

Transactional Leadership and Communication Impact on PMI Banyumas Regency Employee Performance: Mediated by Motivation

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ABSTRACT

This study examines how work motivation mediates the effects of transactional leadership and communication on employee performance at PMI Banyumas Regency, a humanitarian organization. Using Maslow's Hierarchy of Needs theory, this study used a simple random sampling method with 122 respondents and analyzed the data using Partial Least Squares (PLS) and Structural Equation Modeling (SEM) approaches. This study uses several tests in Smart-PLS, including outer model test, inner model test, bootstrapping, and blindfolding test. The results show that transactional leadership, communication, and work motivation have a positive and significant effect on employee performance. In particular, work motivation can mediate the role of transactional leadership and communication on employee performance, suggesting that improving work motivation is essential to improving employee performance. In addition, improved transactional leadership and communication directly lead to improved employee performance.

INTRODUCTION

Every organisation needs to be sensitive to changes in the organisational environment in order to be responsive in making changes, because the competition between organisations or companies is getting tougher, for this organisations need to improve strategies and policies, especially in human resources. Human resources are vital in organisations and companies because the success of an organisation depends on the quality and performance of its resources (Hakim, 2022).

Employee performance appraisal is important for every organisation or company, one of which is the Indonesian Red Cross (PMI) of Banyumas Regency, which is engaged in the social humanitarian field. Given the importance of human resource management as an axis in the organisation, the performance of PMI Banyumas Regency employees needs to be evaluated in order to achieve organisational goals. Good or bad organisational performance is influenced by several factors, including transactional leadership, communication and work motivation.

Leadership has a function to guide, give, create motivation, establish good communication and bring the organisation in line with existing plans (Praktikno & Hermawan, 2022). According to Arifudin (2020), transactional leadership is a leadership style in which a leader focuses on interpersonal transactions to determine the rewards and sanctions that employees receive based on their work outcomes. Based on existing studies, there are mixed results regarding the impact of transactional leadership on performance. For example, research conducted by Burhanudin & Kurniawan (2020); Sunarsi & Suprihatin (2021); Widyacahyani et al. (2020) found a positive and significant influence between transactional leadership and employee performance. In contrast, Imara's (2020) research shows that transactional leadership has a positive but insignificant effect on employee performance. In addition, Putranto (2023) shows that transactional leadership has no significant effect on employee performance.

In addition, the transactional leadership style helps employees to increase their work motivation to achieve the desired results by leaders analysing what their employees need to do to achieve the desired results, after which the leader clarifies the role of their employees so that employees feel confident in carrying out the work that requires their role. Based on previous research, there are similar findings regarding the impact of transactional leadership on work motivation (Awan, 2020). For example, research conducted by Abdillah & Oemar (2022); Kartawidjaja (2021); Samudera & Agustina (2024) shows a positive and significant influence between transactional leadership and work motivation.

Communication is the process of transferring information as well as ideas between members of the organisation in a two-way or multidirectional manner in order to create a common understanding to achieve goals (Dewi, 2021). According to Evania (2021), multidirectional communication is a communication process that takes place in a group with many members, where communicators and communicants exchange information. Agustriani et al.

(2022); Hartati et al. (2020); Jufrizen (2021) found that communication has a positive and significant effect on employee performance. In addition, Sari et al. (2021) showed that communication has a positive but insignificant effect on employee performance. Other research by Silalahi et al. (2021) communication has a negative and significant effect on employee performance.

In addition, good communication can be the right tool to increase the motivation of each employee. Through communication, employees can ask for instructions from supervisors or colleagues in performing their tasks, besides, through communication, employees can support each other and work together, which will increase their work motivation, which will also have an impact on performance (Ridwan et al., 2021). According to the findings of previous research, there is the same impact on the relationship between communication and work motivation, namely (Arif & Indrawijaya, 2021; Irawan et al., 2023; Yusrizal et al., 2020).

Motivation is the driving force that causes an organisation member to be willing and willing to exert his expertise, energy and time to complete his obligations in order to achieve organisational goals (Sutrisno et al., 2022). According to Miskiani & Bagia (2020) work motivation plays an important role for employees in efforts to achieve their performance. High motivation at work can make employees encouraged to carry out work with enthusiasm, in accordance with their responsibilities, and can contribute positively to the organisation. In research by Arianto, N & Kurniawan (2020; Jufrizen (2021); Miskiani & Bagia (2020) revealed that work motivation has a positive and significant impact on employee performance. Meanwhile, another study by Karlina & Herni (2022) found that work motivation does not affect employee performance. In contrast, research by Djaya (2021) shows that Work Motivation negatively and insignificantly affects Employee Performance.

The Indonesian Red Cross is a social humanitarian organisation with legal status, legalised by RIS Presidential Decree No. 25 of 1950 and Presidential Decree No. 246 of 1963, and strengthened by Law No. 01 of 2018. The Banyumas Regency Indonesian Red Cross itself was established in 1952 and consists of five units, divided into a Headquarters Unit, which is the coordinator of all units, a Blood Donor Unit, which is the Blood Service Centre, and three Clinic Units, which are health facilities (PMI Banyumas Regency, 2022). Initial interviews with one of the unit heads indicated that they were improving services in each unit to achieve the vision and mission of PMI Banyumas Regency. This study aims to investigate transactional leadership variables, in particular to assess the transactions that occur between leaders and members in motivating their members so that they have an impact on their performance.

Researchers also aim to examine the communication patterns that occur in each unit in relation to their respective roles and functions. According to the theoretical framework, the multidirectional communication pattern that occurs is expected to increase the work motivation of employees so that it will have an impact on employee performance. Seeing the phenomenon that occurs, this research is titled: "The Effect of Transactional Leadership and Communication

on Employee Performance Mediated by Work Motivation at the Indonesian Red Cross of Banyumas Regency". This study aims to prove the truth of the hypothesis of previous research conducted by Septiani & Permatasari (2023), which examines the effect of transactional leadership and communication on the performance of employees in the operations department at PT Permata Graha Nusantara Pusat in Jakarta. This study extends previous research by adding work motivation as a mediating variable to further test how transactional leadership and communication affect employee performance.

In the context of mediation, work motivation acts as a link between transactional leadership and communication and employee performance. This shows that transactional leadership and communication not only improve performance directly, but also indirectly by increasing work motivation. In Samudera & Agustina's research (2024) shows that work motivation can mediate the relationship between transactional leadership. Meanwhile, Khoirunnisa's (2023) research explains that work motivation can mediate the relationship between communication and employee performance. This complex relationship allows researchers to explore more deeply how these variables interact and how transactional leadership and communication can improve employee performance by increasing work motivation.

THEORETICAL REVIEW

Hierarchy of Needs Theory

According to Abraham Maslow (1943), every human being has needs that are arranged in stages, from the lowest to the highest. When each basic need is met, the next higher need is automatically triggered (Rahmadania & Aly, 2023). So, transactional leadership and communication play a role in meeting the basic needs for esteem. Fulfilling these needs will increase work motivation, especially at the level of esteem and self-actualisation. Ultimately, work motivation is the most important factor influencing employee performance.

Transactional Leadership

The transactional leadership style focuses on transactions or exchange agreements where employees are rewarded for work performance and punished if they break the rules (Imara, 2020). Transactional leadership is known as leadership that motivates employees with the rewards they receive when goals are achieved, thus encouraging employees to work more optimally (Jufrizen & Lubis, 2020). According to Arifudin (2020), transactional leadership is a leadership style that focuses on the exchange relationship between leaders and employees, which is interpersonal in nature. Based on the opinions of the above experts, it can be concluded that transactional leadership has an impact on employee motivation, which in turn improves their performance. According to Al Fiqri (2023), the indicators of transactional leadership are: contingent rewards, active perception management, passive perception management and laissez-faire.

Communication

According to Handoko (2016: 270), communication is the process of transferring understanding in the form of information and ideas from one individual to another. The transfer of understanding does not only involve the use of words in conversation, but also facial expressions, tone of voice and vocal pauses (Damayanti, 2022). According to Afifah et al (2023), communication is crucial because it can affect everything in the organisation, that the clarity of messages and feedback from managers to employees is directly related to the level of understanding of tasks and organisational goals. Based on the above, it can be concluded that communication will affect work motivation and result in performance productivity. Communication indicators according to Isabella (2023) are: accessibility of information, frequency of communication, effectiveness of communication, understanding of messages and changes in attitudes.

Employee Performance

Performance is the result of work shown in completing work individually or in groups, within an organisation or institution, in accordance with their respective authorities and responsibilities in achieving organisational or institutional goals (Onsardi & Fintahiasari, 2022). Performance is a function of motivation and ability in completing the tasks and work of an individual, which should be based on a certain level of readiness and ability (Widodo & Yandi, 2022). Therefore, it can be concluded that employee performance will increase if the level of motivation is influenced by the right leadership style and effective communication. According to Ibrahim et al. (2021), employee performance is the result of work that an individual achieves in carrying out the assigned tasks and is based on skills, experience, dedication and time. Indicators of employee performance proposed by Bakhsan (2019) are: number of tasks completed, quality of work results, timeliness, attendance rate, and ability to cooperate.

Work Motivation

Motivation can be understood as a driver or internal drive within an individual that can arouse, direct and regulate behaviour (Dian & Lina, 2020). Based on the opinion of Fransiska & Tupti (2020), employee work motivation is the driving force that makes members of the organisation willing and ready to exert capabilities in the form of skills, expertise, as well as energy and time to carry out tasks that are their responsibilities and obligations in order to achieve the goals that the agency has set. Based on the opinions of experts, it can be concluded that high motivation will encourage employees to work better. Indicators of work motivation according to Dian & Lina (2020), namely: openness, empathy, support, positive feelings and similarity.

Hypothesis Development

Hypotheses are predictions that can be classified and tested to determine how a system will behave under certain conditions or how a dependent variable will respond to the presence of independent variables (Edgar & Manz,

2017). According to Sugiyono, (2016), the hypothesis is a tentative answer to the research problem under investigation. The problem statement and the theoretical framework guide the formulation of hypotheses. The hypotheses proposed in this study are as follows:

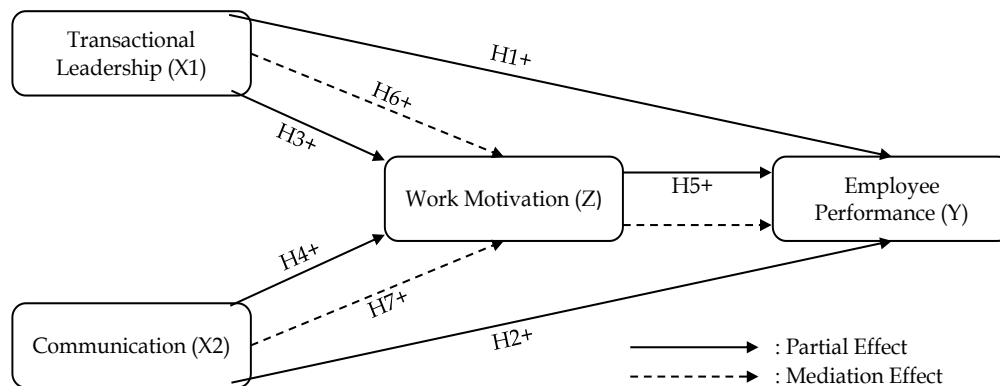


Figure 1. Frame of mind

- H1: Transactional Leadership has a positive and significant effect on Employee Performance
- H2: Communication has a positive and significant effect on Employee Performance
- H3: Transactional Leadership has a positive and significant effect on Work Motivation
- H4: Communication has a positive and significant effect on Work Motivation
- H5: Work Motivation has a positive and significant effect on Employee Performance
- H6: Work Motivation can mediate the relationship between Transactional Leadership on Employee Performance
- H7: Work Motivation can mediate the relationship between Communication and Employee Performance

METHODOLOGY

This research is included in survey research with primary data through the distribution of questionnaires. Data distribution was conducted to determine the responses to the variables of employee performance (Y), transactional leadership (X1), communication (X2), and work motivation (Z). The population of this study were employees of the Indonesian Red Cross in Banyumas Regency. This research uses purposive sampling, a technique where data sources are selected based on certain criteria. The sample of this study was limited to PMI Banyumas Regency employees who had worked for more than one year to ensure that they understood the leadership and communication styles used. This resulted in 122 respondents who met these criteria.

Hair et al. (2014) suggested that the minimum sample size for PLS-SEM analyses should follow the '10 times rule'. This approach is commonly used in studies that employ PLS-based SEM techniques (VB-SEM). According to the 10 times rule, researchers determine the required sample size by multiplying all indicators in the research model by ten (Sofyani, 2023). Since the variables of employee performance, transactional leadership, communication and work

motivation have a maximum of five indicators each, the minimum recommended sample size is 50 (5 indicators x 10). With this research collecting 122 samples, it can be properly met.

Variable Measurement

Employee performance (Y) is measured using indicators: Number of tasks completed, quality of work results, punctuality, attendance and ability to cooperate. This then replicates 10 statements from (Ibrahim et al., 2021).

Transactional leadership (X1) is measured by the following indicators: Contingent rewards, Active exception management, Passive exception management, Laissez-flaire. Which then replicates 10 statements from (Al Fiqri, 2023).

Communication (X2) is measured through indicators: Accessibility of information, Frequency of communication, Effectiveness of communication, Understanding of messages, Attitude change. Which then replicates 10 statements from (Isabella, 2023).

Work Motivation (Z) is measured by the following indicators: Results achieved, Responsibility, Development, Work itself, Appreciation. Which then replicates 10 statements from (Dian & Lina, 2020).

Analysis Method

Partial Least Square Analysis

The Partial Least Square (PLS) model was used as the analysis technique, with Smart-PLS software used to manage the data. PLS is a structural equation modelling (SEM) model based on components or variants. PLS is an alternative approach that moves from a covariance based SEM approach to a variance based approach. This research was conducted using: (1) Outer Model Test, which includes Convergent Validity Test, Construct Reliability and Validity, and Discriminant Validity Test; (2) Inner Model Test, which results from the R-square value to determine how many percent of the independent variable affects the dependent variable; (3) Bootstrapping Test by looking at the significance or probability level of the direct effect and indirect effect values at the P-value and original sample.

RESULTS

Respondents Characteristics

The characteristics of respondents show that employees who have worked for 1-2 years are 32% for 2-3 years by 35.2% for 3-4 years by 19.7% and 5 years and over by 13.1%. Male and female employees differ slightly with a percentage of men 51.6% and women 48.4%. The education of PMI Kab. Banyumas employees is mostly S1 / D4 with a value of 49.2% and the rest are D3 and SMA / SMK by 28.7% and 22.1%.

Tabel 1. Respondents Characteristics

Characteristics Type		Total	Percentage(%)
Gender	Man	63	51.6

	Woman	59	48.4
Education	SMA/SMK	27	22.1
	D3	35	28.7
	S1/D4	60	49.2
Working Peroid	1-2 Year	39	32.0
	2-3 Year	43	35.2
	3-4Year	24	19.7
	5 Years and above	16	13.1

Outer Model Test Result

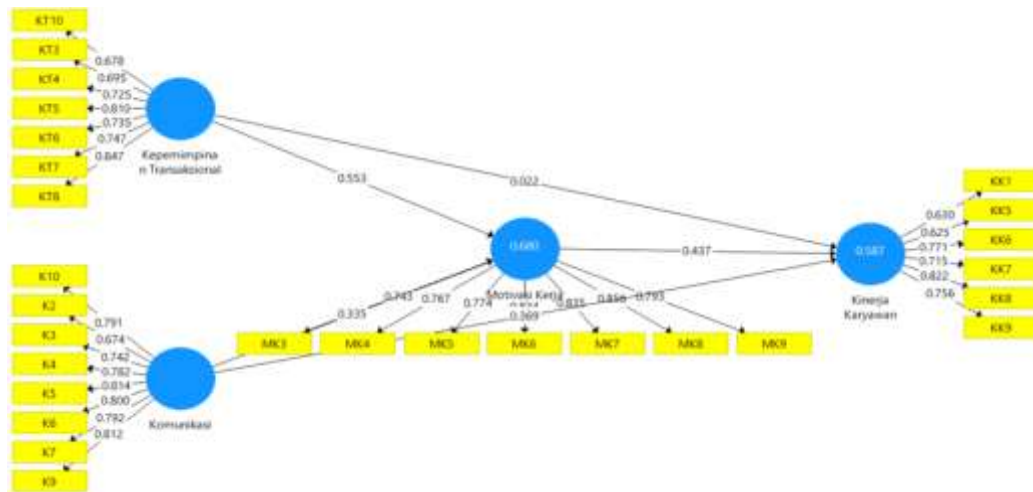


Figure 2. Complete PLS SEM Model Analysis Results

Source: SMART-PLS Outer Loading Analysis Result (Processed)

The validity test is carried out first, before the hypothesis test is carried out, to show how an instrument method or design can be measured. The validity test is carried out by means of a convergent validity test and a discriminant validity test. As long as the reliability of construct validity has met the requirements and the model is still newly developed, it can be said that the correlation value of all indicators owned > 0.5 is acceptable (Ghozali & Latan, 2015). Each indicator of each variable has met the criteria and can be said to be valid or pass the test.

Tabel 2. Validitas Konvergen and Reabilitas

Variable/Construct	Average Variant Extracted (AVE)	Compsite Reability (CR)	Cronbach's Alpha (CA)	Test Results
Transactional Leadership	0,563	0,900	0,870	Valid
Communication	0,604	0,924	0,906	Valid
Employee Performance	0,523	0,867	0,815	Valid
Work Motivation	0,642	0,926	0,906	Valid

Notes: AVE= average variance of extracted >0,5; CR=composite reliability >0,8;
 CA=Cronbach's alpha >0,8 (Hair et al., 2014).

Source: Outer Loading, Output Reabilitas & Validitas Konstruk SMART-PLS (Diolah)

Convergent validity is assessed using the loadings and average variance extracted (AVE). Of the 10 transactional leadership variable items, 10 communication variable items, 10 employee performance variable items, 10 work motivation variable items. There are seven transactional leadership variable items, eight communication variable items, six employee performance variable items, and seven work motivation variable items that are classified as valid or have values greater than 0.5 based on the research developed by (Ghozali & Latan, 2015). From the above table, it can also be seen that each variable item under study receives an AVE value above 0.5, which is declared valid according to (Hair et al., 2014).

Discriminant Validity Test

Based on the validity test results, the heterotrait-monotrait (HTMT) value of a variable construct with another variable construct is less than 0.90, therefore it can be said that the construct has sufficient validity (Henseler et al., 2015). Thus, each variable construct in the model has good validity.

Tabel 3. Discriminant Validity Test Results

Variable	Transactional Leadership	Employee Performance	Communication	Work Motivation
Transactional Leadership				
Employee Performance	0,728			
Communication	0,780	0,810		
Work Motivation	0,882	0,837	0,794	

Notes: Value HTMT < 0,90 (Henseler et al., 2015)

Source: SMART-PLS Discriminant Validity Test Output (Processed)

Result of Inner Model Test (Structural Model)

All variables have met the criteria for the outer model, so all variables in this study can be said to be suitable for testing the structural model (inner model). Below is the value of Adj R-Square and Q-Square on the construct:

Tabel 4. Output Uji Adj R-Square & Q-Square

Endogenous constructs	R-Square Adj	Q-Square
Employee Performacne	0,587	0,29
Work Motivation	0,680	0,42

Notes: As a relative measure of the Q-Square of endogenous constructs, values of 0.02 (=small), 0.15 (=medium), and 0.35 (=large) (Hair et al., 2017).

Source: SMART-PLS Test Output R-Square Adj (Processed)

According to Ghazali (2018), the use of the value of Adj R² is to determine the amount of variation in the dependent variable that can be explained by the independent variable. The value of Adj R² ranges from 0 to 1. If the value is close to 1, then the independent variable is able to cover all the information needed as a predictor of the dependent variable. Table 3 shows the effect model of Transactional Leadership and Communication on Employee Performance, which has a value of 0.587. This means that the Transactional Leadership and Communication variables contribute 58.7% to the explanation of employee performance, then the remaining 41.3% is explained by the variables not examined. Meanwhile, the effect model of Transactional Leadership and Communication on Work Motivation gets a value of 0.680. This means that the Work Motivation construct variable is 68% explained by the Leadership and Communication variables and the value of 32%, while the percentage is explained by other unexamined variables. The Q-squared value for the endogenous variable of employee performance is 0.29, which means that it has a moderate predictive relevance validity. Meanwhile, the Q-square for the endogenous variable of work motivation is 0.42, indicating strong predictive relevance validity.

Tabel 5. Output F-Square

Variabel	Work Motivation	Employee Performance
Transactional Leadership	0,480	0,000
Communication	0,176	0,141
Work Motivation		0,148

Notes: The guideline for assessing the f-square (effect) is that values of 0.02 (=small), 0.15 (=medium), and 0.35 (=large) (Hair et al, 2017).

Source: SMART-PLS Test Output F-Square (Processed)

The endogenous variables of transactional leadership, communication, and work motivation show little influence on the endogenous variable of employee performance. Meanwhile, the exogenous variables of transactional leadership and communication show a large influence on the work motivation variable.

Causality Test

Direct Effect Bootstrapping Test

The hypothesis can be declared accepted if the Statistical Tvalue > T table 1.675 can also be with a P value of less than 0.05. The output of this test is listed in the following table:

Tabel 6. Direct Effect Bootstrapping Test Output

Hypothesis	Variable and Effect	Original Sample (O)	T Statistics	P Value	Notes
H1	Transactional Leadership -> Employee Performance	0,264	3,083	0,002	Supported
H2	Communication -> Employee Performance	0,515	6,251	0,000	Supported
H3	Transactional Leadership -> Work Motivation	0,553	7,364	0,000	Supported
H4	Communication -> Work Motivation	0,335	4,820	0,000	Supported
H5	Work Motivation -> Employee Performance	0,437	3,746	0,000	Supported

Source: SMART-PLS Direct Effect Bootstrapping Test Result (Processed)

The table can explain that the results of the analysis of the direct effect between the independent variable and the dependent variable by looking at the P value owned <0.05 and the T statistic value $> T$ table of 1.657, which can be said to have a significant or supported effect, then to determine the negative or positive direction of the analysis results can be seen from the value in the original sample (O).

Tabel 7. Bootstrapping Test Results Indirect Effect

Hypothesis	Variable	Original Sample (O)	T Statistics	P Values	Notes
H6	Transactional Leadership-> Work Motivation -> Employee Performance	0,242	3,268	0,001	Supported
H7	Communication -> Work Motivation -> Employee Performance	0,147	2,861	0,004	Supported

Source: SMART-PLS Effect Bootstrapping Test Result (Processed)

In the table above is the result of the analysis of indirect effects with work motivation variables as mediator variables between transactional leadership variables and communication on employee performance by looking at the P value owned <0.05 and the value of T Statistics $> T$ Table of 1.657, which can be said to have a significant influence or support, meanwhile to determine

the negative or positive direction of the analysis results can be done by looking at the value in the original sample (O). If the analysis results say influencing / supporting, it can be said that the work motivation variable can mediate the independent variable and the dependent variable.

DISCUSSION

The Effect of Transactional Leadership on Employee Performance

From the results of hypothesis testing analysis, it is known that transactional leadership has a positive and significant effect on employee performance, which is assessed based on the original sample coefficient of 0.264 and the calculated T value of $3.083 > T \text{ table } 1.657$, and the P value of $0.002 < \text{sig } 0.05$, then hypothesis 1 is accepted. This means that transactional leadership has a positive and significant effect on employee performance in Banyumas Regency Indonesian Red Cross. It can be concluded that the better the application of transactional leadership style, the better the employee performance at PMI Banyumas Regency.

The results of the above study are consistent with previous research conducted by; (Burhanudin & Kurniawan, 2020; Sunarsi & Suprihatin, 2021; Widyacahyani et al., 2020) who also found that transactional leadership style positively and significantly improves employee performance. The application of transactional leadership style is proven to significantly improve employee performance, that transactional leadership is correlated with better employee performance. Banyumas Regency Indonesian Red Cross effectively meets the physiological needs of employees in the form of sufficient rewards. Thus, this study confirms that the appropriate leadership style has a significant impact on improving employee performance.

The effect of communication on employee performance

Referring to the results of hypothesis analysis, it is known that communication has a positive and significant effect on employee performance, which is assessed based on the original sample coefficient of 0.515 and the calculated T value of $6.251 > T \text{ table } 1.657$ as well as the P value of $0.000 < \text{sig } 0.05$, then hypothesis 2 can be accepted. This means that communication has a positive and significant effect on employee performance in Banyumas Regency Indonesian Red Cross. It can be interpreted that communication has a positive and significant effect on employee performance, the better the communication pattern applied, the better the employee performance at Banyumas Regency PMI.

The results of this study are similar to previous research by; (Hartati et al., 2020; Jufrizen, 2021; Sari et al., 2021) which also found that communication patterns positively and significantly improve employee performance. Good and reciprocal communication helps employees to coordinate in completing tasks, so they are more encouraged to complete their work. The multidirectional communication pattern of PMI Banyumas Regency tends to produce employees who are more productive in receiving information so that they can complete their work efficiently.

The Effect of Transactional Leadership on Work Motivation

The results of this study are similar to previous research by; (Hartati et al., 2020; Jufrizen, 2021; Sari et al., 2021) which also found that communication patterns positively and significantly improve employee performance. Good and reciprocal communication helps employees to coordinate in completing tasks, so they are more encouraged to complete their work. The multidirectional communication pattern of PMI Banyumas Regency tends to produce employees who are more productive in receiving information so that they can complete their work efficiently.

This discussion is similar to the research conducted by; (Abdillah & Oemar, 2022; Kartawidjaja, 2021; Samudera & Agustina, 2024), which focuses on the role of transactional leadership style in improving strategies to promote work motivation. PMI Banyumas Regency should maintain this leadership style because it plays an important role in improving performance and generating work motivation.

Effect of Communication on Work Motivation

From the results of hypothesis test analysis, it is known that communication has a positive and significant effect on work motivation which is assessed by the original sample coefficient of 0.335 and the calculated T value of $4.820 > T \text{ table } 1.657$ as well as the P value of $0.000 < \text{sig } 0.05$, so hypothesis 4 can be accepted. This shows that communication has a positive and significant effect on work motivation in Banyumas Regency Indonesian Red Cross. It can be concluded that communication patterns have a positive and significant effect on work motivation, so the better the level of communication patterns, the better the motivation of employees in Banyumas Regency PMI.

This finding is consistent with previous research conducted by; (Arif & Indrawijaya, 2021; Irawan et al., 2023; Yusrizal et al., 2020), which focuses on improving communication patterns between employees or between units to facilitate coordination. The implementation of a multidirectional communication pattern at PMI Banyumas Regency shows good results with time efficiency in completing tasks, so it has an impact on increased work motivation.

Effect of Work Motivation on Employee Performance

According to the results of hypothesis testing, work motivation positively and significantly affects employee performance. Looking at the original sample coefficient interval value of 0.437 and the calculated T-value of $3.746 > T\text{-table } 1.657$, and the P-value of $0.000 < \text{sig } 0.05$, hypothesis 5 is accepted. This explains that the higher the motivation of employees, the more it will affect the results of their performance.

The relationship between Maslow's Hierarchy of Needs Theory, work motivation, and employee performance can be explained by the direct relationship between the fulfillment of individual needs and the influence of employee motivation to work better and more productively. Maslow's theory, work motivation, and employee performance are strongly related. Satisfying

the needs covered in Maslow's theory plays an important role in increasing employees' work motivation, which ultimately affects their performance. These findings have similarities with previous studies, namely (Agustriani et al., 2022; Putra & Fernos, 2023; Yolinda & Marlius, 2023).

The Banyumas Regency Indonesian Red Cross can prove that with high work motivation, it will affect the increase of one's performance in the Banyumas Regency Indonesian Red Cross.

The Effect of Transactional Leadership on Employee Performance Mediated by Work Motivation

From the results of hypothesis testing, it shows that work motivation can mediate transactional leadership on employee performance. Transactional leadership variables show an indirect effect on employee performance through work motivation with T count 0.242, P value of 0.001. Therefore, hypothesis 6 is accepted. These results make it clear that work motivation has a role as a mediator of incentives on employee performance, especially in Indonesian Red Cross, Banyumas Regency.

The research is consistent with previous research conducted by Samudera & Agustina (2024), which proves that work motivation can mediate transactional leadership on employee performance. Thus, employees who receive a transactional leadership style in the form of rewards or security will increase work motivation, which ultimately drives employee performance at PMI Banyumas Regency.

The Effect of Communication on Employee Performance Mediated by Work Motivation

Based on the results of hypothesis testing, it shows that work motivation is able to mediate between communication on employee performance. Communication variables indirectly affect employee performance through work motivation with T count 2.861 and P value 0.004. While the communication variable indirectly affects employee performance through work motivation. Therefore, hypothesis 7 is accepted. These results explain that work motivation has a good position as a mediator of communication on employee performance in Indonesian Red Cross, Banyumas Regency.

The research is consistent with previous research conducted by Khoirunnisa (2023), which proves that work motivation can be a mediator of communication on employee performance. In this way, employees who use multidirectional communication patterns in the form of appreciation will increase work motivation, which ultimately promotes employee performance at PMI Banyumas Regency.

In conclusion, transactional leadership and communication can create conditions that provide increased motivation, which can improve overall employee performance.

CONCLUSIONS AND RECOMMENDATIONS

The results of this study produce findings that work motivation as a variable that plays an important role in mediating the impact of transactional leadership and work communication on employee performance, that in order to increase employee performance, the first thing that needs to be done is to wake up work motivation first. Then the test results also show that the independent variable (transactional leadership and communication) can positively and significantly affect the dependent variable (employee performance), which indicates that if the transactional leadership and communication variables increase, it will affect the increase in employee performance.

Some statement items cannot be used because they show invalid values, which may be caused by respondents' lack of understanding of the meaning of the statements submitted. It is recommended for future researchers to formulate statements in the questionnaire using sentences that are easily understood by the respondents. There are other variables that can affect the performance of employees in Indonesian Red Cross, Banyumas Regency. Another suggestion for future researchers may be to expand the scope of research so that they can add other variables in conducting future research to complement the shortcomings of previous studies.

Suggestions for Indonesian Red Cross of Banyumas Regency can maintain or develop a transactional leadership style that is already running to create a comfortable work environment. As for communication, it can still be improved so that all employees can feel maximum cooperation between employees, units or even supervisors, so as to realize a positive work environment and can awaken motivation or enthusiasm in carrying out their duties and obligations.

FURTHER STUDY

Future research can explore additional factors like organizational culture and job satisfaction, expand the study to other regions for comparison, and use a mixed-methods approach for deeper insights. Refining questionnaire statements is also crucial to improve measurement accuracy.

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