

## Transformational Leadership, Internal Communication, and Job Satisfaction as Determining Factors of Bank Indonesia Employee Performance

Rheza Baihaqi<sup>1)</sup> & Agustina Fitrianingrum<sup>2)</sup>

<sup>1)</sup>Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [Rhezabaihaqi@std.unissula.ac.id](mailto:Rhezabaihaqi@std.unissula.ac.id)

<sup>2)</sup>Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: [Agustinafitrianingrum@unissula.ac.id](mailto:Agustinafitrianingrum@unissula.ac.id)

**Abstract.** *This study aims to analyze and provide empirical evidence on the influence of Transformational Leadership, Internal Communication, and Job Satisfaction on Employee Performance at DPU Bank Indonesia. The method used is quantitative, and data processing uses Partial Least Square - Structural Equation Modeling (PLS-SEM). The research sample consisted of 200 DPU employees selected using purposive sampling techniques. Data were collected through questionnaires that had been tested for validity and reliability. The results of the study indicate that transformational leadership and internal communication have a positive and significant effect on job satisfaction and performance, while job satisfaction also has a significant effect on performance. It can be concluded that all hypotheses are accepted, and the three main variables have an important role in improving employee performance.*

**Keywords:** *Bank Indonesia; Employee Performance; Job Satisfaction; Internal Communication; Transformational Leadership.*

### 1. Introduction

Bank Indonesia, as the central bank of the Republic of Indonesia, has a strategic role in maintaining the stability of the country's monetary and financial system. One of the important departments in Bank Indonesia is the Money Management Department, which is responsible for managing money circulation in Indonesia. The performance of employees in this department is crucial, considering the large tasks and responsibilities in ensuring the availability of sufficient and quality money in the community. However, in recent years, Bank Indonesia has faced challenges in improving the performance of its employees. Based on internal reports, there are indications that employee job satisfaction in the Money Management Department has not reached the expected level. This has the potential to hinder

the optimization of employee performance. According to Armansyah, (2020) performance is basically what employees do or don't do. Many factors determine the performance of an organization, especially in the digital era like today. One of the factors that is thought to influence employee job satisfaction and performance is the leadership style applied and the effectiveness of internal communication.

One of the determinants of an organization's performance is leadership style. According to Deddy, (2022) Leadership style is a pattern of behavior that is carried out by integrating organizational goals with individual goals to achieve the desired goals. Of the several existing leadership styles, transformational leadership style is agreed to be the most effective leadership style (Nur et al., 2021) Transformational leadership is known as one of the leadership styles that can inspire and motivate employees to achieve higher performance. Transformational leaders usually show characteristics such as providing a clear vision, paying attention to the individual needs of employees, and encouraging innovation and positive change in the organization. Transformational leadership is where superiors try or are able to make changes to subordinates so that they have high work motivation in achieving work performance so that in the end they can also increase development and progress towards the organization. (Mahmud & Sopiah, 2022).

Effective internal communication is also a vital component in an organization. Good communication between management and employees can create a conducive work environment, reduce miscommunication, and improve coordination and collaboration between employees. According to Putri et al., (2022) Internal communication is an exchange of ideas between administrators and employees within a company or organization and the exchange of ideas can be horizontal or vertical. In Bank Indonesia, especially in the Money Management Department, smooth and open internal communication is needed to ensure that each team member clearly understands their duties and responsibilities, and can contribute optimally to achieving the department's goals.

Employee job satisfaction is also an important factor in the relationship between transformational leadership, internal communication, and employee performance. Job satisfaction reflects employees' feelings about their jobs, including aspects such as working conditions, relationships with superiors and coworkers, and career development opportunities. Sutrisno et al., (2022) defines job satisfaction as a person's thoughts, feelings, and tendencies of action, which are a person's attitude towards his/her job. Job satisfaction is related to the emotional state of workers, where there is or is not a meeting point between everything in the form of services provided by workers with the level of compensation provided by the company. Employees who are satisfied with their jobs tend to have higher motivation, stronger commitment to the organization, and better performance. Therefore, understanding how transformational leadership and internal communication affect job

satisfaction is essential to improving employee performance in the Money Management Department of Bank Indonesia.

## 2. Research Methods

The research approach used is a quantitative method. From the collected data sources, analysis is carried out to test the hypotheses that have been prepared. The source of the researcher's data is a questionnaire distributed to respondents. This research is a type of field research, the researcher goes directly to the research location with the research subject being the Department of Money Management of Bank Indonesia. The results of the data from the questionnaire distributed in the field are the research data to be processed by the researcher.

## 3. Results and Discussion

### 3.1. Transformational Leadership

Table 3.1 Variable Indicator

Indicator	Statement	Source
<b>Transformational Leadership</b>		
Charisma	The superior provides clear work directions	Sulistyawati et al., (2022)
	The boss provides a sense of comfort while working	
Inspirational motivation	The boss provides motivation for work enthusiasm	
	The boss provides clear job descriptions	
Intellectual stimulation	Bosses encourage innovation	
	The boss solves the problem rationally	
Individual considerations	Bosses are open with employees' personal complaints	
	The boss treats employees as individuals	

Source: Data processed by researchers (2024)

In a company there must be a leader who is responsible for coordinating the running of the company. According to Kartini in Sasongko et al., (2022) The function of leadership is to guide, guide, build, guide, motivate work, run the organization and network communication and bring followers to the desired target. Each company leader has a different style in leading their company to achieve certain goals. Employee performance is influenced by the leadership style used, the better the leadership style, the better the employee performance.

One of the existing leadership styles is transformational leadership. According to Burns in Yulisharsasi et al., (2022) Transformational leadership can be said to be a leadership style that is considered a role model who is able to identify the need for change, realize the vision by providing insight into change through creative work, and positive behavior to increase member commitment in the organization. Transformational Leadership is the ability of a leader to influence his subordinates in implementing changes in accordance with the vision and mission that have been made to make changes and leaders who can move the organization to achieve a goal. (Silaban & Siregar, 2023).

Transformational leadership is not only aimed at achieving success in achieving a goal by influencing followers, but more than that, it is to change attitudes and behaviors in accordance with their core values through potential development. The development results obtained by employees will later foster self-confidence to continue making changes even though there is a risk that they themselves may be affected by the change (Randy et al., 2019).

As for the dimensions of transformational leadership according to Sulistyawati et al., (2022) that is :

1. An ideal/charismatic leader, meaning a leader who is admired, respected and trusted.
2. Inspirational motivation, meaning the ability of transformational leaders to motivate and inspire their employees to feel optimistic about the organization's future goals.
3. Intellectual stimulation, meaning behavior to stimulate problem solving and careful and creative consideration of the problems faced.
4. Individual consideration. This includes recognizing employee needs, giving individual attention, and providing training.

### **3.1.1. The Influence of Transformational Leadership on Job Satisfaction**

The results of this study indicate that transformational leadership has a positive and significant effect on job satisfaction of employees of the Money Management Department (DPU) of Bank Indonesia. This finding strengthens the view that the role of a leader who is able to inspire, motivate, and empower employees is crucial in creating a satisfying work environment. Transformational leadership also plays a role in building clarity of organizational vision and aligning individual values with institutional goals, thus creating a high sense of belonging and responsibility among employees.

This is in line with research Wibisono et al., (2022) which states that transformational leadership is able to provide strength of spirit and motivation to its followers in order to achieve common goals, and becomes a factor that influences employee morale. Leaders who show concern for individual development, provide intellectual challenges, and become role models in acting, directly create a positive and satisfying work atmosphere for their employees.

This study is also consistent with the findings Siahaan et al., (2021), which confirms that employee job satisfaction increases if the leader succeeds in generating work enthusiasm, as well as providing space for self-actualization and career development. In the context of DPU Bank Indonesia, leaders who demonstrate a transformational leadership style have been proven to be able to foster employee work enthusiasm, provide clarity in task direction, and support career aspirations, which ultimately increases overall job satisfaction. In line with that, the results of the study Sasongko et al., (2021) stated that transformational leadership

significantly influences job satisfaction, because this leadership style is able to create trust and a strong emotional connection between leaders and subordinates.

### 3.2. Internal Communication

Table 3.2 Variable Indicator		
Internal Communication		
<i>Downward communication</i>	The boss gives clear work instructions	Heprima, (2019)
	The superior informs the company's vision, mission and goals.	
<i>Upward communication</i>	Provide information to superiors if there is a communication misunderstanding	
	Provide information to superiors about communication barriers	
	Giving suggestions to superiors	
	Inform your boss about your job dissatisfaction	
	Inform your superiors about errors in your work	
<i>Horizontal communication</i>	Always solve work problems together	
	Maintaining relationships with fellow co-workers	
	Share information about the company	

Source: Data processed by researchers (2024)

Communication can be defined as the ability to interact in coordination to carry out activities in work or functions with the expected standards. According to Hidayat, (2021) Good internal communication can reduce conflict and improve team collaboration, creating a pleasant working atmosphere, which has the potential to increase work enthusiasm, comfort, and produce high performance. Internal communication refers to every delivery and reception of information carried out by the communicator which contains ideas and concepts to help each employee in doing their job.

According to Liliweri in Mahendra, (2022) internal communication is a process called a process because communication is a dynamic activity, an activity that continues to take place continuously so that it continues to experience change. Communication is one of the vital components of the management role that cannot be separated from other functions such as planning, controlling, and organizing (Prathomo, 2022). Two-way contact is necessary because the goal is to determine whether the message sent actually meets the intended recipient. In this case, it is important to understand the contact situation in order to encourage the communication process that will be communicated by the leader as a communicator, either verbally, in writing, or through certain signs, symbols, or signs that are recognized and understood by the communicant. Trihastuti, (2019) states that internal communication within an organization is very important for groups or organizations that are interested in achieving organizational goals through collaboration.

As for the dimensions of internal communication according to Heprima, (2019) as follows :

1. *Downward communication* (top-down communication), communication that occurs when people at the management level send messages to their subordinates in order to get feedback.
2. *Upward communication* (upward communication), communication that occurs when subordinates send messages to their superiors.
3. *Horizontal communication* (two-way communication), communication that takes place between employees or departments who have equal positions.

### 3.2.2. The Influence of Internal Communication on Job Satisfaction

The results of this study reveal that internal communication has a positive and significant effect on employee job satisfaction in the Money Management Department (DPU) of Bank Indonesia. This finding confirms the importance of the role of open, clear, and two-way communication in building a conducive and satisfying work environment. Effective internal communication allows employees to understand their duties and responsibilities properly, reduce uncertainty, and build harmonious working relationships between individuals in the organization. This is in line with research Ganiya, (2021) which states that internal communication can make employees more comfortable at work because it is able to build, control, and change the company environment for the better.

Furthermore, this finding is reinforced by research Rahmadhani et al., (2024) which shows that effective internal communication plays an important role in increasing job satisfaction because it allows employees to discuss the challenges they face and work together to find solutions. In the context of DPU Bank Indonesia, internal communication facilitated by leaders and between work units provides an open dialogue space for employees to convey ideas, complaints, and aspirations. This also encourages the creation of more effective and collaborative operational strategies, and encourages work productivity.

Nurhabibah and Arisyahidin, (2020) also emphasized that job dissatisfaction can arise due to lack of information related to work and poor relationships with coworkers, two things that are very dependent on the quality of internal communication. In other words, structured and transparent internal communication is the foundation for creating a sense of security, appreciation, and understanding in an organization. Likewise, Misludin et al., (2023) shows that internal communication significantly increases job satisfaction because through targeted communication, information can be conveyed effectively and professional relationships can be established better.



### 3.3. Job Satisfaction

Table 3.3 Variable Indicator		
Job satisfaction		
Work	The work you are currently doing is in accordance with your abilities	Sulistyawati et al., (2022)
	Feeling satisfied with the work being done	
Wages	Feel satisfied with the appropriate salary	
	The salary received is sufficient to meet needs	
Promotion	Feeling happy because of the promotion opportunity	
	Have the opportunity for promotion	
Supervision	The boss always gives directions	
	Feel happy because there is supervision at work	
Work colleague	Establish positive relationships with coworkers	
	It feels good to have coworkers who can help each other	

Source: Data processed by researchers (2024)

Job satisfaction is related to the emotional state of workers, where there is or is not a meeting point between everything in the form of services provided by workers and the level of compensation given by the company. So, everything given by the company to its employees greatly affects the level of satisfaction that has an impact on the attitude shown by employees towards their work.

Job satisfaction is considered to be the result of an employee's experience in relation to his or her own values as to what is desired and expected from his or her job.(Setiani & Febrian, 2023). This view can be simplified that job satisfaction is an individual's attitude and is feedback on his work. According toAndriany, (2019)Job satisfaction is the work situation, cooperation between employees, rewards and the physical or psychological state of employees related to their work. Meanwhile, according toSutrisno et al., (2022)Job satisfaction is a reflection of an individual's feelings of pleasure or displeasure about their work.

The dimensions of job satisfaction according to Stephen P. Robbins & Timothy A. Judge inRahma, (2020)among others as follows:

1. Work, the content of the work done by a person, does it have satisfying elements?
2. Wages, whether the amount of payment received by someone as a result of carrying out work is felt to be fair
3. Promotion, the possibility that someone can develop through promotion
4. Supervision, someone always gives orders or instructions in carrying out work
5. Co-worker, someone who is very pleasant or unpleasant with whom one constantly interacts in the course of work.

### 3.3.1. The Influence of Job Satisfaction on Employee Performance

This study found that job satisfaction has a positive and significant effect on employee performance in the Money Management Department (DPU) of Bank Indonesia. This finding indicates that the higher the level of employee job satisfaction, the higher the quality and quantity of performance produced. Job satisfaction reflects the positive emotional condition of employees towards the work they do, and this will have a direct impact on work enthusiasm, loyalty, and achievement of organizational targets. This condition shows that job satisfaction is not only an indicator of psychological well-being, but also functions as an internal driver that spurs daily work effectiveness.

The results of this study are in line with the findings Augustine et al., (2022) which explains that the workforce is a key factor in the success of an organization, so that organizations need to pay great attention to the level of job satisfaction in order to increase productivity. In the context of DPU, efforts to create a pleasant work environment, provide appropriate rewards, and recognize employee contributions are important aspects in increasing satisfaction which ultimately drives increased performance. Satisfied employees will be more willing to contribute optimally, show high commitment, and be able to face work challenges with a more positive attitude.

This finding is also supported by research Sembiring et al., (2021) which states that enjoying work is the key to realizing the agency's ideals. If employees feel satisfied and happy with their work, then their motivation and performance will increase naturally, without the need for coercion. This is relevant to the condition of DPU employees who tend to show better performance when they feel appreciated and comfortable in the work environment. This shows that a supportive work atmosphere and feeling appreciated are important factors in maintaining the stability of work performance on an ongoing basis. Furthermore, Fitriadi et al., (2022) in his research stated that job satisfaction affects performance because it is closely related to the work situation, cooperation between employees, and the physical and psychological aspects of the job. Satisfaction will foster positive feelings towards the work being carried out. Satisfied employees will be more involved, more responsible, and able to maintain consistent work performance. Active involvement triggered by job satisfaction also strengthens the alignment between individual goals and organizational targets, thus creating productive synergy.

### 3.4. Employee Performance

Table 3.4 Variable Indicator

Employee performance		
Quality of Work	Finish the job neatly	Hardina and Vikaliana, (2020)
	Complete the work carefully	
Quantity of Work	Quick in completing work	
	Able to complete work according to target	



Cooperation	Able to work well in a group
	Can follow directions in a group
Responsibility	Can be responsible for work results
	Can be responsible for every decision
Initiative	Can use abilities and skills in completing work

Source: Data processed by researchers (2024)

The development of an organization is inseparable from the existence of a performance, a must for every employee to achieve good performance so that the main goal of the company can be achieved, this is certainly inseparable from the quality and capacity of employees in doing a job that has become their responsibility. Employee performance is measured based on how well employees carry out their duties and responsibilities.

According to Widodo and Yandi, (2022) Performance is real behavior that is displayed by each person as a work achievement produced by employees according to their role in the organization. According to Lubis et al., (2021) Performance is the result of a process that is assessed and measured in a certain period of time based on previously determined provisions, standards, or agreements. The influence of employee performance is very large on the level of success in a company.

Good employee performance will follow good results in the development of a company's business. Conversely, poor employee performance will also have a negative impact on the success of the company. The results of this employee performance can be assessed from several aspects including aspects of quality, quantity, working hours and also cooperation in achieving a goal that has been set by the company.

The dimensions of employee performance according to Robbins and Coutler in (Ibrahim et al., 2021) that is :

1. Quality of work, quality of work is measured from employee perceptions of the quality of work produced and the perfection of tasks in relation to employee skills and abilities.
2. Quantity of work, is the amount produced expressed in terms such as number of units, number of activity cycles completed. Quantity is measured by employee perception of the amount of activity assigned and its results.
3. Cooperation, an employee's willingness to excel and work together with other co-workers, both vertically and horizontally, at work or outside of work.
4. Responsibility, an employee's obligation to be accountable for policies taken, work done, work results achieved, use of facilities and infrastructure, and behavior while working.
5. Initiative, the degree to which employees can perform their job functions without seeking assistance or guidance from others. Independence is measured by employees' perceptions of performing their respective job functions, in accordance with their responsibilities.

### 3.4.1. The Influence of Internal Communication on Employee Performance

This study found that internal communication has a positive and significant effect on employee performance in the Money Management Department (DPU) of Bank Indonesia. These results indicate that effectiveness in the process of conveying information, direction, and coordination between employees and superiors is an important factor in supporting employees in carrying out their duties optimally. This finding is in line with the results of the study Mijaya and Susanti, (2023) which proves that good internal communication can build harmonious working relationships, facilitate task implementation, and encourage work productivity. In the context of DPU, effective internal communication helps employees understand tasks more clearly and carry out work more precisely.

Smooth communication prevents misunderstandings between employees and between superiors and subordinates. When information is delivered clearly and on time, the implementation of tasks, both routine and urgent such as work assignments, can run smoothly. This ensures that there are no delays in the implementation of work, because each individual understands their role and responsibilities properly. Thus, employees can complete tasks well, efficiently, and in accordance with the organization's expectations.

The results of this study are also supported by The Greatest, (2021) which confirms that the effectiveness of internal communication plays a role in improving performance, and weak internal communication can reduce employee work ethic. Therefore, organizations need to maintain good internal communication in order to realize effective coordination and collaboration between employees. The findings of this study are also reinforced by studies Sundari and Zuripal, (2024) who found that weak internal communication in the work environment can cause conflict between employees and have a negative impact on performance. This confirms that smooth and efficient internal communication is an absolute requirement for improving employee performance, not only as a means of information, but also as a tool to strengthen work relationships.

## 4. Conclusion

Transformational leadership has a positive and significant effect on job satisfaction. This means that leaders who are able to provide direction, motivation, individual attention, and intellectual stimulation are proven to increase job satisfaction of DPU Bank Indonesia employees. Internal communication has a positive and significant effect on job satisfaction. This shows that open and two-way communication between superiors and subordinates, as well as between employees, can create a comfortable working atmosphere and support increased job satisfaction. Transformational leadership has a positive and significant effect on employee performance. This means that leaders who inspire and are able to build strong relationships with subordinates will contribute directly to increasing employee productivity

and work quality. Internal communication has a positive and significant effect on employee performance. This shows that an effective communication system is able to create good work coordination and minimize work errors, which have a direct impact on improving performance. Job satisfaction has a positive and significant effect on employee performance. Employees who are satisfied with their jobs show responsibility, dedication, and high motivation in completing their tasks effectively and efficiently.

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