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**THE INFLUENCE OF TRANSFORMATIONAL COMMUNICATION,  
COMPENSATION, AND WORK ENVIRONMENT ON THE PERFORMANCE OF  
EMPLOYEES OF PT. BINTANG SURYA SEJATI SUKSES JAKARTA**



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**Abstract**

This study analyzes the influence of transformational communication, compensation, and work environment on employee performance at PT Bintang Surya Sejati Sukses Jakarta, both partially and simultaneously. Employee performance is a strategic factor in increasing the competitiveness of manufacturing companies amid global demands. This study uses a quantitative approach with a causal associative method. The sample consisted of 120 respondents, who were selected through purposive sampling from employees with a minimum working period of five years. Data was collected using Likert scale questionnaires, literature reviews, and company documents. The analysis was carried out through validity, reliability, and multiple linear regression tests using SPSS 26. The results showed that transformational communication had a positive and significant influence on employee performance, while compensation and work environment had no partial significant influence. However, these three variables simultaneously have a significant influence on performance. These findings confirm the dominant role of transformational communication in improving employee motivation, clarity of goals, and work commitment.

**Keywords:** Transformational Communication, Compensation, Work Environment, Employee Performance, Manufacturing

## **INTRODUCTION**

Over the past two decades, Indonesia's manufacturing industry has undergone a major transformation due to globalization, technological advancements, and increasing international market demand. Competition is now not only local but also global, which requires companies to maintain product quality, speed up production processes, and provide consistent service. In this context, employee performance is a key factor in determining the company's competitiveness, because employees not only run operations but also act as the main drivers of productivity, efficiency, and innovation. A decline in employee performance can directly impact product quality, defect rates, and a company's ability to meet market demand in a timely manner.

PT Bintang Surya Sejati Sukses Jakarta (BSS), a narrow fabric and elastic woven company founded in 1987, has been in operation for more than three decades, serving various sectors such as clothing, footwear, automotive, military, and electrical. With modern production facilities and a strategic location near the Port of Tanjung Priok, BSS is in a competitive position, yet still faces global pressures in the form of high quality demands, short lead times, and production flexibility. This condition requires companies to have high-performance human resources that are able to adapt to change.

In human resource management, there are three main internal factors that are believed to affect employee performance: transformational communication, compensation, and work environment. Transformational communication plays a crucial role in guiding employee behavior, motivation, and perception through the delivery of inspirational and visionary messages, thereby increasing commitment and productivity. Compensation, both financial and non-financial, is a tangible form of reward that can increase motivation, loyalty, and stability of the workforce. Meanwhile, the work environment, which includes physical, social, and psychological aspects, affects work enthusiasm, comfort, and reduces stress, thus supporting the achievement of production targets. Furthermore, these three variables are interrelated, with effective transformational communication reinforcing the perception of compensation fairness and creating a more conducive work atmosphere.

Based on this description, this study focuses on analyzing the influence of transformational communication, compensation, and work environment on employee performance at PT Bintang Surya Sejati Sukses Jakarta, both partially and simultaneously. The formulation of the research problem includes whether each independent variable has a significant influence on employee performance and whether the combination of the three has a combined influence. The purpose of this study is to determine and analyze the contribution of transformational communication, compensation, and the work environment in improving employee performance, so that it can be the basis for strategic decision-making in human resource management to improve the competitiveness and sustainability of the company's business.

## **REVIEW OF LITERATURE**

### **Theoretical Review**

The theoretical studies in this study aim to provide a scientific basis for the relationship between transformational communication, compensation, the work environment, and employee performance. This research uses the perspective of Human Resource Management (HR) which places employees as strategic assets of the organization.

HR emphasizes that performance improvement is heavily influenced by how the organization builds effective communication, provides appropriate compensation, and creates a work environment that supports productivity. This is relevant for PT Bintang Surya Sejati Sukses Jakarta, which relies heavily on operational employees for daily production activities.

### **Employee Performance**

Performance is an important indicator that reflects the extent to which employees are able to achieve organizational targets through quality, quantity, timeliness, effectiveness, and tangible contributions. Mangkunegara (2017) states that performance is the quality and quantity of employee work achieved in accordance with their responsibilities. Wibowo (2016) added that performance is the implementation of an organizational plan by individuals or groups to produce outputs that meet standards. Moehariono (2021) emphasizes that performance reflects the level of achievement of a program or policy in realizing the organization's vision, while Armstrong (2014) views performance as a combination of work outcomes and behaviors that affect these outcomes.

In the context of manufacturing, performance is critical to operational success because delays, poor quality, and a lack of commitment can increase costs and disrupt the production chain. Research by Silaen (2021) shows that performance is influenced by individual abilities and organizational support.

### **Transformational Communication**

Transformational communication is a form of leadership communication that is inspiring, visionary, and able to motivate employees to work above and beyond standards. Bass and Riggio (2021) emphasize that transformational communication is at the core of transformational leadership because leaders are able to convey a clear vision and encourage members to transcend personal interests for the sake of organizational goals. Northouse (2020) also states that transformational communication is characterized by supportive dialogue, emotional closeness, and the encouragement of creativity and innovation.

Ismail's research (2020) shows that transformational communication improves understanding of organizational goals, strengthens commitment, and encourages positive work behaviors. In companies like PT Bintang Surya Sejati Sukses Jakarta, transformational communication is essential to maintain coordination, reduce work errors, and improve operational consistency.

### **Compensation**

Compensation is a strategic element of HR that serves as a reward and motivation for employees, both financially and non-financially. Compensation has a lot to do with equity theory, where employees compare the rewards they receive to their workload and peers. Suryono et al. (2023) stated that a fair and transparent compensation system can motivate employees to perform better.

Dessler (2020) explains that compensation includes all forms of rewards given by the organization in exchange for work, and an effective system must be fair and competitive. Milkovich et al. (2019) add that compensation consists of direct compensation, indirect compensation, and non-financial compensation, all strategically designed to increase productivity and loyalty.

### **Work Environment**

The work environment is an external factor that affects employee comfort, safety, and productivity. The work environment includes physical aspects such as lighting, ventilation,

and hygiene, as well as psychological aspects such as social relationships and employer support. Research by Lestari & Yuningsih (2023) shows that a conducive work environment increases focus and motivation, while poor conditions can lead to stress, fatigue, and decreased output quality. Sedarmayanti (2020) defines the work environment as the overall condition of the workplace that affects the performance of tasks, both physically and psychologically.

Based on this study, employee performance is influenced by the interaction of internal and external factors. Transformational communication affects motivation and work commitment, compensation affects satisfaction and loyalty, and the work environment affects work comfort, safety, and effectiveness. These three variables form a complementary system that encourages productive work behavior and supports the improvement of overall employee performance.

## RESEARCH METHOD

This study uses a quantitative approach with causal associative methods, which aims to examine the relationship and influence between transformational communication ( $X_1$ ), compensation ( $X_2$ ), and work environment ( $X_3$ ) on employee performance ( $Y$ ). The quantitative approach was chosen because this study processes numerical data through objective and measurable statistical analysis. The research instrument, in the form of a questionnaire, is developed based on the indicators of each variable and then analyzed using statistical software to produce empirical conclusions that can be generalized (Sugiyono, 2022).

This research was conducted at PT Bintang Surya Sejati Sukses Jakarta, a manufacturing company located on Jl. Gunung Sahari Raya No. 2, Marina Mangga Dua Complex, Block E-21, North Jakarta. This location was selected based on the relevance of the research variables to the actual conditions of the company, which has a diverse communication, compensation, and work environment. This research was conducted for three months, from October to December 2025, including the preparation, distribution of questionnaires, data collection, analysis, and preparation of the final report.

The population of this study is all 322 employees of PT Bintang Surya Sejati Sukses Jakarta. However, the study established specific criteria: employees with a minimum of five years of service and active involvement in day-to-day operations. Based on these criteria, the effective population is 170 people. The sample size was then determined using the Slovin formula with a margin of error of 5%, resulting in a sample size of 120 respondents. The sampling technique used is purposive sampling, which selects respondents based on special considerations to ensure relevant and accurate data.

The type of data in this study consists of primary and secondary data. Primary data is obtained directly through questionnaires that are shared with employees, while secondary data comes from relevant literature, scientific journals, books, HR reports, and internal company documents.

The data collection technique was carried out through three methods: questionnaires with a Likert scale of 1–5, literature review to strengthen the theoretical basis, and documentation to obtain supporting data such as company profiles and performance reports.

Data analysis was carried out through testing of research instruments in the form of validity test using Pearson Product Moment correlation ( $r$  calculated  $> r$  table) and reliability test using Cronbach's Alpha with a limit of  $\geq 0.70$ . Furthermore, this study uses multiple linear regression analysis to determine the influence of three independent variables on employee performance using the following model:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Data analysis was carried out using SPSS software version 26 to facilitate statistical calculations, validity, reliability testing, and hypothesis testing.

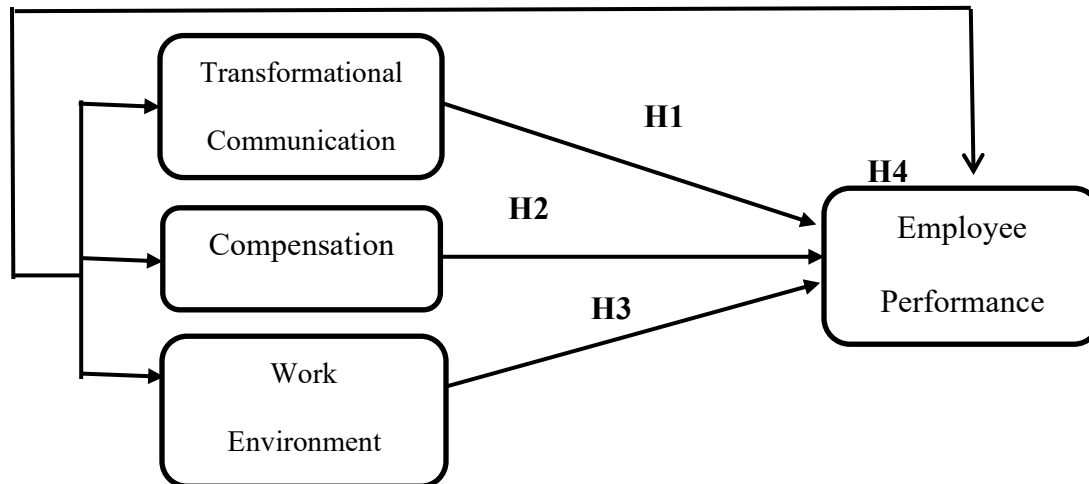
### Research Hypothesis

This study aims to analyze the influence of transformational communication, compensation, and the work environment on employee performance. Based on the literature review and previous research, the following hypotheses are proposed in this study:

- H1: There is an influence of Transformational Communication on Employee Performance.
- H2: There is an effect of Compensation on Employee Performance.
- H3: There is an influence of the work environment on employee performance.
- H4: There is a simultaneous influence of Transformational Communication, Compensation, and Work Environment on Employee Performance.

### Research Model

This research model describes the relationship between independent variables (Transformational Communication, Compensation, Work Environment) and dependent variables (Employee Performance). This model can be illustrated as follows:



The conceptual framework of this study explains that employee performance is influenced by three main factors: translational communication, compensation, and work environment. Effective communication helps employees understand their tasks clearly, thereby improving performance. Proper and fair compensation can motivate employees to perform optimally. Furthermore, a comfortable and conducive work environment also supports employee productivity and work outcomes. These three variables not only affect employee performance partially but also simultaneously.

## RESULTS AND DISCUSSION

### 1. Testing the Validity of Research Instruments

Validity testing is carried out to determine the extent to which the questionnaire item is able to measure the variables studied. The validity test in this study uses the Corrected Item-Total Correlation value, with the criterion that an item is declared valid if the correlation value obtained is greater than the table r-value of 0.1495.

#### a. Validity of Transformational Communication Variables ( $X_1$ )

Table 1.

Transformational Communication validity test ( $X_1$ )

	R table <sub>i</sub>	R square <sub>i</sub>	Corrected Items - Total Correction
X1.1	0,1495	.800	685
X1.2	0,1495	.808	617
X1.3	0,1495	.808	610
X1.4	0,1495	.801	673
X1.5	0,1495	.811	582
X1.6	0,1495	.801	682
X1.7	0,1495	.810	587
X1.8	0,1495	.818	513
X1.9	0,1495	.851	128
X1.10	0,1495	.849	151

Based on the results of the validity test, most of the statement items in the transformational communication variable have a Corrected Item-Total Correlation value above the r table. This shows that these items are able to accurately measure transformational communication constructs. However, there is one item, namely X1.9, that has a correlation value of 0.128, which is smaller than the r of the table (0.1495), so the item is invalid. Thus, overall, the transformational communication variable consists of 9 valid items and 1 invalid item.

**b. Validity of Compensation Variables (X<sub>2</sub>)**

**Table 2**  
**Compensation validity test (X<sub>2</sub>)**

	R Table	R square	Corrected Items - Total Correction
X2.1	0,1495	.800	542
X2.2	0,1495	.791	622
X2.3	0,1495	.786	673
X2.4	0,1495	.787	667
X2.5	0,1495	.796	575
X2.6	0,1495	.788	670
X2.7	0,1495	.823	313
X2.8	0,1495	.823	324
X2.9	0,1495	.819	.355
X2.10	0,1495	.823	328

The validity test results for the compensation variable show that all statement items have a Corrected Item-Total Correlation value greater than the r-value in the table. This shows that all compensation indicators used in this study are valid and suitable for further analysis.

**c. Validity of Work Environment Variables (X<sub>3</sub>)**

**Table 3.**  
**Work Environment validity test (X<sub>3</sub>)**

	R Table	R square	Corrected Items - Total Correction
X3.1	0,1495	.875	.507
X3.2	0,1495	.868	.601
X3.3	0,1495	.879	.459
X3.4	0,1495	.862	.670
X3.5	0,1495	.856	.746
X3.6	0,1495	.856	.751
X3.7	0,1495	.851	.802
X3.8	0,1495	.856	.760
X3.9	0,1495	.864	.652

X3.10	0,1495	.898	.035
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In the workspace variable, most statement items also show correlation values above the r table, so they are declared valid. However, there is one item, X3.10, that has a correlation value of 0.035, much smaller than the r table, so it is declared invalid. Thus, the work environment variable consists of 9 valid items and 1 invalid item.

**d. Validity of Employee Performance Variables (Y)**

**Table 4.**  
**Employee Performance validity test (Y)**

	R Table	R square	Corrected Items - Total Correction
Y1	0,1495	.756	.448
Y2	0,1495	.778	.251
Y3	0,1495	.751	.488
Y4	0,1495	.744	.538
Y5	0,1495	.754	.465
Y6	0,1495	.758	.430
Y7	0,1495	.764	.382
Y8	0,1495	.752	.481
Y9	0,1495	.752	.476
Y10	0,1495	.757	441

Testing the validity of employee performance variables shows that all statement items have a Corrected Item-Total Correlation value greater than r table. Therefore, all employee performance indicators are declared valid and can be used in this study.

Overall, the results of the validity test show that this research instrument mostly meets the validity criteria, so it can be used at the next stage of analysis.

**2. Multiple Linear Regression Analysis**

Multiple linear regression analysis was used to determine the influence of transformational communication (X<sub>1</sub>), compensation (X<sub>2</sub>), and work environment (X<sub>3</sub>) on employee performance (Y).

**a. Correlation Coefficient and Determination**

**Table 5.**  
**Multiple Linear Regression Analysis**

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	0,331	0,109	0,086	3,511	0,109	4,750	3	116	0,004	1,441

The results of the analysis showed an R value of 0.331, which means that there is a positive relationship with low to moderate strength between independent variables ( $X_1$ ,  $X_2$ ,  $X_3$ ) and dependent variables (Y). The R Squared value of 0.109 indicates that the regression model is able to explain 10.9% of the variation in employee performance, while the remaining 89.1% is influenced by other factors outside the research model. The Adjusted R Squared value of 0.086 confirms that the effective contribution of the three independent variables after adjustment is only 8.6%.

**b. Simultaneous Test (F Test)**

**Table 6.**  
**Test results F**

Models	Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	175,682	3	58,561	4,750	0,004
	Residual	1.430,184	116	12,329		
	Total	1.605,867	119			

Based on the results of the ANOVA test, the calculated F value was 4.750 with a significance level of 0.004, less than 0.05. This shows that transformational communication, compensation, and work environments simultaneously have a significant influence on employee performance. Thus, the regression model is considered suitable for hypothesis testing.

**c. Partial Test (T Test)**

**Table 7.**  
**T Test**

Models	Variable	B (Unstandardized)	Std. Error	Beta (Standardized)	t count	Sig.	Tolerance
1	(Constant)	34,620	1,909	–	18,133	0,000	–
	$X_1$ (Transformational Communication)	0,123	0,057	0,254	2,173	0,032	0,562
	$X_2$ (Compensation)	0,067	0,047	0,143	1,423	0,157	0,759
	$X_3$ (Working Environment)	-0,017	0,046	-0,037	-0,360	0,720	0,709

The results of the partial testing showed that:

1. The transformational communication variable ( $X_1$ ) has a regression coefficient of 0.123 with a significance level of  $0.032 < 0.05$ , so it is concluded that transformational communication has a positive and significant influence on employee performance.
2. The compensation variable ( $X_2$ ) has a regression coefficient of 0.067 with a significance level of  $0.157 > 0.05$ , so compensation has no significant effect on employee performance.

3. The work environment variable ( $X_3$ ) has a regression coefficient of -0.017 with a significance level of  $0.720 > 0.05$ , so the work environment also does not have a significant effect on employee performance.

Thus, only transformational communication has a partially significant influence on employee performance.

## CONCLUSION

Based on the results of the analysis and discussion of the influence of transformational communication, compensation, and the work environment on employee performance at PT Bintang Surya Sejati Sukses Jakarta, it can be concluded that transformational communication has a positive and significant influence on improving employee performance, so that leadership ability in conveying vision, providing motivation, and building inspirational communication is an important factor. Meanwhile, compensation and the work environment partially showed no significant effect on performance, although compensation had a positive relationship direction. This shows that these two factors have not been the main determinants in driving employee performance directly. However, simultaneously, these three variables still have a significant influence on employee performance, confirming that the combination of transformational communication, compensation, and the work environment has a shared role in shaping performance. Among these three variables, transformational communication is the most dominant variable, so it needs to be the main strategic concern in the management of the company's human resources.

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