken as samples must be able to represent all members of the population to produce valid research conclusions. The technique used for sampling is saturated sampling, which is a sampling technique which all members of the population as samples. This is often done when the population is relatively small. Another term for a saturated sample is a census, where all members of the population are sampled. According to Arikunto (2017), a sample is part of the number and characteristics possessed by a population. The data is obtained from distributing questionnaires directly through surveys.

Based on this opinion, the researcher concluded to determine the research sample with purposive sampling, where the researcher selected subjects based on certain criteria that had been set. The total number of employees of the Prodia Mataram Clinical Laboratory was 53 employees, with details of 35 organic employees, 10 contract employees, and 9 outsourcing employees. The researcher chose 34 organic employee subjects because organic employees often interact and receive direction from the leadership at the Prodia Mataram Clinical Laboratory.

RESULTS AND DISCUSSION

Classical Assumption Test Results

Normality Test

Data is said to be not normally distributed if the resulting significance level is below 5% ($\text{sig} < 5\%$) and normally distributed if the resulting significance level is above 5% ($\text{sig} > 5\%$).

Table 1.
Normality Test Results

| Variable | Kolmogorov-Smirnov Z | Significance level |
|----------|----------------------|--------------------|
| Residual | 0.582 | 0.887 |

Source: Data Processing Results

The table above shows that the residuals are normally distributed. If the residuals are normally distributed, then the variables of transformational leadership, communication, work motivation, and employee performance are also normally distributed.

Normal P-P Plot of Regression Standardized Residual

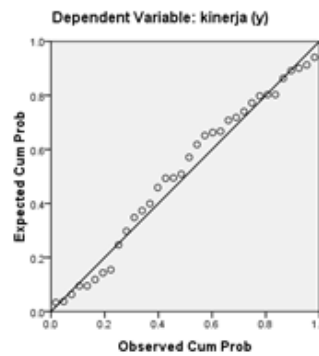


Figure 1.
P-Plot Graph

Source: Data Processing Results

From the image above, it can be seen that the residuals in the model follow a linear line, which means that the residuals are normally distributed. If the residuals are normally distributed, then the variables of transformational leadership, communication, work motivation, and employee performance are also normally distributed.

Classical Multicollinearity Assumption Test

The presence or absence of multicollinearity symptoms can be determined by calculating the VIF (Variance Inflation Factor). If the VIF is greater than 10, then multicollinearity occurs, but if it is less than 10, then multicollinearity does not occur.

Table 2.
VIF (Variance Inflation Factor) Value

| Beibas Variable | VIF |
|--------------------|-------|
| Leadership (x1) | 1.246 |
| Communication (x2) | 1,588 |
| Motivation (x3) | 1,554 |

Source: Data Processing Results

The results of the multicollinearity test above show that the VIF value for each independent variable is less than 10 ($VIF < 10$), so it can be concluded that the multiple linear regression equation used is free from multicollinearity.

Classical Assumption Test of Heteroscedasticity

Heteroscedasticity can be identified by calculating the Spearman Rank correlation coefficient between the residual value and all independent variables. The results of the Spearman Rank test are as follows

Table 3.
Spearman Rank Correlation

| Beibas Variable | Spearman Rank Correlation Coefficient | Significance Level |
|--------------------|---------------------------------------|--------------------|
| Leadership (x1) | 0.046 | 0.796 |
| Communication (x2) | 0.022 | 0.903 |
| Motivation (x3) | 0.088 | 0.620 |

Source: Data Processing Results

When viewed from the table above shows that the level of significance produced by each variable is greater than 5%, then the resulting regression model does not experience heteroscedasticity. The heteroscedasticity test can also be seen from the scatter plot as below:

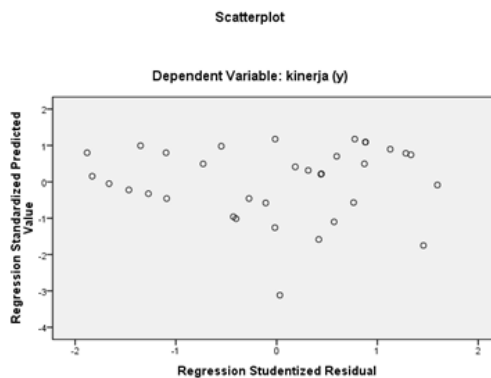


Figure 2.
Scatter Plot

Source: Data Processing Results

In the image above, it appears that the points are spread above or below the number 0 on the y-axis; this means that there is no heteroscedasticity. A good research model does not have heteroscedasticity (Ghozali, 2016).

Multiple Linear Regression Analysis Test

The results of the classical assumption test show that the multiple linear regression equation used is free from multicollinearity, heteroscedasticity, and is normally distributed. The resulting regression equation is:

Table 4.
Regression Model Coefficients

| Coefficients ^a | | | | | | | | | | |
|---------------------------------|-----------------------------|------------|---------------------------|-------|------|--------------|---------|------|-------------------------|------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Correlations | | | Collinearity Statistics | |
| | B | Std. Error | Beta | | | Zero-order | Partial | Part | Tolerance | VIF |
| 1 (Constant) | .159 | .605 | | .263 | .794 | | | | | |
| Kepemimpinan Transformatif (x1) | .299 | .121 | .305 | 2.467 | .020 | .575 | .411 | .273 | .802 | 1.24 |
| komunikasi (x2) | .274 | .126 | .304 | 2.178 | .037 | .648 | .370 | .241 | .630 | 1.58 |
| motivasi (x3) | .356 | .128 | .384 | 2.784 | .009 | .675 | .453 | .308 | .644 | 1.55 |

a. Dependent Variable: kinerja (y)

Source: Processed Primary Data, 2024

Based on the table above, the resulting regression model is:

$$Y = 0.159 + 0.299 X_1 + 0.274 X_2 + 0.356 X_3$$

From the regression equation above, the following explanation can be obtained.

1. The constant (a) of 0.159 shows the value of employee performance (Y), if transformational leadership (X1), communication (X2) and work motivation (X3) are constant or zero, then the value of employee performance (Y) is 0.159. In other words, if transformational leadership (X1), communication (X2) and work motivation (X3) are constant or zero, then the value of employee performance is 0.159.
2. The regression coefficient on the transformational leadership variable (X1) (b1) is 0.299, meaning that if transformational leadership (X1) increases by one unit, employee performance (Y) will increase by 0.299, assuming that the communication and work motivation variables are constant.
3. The regression coefficient on the communication variable (X2) (b2) is 0.274, meaning that if communication (X2) increases by one unit, employee performance (Y) will increase by 0.274, assuming that the transformational leadership and work motivation variables are constant.
4. The regression coefficient on the work motivation variable (X3) (b3) is 0.356, meaning that if work motivation (X3) increases by one unit, employee performance (Y) will

increase by 0.356, assuming that the communication and transformational leadership variables are constant.

Correlation Coefficient (R) and Determination Coefficient (R²)

The coefficient of determination (R²) essentially measures how far the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one. A small R² value means that the ability of the independent variables to explain the variation of the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable (Ghozali, 2016)

Table 5.
Correlation Coefficient

| Model Summary ^b | | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .795 ^a | .632 | .595 | .26278 | 2.270 |

a. Predictors: (Constant), Motivation (X3), Transformational Leadership (X1), Communication (X2)
 b. Dependent Variable: Performance (Y)

Source: Processed primary data, 2024

The magnitude of the influence of transformational leadership variables (X1), communication (X2), and work motivation (X3) on employee performance (Y) can be seen from the determination coefficient value (R-square/R²). The determination coefficient value (R-square/R²) produced is 0.595, which indicates that the transformational leadership variables (X1), communication (X2), and work motivation (X3) affect employee performance (Y) of 59.5%, while the remaining 40.5% is explained by other variables.

Hypothesis Testing F Test (Simultaneous Statistics Significance)

The F test can be used to determine whether simultaneously/together the variables of transformational leadership (X1), communication (X2), and work motivation (X3) influence employee performance (Y). The results of the model suitability test are as follows:

Table 6.
ANOVA (F Test)

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 3.558 | 3 | 1.186 | 17.175 | .000 ^a |
| | Residual | 2.072 | 30 | .069 | | |
| | Total | 5.629 | 33 | | | |

a. Predictors: (Constant), motivasi (x3), kepemimpinan (x1), komunikasi (x2)

b. Dependent Variable: kinerja (y)

Source: Processed primary data, 2024

HO: $B_1 = B_2 = 0$. No There is a significant influence between independent variables X1, X2, X3 simultaneously/together on the Employee Performance variable (Y). $H_0 \neq b_2 \neq 0$. There is a significant influence between independent variables X, X2, X3 simultaneously/together on the Employee Performance variable (Y)

Determine the level of significance. The level of significance uses 0.05%. Determine the calculated F and F table. The calculated F is 17.175 (in table 6: annova) and the F table is 2.92. According to the F formula for analysis of variance (ANOVA) Table 6, from Sir Ronald A. Fisher, a British statistician who is considered one of the founders of modern statistics. The basic principle of the F formula in Annova is: F-Statistic: Measures the comparison between the variance explained by the model (between groups) with the variance not explained by the model (within groups). $F = MSE / MSR = 17.175$ (in the table). MSR (Mean Square Regression) is the sum of the squares of the regression divided by the degrees of freedom of the regression. MSE (Mean Square Error) is the sum of the squares of the error divided by the degrees of freedom of the residual. F Distribution: The probability distribution used to test whether the variance between groups is significantly greater than the variance within groups, taking into account the degrees of freedom for the numerator (df1) and denominator (df2). To find the F-table value, we need to know three things: Degrees of freedom for the numerator (df1), which is the degrees of freedom for the regression. Degrees of freedom for the denominator (df2), which is the degrees of freedom for the residual. Significance level (α), usually 0.05. From the ANOVA table The table above is given: Degrees of freedom for the regression (df1) = 3. Degrees of freedom for the residual (df2) = 30. The commonly used significance level is $\alpha=0.05$ Find the F-Table Value for $\alpha= 0.05$. $\alpha=0.05$, $df1=3$, and $df2=30$, we can use the F-distribution table or a statistical calculator to

find the F-table value. F-Table Value. Looking at the F-distribution table or using the F-distribution calculator, we find the F-table value for $\alpha=0.05$, $df_1=3$, and $df_2=30$. The F-table value for $\alpha=0.05$ $df_1=3$, and $df_2=30$ is around 2.92. Conclusion. F-count (from anova table data): 17.175. F-table (critical value): ~ 2.92 .

Decision-making criteria for decision-making for testing if F count < f table and probability > 0.05, with the value of degrees of freedom or degree of freedom df numerator = k and df denominator = Nk-1 then H_0 is accepted and H_a is rejected. This means that the dependent variables X1.X2.X3 simultaneously / together do not affect the Employee Performance variable (Y).

Decision-making:

If F count > F table and Sig < α 0.05, H_0 is rejected, and H_a is accepted, and If F count < F table and Sig α > 0.05, H_0 is accepted and H_a is rejected. Conclusion: The results of this test determined the F count price of 17.175 is much greater than R Table of 2.92 with a significance level of 0.000 because the Sig α value > 0.05 and H count > F table, then H_0 is rejected and H_a is accepted. This means that Transformational Leadership X1, Communication X2, Work Motivation X3, simultaneously have a significant effect on Employee Performance Y. Here are the F table and F count curves:

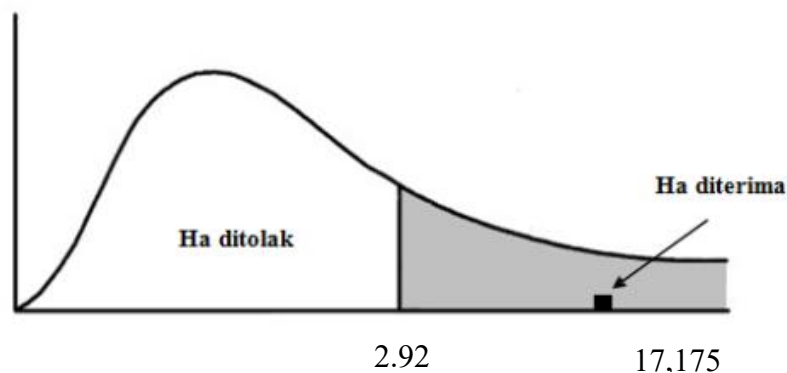


Figure 3.

F Table and F Calculated Curves

Source: Appendix 15

Partial Hypothesis Testing (t-Test)

The t-test is used to determine which variables have a partial effect on employee performance. The following are the results of the t-test for each independent variable:

Table 7.
t-Test Results

| Independent Variable | count | Sig | t table |
|----------------------------------|-------|-------|---------|
| Transformational Leadership (X1) | 2,467 | 0.020 | 2.03693 |
| Communication (X2) | 2.178 | 0.037 | |
| Motivation (X3) | 2,784 | 0.009 | |

Source: Processed primary data, 2024

Based on the table above, it can be seen that:

1. The calculated t value for the Transformational Leadership variable (X1) is 2.467 (seen in the Coefficients table) and the t table is 2.03693 using the normal t distribution table and using a test confidence level (1-a) of 95% with an error rate (a) of 5% and a degree of freedom (df) $N-2 = 34-2 = 32$. The calculated t value for the transformational leadership variable (X1) of 2.467 is greater than the t table of 2.03693 with a significance level of 0.020 less than 5% ($\text{sig} < 5\%$), so H_0 is rejected and H_1 is accepted, which means that the transformational leadership variable (X1) partially affects employee performance (Y). Here are the t-table and calculated t curves:

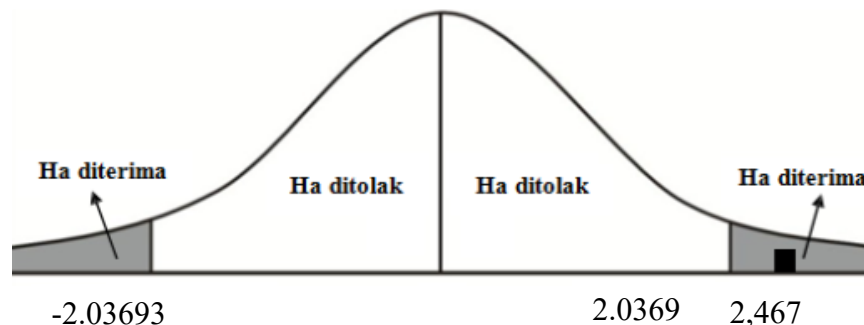


Figure 4.

Hypothesis Curve of Variable X1 Against Variable Y

Source: Processed primary data, 2024

From the image above, it can be seen that the t-test is in the H_a acceptance area, which means that transformational leadership (X1) has a partial effect on employee performance (Y).

2. The calculated t value for the Communication variable (X2) is 2.178 (seen in the Coefficients table) and the t table is 2.03693 using the normal t distribution table and using a test confidence level (1-a) of 95% with an error rate (a) of 5% and a degree of

freedom (df) $N-2 = 34-2 = 32$. The calculated t value for the communication variable (X2) of 2.178 is greater than the t table of 2.03693 with a significance level of 0.037 less than 5% ($\text{sig} < 5\%$), so H_0 is rejected and H_1 is accepted, which means that the communication variable (X2) partially affects employee performance (Y). Here are the t-table and calculated t curves:

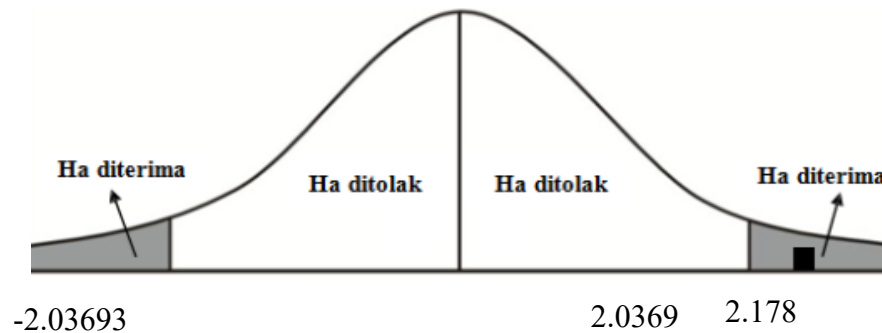


Figure 5.
Hypothesis Curve of Variable X2 Against Y

Source: Processed primary data, 2024

From the image above, it can be seen that the t-count is in the H_a acceptance area, which means that communication (X2) has a partial effect on employee performance (Y).

3. The calculated t value for the Work Motivation variable (X3) is 2.784 (seen in the Coefficients table) and the t table is 2.03693 using the normal t distribution table and using a test confidence level (1- α) of 95% with an error rate (α) of 5% and a degree of freedom (df) $N - 2 = 342 = 32$. The calculated t value for the work motivation variable (X3) of 2.784 is greater than the t table of 2.042 with a significance level of 0.009 less than 5% ($\text{sig} < 5\%$), then H_0 is rejected and H_1 is accepted, which means that the work motivation variable (X3) partially affects employee performance (Y). The following are the t-table and t-calculation curves.

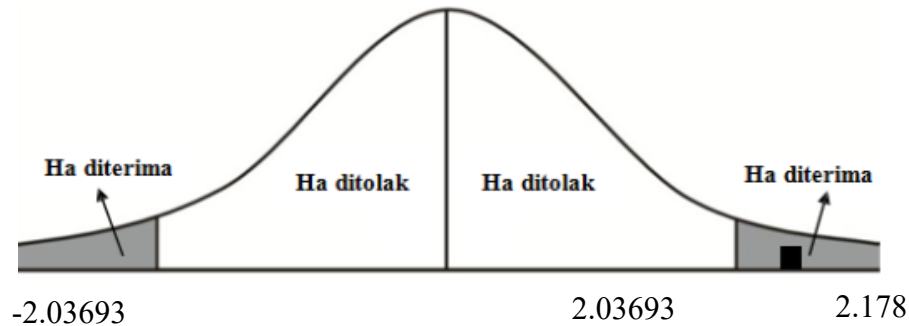


Figure 6.

Hypothesis Curve of Variable X3 Against Y

Source: Processed primary data, 2024

From the image above, it can be seen that the t-test is in the H_a acceptance area, which means that work motivation (X3) partially influences employee performance (Y).

Based on the test results above, it can be concluded that the variables of transformational leadership (X1), communication (X2), and work motivation (X3) partially influence the variable of employee performance (Y). Meanwhile, the results of the F test indicate that the multiple linear regression model produced is appropriate to determine the joint influence of the variables of transformational leadership (X1), communication (X2), and work motivation (X3) on employee performance (Y). Meanwhile, the magnitude of the influence of the variables of transformational leadership (X1), communication (X2), and work motivation (X3) on employee performance (Y) is 63.2%, so the researcher concludes that the hypothesis of this study "It is suspected that there is an influence of transformational leadership, communication and work motivation on employee performance has been proven true.

The Influence of Transformational Leadership on Employee Performance

The assumption or hypothesis is based on the study of theory and the results of previous research on the equation of transformational leadership variables as independent variables. In the study of transformational leadership theory, a leader has a certain way to influence their subordinates. Thus, subordinates feel trust, pride, loyalty, and respect for their superiors, and they are motivated to do more than expected. Bass and Avolio (in Wahjono, 2014). Bass and Avolio (1990) also stated that there are four core components of transformational leadership. Leaders can improve the performance of subordinates by

developing their potential through the application of four factors, namely 1) Charisma 2) Inspirational Motivation 3) Intellectual Stimulation 4) individual consideration.

On Previous research conducted by Achmad Djuraidi, Nur Laily (2020), Gigih Yuili Asmara (2023), and Ahmad Rivai (2020) found that transformational leadership affects employee performance. However, the results are different from the previous research by Dewiana Novitasari and Masduki Asbari (2020), with the findings that transformational leadership does not affect employee performance. This is because the transformational leadership variable only lasts for a short period of time in the industry studied by Dewiana Novitasari and Masduki Asbari (2020), while the Prodia Mataram Clinical Laboratory has tried to implement it for a long period.

The results of this study are that the transformational leadership variable (X1) has a *t*-value of 2,467 with a significant level of 0.020 less than 5% ($\text{sig} < 5\%$), so H_0 is rejected and H_1 is accepted, which means that the transformational leadership variable (X1) partially influences employee performance (Y). So, the hypothesis that states "It is suspected that there is a significant influence between the transformational leadership variable and employee performance at the Prodia Clinical Laboratory, Mataram Branch" has been proven true.

The Influence of Communication on Employee Performance

The assumption or hypothesis is based on the study of theory and previous research results of the equation of communication variables as independent variables. In the study of communication theory, according to Handoko (2012), Communication is "The process of transferring understanding in the form of ideas or information from one person to another". In the transfer of understanding, it is not just words that are used in a conversation, but also facial expressions, intonation, vocal breaks, and so on are needed. According to Suranto (2010), there are several indicators of effective communication, namely 1) Understanding, 2) Pleasure, 3) Influence on attitudes 4) Better relationships.

Previous research conducted by Petrus Pauluis Mbette Suhendro, et al. (2022), Rahmat Hidayat (2021), Indah Choirun Nisa, et al. (2018), and Yuliana Fransiska and Zulaspan Tupti (2020) found that communication affects employee performance.

The results of this study are that the communication variable (X2) has a t-value of 2.178 with a significant level of 0.037 less than 5% (sig <5%), then Ho is rejected and Hi is accepted, which means that the communication variable (X2) partially influences employee performance (Y). So that the hypothesis stating "It is suspected that there is a significant influence between communication variables and employee performance at the Prodia Mataram Clinical Laboratory" is proven to be true.

The Influence of Work Motivation on Employee Performance

The assumption or hypothesis is based on the study of theory and the results of previous research on the equation of work motivation variables as independent variables. In the study of theory according to Hasibuan (2008) stated that motivation is the provision of driving force that creates a person's passion for work so that they are able to work together, work effectively, and be integrated with all their efforts to achieve satisfaction. Motivation indicators according to McClelland are 1) Need for achievement, namely the drive to excel and achieve concerning a set of standards, willing to struggle for success 2) Need for power, namely the motivational drive driven by the need for power, the drive to achieve authority and influence over others 3) Need for affiliation, namely the motivational drive for affiliation, the desire to have good and close interpersonal relationships.

In previous research conducted by Iswanto (2024), the findings showed that work motivation affected employee performance. However, the results differ from previous research by Risky et al. (2019), Anastasia Pujji Leistari (2024), and Yuliana Fransiska and Zulaspan Tupti (2020), with the findings that motivation did not affect employee performance. This can occur due to differences in organizational culture from each company. In the study by Anastasia Pujji Leistari (2024), respondents considered that the time given to work was uncertain. Likewise, with the wages given that it was concluded that motivation did not affect performance. In Risky et al. (2019) and Yuliana Fransiska and Zulaspan Tupti (2020), it was due to the influence of the work environment and culture in the agency, which needed to be improved to increase employee motivation.

The results of this study are that the work motivation variable (X3) has a t-value of 2,784 with a significant level of 0.009 less than 5% (sig <5%), then Ho is rejected and H₁ is accepted, which means that the work motivation variable (X3) partially influences employee

performance (Y). So that the hypothesis stating "It is suspected that there is a significant influence between the work motivation variable and employee performance at the Prodia Mataram Clinical Laboratory has been proven true.

The Influence of Transformational Leadership, Communication, and Work Motivation on Employee Performance

The results of this study are that the variables of transformational leadership (X1), communication (X2) and work motivation (X3) have a significant effect on employee performance (Y), seen from the Fcount value produced of 17.175 with a significant level of 0.000 less than 5% (sig <0.05) which means that the multiple linear regression model used is suitable or appropriate to determine the joint effect of transformational leadership variables (X1), communication (X2) and work motivation (X3) on employee performance (Y). So that the hypothesis stating "It is suspected that there is a significant influence between transformational leadership, communication, and work motivation on employee performance at the Prodia Mataram Clinical Laboratory" is proven to be true.

CONCLUSION

Based on the results of research and analysis that have been conducted regarding the influence of transformational leadership, communication and work motivation on the performance of Prodia Mataram Clinical Laboratory employees, the following conclusions can be drawn:

1. Transformational leadership has a partial positive and significant effect on the performance of employees at the Prodia Mataram Clinical Laboratory.
2. Communication partially has a positive and significant effect on the performance of employees of the Prodia Mataram Clinical Laboratory.
3. Work motivation has a partial positive and significant effect on the performance of employees at the Prodia Mataram Clinical Laboratory.
4. Transformational leadership, communication, and work motivation simultaneously have a positive and significant effect on the performance of employees at the Prodia Mataram Clinical Laboratory.

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