



# THE EFFECT OF COMMUNICATION SKILL AND TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE WITH KNOWLEDGE SHARING AS AN INTERVENING VARIABLE (CASE STUDY: MATAHARI DEPARTMENT STORE JAVA SUPERMALL SEMARANG)

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## ARTICLE INFO

### Article history:

Received September 28, 2022

Revised September 30, 2022

Accepted October 01, 2022

Available online October 3, 2022

### Keywords:

Communication Skill, Transformational Leadership, Kinerja Karyawan, Knowledge Sharing



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## ABSTRACT

This study aims to determine and analyze the effect of communication skills and transformational leadership on employee performance with knowledge sharing as an intervening variable. This type of research used in this research is quantitative research. The sample in this study were 75 employees of the Matahari Department Store Java Supermall. Processing and data analysis using SPSS version 21 for Windows. The results showed that communication skills have a significant positive effect on knowledge sharing, transformational leadership has a significant positive effect on knowledge sharing, communication skills have a positive and insignificant effect on employee performance, transformational leadership has a significant positive effect on employee performance, knowledge sharing has a significant positive effect on employee performance, Communication skills do not have an indirect effect on employee performance with knowledge sharing as an intervening variable, and transformational leadership has an indirect effect on employee performance with knowledge sharing as an intervening variable. The results of this study are discussed based on previous evidence, and the implications can be used for organizations or companies engaged in the same or other fields.

## 1. INTRODUCTION

Today, competition is quite tight in all fields, including one in the field of marketing and services related to human resources owned by each company. The higher the ability and quality of human resources within the organization, the more prepared it will be to face the era of globalization. One of the preparations related to human resources is preparing the performance of each HR. In general, it is known that employee performance is the main factor to achieve the success of an organization, be it a business organization or a public service organization. Employee performance is the result of work achieved by a person based on the tasks assigned to him based on skills, experience, sincerity and the specified time. Employee performance that is common to most jobs includes several elements, namely quantity of work, quality of work, timeliness, discipline, and ability to work together. (Mangkunegara, 2010) stated the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him is called Employee Performance. Capital, methods and machines which are the resources owned by the company cannot provide optimum results if they are not supported by optimally performing human resources (Timpe, 2006). According to (Bangun, n.d.) a very important tool to convey or receive information to or from other parties is called communication. The wrong communication will give unfavorable results and can be fatal, and not reach the target. For maximum performance, an effective Communication Skill is needed. Employee performance is influenced by communication skills, because it all depends on how someone conveys information and one's ability to receive the message.

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## **2. LITERATURE REVIEW**

### **Employee performance**

According to (Wibowo, 2011) performance is the result of work, and work has a close relationship with the organization's strategic goals, customer satisfaction and the economy. Meanwhile, according to (Bangun, 2012) performance is the result of work achieved by someone based on job requirements (Job Requirements). (Mangkunegara, 2010) suggests that employee performance (job performance) refers to the quality and quantity of work performed by an employee when carrying out tasks in accordance with the responsibilities assigned to him. (Robbins, 2001) shows that performance is the result or level of overall success of a person completing a task within a certain period of time. It can be concluded that employee performance is the work carried out by individuals or employees in accordance with their responsibilities within the organization in accordance with the agreed regulations within the organization. In other words, performance is the task assigned by the organization or company, and employees provide the final result. Performance indicators are aspects used to evaluate performance. As for in this study, researchers used performance indicators according to Mathis and Jackson in (Subekhi, 2012) namely (1) quantity, (2) quality, (3) punctuality, (4) attendance, (5) ability to cooperate.

### **Communication Skill**

Communication skills are the ability to listen to voices/instructions or see actions, the ability to process messages and store them in memory and the ability to respond to messages or instructions that are displayed in the form of verbal, gestures, actions or body language while self-efficacy is measured by feeling very competent, welcoming challenges, and feel confident dealing with their ability to manage change. Rosidah, in (Stevani & Santoso, 2017) said that communication ability is the ability of an employee to communicate effectively. The higher the communication skills possessed by an employee, the better the employee's performance. (Pratiwi et al., 2020) also said that communication skills are the ability to listen to voices / instructions or see actions, the ability to process messages and store them in memory and the ability to respond to messages or instructions that are displayed in the form of verbal, gestures, actions or body language. While self-efficacy is measured by feeling highly competent, accepting challenges, and feeling confident dealing with their ability to manage change. Furthermore, according to (Payne, 2005) states that to measure communication skills there are 3, namely (1) communication motivation, (2) communication knowledge, and (3) communication skills.

### **Transformational Leadership**

Effective leadership will be able to increase organizational motivation, loyalty and satisfaction to subordinates or members of the organization. Burns (Bass, 1985) states transformational leadership as leadership that motivates or inspires subordinates to work towards higher goals and to foster higher levels of leadership. Higher need for self-actualization than for self-interest alone. Through transformational leadership, subordinates or followers will gain trust, admiration, respect for the leader, and they are more motivated to do more than expected (Yukl, 2006). It can be concluded that transformational leadership is a leadership style that motivates or inspires employees to change themselves so that they can work hard to achieve common goals. The transformational leadership indicators used in this study are based on Bass's views in (Mutamimah, 2001). The indicators are (1) idealized influence, (2) inspirational motivation, (3) intellectual stimulation.

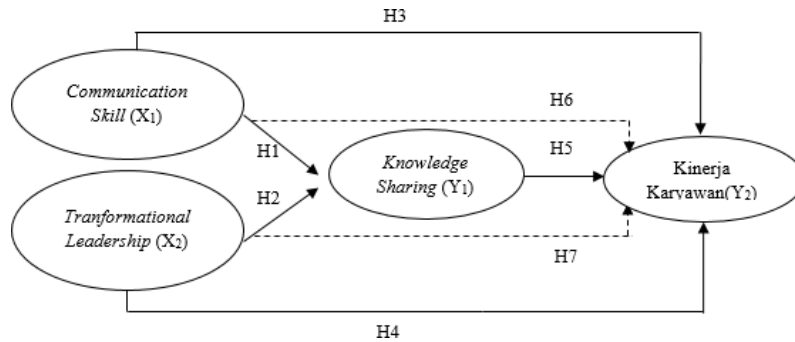
### **Knowledge Sharing**

Knowledge sharing is the process of systematically absorbing knowledge from research and experience, managing and storing knowledge and information so as to facilitate access and transfer of knowledge. According to (Van Den Hooff & Ridder, 2004) knowledge sharing is an exchange process in which individuals exchange knowledge (tacit and explicit knowledge) and jointly create new knowledge. (Lumbantobing, 2011) assumes that Knowledge Sharing is a systematic series of transferring, distributing knowledge to individuals and organizations through various varied media. Another view suggests that knowledge sharing is a process of social interaction, through establishing opportunities for sharing experiences, establishing areas of informal relationships, and providing facilities for observing, listening and imitating best practices, which are strengthened through trust between individuals (Panahi et al., 2013). So, if it is concluded in general, knowledge sharing is a series of learning processes together by sharing knowledge between employees involving individuals with one another by involving experience that can be used as a source of knowledge sharing. According to (Carmeli et al., 2013) there are 4 (four) indicators to measure knowledge sharing, namely: (1) the ability of the organization to motivate its

members to share information and knowledge, (2) the ability to solve problems with creative solutions, (3) the ability to absorb information and knowledge, (4) the ability to convey knowledge obtained from internal and external companies.

**3. METHODS**

By using the sampling technique using the slovin formula, it was found that the sample results were 75 respondents from 300 employees of the Matahari Department Store Java Supermall. The data collection method in this study used a questionnaire, with a Likert scale measurement. The test tool used in this study is SPSS for windows version 21. The research model consists of 4 variables consisting of one dependent variable, namely Employee Performance, two independent variables (free), namely Communication Skill and Transformational Leadership and one intervening variable, namely Knowledge Sharing.



**Figure 1. Conceptual Framework**

**4. RESULTS AND DISCUSSIONS**

Descriptive data describe the condition or condition of the respondents in the study which is used as additional information in understanding the results of the study. Descriptive data is known by looking at the characteristics of the respondents. The general description of the respondent's profile based on gender in this study is mostly female as many as 55 people, the remaining 20 people are male. Based on the age of the respondents, most of them were over 40 years old as many as 32 people, followed by 21 people from 21-30 years old, 18 people from 31-40 years old, and the remaining 4 people aged less than 20 years. Based on education, there are 74 people with SMA/SMK education, and 1 person with S2 education. Based on the length of work 32 people worked for 6-10 years, 23 people worked for less than 5 years, 11 people worked for 11-15 years, and the rest 11 people worked for more than 15 years.

**Effect Between Variables**

Based on the hypothesis test (t test) used to determine the extent to which the influence between the variables are interrelated.

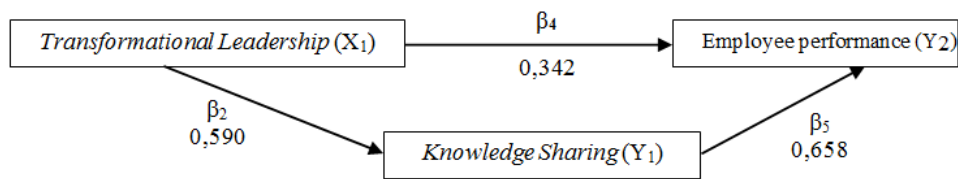
**Table 1. Effects Between Variables**

Hipotesis	Description	Sig. t	Information
Equality I:			
H1	Communication Skill → Knowledge Sharing	0.052	Positive effect is not significant
H2	Transformational Leadership → Knowledge Sharing	0.000	Significantly positive effect
Equality II:			
H3	Communication Skill → Kinerja Karyawan	0.000	Significantly positive effect
H4	Transformational Leadership → Kinerja Karyawan	0.007	Significantly positive effect
H5	Knowledge Sharing → Kinerja Karyawan	0.000	Significantly positive effect

From Table 1 it can be concluded that the H1 hypothesis is rejected because it shows a positive but not significant effect, it can be seen from the value of Sig. t 0.052 > 0.005. While H2, H3, H4, H5 are accepted and show a positive and significant effect, it can be seen from the value of Sig. t < 0.005.

### Indirect Effect (Intervening Test)

The following figure describes the indirect effect through the intervening test, to determine the extent to which the indirect influence is interconnected.



**Figure 3. Intervening II Test Results**

Based on the figure, the intervening II test can be seen that  $2 \times 5 > 4$  ( $0.388 > 0.342$ ), it can be concluded that knowledge sharing intervenes the effect of transformational leadership on the performance of Matahari Department Store Java Supermall employees.

### Discussion

#### The results of the communication skill test (X1) on knowledge sharing (Y1) show the value of

0.230 and sig. 0.052 means that communication skills have a positive but not significant effect on the knowledge sharing of Matahari Department Store Java Supermall employees. The results show that the communication motivation indicator has the highest mean, which is 4.73 on the statement that Matahari Department Store Java Supermall employees are confident in starting communication with other people, so that it influences and motivates members to share information and knowledge. The results of this study are in line with the results of research (Subrata, 2017), namely the Effect of Communication on Knowledge Sharing on Employees of PT PLN (PERSERO) Sidoarjo Area, an employee must have good communication so that knowledge and information can be conveyed effectively and efficiently.

While the results of the transformational leadership test (X2) on knowledge sharing (Y1) showed a value of 0.590 and sig. 0.000 means that transformational leadership has a positive and significant effect on knowledge sharing of Matahari Department Store Java Supermall employees. The results showed that the inspirational motivation intellectual indicator had the highest mean value of 4.72 in the leadership statement capable of generating optimism for the employees of the Matahari Department Store Java Supermall, thus influencing employees to actively convey knowledge both internally and externally to the company. The results of this study are in line with research (Putrajati, 2019) which states that transformational leadership has a significant influence on knowledge sharing in BUMN companies in Yogyakarta. With a good and harmonious relationship between leaders and employees, it will make both of them have a positive working relationship and can lead to a culture of knowledge sharing. With good transformational leadership in a company, it will greatly affect the knowledge sharing that occurs in the company.

Furthermore, the results of the communication skill test (X1) on employee performance (Y2) showed a value of 0.457 and sig. 0.000 means that communication skills have a positive and significant effect on the performance of Matahari Department Store Java Supermall employees. The results showed that the communication motivation indicator had the highest mean value of 4.77 in the statement that employees were able to distinguish attitudes when communicating with customers and coworkers, so that it affected employees to believe that the targets set by the company would be achieved and result in the performance of Matahari Department Store Java employees. Optimal supermarket. This is in line with the results of research (Fahmi, 2018) on "The Effect of Training and Communication on Employee Performance at the Yamet Clinic" which states that communication skills have a positive and significant effect on the resulting employee performance.

The results of the transformational leadership test (X2) on employee performance (Y2) show a value of 0.342 and sig. 0.007 means that transformational leadership has a positive and significant effect on the performance of Matahari Department Store Java Supermall employees. The results showed that the inspirational motivation intellectual indicator had the highest mean value of 4.61 in the leadership statement that it was able to arouse the optimism of the employees of the Matahari Department Store Java Supermall, so that it affected employees to be able to coordinate with colleagues at work and lead to optimal employee performance. The results of this study are in line with the results of research (Tandayong & Setiawan, 2018) namely transformational leadership has a positive effect on employee performance at PT GDC Multi Sarana Surabaya.

Then the results of the knowledge sharing test (Y1) on employee performance (Y2) showed a value of 0.658 and sig. 0.000 means that knowledge sharing has a positive and significant effect on the performance of Matahari Department Store Java Supermall employees. The results showed that the indicator of the organization's ability to motivate its members to share information and knowledge had the highest mean value of 4.63. The company was able to motivate the employees of Matahari Department Store Java Supermall to share knowledge with each other, thus affecting employee performance by not being shy about asking friends for help. work if you need help. The results of this study are in line with the results of research (Erwina & Mira, 2019) that knowledge sharing has a significant effect on employee performance at PAM Tirta Mangkaluku, Palopo City.

Furthermore, the results of the intervening test show that knowledge sharing does not interfere with the effect of communication skills on employee performance. Store Java Supermall without going through knowledge sharing. Knowledge sharing still has an influence on employee performance but knowledge sharing is not the main point in building employee communication skills. So that knowledge sharing is not the only process that participates in building communication skills, thus employee communication skills can be built without going through knowledge sharing.

Finally, the results of the intervening test show that knowledge sharing intervenes in the effect of transformational leadership on employee performance, meaning that transformational leadership shapes employee performance through knowledge sharing. It is known from the indirect effect of 0.388 which is greater than the direct effect of 0.342, thus in this study it is said that transformational leadership has an influence on knowledge sharing and has a positive impact on the performance of Matahari Department Store Java Supermall employees. In the knowledge sharing process, the leader can be a calculated figure (idealized influence). So that when and after knowledge sharing takes place, employees see the leader as a figure who can be imitated or imitated in their daily work life, automatically the employee's performance will also be better and higher.

## **5. CONCLUSION**

Based on the results of data analysis obtained through questionnaires distributed to employees of the Matahari Department Store Java Supermall, it can be concluded that: (a) Communication Skill (X1) has a positive and insignificant effect on Knowledge Sharing (Y1), (b) transformational Leadership (X2) has a positive and significant effect on Knowledge Sharing (Y1), (c) Communication Skill (X1) has a positive and significant effect on Employee Performance (Y2), (d) transformational Leadership (X2) has a positive and significant effect on Employee Performance (Y2), (e) knowledge Sharing (Y1) has a positive and significant effect on Employee Performance (Y2), (f) Knowledge Sharing (Y1) does not interfere with Communication Skill (X1) on Employee Performance (Y2) and (g) Knowledge Sharing (Y1) Intervening Transformational Leadership (X2) on Employee Performance (Y2). In the results of this study, the research suggests several things for the company, namely as follows: (a) Communication skill has a statement with the lowest mean value of 4.55, namely the communication knowledge indicator. Suggestions from researchers, the company should further intensify the working relationship between employees so that effective communication is established within the organization. Employees can communicate with colleagues by sharing work experiences or discussing with colleagues. Smooth communication will minimize misunderstandings, (b) Transformational leadership has a statement that the lowest mean value is 4.40, on the indicator of intellectual stimulation. Suggestions from the researcher is the need for employees to be given the opportunity to overcome their own work problems, in order to form an independent nature so as to form active and solution employees and have a high performance impact, (c) Knowledge sharing has a statement with the lowest mean value of 4.28, namely the indicator of the ability to solve problems with creative solutions. Suggestions from researchers, companies need to pay more attention to the needs of supporting employee performance, for example by conducting training on how to handle problems with customers, direction or education and training for employees on how to handle problems if there are complaints or errors from customers so that quality employee performance is formed, (d) Employee performance has the lowest statement seen from the mean value of 4.29, namely in the statement that employees never go beyond the working limit hours, there is a time discipline indicator. The thing that needs to be considered is to increase time discipline so that performance is even more optimal. Suggestions from researchers, companies should pay attention to the rules of starting and ending hours of work in a more organized manner.

Suggestions for further research in order to be able to add or develop other variables that are not discussed in this study, are more in-depth in discussing the effect of communication skills on employee performance on a larger scale so that the effect is greater and significant, and it is hoped that further researchers will be able to carry out further research. more in-depth research in discussing the effect of

communication skills on employee performance with knowledge sharing on a larger scale in order to obtain a large influence.

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