

## The Effect of Transformational Leadership, Interpersonal Communication And Organizational Commitment on Employee Performance of The Situbondo Regency Government

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### ABSTRACT

*This research aims to determine the effect of transformational leadership, interpersonal communication and organizational commitment on employees performance of Situbondo Regency Government. The approach in this study used a survey method who involves Situbondo Regency Government employees, specifically in office unit as DBHCHT recipient. The purposive sampling method was used to determine the research sample and obtained 104 respondents who suitable with the criteria. The variable measurement scale in this research questionnaire uses a semantic scale and is analyzed using multiple linear regression analysis and hypothesis testing methods. The benefit of this research is to get to know about specific impact of three variables that affect work performance so it will help leaders of the government to maximalize employee work performance. The research results show that respondents responded positively to each statement item to measure the variable. Based on further analysis of primary data using the SPSS Software, it can be concluded that transformational leadership, interpersonal communication, and organizational commitment have a significant positive influence on employee performance. Leaders who have been able to implement a transformative attitude, warm and professional employee communication, and high commitment to the organization produce employee performance that can be said to be good.*

**Keywords:** *Employee Performance, Interpersonal Communication, Organizational Commitment, Transformational Leadership*

### 1. INTRODUCTION

Situbondo Regency is one of the best tobacco-producing districts in East Java Province regarding quality and quantity (BPS, 2020). Supported by its strategic location, Situbondo Regency is a transit and mobilization place for tobacco products between regions. However, these advantages are in line with the shortcomings that are often found. The government succeeded in confiscating approximately 500,000 illegal cigarettes throughout 2021. The number will continue to increase in 2022 to reach 900,000 illegal cigarettes. This phenomenon is very detrimental to the state and regional governments

because the circulation of cigarettes is regulated in the Law of the Republic of Indonesia Number 39 in 2007 concerning Excise.

The Situbondo Regency Government, through its units of organizations, continues to strive to reduce the circulation of illegal cigarettes through preventive and repressive methods. The operation is aimed to impact the number of companies to comply with the tobacco excise taxes that have been applied so that the contribution of local taxes to state revenues can be maximized. This will also impact the receipt of the Excise Revenue Sharing Fund for Tobacco Products known as DBHCHT, because the region is considered to have successfully enforced and complied with the laws and regulations regarding excisable goods made from tobacco products. According to the Ministry of Finance, DBHCHT is part of the funds distributed to excise-producing and tobacco-producing regions to realize the principles of justice and balance in managing the country's revenue.

Based on the phenomenon explained in the previous paragraph, the author is interested in further research on the influence of transformational leadership, interpersonal communication and organizational commitment to the performance of Situbondo Government employees in dealing with the distribution of illegal cigarettes, which will also affect DBHCHT revenues. DBHCHT revenues will be directly used for two purposes: (1) community welfare programs/activities through health, social, and environmental development and (2) to develop and maintain the cigarette industry. This research using a new object which is government unit that receive DBHCHT funds which in fact brings a lot of benefit for society. It also using rarely used variable such as interpersonal communication, make it different with previous research.

According Rumondor (2014), employee performance is certainly influenced by several factors, one of which is leadership. This is in line with the research of Manora et al., (2021), Siagian & Khair (2018), and Hidayanto & Kurniawan (2022), who stated that leadership is one of the factors that influence employee performance. The advantage of this leadership model is that it builds emotional bonds with its members so that when implemented, employees will feel trusted and appreciated by their leaders. This trust can encourage company productivity, which is one of the employee performance achievements (Pasaribu, 2021). So, in this research, transformational leadership was chosen as the research variable ( $X_1$ ) based on this phenomenon to test its effect on employee performance (Y).

Apart from leadership patterns, a person's comfort or ergonomics is undoubtedly supported by various factors, including communication pattern factors Masterizki (2017). As we know, every activity inside or outside work involves communication. It is lined with research conducted by Abrar (2015), and Yolanda (2021), who stated that communication and relationship patterns influence employee performance. Interpersonal communication is a type of communication that involves two or more people directly and can provide feedback. According to Murtiadi et al., (2015), interpersonal communication is face-to-face interaction, so it is possible to see someone's expression during the communication. Thus, interpersonal communication was chosen as the research variable ( $X_2$ ) to test its effect on employee performance (Y).

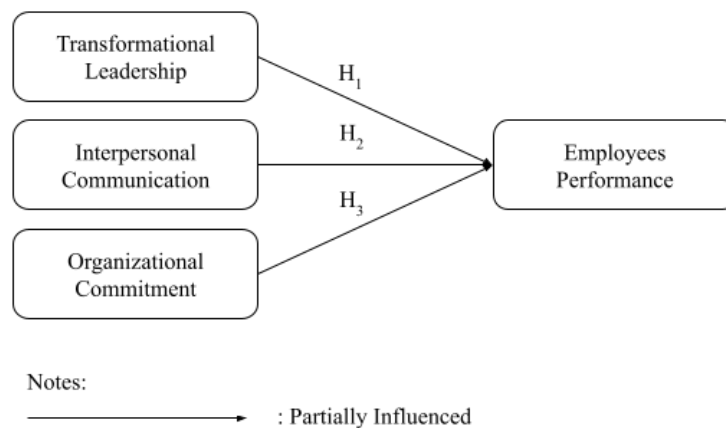
Furthermore, another factor that implied to influence employee's performance was the sense of belonging. It will give rise to a desire to continue contributing to the agency where they work. This factor is known as organizational commitment, which is in line with research conducted by Trigunajasa et al., (2018), Umami (2019) and Farrera (2021) who stated that organizational commitment is also a factor that influences employee performance. Robbins & Judge (2023, p. 121) state that organizational commitment is a form of loyalty shown by taking sides toward the organization's interests. Thus,

organizational commitment was chosen as the research variable ( $X_3$ ) to test its effect on employee performance (Y).

The variables used in this research were considered the most relevant to conditions in the field and previous research. Based on several studies conducted by Prasetyo (2020) it is stated that both transformational leadership and commitment have a positive effect on employee performance. However, this contradicts research conducted by Anggraini (2022) and Mekta (2017) which states that both interpersonal communication and organizational commitment have a negative effect on employee performance. Based on gaps in previous research, researchers want to re-examine transformational leadership, interpersonal communication, and organizational commitment to employee performance in the Situbondo Regency Government. The benefit of this research is it can be a new reference for leaders of the government can maximalize employees work performance by applying indicator used for this research.

## 2. THEORETICAL FRAMEWORK AND HYPOTHESIS FORMULATION

Transformational leadership, interpersonal communication, and organizational commitment are grouped as independent variables, which are assumed to influence employee performance, which is the dependent variable. The relationship between these variables is described through the following framework.



**Figure 1: Conceptual Framework**

### **The Effect of Transformational Leadership on Employees Performance**

Transformational leadership is one of the effective leadership styles to be used within companies and organizations. The purpose of its use is very diverse, and it has proven effective in influencing work enthusiasm as measured by employee performance. In line with several studies conducted by Hidayanto & Kurniawan (2022); Putra et al., (2021); Balwant et al., (2020); Fahmi (2020); Husna (2020); Marta (2019); Yunus (2018) which states that transformational leadership has a positive and significant effect on employee performance variables. The hypothesis on the relationship between these variables is as follows:

$H_1$  = There is a positive and significant influence between transformational leadership on employee performance at the Situbondo Regency Government.

### **The Effect of Interpersonal Communication on Employees Performance**

Interpersonal communication is a communication pattern that involves at least one communicator and communicant directly so that it is possible to get or give feedback

and see someone's expression directly. Interpersonal communication patterns can also be interpreted as a person's ability to combine formal and non-formal talks together so as to produce warm and intimate talks. Communication patterns are very important to consider when in the work environment, differences in perception, misunderstanding and imperfect delivery are disorders that can be minimized by interpersonal communication. This is reinforced based on research conducted by Sihombing, (2019); Yusnita (2020); Yusri & Syadaruddin (2023); Handayani & Suryani (2019) which state that interpersonal communication affects employee performance as measured by service quality. The hypothesis on the relationship between these variables is as follows:

H<sub>2</sub> = There is a positive and significant effect of interpersonal communication on employee performance at the Situbondo Regency Government.

### **The Influence of Organizational Commitment on Employees Performance**

Organizational commitment is a factor in a person's willingness to participate in contributing to the success of the vision and mission of the company or organization voluntarily. Employee commitment greatly affects the overall performance of the company because loyal employees will develop a sense of belonging so that it will affect performance. Based on research conducted by Fahmi (2020); Hidayanto & Kurniawan (2022); Husna (2020); Marta, (2019); Pritanadira (2019) states that organizational commitment has an influence on employee performance, so the hypothesis in the relationship between these variables is as follows:

H<sub>3</sub> = There is a positive and significant effect of interpersonal communication on employee performance at the Situbondo Regency Government.

## **3. RESEARCH METHOD**

### **Design Study**

Based on the background and problem formulation described, the characteristics of the problem examined in this research can be classified as explanatory research by conducting hypothesis testing. Multiple linear regression and T-test are used to test the proposed hypothesis so it can explain the relation and influence between the independent and dependent variables in the hypothesis. Primary data in this research was obtained from distributing questionnaires to respondents, namely the Situbondo Regency Government employees. Secondary data is obtained through statistical data from bulletins, government publications, published or unpublished information available both from inside and outside business organizations, the internet, and websites (Siregar, 2012, p. 16)

The data collection method used in this research was interviews, literature studies, and questionnaires. Interviews are a method of collecting data obtained through direct interaction with the data owner. Literature studies were also carried out to compare and serve as references during the research. After knowing the organization's condition, the questionnaire is given to collect data from a set of questions or written statements to answer (Sugiyono, 2019, p. 156).

### **Population And Sample**

The population in this study were Situbondo Regency Government employees in offices that received DBHCHT, spread across (1) Department of Regional Development Planning known as Bappeda; (2) Municipal Police known as Satpol PP); (3) Department of Cooperatives, Industry and Trade known as Diskoperindag; (4) Department of Communication, Informatics and Encryption Service known as Diskominfo; (5)

Department of Manpower known as Disnaker; and (6) Department of Social Services known as Dinsos with a total of 550 employees. The sample used in the study was a non-probability sampling method, namely the purposive sampling method, with the criteria (1) have a status as a civil servant and (2) have participated in activities that used DBHCHT funding sources. Based on the requirements, calculation of the number of samples in the study is in the following table:

**Table 1: Number of Samples Based on Criteria**

<b>DBHCHT Recipient Service</b>	<b>Population</b>	<b>Sample</b>
Department of Regional Development Planning	91	16
Municipal Police	270	44
Department of Cooperatives, Industry and Trade	95	17
Department of Communication, Informatics and Encryption Service	36	6
Department of Manpower	25	8
Department of Social Services	33	12
<b>Total</b>	<b>550</b>	<b>103</b>

In this research, researcher ensure that respondent are in lowest position on overall structure of each department, to represent how each individual work to impact whole organization performance, also to get know how someone who leads the group. It dominated with young worker aged 31 up to 40 years old by 41% and 1 to 5 years working time by 43% of overall respondent. So, based on the criteria set out in the previous paragraph, out of a total of 550 employees, those who met the requirements in the research sample were 103 employees who were considered capable of representing Situbondo Regency Government employee performance.

#### 4. RESULTS AND DISCUSSION

##### Results of Data Analysis

##### 1) Instrument Test

Instrument tests are carried out before research, using a survey method by distributing a questionnaire, which is measured using a semantic scale. The questionnaire was tested on 30 respondents before the research to ensure the instrument was valid and reliable. The following are the results of the validity and reliability test of the instrument.

##### Validity Test

The validity test is used to measure whether an instrument is valid or not, in this research it is a questionnaire. Pearson's Product Moment correlation was used in SPSS for Windows software. The validity test is calculated by comparing  $r$  tables, if  $r$  calculated  $>$   $r$  tables (5% significance level) then the statement is said to be valid. The results of validity test data processing can be seen in the following table:

**Table 2: Validity Test Results**

<b>Variable</b>	<b>Items</b>	<b>R table</b>	<b>R count</b>	<b>Significance</b>	<b>Result</b>
Transformational leadership	X1.1.1	0,361	0,634	0,000	Valid
	X1.1.2	0,361	0,744	0,000	Valid
	X1.1.3	0,361	0,727	0,000	Valid
	X1.2.1	0,361	0,733	0,000	Valid
	X1.2.2	0,361	0,744	0,000	Valid
	X1.2.3	0,361	0,721	0,000	Valid



	X1.3.1	0,361	0,408	0,025	Valid
	X1.3.2	0,361	0,495	0,005	Valid
	X1.3.3	0,361	0,658	0,000	Valid
	X1.4.1	0,361	0,750	0,000	Valid
	X1.4.2	0,361	0,657	0,000	Valid
	X1.4.3	0,361	0,804	0,000	Valid
Interpersonal Communication	X2.1.1	0,361	0,423	0,020	Valid
	X2.1.2	0,361	0,470	0,009	Valid
	X2.1.3	0,361	0,425	0,019	Valid
	X2.2.1	0,361	0,704	0,000	Valid
	X2.2.2	0,361	0,505	0,004	Valid
	X2.2.3	0,361	0,521	0,003	Valid
	X2.3.1	0,361	0,543	0,002	Valid
	X2.3.2	0,361	0,581	0,001	Valid
	X2.3.3	0,361	0,490	0,006	Valid
	X2.4.1	0,361	0,560	0,001	Valid
	X2.4.2	0,361	0,425	0,019	Valid
	X2.4.3	0,361	0,513	0,004	Valid
Organizational Commitment	X3.1.1	0,361	0,555	0,001	Valid
	X3.1.2	0,361	0,700	0,000	Valid
	X3.1.3	0,361	0,738	0,000	Valid
	X3.2.1	0,361	0,613	0,000	Valid
	X3.2.2	0,361	0,697	0,000	Valid
	X3.2.3	0,361	0,637	0,000	Valid
	X3.3.1	0,361	0,443	0,014	Valid
	X3.3.2	0,361	0,596	0,001	Valid
	X3.3.3	0,361	0,585	0,001	Valid
Employee Performance	Y1.1.1	0,361	0,782	0,000	Valid
	Y1.1.2	0,361	0,475	0,008	Valid
	Y1.1.3	0,361	0,678	0,000	Valid
	Y1.2.1	0,361	0,602	0,000	Valid
	Y1.2.2	0,361	0,743	0,000	Valid
	Y1.2.3	0,361	0,407	0,026	Valid

Based on table 2 it can be concluded that the correlation of each transformational leadership variable ( $X_1$ ), interpersonal communication ( $X_2$ ), organizational commitment ( $X_3$ ), and employee performance (Y) shows  $r_{count} > r_{table}$  with a significance value  $< 0,05$ . This means that all statement items in the questionnaire are declared valid and can be used for collecting research data.

### Reliability Test

Reliability testing is carried out to determine the extent to which the questionnaire remains consistent after being used two or more times using the same measuring instrument. In this test, reliability is used using the Cronbach alpha method. A variable is said to be reliable if it obtains a Cronbach alpha value  $> 0,60$ . The results of the reliability test data processing can be seen in table 3 below:

**Table 3: Reliability Test Results**

Variable	Cronbach Alpha	Result
Transformational Leadership	0,759	Reliable
Interpersonal Communication	0,726	Reliable
Organizational Commitment	0,745	Reliable
Employee Performance	0,743	Reliable

Based on table 3 it can be concluded that alpha ( $\alpha$ ) for each variable is greater than 0,60. This means that all statement items in the questionnaire are reliable or trustworthy,

because the measurement results are relatively consistent. Even though the statement is given several times to different respondents, the questionnaire can be reused for further research with the same variables.

## 2) Data Normality Test

The data normality test is carried out on each data on each variable to test whether the data obtained is normally distributed or not. In the research, the data normality test uses the Kolmogorov-Sirmov Test with a significance level of 5% or 0,05 . The following are the results of the normality test calculations.

**Table 4: Data Normality Test Results**

N	Variable	Significance	Result
104	Transformational Leadership ( $X_1$ )	0,056	Normally distributed
	Interpersonal Communication ( $X_2$ )	0,060	Normally distributed
	Organizational Commitment ( $X_3$ )	0,054	Normally distributed
	Employee Performance (Y)	0,061	Normally distributed

Based on table 4. shows that the results of the normality test using the Kolmogorov-Sirmov Test found a significance value for the transformational leadership variable of 0.056, interpersonal communication of 0.060, organizational commitment of 0.054 and employee performance of 0.061. This means the significance value of all variables greater than 0.05 which means that all data in this study is normally distributed.

## 3) Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the effect of more than one independent variable on the dependent variable. The calculation results say that there is an influence between the independent variable and the dependent variable if the significant value is <0,05. The calculation results can be seen in table 5 below:

**Table 5: Results of Multiple Linear Regression Analysis**

Variable	Coefficient	Significance
Constant	4,952	0,212
Transformational Leadership ( $X_1$ )	0,110	0,044
Interpersonal Communication ( $X_2$ )	0,201	0,002
Organizational Commitment ( $X_3$ )	0,160	0,020

Based on table 5 above, the resulting regression model is to determine the influence of the independent variables, namely transformational leadership ( $X_1$ ), interpersonal communication ( $X_2$ ), and organizational commitment ( $X_3$ ), on employee performance variables (Y) and resulting the equation below

$$Y = 4,952 + 0,110 X_{1i} + 0,201 X_{2i} + 0,160 X_{3i}$$

## 4) Classical Assumption Test

### Multicollinearity Test

The multicollinearity test is used to test whether there is a correlation between the independent variables. The test results are said to be free from multicollinearity if the VIF value is < 10 and the tolerance value is > 0,1. The results of the multicollinearity test calculation can be seen in the following table:

**Table 6: Multicollinearity Test Results**

Variable	Tolerance	VIF	Result
Transformational Leadership (X <sub>1</sub> )	0,587	1,703	No multicollinearity sign
Interpersonal Communication (X <sub>2</sub> )	0,612	1,634	No multicollinearity sign
Organizational Commitment (X <sub>3</sub> )	0,585	1,710	No multicollinearity sign

Based on table 6 , it is known that there is no multicollinearity in the test results. This is because the tolerance value for each variable is > 0,1 and the VIF value is < 10.

### Heteroscedasticity Test

The heteroscedasticity test is used to test whether or not the variance values of the residuals for one observation are the same as for another. This test is carried out using a formal method, namely the Glejser test which is carried out by regressing the absolute value of the residual from the linear regression equation on the dependent variable. The test results state that there are no symptoms of heteroscedasticity if the significance value is greater than 0.05. The results of the heteroscedasticity test can be seen in the following table .

**Table 7: Heteroscedasticity Test Results**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,494	2,457		1,829	,070
	Transformational Leadership (X <sub>1</sub> )	-.053	,034	-.204	-1,587	,116
	Interpersonal Communication (X <sub>2</sub> )	,008	,039	,027	,217	,829
	Organizational Commitment (X <sub>3</sub> )	,022	,042	,068	,530	,598

Based on table 7 , it is known that all independent variables have a significance level of > 0.05, meaning that in the regression model there are no symptoms of heteroscedasticity .

### 5) Hypothesis Test

The partial test (t test) is used to determine the partial influence of each independent variable on the dependent variable. Making a decision based on the calculation results is if  $t_{count} \geq t_{table}$  with a significance  $\leq 0,05$ , it  $H_0$  is rejected and  $H_a$  is accepted. This means that there is a partial influence between the independent variable on the dependent variable, and vice versa. Partial test results (t test) can be seen in the following table:

**Table 8: T Test Results**

Variable	Sig.	t <sub>count</sub>	t <sub>table</sub>	Results Test
Transformational Leadership (X <sub>1</sub> )	0,044	2,040	1,984	H <sub>0</sub> rejected
Interpersonal Communication (X <sub>2</sub> )	0,002	3,202	1,984	H <sub>0</sub> rejected
Organizational Commitment (X <sub>3</sub> )	0,020	2,370	1,984	H <sub>0</sub> rejected



Based on table 8 , it shows that the influence of each independent variable on the dependent variable is as follows:

A. Transformational Leadership on Employee Performance

Based on the results of the t test, it shows that the influence of the transformational leadership variable on employee performance obtained a significant value of 0,044 and  $t_{count}$  was 2.040. Where the significance value is  $< 0.05$  and  $t_{count} > t_{table}$  ( $2.040 > 1.984$ ), means  $H_0$  it is rejected. Based on these results, it is concluded that the transformational leadership variable partially effected to employee performance in the Situbondo Regency Government.

B. Interpersonal Communication on Employee Performance

Based on the results of the t test, it shows that the influence of interpersonal communication variables on employee performance obtained a significance value of 0.002 and  $t_{count}$  was 3.202. Where the significance value is  $< 0.05$  and  $t_{count} > t_{table}$  ( $3.202 > 1.984$ ), means  $H_0$  it is rejected. It can be concluded that the interpersonal communication variable partially effected to employee performance in the Situbondo Regency Government.

C. Organizational Commitment on Employee Performance

the t test, it shows that the influence of the organizational commitment variable on employee performance has a significance value of 0.020 and is  $t_{count}$  2.370 . Where the significance value is  $< 0.05$  and  $t_{count} > t_{table}$  ( $2,370 > 1,984$ ), means  $H_0$  it is rejected. It can be concluded that the organizational commitment variable has a partially effected to employee performance in the Situbondo Regency Government.

## Discussion Results Study

### 1) Influence of Transformational Leadership on Employee Performance

Based on the analysis of the transformational leadership variable, it is known that the first hypothesis (accepted) means that transformational leadership has a significant positive effect on the performance of Situbondo Regency Government employees. Furthermore, the results of the regression coefficient are positive, which means that the transformational leadership variable has a positive effect on the performance of Situbondo Regency Government employees. Apart from previous research, the results of this research prove the theory expressed by Safrizal (2022, p. 23), which states that leaders with transformational characteristics have a strong influence in directing or controlling employee performance through the trust they provide. Leaders of each department under the government have successfully delivered transformational leadership to their employees. It was proven by 2021, the government got a reward as the best DBHCHT recipient in fund management. Delivering funds within so many aspect, it needs capability of leaders to make sure every penny must to be received by the right person so it can brings a benefit to each recipient.

### 2) Influence of Interpersonal Communication on Employee Performance

Based on the analysis of the interpersonal communication variable, it is known that the first hypothesis (accepted) means that interpersonal communication has a significant positive effect on the performance of Situbondo Regency Government employees. Furthermore, the results of the regression coefficient are positive, which means that the interpersonal communication variable has a positive effect on the performance of Situbondo Regency Government employees. The results obtained in this research are in line with several previous studies which interpersonal communication has a positive and significant effect on employee performance variables. In this research,

communication is matter due to involve many department and government organization. Better communication every years it proven by increasing joint operation in order to eradicate illegal cigarettes. By cooperating with Jember Customs, the government always trying their best to increase tax revenue by cutting operation of illegal cigerates.

### 3) Influence of Organizational Commitment on Employee Performance

Based on the analysis of the organizational commitment variable, it is known that the first hypothesis (accepted) means that organizational commitment has a significant positive effect on the performance of Situbondo Regency Government employees, so it is rejected, or  $H_a$  is accepted. Furthermore, the results of the regression coefficient are positive, which means that the organizational commitment variable has a positive effect on the performance of Situbondo Regency Government employees. Apart from previous research, the results prove the theory expressed by Shaleh (2018, p. 54), which states that a person's willingness to remain in the agency where he works will influence his willingness and ability to complete work to achieve common goals of an agency. The agency certainly needs an employee's commitment to minimize the turnover rate, which will cause agency inefficiency in employee management. In this research, organizational commitment of government employees classified as high, impacting their huge joint operation and make the government received one of biggest DBHCHT fund recipient in East Java.

## 5. CONCLUSIONS, IMPLICATIONS, SUGGESTIONS AND LIMITATIONS OF THE RESEARCH

Based on research analysis that has been conducted on the influence of transformational leadership, interpersonal communication, and organizational commitment on employee performance in the Situbondo Regency Government. In the research hypothesis subchapter, the author has created three hypotheses based on previous research and several theories that have been developed. Based on these three hypotheses, it can be concluded that the first hypothesis is accepted. The transformational leadership variable has been proven to positively and significantly affect employee performance in the Situbondo Regency Government. Furthermore, the statement in the second hypothesis is accepted. The interpersonal communication variable has been proven to positively and significantly affect employee performance in the Situbondo Regency Government. This proves that the interpersonal communication pattern between employees and superiors is good. The last hypothesis, namely the third hypothesis statement, is also accepted. The organizational commitment variable has been proven to positively and significantly affect employee performance in the Situbondo Regency Government. This proves that employees' commitment to each DBHCHT recipient service is reasonable. It can be concluded that the commitment is suitable in line with employee performance.

Based on the analysis and preparation of the research that has been carried out, we hope several suggestions can become references for further study. These suggestions are divided into three parties including:

### 1. For the Situbondo Regency Government

It is hoped that this research can become an open reference source in management and a basis for determining certain policies related to the management of civil servants in all agencies receiving Tobacco Excise Revenue Sharing Funds (DBHCHT). It is hoped that the large amount of benefits that can be used from DBHCHT will be managed by the Situbondo Regency Government well and evenly.

### 2. For Academics

It is hoped that this research can be a reference for future researchers regarding the same topic, namely transformational leadership, interpersonal communication and organizational commitment to employee performance. The hope is that future researchers can further explore other variables influencing employee performance. Not only that, the scope of research objects can also be expanded to achieve research perfection in the future.

### 3. For Researchers

It is hoped that this research will become the basis for researchers' research and learning related to the chosen concentration, namely more detailed and scientific human resource management.

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