

The Effect of Transformational Leadership, Communication and Discipline on Employee Performance and Their Impact on Company Performance

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ABSTRACT

This study is to analyze how much influence Transformational Leadership, Communication, and Discipline have on Employee Performance and Their Impact on Company Performance. This research study was conducted on employees of Bank Muamalat Jakarta Head Office. Bank Muamalat is a banking company based on Islamic sharia principles. The data used is primary data by conducting direct interviews and filling out questionnaires to 154 employees of Bank Muamalat Jakarta Head Office. The collected data was processed using the Structural Equation Modeling (SEM) test. The results of the analysis show that Transformational Leadership, Communication, and Discipline have an effect on Employee Performance with a Coefficient of Determination (R²) of 62.5%. It is proven that Transformational Leadership, Communication and Discipline have a positive effect on Employee Performance. And it was also found that the influence of employee performance on company performance with a coefficient of determination (R²) of 40.7% proved that employee performance had a positive effect on company performance.

Keywords: Transformational Leadership, Communication, Discipline, Employee Performance and Company Performance

I. INTRODUCTION

Since its presence on 27 Shawwal 1412 Hijriah, Bank Muamalat has opened its doors to people who want to take advantage of Islamic banking services. The presence of Bank Muamalat is not only to position it as the first pure sharia bank, but also equipped with the advantages of the widest Real Time On Line network in Indonesia. Currently, Bank Muamalat provides services through 312 outlets spread across 33 provinces, supported by a network of more than 3,800 Online Post Offices/SOPPs throughout Indonesia, and is

the only sharia bank that has opened overseas branches, namely in Kuala Lumpur, Malaysia.

One form of transformation carried out by Bank Muamalat Indonesia after being active for 20 years, namely by improving services to customers by changing the logo, the logo represents the pioneering efforts of Islamic banking to unite spirit and emotional and commercial, so that the two are harmoniously integrated in supporting business strategy and creating new experience of Islamic banking. It is also hoped that by establishing oneself to carry out transformation, it can increase motivation to provide increasingly competitive services and establish oneself in the forefront of the national banking industry.

For Bank Muamalat employees themselves, a leader is a person who has a very big influence in every job, because there are not many leaders who do not understand the meaning of leadership. In order for the company's goals to be achieved, it is necessary to have an effective human resource role.

Effective resource management means that the banking sector must be able to unite the perceptions and perspectives of employees and banking leaders in order to achieve company goals through the formation of a good work mentality, with dedication, discipline, and high loyalty to their work, providing work motivation, guidance, direction, and good coordination in work by a leader to his subordinates.

In terms of building effective communication, it is necessary to create a communication medium between the President Director and the directors and employees of Bank Muamalat by utilizing the current internet communication technology through the Muamalat Internal Bulletin email which is delivered every month, information dissemination through Muamalat Human Power, as well as the issuance of

President Letter from from time to time, as well as Black Berry Messenger and Whatsapp every day. Through these various facilities, Bank Muamalat communicates the development and direction of the bank's business, the bank's strategic achievements, as well as various other information related to the interests of employees.

Leadership activities must be accompanied by discipline, whether it is carried out

from the highest level of leadership to the lowest level. Discipline is the key to the success of an organization in achieving its goals. With good discipline means that employees are aware and willing to do all their duties effectively and efficiently so that employee performance will increase.

Table 1.1 Employee Attendance Report in One Semester

Year 2014	July	August	September	October	November	December
Percentage of Attendance	82%	76%	79%	82%	84%	84%

Source: Muamalat Institute

One of the discipline behavior of Bank Muamalat employees is the level of employee attendance in one month that the number of employees who are absent / absent is around 12-24% per month is a problem for Bank Muamalat Because absenteeism means losses that result in delays in completing work and can reduce employee performance and company goals are not will be achieved. Wise superiors will bring their subordinates to the conditions they want, namely creating a healthy climate and high organizational productivity. A leader must communicate with his staff and other users for certain purposes, convey information, change the behavior of subordinates or direct the behavior as expected. Therefore, supervision, maintaining an honest, fair attitude, and other factors related to the spirit of the work need to be in place. Otherwise, counter-productive forces will arise in the subordinates, and subsequently this will result in their lack of satisfaction, trust, and loyalty.

Every worker in carrying out his duties needs to be assessed for the results after a certain grace period. This emphasizes that every job needs to be assessed so that it can be known whether or not a task or job is assigned to an employee. The improvement in Bank Muamalat's performance achieved today is inseparable from the leadership factor in transforming towards the vision of "Being the main Islamic bank in Indonesia, dominant in the spiritual market, and admired in the regional market". Namely by building healthy reciprocal corporate communication and applying good work discipline and supported by a leadership style that is able to transform all existing potential.

The leadership of Bank Muamalat Indonesia believes that the realization of the company's philosophy, vision, and mission must be carried out together based on corporate cultural values, which are implemented at all levels of the

company and communicated through socialization to all Bank Muamalat departments, as well as instilled in new employees at Bank Muamalat Indonesia. orientation period. Thus transformational leadership, communication, work discipline affect employee performance which in turn has an impact on company performance. From the background described above, this research was conducted

to analyze and determine the effect of transformational leadership, communication, discipline, employee performance on company performance. A leader is expected to be able to motivate and invite his subordinates to make changes for the better. Because one of the company's success is seen from the attitude of the leader

As one of the mainstay Islamic banks, in managing human resources, it can be seen from the quality of the resources themselves, one of which can be seen from how the performance is shown. Quality resources must have a high level of performance. The positive impact will be felt by the company by increasing employee performance, therefore management must be able to learn how the attitudes and behavior of employees in the company can achieve maximum goals. If the employee provides work that is in accordance with the standards or criteria set by the company, the employee's performance can be said to be good.

Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving the goals and survival of the company depends on the quality of the performance of the human resources in it. Improved employee performance will bring progress for the company to be able to survive in an unstable competitive banking business environment. One of the most important elements in a company's management system is leadership. From the results of the study indicate that

leadership is needed to improve the competitiveness of the company in a sustainable manner.

As one of the mainstay Islamic banks, in managing human resources, it can be seen from the quality of the resources themselves, one of which can be seen from how the performance is shown. Quality resources must have a high level of performance. However, not all human resources have the same level of quality in carrying out their duties. Performance is the result of work produced by employees according to their role in the organization (Hariandja, 2007: 197). According to Maulizar (2012) stated that employee performance is the work achieved by employees in an organization in accordance with the authority and responsibility that gives the organization in an effort to achieve the vision, mission, and goals of the organization concerned legally, not violating the law and in accordance with morals ethics.

The positive impact will be felt by the company by increasing employee performance, therefore management must be able to learn how the attitudes and behavior of employees in the company can achieve maximum goals. If the employee provides work that is in accordance with the standards or criteria set by the company, the employee's performance can be said to be good. Conversely, if the employee's behavior provides work results that are less than the standards or criteria set by the company, the employee's performance is classified as poor.

According to Mangkunegara (2008: 67) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals. A good organization is an organization that seeks to improve the capabilities of its human resources, because this is a key factor to improve employee performance. Improved employee performance will bring progress for the company to be able to survive in an unstable competitive business environment. Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving the goals and survival of the company depends on the quality of the performance of the human resources in it.

Mahmudi (2005), states that the factors that affect performance consist of five factors. (1) personal/individual factors, including: knowledge, skills, abilities, self-confidence, motivation, and

commitment possessed by each individual; (2) leadership factors, including: quality in providing encouragement, direction and support provided by managers and team leaders; (3) team factors, including: quality of support and the spirit given by colleagues in a team, trust in fellow team members, cohesiveness and closeness of team members; (4) system factors, including: work systems, work facilities or infrastructure provided by the organization, organizational processes and performance culture within the organization; (5) contextual (situational) factors, including: pressures and changes in the external and internal environment.

Good employee performance is strongly supported by the attitude of their leaders. Handoko (2009:294) leadership is the ability of a person to influence other people to work to achieve goals and objectives. An example from a leader is needed, because a leader is a role model and spotlight from his subordinates.

Suparmi (2010) stated that the leadership factor is the biggest factor in influencing an employee or employees. One leadership style that is considered to be able to improve employee performance is the transformational leadership style. Followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than initially expected of them (Yukl, 2005: 305).

Transformational leaders must be able to invite their subordinates to make changes where these changes affect the performance of the employees themselves. Communication must always be done by the leader to his subordinates in the delivery of the vision that will be put forward. Transformational leadership in principle motivates subordinates to do better than what is usually done, in other words, it can increase the confidence or self-confidence of subordinates which will affect work improvement.

Furthermore, Yukl (2009: 320) states that transformational leaders make their members more aware of the importance and value of work and persuade their members not to put their own interests first for the sake of the organization. Leaders develop the skills and confidence of their members to prepare them for more responsibility in an empowering organization. Leaders provide encouragement and support when needed to maintain enthusiasm in the face of adversity. As a result of this influence, organizational members feel trust and respect for the leader, and they are motivated to do more than previously expected.

A leader is needed by the company. Because the leader is used as a role model and

strategy maker in achieving the goals set by the company. Leaders must provide encouragement and support to employees to work better than what is usually done. In the company, employees are eager to work well in addition to achieving the goals set by the company as well as to fulfill their daily needs. The level of effort made by employees at work is largely determined by the effectiveness of the influence given by the leader to employees. Often leaders in leading have a tendency to carry out tasks optimally to employees, less in paying attention to the cooperative relationship between leaders and employees. The lack of a relationship between leaders and employees will affect employee performance.

The next element in the definition of leadership is communication, communication for a leader has its own theory of a decision and policy given to employees in the hope that smooth communication activities can increase mutual understanding between leaders and employees. Communication that is not smooth will result in negative things that arise. Thus communication can act as a controller of the behavior of a leader with his leadership theory.

In terms of building effective communication, it is necessary to create a communication medium between the President Director and the directors and employees of Bank Muamalat by utilizing the current internet communication technology through the Muamalat Internal Bulletin email which is delivered every month, information dissemination through Muamalat Human Power, as well as the issuance of

President Letter from from time to time, as well as Black Berry Messenger and Whatsapp every day. Through these various facilities, Bank Muamalat communicates the development and direction of the bank's business, the bank's strategic achievements, as well as various other information related to the interests of employees.

II. RESEARCH METHODOLOGY

Based on the study in Chapters I and II of each variable, namely Transformational Leadership, Communication, Work Discipline, then a framework of thought was developed that either partially or jointly there is a relationship between the four independent variables Transformational Leadership, Communication, and Work Discipline on Performance employees and their impact on company performance at Bank Muamalat.

Furthermore, to make it easier to carry out research, it is necessary to create a frame of mind related to independent variables (X) = endogenous variables, namely: Transformational Leadership (X1), Communication (X2), and Work Discipline (X3). Meanwhile, employee performance as the dependent variable (Y1) = exogenous variable (Y) and Company performance as the dependent variable (Y2) = exogenous variable (Z).

In research that wants to examine the influence of transformational leadership variables (X1), Communication (X2), and Work Discipline (X3) on employee performance (Y) and their impact on Company Performance (Z) a model can be made as follows:

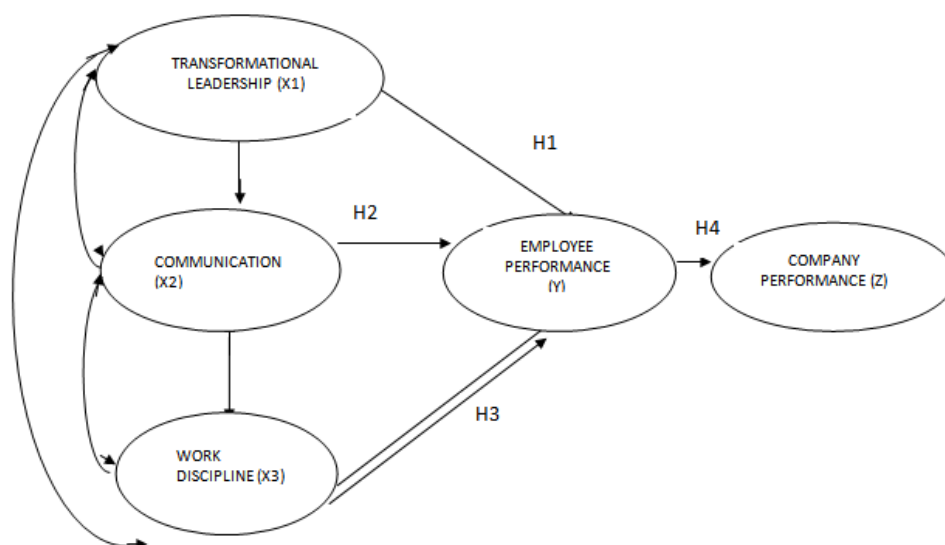


Figure : 2.1 Research Model

Sources: (Sarosa, 2004), (Haryadi et.al 2004, Yulk (2009); Humphreys (2002); Munawaroh (2011), Bass and Avolio (1993), Roobins (2003), Burns (1998), (Sarros and Butchatsky, 1996), (Pidekson: 2001), Veitzal Rivai (2004), Gie (1992), Kreitner and Kinicki (2005), Wiryanto (2004), Muhammad (2001), Effendy (2000: 13), Handoko(2002) , Watson Wyatt & Company (2007-2008), Siagan (2003); Veithzal Rivai (2008); Henry Simamora (2004); Bejo Siswanto, (1997)), (Suryadi Prawirosentono, 1999), Veithzal Rivai (2008)); Bejo Siswanto, (1997), Hasibuan (1994), (Suryadi Prawirosentono, 1999) were developed for this research.

2.1 Premises

After studying and observing various theories about transformational leadership, communication and discipline above, there are several premises that can be drawn, as follows:

Premise 1

Transformational leadership is a type of leadership that pays attention to individuals and is able to direct the organization's vision and mission, provide motivational support and create new ways of working.

(Sarosa, 2004), (Haryadi et.al 2004)

Premise 2

There is a significant influence between the variables of transformational leadership on employee performance. (Sarosa, 2004)

Premise 3

Leadership is the process of influencing the activities of members of the organization through good communication in order to achieve the goals set by the organization. Thus a leader is required to be able to create a clear structure for the complex situations facing the organization, be able to supervise, communicate and provide strong inspiration for its members.

(Gibson Ivancevich and Donnelly, 1992), (Harold and Heinz, 1996), (Blanca and Hersey in Tohandi, 2002), (Terry, 1960), (Challangla and Shervani, 2006), (Anoraga, 1992), (Marnis, 2009), (Ghiselley and Brown, 1973)

Premise 4

Communication is the exchange of information between the sender and the receiver, and the conclusion (perception) of meaning between the individuals involved.

(Keitner and Kinichi, 2005)

Premise 5

Communication is the process of conveying thoughts or feelings by one person to another by using symbols that are meaningful to all parties, in certain situations communication uses certain

media to change the attitude or behavior of a person or a number of people so that there is a certain expected effect.

(Effendi, 2000:13), (Handoko, 2002:30), (Veitzal Rivai, 2004:350), (Gie, 1992), Wiryanto, 2004)

Premise 6

Effective employee communication is the main indicator of the company's financial performance or performance.

(Watson Wyatt & Company, 2008)

Premise 7

Good performance of cooperative efforts (between individuals) is related to the implementation that can achieve a goal in a company and several factors that affect performance are effectiveness, efficiency, authority, responsibility, discipline and initiative.

(Suryadi Prawirosentono, 1999)

Premise 8

Discipline includes obedience and respect for agreements made between the company and employees, and discipline issues will give a pattern to the company's performance.

(Suryadi Prawirosentono, 1999)

Premise 9

Work discipline affects employee performance, because employees will be motivated and will exert all their abilities to improve performance and ultimately the company's goals will be achieved.

(Suryadi Prawirosentono, 1999)

Premise 10

There are several factors that affect the performance of individual workers including skills, motivation, work discipline and the existence of the work they do, rewards or incentives, and their relationship with the organization.

(Anwar Prabu, 2000; Jackson 2003)

Premise 11

The success of an organization is influenced by the performance of employees or the work achieved by an employee in carrying out tasks according to the responsibilities given to him.

Employees are the most important resource for the company, because they have the talent, energy, and creativity that are needed by the company in achieving its goals. (Mangkunegara, 2004; Robert S. Kaplan and David P. Norton: 1990).

2.2 Hypothesis

1. Transformational leadership has a direct positive effect on employee performance (Premises 1,2 and 3)
2. Direct communication has a positive effect on employee performance (Premises 4, 5 and 6)
3. Discipline directly has a positive effect on employee performance (Premises 8.9 and 10)

4. Employee performance directly has a positive effect on company performance (Premises 6,7,8,9,10 and 11)

2.3 Data types and sources (Bank Muamalat Indonesia)

1. Data Type

In this research conducted at Bank Muamalat, the data used are primary data by distributing questionnaires to Bank Muamalat employees. Apart from primary data, secondary data is also used as a source of additional information. Secondary data were obtained from Bank Muamalat data and from printed and internet literature.

2. Data source

In this study, the types and sources of data that will be used are: Primary.

The primary data needed in this study is data related to the variables of transformational leadership roles, communication, work discipline, employee performance and company performance. In this study, secondary data used by researchers is a company profile consisting of vision, mission, employee structure, company performance and other data related to this research.

2.4. Overall Research Model Framework

Based on the description of the operational variables and indicators above, the overall research model framework is as follows:

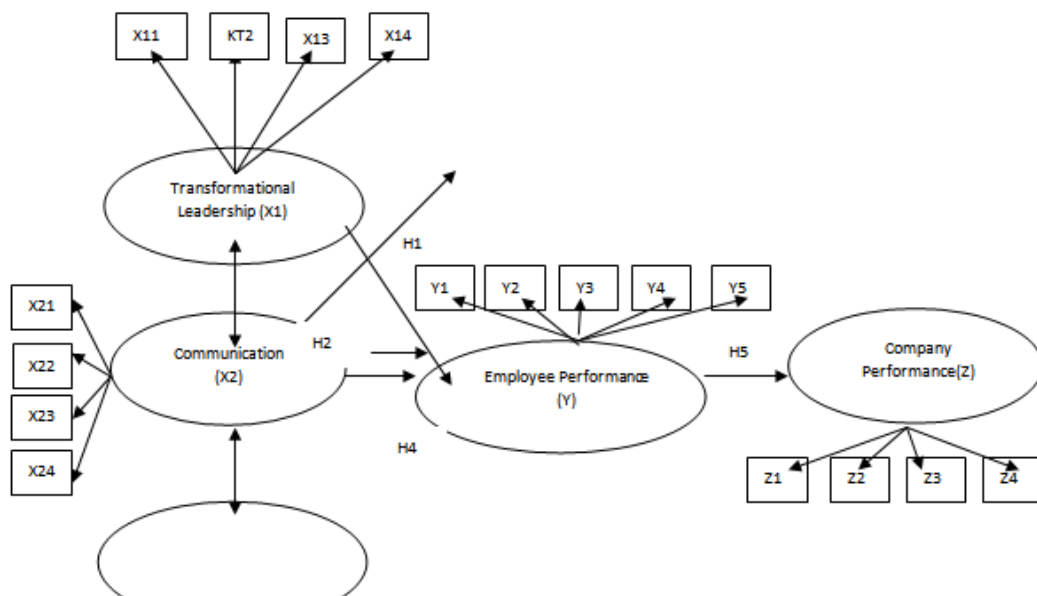


Figure 2.2

2.5. Analysis Techniques

The method used in this research is quantitative. In analyzing research data using descriptive statistical analysis framework and inferential statistics. Descriptive statistical analysis is intended to obtain an overview of respondents' answers to the indicator items used to measure research variables and to determine the status of each indicator and variable category.

The inferential statistical analysis technique used in this study uses the Structural Equation Modeling (SEM) analysis technique from the AMOS statistical software package, namely in model formation and hypothesis testing. The parameter estimation used is the maximum likelihood (ML) method, among others, with the

consideration of being more efficient (Imam Gozali, 2013)

Structural Equation Modeling (SEM) is a combination of factor analysis and regression analysis. SEM is a set of statistical techniques that can be used to analyze research problems that have a relatively complex series of relationships with simultaneous statistical testing (Ferdinand, 2006).

According to Ferdinand (2006) states that a model can be accepted well (good fit) if the value of chi-square, level of significance, RMSEA, GFI, AGFI, CFI is in accordance with the required limit (cut-off). The suitability of the model in this study refers to the opinion of Ferdinand (2006) which provides the following limits on Goodness of Fit:

Table 2.1
Model Fit Index of cut of value

(GOODNESS-OF-FIT INDICES)

No	Goodness of Fit Index	Cut of Value (value limit)	Model Evaluation
DF		> 0	Over Identified
1	Chi-Square	$\leq \alpha$. Df (expected < from Chi square table)	Good Fit
2	Significant Probability	$\geq 0,05$	Good Fit
3	RMSEA	$\leq 0,08$	Good Fit
4	GFI	$\geq 0,90$	Good Fit
5	AGFI	$\geq 0,90$	Good Fit
6	CMIN/DF	$\leq 2,00$	Good Fit
7	TLI	$\geq 0,95$	Good Fit
8	CFI	$\geq 0,95$	Good Fit

Source: Ferdinand (2006:61)

III. RESEARCH RESULTS AND DISCUSSION

3.1. Full Structural Equation Model Analysis

a. Model Fit Test

The theoretical model in the conceptual framework of the study is said to be fit if it is supported by empirical data. The results of the goodness of fit model testing are essentially to find

out whether the hypothetical model is supported by empirical data. The test results are presented in Table 3.1 shows that the evaluation of the model of eight measuring instruments (chi square, probability, RMSEA, GFI, AGFI, CMIN/DF, TLI, CFI) shows that four have met the specified cut of value and two are marginal and two are not good. The results can be seen in the table below:

Table 3.1
Evaluation of Goodness of Fit Indexes Full Modified Structural Model

Goodness of Fit Index	Cut off Value	Model Results	Information
X2 Chi-Square	<299,415	340,327	Not so good
Significance Probability	$\geq 0,05$	0,000	Not so good
RMSEA	$\leq 0,08$	0,059	Good
GFI	$\geq 0,90$	0,853	Marginal
AGFI	$\geq 0,90$	0,818	Marginal
CMIN/DF	$\leq 2,00$	1,526	Good
TLI	$\geq 0,95$	0,946	Good
CFI	$\geq 0,95$	0,952	Good

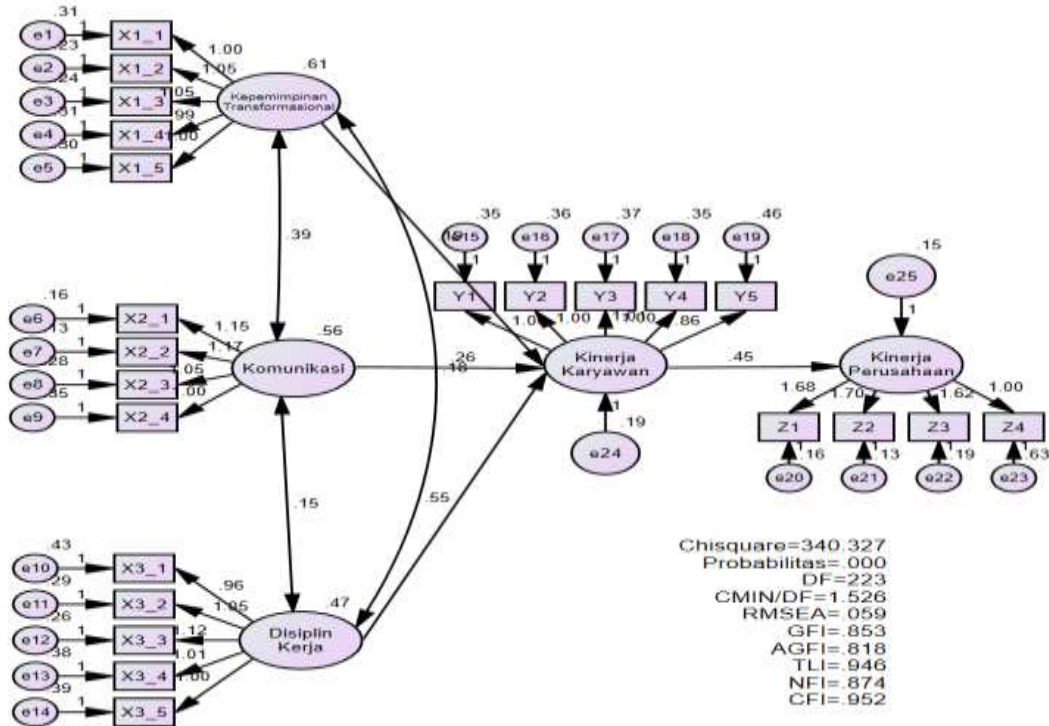
Source: Data processing (Appendix)

The results of the Goodness of Fit evaluation have shown good results, although after being modified the GFI and AGFI values still show marginal acceptance, but these values are not far

from the cut off value. Likewise, seen from the probability number, which is 0.254, it is much greater than 0.05. Therefore, the above model is

suitable and feasible to use, so that it can be interpreted for further discussion.

Figure 3.1 Full Test of Modified Structural Models



b. Causality Test

The causality test aims to determine the causal relationship between exogenous constructs and endogenous constructs in a study. Based on Table 4.19, it can be seen that there are three independent variables that affect the dependent

variable, namely the employee performance variable and employee performance that affect the Company's performance because the C.R value is each greater than 1.96,. The results can be seen from the table below:

Table 3.2
 Parameter Estimation of Full Model Regression Weight

	Estimate	S.E.	C.R.	P	Lable
Employee performance <--- Communication	.265	.088	3.000	.003	
Employee performance <--- Work Discipline	.548	.091	6.029	***	
Employee performance <--- Transformational leadership	.191	.086	2.224	.026	
Company performance <--- Employee performance	.452	.083	5.437	***	

Source: Data processing

c. Effect and Relationship of Exogenous Variables to Endogenous Variables

To see the magnitude of the effect of exogenous variables on endogenous variables (Rsquare) can be seen from table 4.32 below:

Table 3.3
 Squared Multiple Correlations Structural Equation Model

Estimate	
Employee performance	.625
Company performance	.407

Source: Data processing

The R² (Squared Multiple Correlations) value of 0.625 on the Employee Performance variable above means that 62.5% of the Employee Performance variance is explained by the variables of Transformational Leadership, Communication and Work Discipline, while the remaining 37.5% is explained by factors other than the variables of Transformational Leadership, Communication and Work Discipline. This shows that the variables of Transformational Leadership, Communication and Work Discipline have a strong contribution or influence of 62.5% on the variance of the Employee Performance variable.

The value of R² (Squared Multiple Correlations) of 0.407 on the company performance variable above means that 40.7% of the variance in company performance is explained by the employee performance variable, while the

remaining 59.3% is explained by factors other than the employee performance variable. This shows that the Employee Performance variable has a fairly strong contribution or influence, which is 40.7% on the variance of the Company Performance variable.

d. Direct and Indirect Effects of Exogenous Variables on Endogenous Variables

Besides the direct and direct influence of employee performance variables, company performance is also influenced indirectly, namely through employee performance variables by exogenous variables of transformational leadership, communication, discipline. Based on Figure 3.4 and attachments, the magnitude of the indirect effect and the total effect are as follows:

Table 3.4
 Direct and Indirect Effects of Exogenous Variables on Endogenous Variables

Variable Exogenous	Variable Endogenous	Direct Influence		No influence Direct (Through Y)		Total Influence	
		Standard Estimate	Estimate	Standard Estimate	Estimate	Standard Estimate	Estimate
X1	Y	0,206	0,191	-	-	0,206	0,191
X2	Y	0,276	0,265	-	-	0,276	0,265
X3	Y	0,521	0,548	-	-	0,521	0,548
Y	Z	0,638	0,757	-	-	0,638	0,757
X1	Z	-	-	0,131	0,144	0,131	0,144
X2	Z	-	-	0,176	0,201	0,176	0,201
X3	Z	-	-	0,332	0,415	0,332	0,415

Source: Data processed

Transformational Leadership has an indirect (through employee performance) significant and direct (positive) effect on company performance, with a total parameter coefficient of 0.131. Likewise, the communication and discipline variables have an indirect effect on the company's performance variables with the total parameter coefficients of 0.176 and 0.332 respectively having an indirect (through employee performance) significant and direct (positive) effect on the company's performance.

3.2 Hypothesis Testing and Discussion

After making an assessment of the assumptions that exist in the SEM and Overall model fit test, then the relationship between latent variables or hypothesis testing is carried out. The results of the structural test of the estimated parameters can be seen in the output estimates of the regression weight section, while the closeness of the relationship between variables can be seen in the output estimates of the standardized regression weight section.

Table 3.5
Standardized Regression Weights Structural Equation Model

Hypothesis	Construct		Path Coefficient Direct Effects		
			Std-ized	P-Value	Inf.
H ₁	Transformational leadership	Employee performance	.276	.003	Sig
H ₂	Communication	Employee performance	.521	***	Sig
H ₃	Work Discipline	Employee performance	.206	.026	Sig
H ₄	Employee performance	Company performance	.638	***	Sig

Source: Data processing

Based on Table 3.5 are as follows:

a. Testing Hypothesis 1: The Effect of Transformational Leadership on Employee Performance

Decision:

The results showed that the p value was 0.003 and C.R 2.224 > 1.96 and the parameter coefficient was 0.276 (positive). So it can be concluded that Ho is rejected or H1 is accepted, this means that Transformational Leadership has a direct and positive effect on employee performance.

It can be proven that the Transformational Leadership Variable has a significant influence on employee performance variables in line with the opinions of experts (Sarosa: 2004, Haryadi et.al: 2004) and is supported by previous research by EngkosKosasih: 2010 Regina Aditya Reza: 2010, TriaMondiani: 2012, ArmanuThoyib: 2010, Ida AyuBrahmasari and AgusSuprayetno: 2008. The conditions at Bank Muamalat reflect that the leadership elements have relatively good abilities in implementing transformational leadership. The high complexity of the banking business can increase the risks faced by bank muamalat for this reason, it requires leadership competencies that are able to inspire subordinates to the importance of achieving organizational vision and goals, motivate subordinates to carry out higher responsibilities, and direct the best abilities possessed by employees which leads to employee performance improvement.

b. Testing Hypothesis 2: The Effect of Communication on Employee Performance

The results showed that the p value was 0.000 (***) and C.R 3,000 > 1.96 and the parameter coefficient was 0.521 (positive). So it can be concluded that Ho is rejected or H1 is accepted, this means that communication has a direct and positive effect on employee performance. In line with the results of previous

research conducted by M. Kiswanto: 2010, BeyArifin: 2010, Lili Wahyuni: 2009.

c. Hypothesis Testing 3: The Effect of Discipline on Employee Performance

The results showed that the p value was 0.026 and C.R 6.029 > 1.96 and the parameter coefficient was 0.206 (positive). So it can be concluded that Ho is rejected or H1 is accepted, this means that discipline has a direct and positive effect on employee performance. This is also in line with the opinion of experts and previous research (SuryadiPrawirosentono: 1999, Regina Aditya Reza: 2010, M. Harlie: 2010, KT. Aritonang: 2005) that good performance from cooperative efforts (between individuals) is related to good implementation. can achieve a goal in a company and there are various factors that affect performance are effectiveness, efficiency, authority, responsibility, discipline and initiative. The application of discipline carried out by Bank Muamalat is relatively good, it can be seen that discipline is carried out from the highest level to the lowest level, with high discipline employees will be motivated to exert all their abilities to improve their performance which in the end the company's goals will be achieved.

d. Hypothesis Testing 4: The Effect of Employee Performance on Company Performance

The results showed that the p value was 0.000 (***) and the C.R. 5.437 > 1.96 and the parameter coefficient was 0.638 (positive). So it can be concluded that Ho is rejected or H1 is accepted, this means that employee performance has a direct and positive effect on company performance. This is in line with research by experts (Mangkunegara: 2004, Ida AyuBrahmasari and AgusSuprayetno: 2008) This condition reflects

that employee performance at Bank Muamalat is relatively good, employees support the linkage between employee performance and company performance, bank Muamalat employees have a sense of enthusiasm and enthusiasm. inspired by his work.

IV. CONCLUSION

Based on the results of proving the hypothesis through the research procedures that have been carried out, it can be concluded as follows:

1. Transformational Leadership has a direct and positive effect on Employee Performance at Bank Muamalat Head Office Jakarta. The results of this study empirically strengthen previous research which states the same results (Sarosa: 2004, Haryadi et.al: 2004, EngkosKosasih: 2010 , Regina Aditya Reza: 2010, TriaMondiani: 2012, ArmanuThoyib: 2010 , Ida AyuBrahmasari and AgusSuprayetno: 2008)
2. Communication has a direct and positive effect on Employee Performance of Bank Muamalat Jakarta Head Office. The results of this study empirically strengthen previous research which states the same results (M.Kiswanto:2010, Bey Arifin:2010, Lili Wahyuni:2009)
3. Discipline has a direct and positive effect on employee performance. The results of this study empirically strengthen previous research which states the same results (SuryadiPrawirosentono, 1999, Regina Aditya Reza: 2010, M. Harlie: 2010, KT. Aritonang: 2005)
4. Employee performance has a direct and positive effect on company performance. The results of this study empirically strengthen previous research which states the same results (Mangkunegara, 2004, Ida AyuBrahmasari and AgusSuprayetno: 2008).

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