
The Effect of Transformational Leadership Style and Organizational Communication on the Performance of Employees at the Majalengka Regency Disaster Management Agency

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Abstract

This study aims to analyze the influence of transformational leadership and organizational communication on employee performance at the Regional Disaster Management Agency (BPBD) of Majalengka Regency. This research is motivated by the demand to improve the performance of BPBD personnel in the face of dynamic and complex working conditions, necessitating an effective organizational leadership and communication style to support the achievement of optimal employee performance. This study uses a quantitative approach with an associative method. The population in this study consists of all employees of BPBD Majalengka Regency, totaling 70 people, all of whom were used as the research sample through a saturated sampling technique. The research data were obtained through the distribution of questionnaires using a Likert scale and analyzed using multiple linear regression analysis with the assistance of the SPSS program. The results of the study show that transformational leadership partially does not have a significant effect on the performance of BPBD Majalengka Regency employees. Meanwhile, organizational communication has a positive and significant effect on the performance of BPBD employees in Majalengka Regency. The coefficient of determination indicates that transformational leadership and organizational communication together are able to explain 22% of the variance in employee performance, while the remainder is influenced by other variables outside the research model. Based on the results of this study, it can be concluded that organizational communication plays an important role in improving the performance of BPBD Majalengka Regency employees.

INTRODUCTION

In recent years, attention to the effectiveness of personnel performance in public service institutions has increased, particularly in line with the growing complexity of the duties and responsibilities of local governments in dealing with natural and non-natural disasters. Majalengka Regency, an area in West Java Province with geographical characteristics stretching from highlands to lowlands, faces recurring disaster threats such as landslides, floods, extreme weather, and droughts. Throughout 2024, for example, BPBD Majalengka recorded 293 disaster events, predominantly in the form of landslides and extreme weather (Baihaqi, 2025). This condition requires BPBD Majalengka to be not only technically

responsive to disaster events, but also strong in managerial aspects—namely effective leadership and reliable organizational communication—to support employee performance in dynamic and challenging situations (Aziz & Putri, 2024; Nuraflah, 2025; Nurjanah, 2025; Syukri et al., 2025; Wismaningtyas & Savi'ah, 2022).

Previous studies in the organizational management literature have shown that transformational leadership styles, in which leaders inspire, motivate, and empower their subordinates, positively correlate with subordinates' commitment, motivation, and confidence, which can ultimately improve organizational performance (Bass, 2006). On the other hand, according to Schement (2022), organizational communication is a process capable of forming, managing, and interpreting behaviors and symbols—both verbal and non-verbal, intentional or unintentional, direct or indirect—within and across organizations (Septayuda et al., 2023). However, although there is empirical evidence that transformational leadership styles and organizational communication can each affect employee performance, as seen in local research by Arifudin (2020), studies that specifically explore the combination of these two variables in the context of disaster management institutions such as BPBD remain very limited in Indonesia.

In the context of BPBD Majalengka Regency, various operational and managerial challenges arise during emergencies: employees must act quickly, coordination between agencies and field teams is critical, and information must flow smoothly for disaster response to be optimal. Under such conditions, transformational leadership and organizational communication systems become highly relevant subjects of inquiry (Asmawati et al., 2025; Frølich et al., 2025; Greimel et al., 2023; Santoso et al., 2022; Schiuma et al., 2024; Sutrisno et al., 2023). Nevertheless, limited research has examined how transformational leadership styles and organizational communication together contribute to employee performance within BPBD, particularly in Majalengka Regency with its distinct vulnerability profile. Thus, a fairly clear research gap exists: although leadership, communication, and performance have been extensively studied, very little research has been conducted in the context of disaster management organizations at the local government level, let alone examining the combined influence of both leadership and communication on performance.

Disaster management has become an increasingly strategic issue in public administration as the frequency, intensity, and complexity of disasters continue to challenge the capacity of government institutions. Globally, 2024 demonstrated how natural hazards have become a major threat to human security, public service continuity, and institutional resilience. The Emergency Events Database (EM-DAT) recorded 393 natural hazard-related disasters in 2024, causing 16,753 deaths, affecting 167.2 million people, and generating approximately USD 241.95 billion in economic losses. These figures indicate that disasters are no longer merely environmental events, but also organizational and governance challenges that require fast, coordinated, and accountable public-sector responses.

The global escalation of disaster risk is closely related to climate variability, environmental degradation, rapid urbanization, and increasing social vulnerability. The World Meteorological Organization confirmed that 2024 was the hottest year on record, marked by extreme land and sea surface temperatures and severe weather events that affected lives and livelihoods across many countries. This condition places disaster management agencies under greater pressure, as they must respond not only to sudden emergencies but also to recurring

hydrometeorological risks such as floods, landslides, droughts, extreme weather, and storms. Therefore, the performance of disaster management employees has become a crucial determinant of how effectively the state protects citizens during emergency and recovery situations.

In Indonesia, disaster management is a highly relevant issue given that the country is located in a geographically and geologically vulnerable region. BNPB reported that throughout 2024 Indonesia experienced 3,472 disaster events, dominated by hydrometeorological disasters. National disaster data also recorded 540 deaths, 63 missing persons, 11,531 injured persons, and more than 8.13 million people affected and displaced, along with damage to houses, educational facilities, health facilities, offices, houses of worship, and bridges. These data show that disaster management requires not only physical infrastructure and emergency equipment, but also high-performing human resources capable of coordinating, communicating, making decisions, and implementing disaster-response procedures effectively.

At the regional level, the Regional Disaster Management Agency (BPBD) plays a central role in prevention, preparedness, emergency response, rehabilitation, and reconstruction. BPBD employees are required to work under conditions characterized by uncertainty, time pressure, field risk, inter-agency coordination, and high public expectations. In such an environment, employee performance is measured not only by routine administrative output, but also by responsiveness, accuracy of action, teamwork, discipline, communication quality, and the ability to deliver services during critical situations. Therefore, improving BPBD employee performance requires attention to the organizational factors that influence how employees understand instructions, coordinate tasks, solve problems, and maintain commitment to public service.

Majalengka Regency represents a relevant local context for examining this issue, as the area has diverse geographical characteristics ranging from highland to lowland zones, making it vulnerable to landslides, floods, extreme weather, and drought. In 2024, BPBD Majalengka recorded 293 disaster events, with landslides and extreme weather as the dominant disaster types. This situation places BPBD Majalengka employees in a demanding work environment that requires rapid mobilization, accurate information flow, strong coordination among divisions, and effective leadership. Consequently, the quality of transformational leadership and organizational communication becomes important to understand, as both variables may shape how employees respond to disaster-related responsibilities.

Transformational leadership has long been discussed in organizational behavior literature as a leadership style that inspires, motivates, intellectually stimulates, and individually supports subordinates. Bass explained that transformational leaders encourage followers to move beyond personal interests and develop stronger motivation, commitment, and confidence in achieving organizational goals. Previous studies have shown that transformational leadership can influence employee performance through motivation, organizational commitment, innovation, job satisfaction, and work engagement. For example, research by Arifudin found that leadership style is related to employee performance, while Cahyani, Parwita, and Rismawan showed that transformational leadership, work motivation, and job satisfaction are relevant factors in improving employee performance. These findings suggest that leadership remains an important organizational mechanism, particularly in institutions that depend on employee readiness and responsibility.

However, transformational leadership may not always directly improve employee performance in bureaucratic or highly procedural organizations. In public disaster management institutions, employees often work based on formal regulations, command structures, standard operating procedures, and technical responsibilities. This means that even when leaders provide inspiration and motivation, employee performance may still be more strongly determined by task clarity, operational standards, competence, discipline, and coordination systems. Previous research by Arif and Akram also indicated that transformational leadership does not always show a significant direct relationship with employee performance, while Pawar and Eastman argued that contextual conditions may influence whether transformational leadership can produce fundamental changes in employee values, goals, and needs. This makes it important to test transformational leadership within a specific institutional setting such as BPBD Majalengka.

Organizational communication is another critical factor, as disaster management depends heavily on the speed, clarity, accuracy, and consistency of information exchange. Communication allows leaders, staff, field teams, and external stakeholders to understand situations, distribute tasks, report developments, and make coordinated decisions. In emergency conditions, poor communication can lead to delayed responses, duplicated work, unclear instructions, weak coordination, and reduced service quality. Previous research by Annisa Nur Islami, Merry Fridha Tri Palupi, and colleagues found that organizational communication affects employee performance by supporting internal and external organizational functions. Similarly, Septayuda and colleagues emphasized that organizational communication contributes to employee performance by shaping coordination, shared understanding, and organizational behavior. These findings indicate that communication is not merely an administrative activity, but a strategic element of performance.

Although many studies have examined transformational leadership, organizational communication, and employee performance, a clear research gap remains in the context of local disaster management agencies. Most previous studies have focused on private companies, general public organizations, educational institutions, or broader bureaucratic settings, while empirical research on BPBD as a disaster-response institution remains limited. In addition, previous research often analyzes leadership or communication separately, whereas disaster management work requires both leadership direction and communication effectiveness simultaneously. This gap is significant because BPBD employees operate in a distinctive work environment involving emergency pressure, humanitarian responsibility, inter-agency coordination, and public safety demands. Therefore, examining the combined influence of transformational leadership and organizational communication on BPBD employee performance provides a more contextual and practical understanding of public-sector performance.

Based on this background, this study aims to analyze the effect of transformational leadership style and organizational communication on employee performance at the Regional Disaster Management Agency of Majalengka Regency. The novelty of this research lies in its focus on a local disaster management institution that faces recurring hydrometeorological risks and requires strong coordination among employees. The study contributes theoretically by enriching the public management and organizational behavior literature, particularly in the application of transformational leadership and organizational communication concepts within

disaster management institutions. Practically, the findings are expected to help BPBD leaders and local government stakeholders strengthen communication systems, improve leadership practices, and design performance-improvement strategies suited to emergency-service organizations. The objective of this study is to provide empirical evidence on whether transformational leadership and organizational communication influence employee performance, while the broader aim is to support more responsive, coordinated, and effective disaster services for the community.

RESEARCH METHOD

This study uses an associative quantitative methodology. The purpose of this study is to find out the relationship between transformational leadership style (X_1) and organizational communication (X_2) on employee performance (Y) at the Regional Disaster Management Agency (BPBD) of Majalengka Regency. Thus, this study not only describes a phenomenon, but also seeks to explain and predict the cause-and-effect relationship between variables in a scientific and measurable manner.

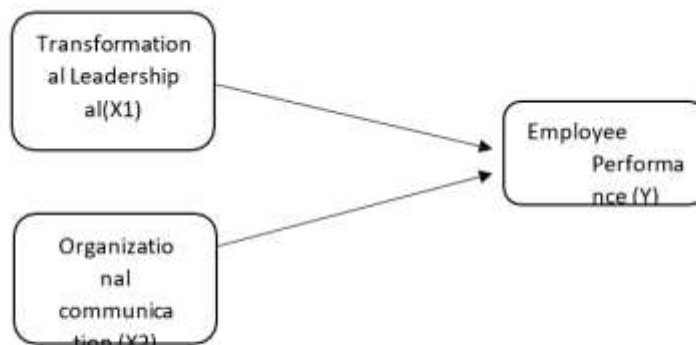


Figure 3.1 Research Design

Sample Population

Population: The population in this study is all employees of the Majalengka Regency BPBD, both ASN and non-ASN status. Populations were chosen because they were directly involved in public service and disaster management activities, making them relevant to leadership, communication, and performance variables. The population in this study involves all employees of the Majalengka Regency Regional Disaster Management Agency, which totals 70 employees. **Sample:** In this study, the entire population is used as a research sample or called a saturated sample (census). The saturated sampling technique is used because the population is relatively small and it is still possible to reach it as a whole. According to (Sugiyono, 2019), saturated sampling is a sample determination technique when all members of the population are used as research samples. This is done so that the research results are more accurate and representative because they cover all elements of the population. Thus, all employees who work at the Regional Disaster Management Agency (BPBD) of Majalengka Regency, both State Civil Apparatus (ASN) employees and non-ASN employees, are used as research respondents.

RESULTS AND DISCUSSION

Respondent Overview

The respondents in this study were employees of the Regional Disaster Management Agency (BPBD) of Majalengka Regency with a total of 70 respondents, who were chosen because they had a direct relationship with organizational activities and understood the implementation of BPBD's duties and functions. Based on gender, respondents were dominated by men as many as 63 people (90%), while women amounted to 7 people (10%). Judging from the length of work, most respondents had a working period of 1-10 years, namely 38 people (54.29%), followed by 17 people (24.29%) and 15 people (21.43%) for more than 20 years. Based on the latest education, respondents with a high school/vocational background amounted to 31 people (44.29%), while respondents who pursued a university education were 39 people (55.71%). This respondent characteristic data is used as a basis for obtaining relevant information about transformational leadership, organizational communication, and employee performance within the Majalengka Regency BPBD.

Statistics Descriptive

Table 1 Descriptive Statistics of Research Variables

Variabel	N	Minimum	Maximum	Red	Hours of deviation
Leadership	70	26	50	41.79	4.748
Transformational					
Communication	70	22	35	29.77	3.070
Organisasi					
Pefawai	70	35	50	42.76	3.712
Performance					

Source: Primary data processed from questionnaire responses using SPSS, 2026.

Based on the results of descriptive statistics, the transformational leadership variable has an average value of 41.79, which shows that employees' perception of leadership falls in the good category. The organizational communication variable has an average value of 29.77, which shows that organizational communication is running well and relatively evenly. Meanwhile, employee performance has an average score of 42.76, which indicates that the performance of BPBD employees is in the high category.

Based on the results of the regression analysis that has been carried out, it is known that the transformational leadership style variable (X1) does not have a significant effect on employee performance. This is evidenced by the results of a partial test (t-test), which shows a significance value greater than 0.05, so that the hypothesis that transformational leadership style affects employee performance is rejected. Being bureaucratic in nature, employees tend to work based on rules, procedures, and division of tasks that have been set, so that the role of transformational leadership has not been optimally felt.

The results of this study are in line with the research conducted by (Arif & Akram, 2018), stating that there is no correlation between the perception of transformational leadership style and employee performance. The results of the hypothesis test in that study showed a correlation value of $r = -0.835$ with a significance value of $p < 0.06$, which indicates that transformational leadership style does not have a significant relationship with employee performance

improvement. The results of this study are also in line with the opinion of (Pawar & Eastman, 1997) that the practice of transformational leadership styles is not always able to bring about more fundamental changes, such as in employee values, goals, and needs. The inability to encourage these fundamental changes causes the high-level needs of employees to remain unmet, such that performance improvement is not significantly affected. This condition is relevant to the characteristics of BPBD employees, who have a high level of responsibility and a professional and humanitarian work drive, so that employee performance is more determined by operational standards and task demands than by leadership style.

In contrast to transformational leadership, based on the results of the research that has been conducted, organizational communication has been proven to have a positive and significant effect on the performance of BPBD employees. This is proven by the results of the t-test, which shows a calculated t-value of 4.193 with a significance value of 0.000, smaller than 0.05. These results show that organizational communication plays an important role in improving employee performance.

The results of this study are in line with the research conducted by (Annisa Nur Islami, Merry Fridha Tri Palupi, 2021), which states that communication is essential in organizations. Communication is a system required by every organization to carry out its internal and external functions, which affects the organization's ability to achieve its goals. In the context of BPBD, organizational communication is an important factor in supporting the implementation of disaster management tasks. Through effective communication, information can be conveyed clearly, coordination between divisions can run smoothly, and work implementation can be carried out in a directional manner in accordance with the organization's goals.

Simultaneously, based on the results of the F-test that has been carried out, an F-value of 10.740 was obtained with a significance value of 0.000, smaller than 0.05. These results show that transformational leadership and organizational communication simultaneously have a significant effect on the performance of BPBD employees. These findings indicate that employee performance is not only influenced by one factor in isolation, but is the result of the integration of various organizational factors that interact with one another. Organizational leadership and communication have complementary roles in supporting employee performance achievements.

The results of this study also show that although transformational leadership is partially non-significant, its presence still contributes when combined with effective organizational communication. This confirms that the performance of BPBD employees is influenced by the organization's work system as a whole, not solely by one specific variable. Thus, it can be concluded that improving the performance of BPBD employees requires synergy between leadership and organizational communication together, so that organizational goals can be achieved optimally.

Based on the results of the coefficient of determination test, an R value of 0.493 was obtained. This value shows that there is a relationship between transformational leadership and organizational communication on the performance of BPBD employees. The contribution of transformational leadership and organizational communication to the performance of BPBD employees is 22%, as indicated by an Adjusted R Square value of 0.220. This shows that the two variables are able to explain some of the variation in employee performance, while the remaining 78% is influenced by other factors outside the research model, such as work

motivation, work discipline, competence, work environment, and other organizational factors.

A	B	C
D	E	F

CONCLUSION

Based on the results of the research and discussion regarding the influence of transformational leadership and organizational communication on the performance of BPBD employees in Majalengka Regency, it can be concluded that transformational leadership does not have a significant effect on employee performance, as indicated by the t-test with a significance value of 0.407, which is greater than 0.05, suggesting that it is not the main factor directly affecting performance. In contrast, organizational communication has a positive and significant impact on employee performance, evidenced by a significance value of 0.000, which is less than 0.05, indicating that effective communication can enhance employees' ability to carry out disaster-related tasks. Furthermore, when considered together, transformational leadership and organizational communication have a significant simultaneous effect on BPBD employees' performance, as demonstrated by the F-test with a significance value of 0.000, which is smaller than 0.05, implying that the combination of these two variables contributes meaningfully to improving overall employee performance.

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