

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK ETHICS IN IMPROVING PERFORMANCE THROUGH EFFECTIVE COMMUNICATION: A STUDY ON THE NATIONAL UNITY AND POLITICAL AGENCY OF JEMBER REGENCY

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ABSTRACT

Facing the increasingly complex dynamics of public organizations, improving employee performance is a strategic focus for local governments to realize effective and accountable governance. Leadership factors, work ethics, and internal communication are considered to play an important role in shaping this performance. This study aims to analyze the influence of transformational leadership and work ethics on employee performance, with effective communication as an intervening variable in the National and Political Unity Agency (Bakesbangpol) of Jember Regency. This type of research uses an explanatory quantitative method, with a survey approach to obtain empirical data from respondents. The research population was 112 employees, and all of them were used as a sample (saturated sample) as many as 112 respondents. The collected data was analyzed using path *analysis* to test the direct and indirect relationships between variables. The results of the study show that transformational leadership and work ethics have a significant effect on employee performance, both directly and through effective communication. Leaders who are inspiring, empathetic, and have a clear vision are able to build open communication and increase motivation and work responsibility. A strong work ethic also creates an honest and respectful communication culture, thus strengthening coordination and collaboration. Thus, the combination of transformational leadership, work ethics,

and effective communication has proven to be the main factor in improving employee performance at Bakesbangpol Jember Regency.

INTRODUCTION

Changes in the increasingly dynamic and complex work environment require organizations to be able to adapt quickly and effectively in order to maintain a competitive advantage (Ramadhanty et al., 2020). The rapid development of information technology, globalization, and social changes that occur simultaneously have a significant impact on work patterns and interactions between employees (Anita Sukmawati et al., 2023). Not only does it change the way we work, but it also demands employees to have new skills and be able to work in diverse teams. In this condition, organizations are faced with great challenges in managing human resources efficiently and productively (Dzulqarnain et al., 2024). These challenges include how to create a conducive work environment, increase work motivation, and maintain employee loyalty and commitment to remain productive and contribute optimally to the achievement of organizational goals (Astutiningtyas et al., 2021). Various strategic aspects such as inspirational leadership, the application of a strong work ethic, and effective communication are crucial factors that must be managed properly to ensure smooth operations and the achievement of the organization's vision and mission in a constantly changing and stressful situation (Fransiska & Maksum, 2023).

Employee performance is one of the main indicators that determine the success of an organization or company (Marisya et al., 2023). Optimal performance not only contributes to the smooth running of daily operations and the achievement of organizational targets, but also strengthens the organization's position in increasingly fierce competition and supports long-term sustainability (Suryanto, 2024). Organizations that have high-performing employees are usually able to innovate, improve the quality of services or products, and be more adaptive to market or regulatory changes (Karimah & Astuty, 2023). Thus, good performance is not only an individual goal of employees, but also a vital element that supports the success and sustainability of the organization in the future.

Table 1. Jember Regency Bakesbangpol Performance Target (2024)

Strategic Goals	2021		2022		2023		2024	
	Target	Realization	Target	Realization	Target	Realization	Target	Realization
Increasing Equitable and Quality Public Services	100%	100%	100%	100%	100%	97%	100%	96%
Social Conflicts in the Region (Conflict) Handled	100%	100%	100%	100%	100%	97%	100%	95%

Source : LAKIP Bakesbangpol (2026)

Based on table 1. It can be interpreted that the performance of the Jember Regency National and Political Unity Agency (Bakesbangpol) is in the high category, but has not

consistently achieved the set targets. The strategic goal is to increase the effectiveness of achieving regional apparatus performance targets with the indicator of the percentage of program indicators that have been achieved targeting 100% every year, but the realization fluctuates (100%, 98%, 100%, 96%), indicating that there are still some programs that have not been fully achieved every year. The strategic goal of creating a safe, orderly, and comfortable community situation with the indicator of the percentage of regional social conflicts handled is also 100%, but the realization is still slightly below the target (96%, 95%, 97%, 95%), which indicates that not all social conflicts can be handled completely and consistently. The realization that fluctuates from year to year indicates that there are still programs that have not been fully implemented and social conflicts that have not been completely handled. This phenomenon is the basis that there is a gap between potential and performance realization that needs to be explained through behavioral and organizational factors, especially transformational leadership, work ethic, and effective communication. Transformational leadership that is not optimal, employee work ethics that are not evenly strong, and communication that is not fully effective (coordination, information flow, and feedback) are suspected to contribute to the inconsistency in achieving these targets. Therefore, the table data strengthens the urgency of research on the influence of transformational leadership and work ethics in improving performance through effective communication at the Jember Regency Bakesbangpol.

Transformational leadership is a leadership style that focuses on the leader's ability to motivate and inspire his subordinates to go beyond personal interests to achieve organizational goals through clear vision, intellectual stimulation, and individual attention to the organization (Hidayat, 2022). The relationship of transformational leadership to performance shows a positive influence where transformational leaders arouse work morale, encourage creativity, innovation, and emotional commitment of employees, thereby increasing productivity and quality of work results (Maulana & Wahyuningtyas, 2024). Previous research supporting significant influences: Yuliana (2025), Mendrofa (2024), Nabil (2023), Hidayati (2014), and Mubarak & Darmanto (2016) found a positive and significant relationship. Insignificant studies: Putri (2025), research (Andre, 2020), Syafputra (2025), Hasana (2023), and Sholihah (2020) showed no significant effect.

Work ethics describes the attitudes and values that are the basis for carrying out work in a disciplined, responsible, and honest manner, including integrity, consistency, and commitment to complete tasks with high quality according to the set standards (Norawati et al., 2025) and (Ferawati et al., 2020). The relationship of work ethics to performance shows a positive influence where this ethical attitude creates a professional work culture that supports optimal productivity, reliability, and the achievement of organizational goals through improved discipline and employee responsibility (Teslatu et al., 2025). Previous research that supports significant influences: Kurniasari & Bahjahtullah (2022), Teslatu et al. (2025), Wigianto & Fachruddin Arrozi (2024), Manurung & Syahputra (2023), and Wahyuni (2024) found a positive and significant relationship with performance. Insignificant studies: Rohmial (2021), Putri Wulandari (non-specific year), Sholihah (2020), Hasana (2023), and Syafputra (2025) showed no significant effect.

Effective communication serves as a clear, open, respectful, timely, and conducive

process of information delivery that facilitates mutual understanding, coordination, rapid decision-making, and teamwork while reducing miscommunication within the organization (Motik et al., 2024). Effective communication as a mediator between transformational leadership and work ethics in influencing performance shows that good communication becomes a bridge where transformational leadership encourages work ethics through inspirational dialogue, while work ethics strengthens honest and responsible communication, so that both improve employee performance optimally (Salsabilla et al., 2025). Previous research supporting significant mediation: Wardhani (2025), Atika (2017), Yulisharsasi (2022), Sukmawati et al. (2020), and Sangadji (2025) found effective communication to significantly mediate these relationships. Insignificant studies: Nugroho (2024), Dewantoro (2023), research by the South Buru Social Service (year not specific), and two other studies showed insignificant mediation.

Gap research A number of studies are still happening in previous research on this topic. Research conducted by (Wigianto & Arrozi, 2024), (Novi et al., 2023) and (Nur Azhari & Adi Prakoso, 2025), the results of several studies have not consistently shown that transformational leadership and work ethics have a significant effect on performance through effective communication as an intervening variable. Second, there are studies that have found that each of these variables does not have a significant influence, so further research is needed to fill the gap in the inconsistency of these results (Novi et al., 2023), (Melva & Adriani, 2023), (Teslatu et al., 2025) and (Nabila, 2025). Third, the lack of measurable and valid instruments to assess the impact of effective communication as an intervening variable is an obstacle in obtaining accurate results (Afrida, 2022). Fourth, the moderation or mediation variables that can strengthen or even weaken the relationship between these variables have not been widely identified, so this study is very relevant to be carried out in order to clarify the mechanism of the relationship between variables (Sangadji et al., 2025).

The object of this research is the National and Political Unity Agency (Bakesbangpol) of Jember Regency, a local government institution that has a strategic role in maintaining regional social and political stability. The research with the title *The Influence of Transformational Leadership and Work Ethics in Improving Performance Through Effective Communication: A Study on Bakesbangpol Jember Regency*, aims to analyze these factors directly in the work environment of Bakesbangpol. *Good Governance* is an important requirement for the government to realize the aspirations of the community and the nation's goals. An appropriate, clear, and measurable accountability system is needed so that the administration of government runs effectively, efficiently, cleanly, responsibly, and free from corruption, collusion, and nepotism. In accordance with Presidential Regulation No. 29 of 2014 concerning the Performance Accountability System of Government Agencies, Performance Reports are a form of accountability that functions as a tool for assessment, transparency, accountability to the community, as well as an instrument of control and performance improvement in each government unit.

The novelty or novelty of this research lies in the integration of the relationship analysis between transformational leadership, work ethics, and effective communication in the context of regional public organizations, especially the Jember Regency Bakesbangpol, which has not been comprehensively studied in previous research. Most

previous studies have focused on the private sector or educational institutions, so the application of this model to government institutions with complex bureaucratic characteristics is new. This study also adds that the dimension of effective communication is not just a conceptual intervening variable, but is empirically tested to see the extent to which quality internal communication is able to bridge the influence of leadership and work ethics on employee performance. In addition, this study offers an evaluative approach based on actual performance data (LAKIP Bakesbangpol) that makes the research results more applicable and relevant to the context of regional governance, thereby making a theoretical contribution to the development of public sector performance management models and practical contributions in strengthening the implementation of *good governance* principles through improving ethical and communicative organizational behavior.

This research has important implications in providing an empirical and strategic picture of how strengthening transformational leadership and work ethics can encourage employee performance improvement through effective communication. The results of this study are expected to be the basis for the Jember Regency Bakesbangpol to develop a more holistic employee development program, not only focusing on technical and administrative development, but also improving the quality of communication and instilling work ethics values that support productivity. Thus, this research makes a positive contribution to managerial effectiveness and sustainable human resource development in the local government environment.

RESEARCH METHODS

Research This uses a quantitative research method with a descriptive approach. The population in this study is 112 employees, namely the National and Political Unity Agency of Jember Regency. Based on this study, because the population is not greater than 100 respondents, the author takes 100% of the total population of Jember Regency employees of the Jember Regency National Unity and Political Agency as 112. In this study, the author used the *Probability Sampling* with techniques *saturated sampling*. According to Sugiyono, (2020) What is meant *Probability Sampling* is a sampling technique that provides equal opportunities or opportunities for each element or member of the population to become a sample. According to Sugiyono (2020) Technique *saturated sampling* is a sample determination technique when all members of the population are used as samples. In this study, to test the hypothesis, the research uses *Structural Equation Modeling (SEM)* with statistical tools *SmartPLS*. Equation Modeling *Structural (SEM)* is an integrated approach between factor analysis, structural modeling, and path analysis.

RESULTS AND DISCUSSION

1. Outer Loading Test

Table 2. Outer-loadings results

Z		Y		X1		X2	
Z1	0.831	Y1	0.712	X1.1	0.864	X2.1	0.804
Z2	0.796	Y2	0.874	X1.2	0.877	X2.2	0.809
Z3	0.811	Y3	0.750	X1.3	0.844	X2.3	0.788
Z4	0.712	Y4	0.833	X1.4	0.750	X2.4	0.726
Z5	0.843	Y5	0.880	X1.5	0.839	X2.5	0.856
		Y6	0.759				

Source : Data processed research (2026)

The criteria for the factor of Outer-loadings with a value of more than 0.70 are said to be high, while a value of 0.40 – 0.70 can be considered sufficient. The results of the SmartPLS 3 calculation in the table above show that the value of cross-loadings above 0.70 is considered high and 0.40–0.60 is sufficient. Signifies that such factors significantly affect the related variables and meet the convergent validity criteria well.

2. Contruck Reliability and Validity

Table 3. Contruck Reliability and Validity Results

	Cronbach's Alpha	rho A	Composite Reliability	Average Variance Extracted (AVE)
Z	0.839	0.802	0.784	0.802
Y	0.862	0.874	0.897	0.894
X1	0.828	0.867	0.876	0.897
X2	0.794	0.818	0.858	0.752

Source : Data processed research (2026)

The basis used in the reliability test is the value *Composite reability coefficient* and *Cronbach's alpha coefficients* above 0.7. The results in the table above show that the questionnaire instrument in this study has met the requirements of the reliability test, the value of the *Composite reability coefficient* and *Cronbach's alpha coefficients* > 0.70. Meanwhile, the root value of AVE and Rho_A of the same variable has been higher above < 0.70. This shows that the criteria for the discriminatory validity test have been met. Thus the instrument used in this study has met all the requirements of the validity test.

3. Testing Structural Model (Inner Model)

a. Calculation of Direct Influence Path Coefficient

Table 4. Direct Influence Path Coefficient Value

Hypothesis	T Statistics	P values	Remarks
X1 → Y	6.489	0.000	Positive and Significant Effect
X2 → Y	1.329	0.002	Positive and Significant Effect
Z → Y	1.237	0.002	Positive and Significant Effect

Source : Data processed research (2026)

Results in Table 4. is the result of PLS analysis which will then be interpreted to answer the hypothesis proposed. The explanation of the results of the hypothesis test can be stated as follows:

- The influence of transformational leadership (X1) on employee performance (Y) the analysis results showed that the T Statistics value was 6.489 and *the p-value* was 0.000. Because *the p-value* is lower than the significance level of α ($0.000 < 0.05$). This indicates that there is a significant positive influence of X1 (transformational leadership) on Y (employee performance).
- The effect of work ethics (X2) on employee performance (Y) the results of the analysis showed that the T Statistics value was 1.329 and *the p-value* was 0.002. Because *the p-value* is lower than the significance level of α ($0.002 < 0.05$). This indicates that there is a significant positive influence of X2 (work ethic) on Y (employee performance).
- The effect of effective communication (Z) on employee performance (Y) the results of the analysis showed that the T Statistics value was 1.237 and *the p-value* was 0.002. Because *the p-value* is lower than the significance level of α ($0.002 < 0.05$). This indicates that there is a significant positive influence of Z (effective communication) on Y (employee performance).

b. Indirect Influence Path Calculation

Table 5. Value of the Indirect Influence Path Coefficient

Hypothesis	T Statistics	P values	Remarks
X1 → Z → Y	0.402	0.004	Significant
X2 → Z → Y	4.804	0.000	Significant

Source : Data processed research (2026)

The results given in Table 5. above show the indirect influence of the variable X1 (transformational leadership) on the influence of variable Y (employee performance) mediated by effective communication (Z), then the influence of variable X2 (work ethics) on variable Y (employee performance) through the variable effective communication (Z) as mediation, as follows:

- The indirect influence from X1 (transformational leadership) to Y (employee performance) which was mediated by the variable Z (effective communication) the results of the analysis showed that the T Statistics value was 0.402 and *the p-value* was 0.004. Because *the p-value* is lower than the significance level of α ($0.004 < 0.05$). This indicates that there is a significant positive influence of X1 (transformational leadership) on Y (employee performance) mediated by effective communication (Z).
- The indirect influence from X2 (work ethics) to Y (employee performance) which was mediated by the Z variable (effective communication) the results of the analysis showed that the T Statistics value was 4.804 and *the p-value* was 0.000. Because *the p-value* is lower than the significance level of α ($0.000 < 0.05$). This indicates that there is a significant positive influence of X2 (work ethic) on Y (employee performance) mediated by effective communication (Z).

4. Coefficient of Determination R^2

Table 6. *Adjusted R-squared coefficients*

<i>Adjusted R-squared coefficients</i>	
Z	0.708
Y	0.769

Source : Data processed research (2026)

The above determination coefficients are presented in the form of *Adjusted R-squared coefficients* in table 6. Based on the *r-square value* in the table, it is shown that effective communication is able to explain employee performance by 70.8% or categorized as moderate, and the remaining 29.2% is explained by other constructors outside of those studied in this study. Meanwhile, employee performance was able to explain the effective communication variable of 76.9% or categorized as moderate correlation, and the remaining 23.1% was explained by other constraints other than those studied in this study.

DISCUSSION

Transformational leadership affects the Performance of Employees of the National Unity and Political Agency of Jember Regency

Transformational leadership has a very strategic role in improving the performance of government apparatus, especially in the National Unity and Political Agency of Jember Regency. Based on the results of the study, transformational leadership styles are proven to have a positive and significant influence on improving employee performance. Transformational leaders within Bakesbangpol not only play the role of directors, but also as inspirers and motivators who are able to arouse work morale, increase commitment, and foster a sense of employee responsibility for the organization's vision and mission. This leadership style creates a participatory, innovative, and results-oriented work culture, which ultimately strengthens the overall performance of the institution.

The communication ability indicator shows that leaders at Bakesbangpol Jember Regency are able to convey the vision and goals of the organization clearly, persuasively, and encourage two-way communication that increases trust and coordination of employees' work. The indicator has a clear vision that can be seen from the leader's ability to describe the strategic direction of the institution concretely, instill the meaning of work, and align employee duties with the goals of regional socio-political management. In the empathy indicator, leaders show concern for the needs and emotional conditions of employees through support, mentoring, and appreciation, so as to create a harmonious, collaborative, and high loyalty work climate. Inspirational motivation is reflected in the way leaders foster enthusiasm, set an example, and convey messages that arouse pride, so that employees are more enthusiastic, do not give up easily, and strive to exceed work targets. Finally, the indicator of fostering high expectations can be seen in the leader's belief in the employee's potential, giving greater challenges and responsibilities, which makes employees feel trusted and encouraged to show performance more optimally.

Overall, the results of the study confirm that transformational leadership contributes significantly to improving employee performance at Bakesbangpol Jember Regency. Leadership characterized by effective communication, clear vision, empathy,

inspirational motivation, and trust in employees' abilities has been proven to be able to create a productive and collaborative work atmosphere. These findings are also in line with research (Purnomo, 2021), (Sabrina et al., 2025), (Sulastri & Azmi, 2023), (Ahadi & Pracoyo, 2023), (Saharso & Fadilah, 2024) and (Irsyadi & Rony, 2024) which confirms that transformational leaders play a role in fostering subordinates' confidence, commitment, and achievement orientation. Thus, the application of a transformational leadership style within Bakesbangpol is very relevant in building an apparatus with high integrity, competence, and oriented towards the quality of public services.

Work ethics affect the performance of employees of the National Unity and Political Agency of Jember Regency

Work ethics has a very important role in determining the quality and effectiveness of the performance of government apparatus. Within the Jember Regency National and Political Unity Agency (Bakesbangpol), work ethics is a moral and behavioral guideline that directs employees to work professionally, responsibly, and oriented towards the public interest. Based on the results of the study, work ethics has been proven to have a significant effect on improving employee performance. The moral values, responsibility, integrity, and discipline embedded through the application of work ethics create a positive work culture that encourages the achievement of organizational goals effectively and accountably.

The responsibility indicator shows that Bakesbangpol employees have high awareness to carry out their duties according to their mandate, complete work on time, and are ready to bear the consequences of the decisions taken, so as to reflect the work ethics and strong professionalism of the apparatus. Indicators of positive attitudes can be seen from an optimistic view of the work environment, polite communication, a spirit of togetherness, and efforts to maintain a harmonious work atmosphere that encourages motivation, collaboration, and productivity. Work discipline is reflected in compliance with working hours, procedures, and administrative order, which is understood not only as a formal obligation, but as a form of moral responsibility as a government apparatus. Perseverance describes the commitment and persistence of employees in completing tasks despite facing obstacles, thereby supporting the stability and sustainability of organizational productivity. Finally, integrity can be seen from honesty, consistency, and harmony between words and actions, which strengthen the trust of leaders and the community, maintain a clean image of the institution, and protect the organization from unethical practices.

Overall, the results of the study show that work ethics has a real influence on improving employee performance in the Jember Regency Bakesbangpol. Employees who practice work ethic well tend to work more disciplined, responsible, and productive. These findings are in line with research (Nur Azhari & Adi Prakoso, 2025; Sangadji et al., 2025; Wigianto & Fachruddin Arrozi, 2024) which reveals that work ethics contributes significantly to improving employee performance, because it encourages the formation of individual commitment and integrity in carrying out tasks. Thus, the application of consistent work ethics will strengthen the performance of the apparatus in realizing clean, professional, and high integrity governance.

Transformational leadership affects effective communication of the National Unity and Political Agency of Jember Regency

Transformational leadership plays an important role in building effective communication within government organizations. Based on the results of the study, it was found that the transformational leadership style in Bakesbangpol Jember Regency has a significant influence on the effectiveness of communication between employees and between leaders and subordinates. Transformational leaders are not only a leader, but also an example in conveying messages, listening to feedback, and ensuring that every piece of information is conveyed clearly and understood by all members of the organization. With an inspiring and participatory approach, communication within Bakesbangpol becomes more open, two-way, and encourages the creation of a harmonious and productive work atmosphere.

Indicators of good communication skills show that leaders at Bakesbangpol are able to explain the vision, mission, and direction of the organization in easy-to-understand language, while building a two-way dialogue that fosters trust, openness, and effective collaboration in the work environment. Clear vision indicators can be seen from the leader's ability to describe strategic directions concretely and relate them to employees' daily tasks, so that communication becomes more directed, minimizes misunderstandings, and unites perceptions in achieving common goals. In the indicator of empathy for the team, leaders who are sensitive to employees' feelings, needs, and aspirations are able to create a comfortable dialogue climate, encourage employees to be more open to conveying ideas and complaints, and strengthen interpersonal relationships and smooth information flows. Inspirational motivation describes how leaders use communication to instill values, work ethic, and a sense of community, so that motivational messages not only increase enthusiasm, but also team cohesion and a culture of mutual support. Finally, the indicator of fostering high expectations shows that leaders' trust in employees' potential encourages them to communicate more openly and confidently, leads to productive exchange of ideas, and increases active participation in every organizational communication process.

Overall, the results of this study strengthen the understanding that transformational leadership has a strong influence on improving effective communication within the Jember Regency Bakesbangpol. A leadership style that emphasizes open communication, empathy, motivation, and clarity of vision has been proven to be able to create a healthy and participatory communication culture. These findings are in line with the results of the study (Triana et al., 2021), (Yulisharsasi et al., 2022), (Kurniasari & Bahjahtullah, 2022), (Teslatu et al., 2025), and (Wigianto & Fachruddin Arrozi, 2024) which shows that transformational leaders improve the effectiveness of organizational communication through inspiration, empathy, and clarity of vision direction. Thus, the implementation of transformational leadership within Bakesbangpol not only strengthens internal communication, but also strengthens coordination and synergy of the team in carrying out public service functions optimally.

Work ethics affect effective communication of the National Unity and Political Agency of Jember Regency

Work ethics is a moral foundation that regulates employee behavior in carrying out duties and interacting with colleagues and superiors. Based on the results of the study, it was found that work ethics has a significant effect on the effectiveness of communication within the Jember Regency Bakesbangpol. The application of ethical values such as responsibility, integrity, discipline, and positive attitudes is able to build a culture of communication that is open, respectful, and oriented towards organizational goals. By implementing good work ethics, employees can convey information honestly, listen with empathy, and maintain clarity and politeness in every communication process. This strengthens the working relationship between employees and supports the creation of effective collaboration within government organizations.

The responsibility indicator shows that Bakesbangpol employees have the moral awareness to carry out their duties seriously, are ready to bear the consequences of decisions, and communicate openly when facing obstacles so that the flow of information becomes more honest and efficient in supporting the smooth running of joint tasks. Indicators of positive attitudes are reflected in friendliness, politeness, and respect for colleagues that create an atmosphere of harmonious communication, reduce potential conflicts, and encourage active participation in the exchange of ideas so that messages are more easily received without causing misunderstandings. In the work discipline indicator, work ethics encourages employees to be consistent and precise in verbal and written communication, timely submit reports, adhere to formal communication channels, and ensure messages are delivered responsibly so that the trust and accuracy of information increase. Perseverance describes the employee's commitment to continue to try to understand and convey messages clearly despite facing obstacles, not giving up easily when miscommunication occurs, and actively maintaining cross-section coordination so that communication continuity is maintained. Finally, integrity is the key to effective communication because honesty, consistency between words and actions, and a commitment to moral values make the information conveyed trustworthy, strengthen the trust of leaders and subordinates, and reflect the image of a clean and responsible government institution.

Overall, the results of the study confirm that work ethics has a strong influence on the effectiveness of communication in Bakesbangpol Jember Regency. Moral values embedded through work ethics help create an honest, open, disciplined, and respectful communication system. These findings are in line with research (Triyana & Jasmani, 2024; Wigianto & Fachruddin Arrozi, 2024; Zega, 2025), (Ircham Surahman et al., 2024), and (Salsabilla et al., 2025) which explains that work ethics not only improves performance but also improves the quality of interaction and communication in the work environment. Therefore, the consistent application of work ethics is an important factor in strengthening internal organizational communication while supporting effective coordination and collaboration at the Jember Regency Bakesbangpol.

Effective communication affects the Performance of Employees of the National Unity and Political Agency of Jember Regency

Effective communication is one of the key factors in improving employee performance in the government environment, including at the Jember Regency National and Political Unity Agency (Bakesbangpol). Based on the results of the study, effective communication has a significant influence on improving employee performance. When communication between leaders and subordinates is open, clear, and respectful, work coordination can run better, work errors are reduced, and the level of collaboration is increased. Good communication also fosters trust and mutual commitment among employees so as to encourage the achievement of organizational goals more efficiently and accountably.

The clarity indicator shows that the message conveyed by the leader in a clear, structured, and non-double interpretation makes employees better understand their duties, responsibilities, and work targets so that they work more focused and reduce errors. The politeness indicator emphasizes that polite communication, mutual respect, and adherence to the ethics of speaking create a sense of comfort, strengthen cooperation, and minimize potential conflicts so that the work environment becomes conducive and productivity increases. The ability to actively listen helps employees capture instructions appropriately, understand colleagues' problems, and respect the opinions of others, which ultimately improves the quality of coordination and interpersonal relationships and speeds up job completion. Empathy in communication encourages mutual understanding and concern, allows adjustment of communication styles to the emotional state of the interlocutor, makes interactions more humane, inclusive, and strengthens social cohesion and work loyalty. Finally, timely, clear, and constructive feedback helps employees assess the suitability of their performance with the expectations of the leadership, provide motivation through appreciation, and correct mistakes without adding psychological pressure so that productivity can continue to be improved continuously.

Overall, the results of this study confirm that effective communication has a significant effect on the performance of Jember Regency Bakesbangpol employees. Each communication indicator ranging from clarity, politeness, listening ability, empathy, to providing feedback simultaneously forms a productive and results-oriented work interaction. These findings are in line with research (Nur Kholifah & Aidil Fadli, 2022; Sabrina et al., 2025; Wigianto & Fachruddin Arrozi, 2024) and (Valentina & Setyawan, 2025) which explains that effective communication improves coordination, motivation, and clarity of employee roles, thereby directly contributing to improving organizational performance. Therefore, strengthening an effective communication system within Bakesbangpol is an important strategy in creating a professional, collaborative, and highly competitive apparatus.

Transformational leadership affects the performance of employees of the National Unity and Political Agency of Jember Regency, through effective communication as an intervening variable

In modern government organizations, transformational leadership has a central role in shaping behavior, motivation, and communication effectiveness that support employee performance improvement. Transformational leaders not only function as decision-makers, but also as inspirers who are able to arouse work spirit and strengthen the commitment of organizational members. The results of this study show that the leadership style has a direct or indirect influence on improving employee performance through effective communication as an intervening variable. This means that the success of the performance of the apparatus in the National Unity and Political Agency of Jember Regency does not only depend on individual motivation, but also on the quality of communication built under the direction of visionary, empathetic, and communicative leaders.

Transformational leadership has been proven to have a direct and indirect effect on improving the performance of Bakesbangpol employees, where effective communication acts as an intermediate variable that translates the leader's vision and values into daily work actions. Directly, a leadership style that is inspiring, visionary, and cares about the needs of employees fosters a sense of belonging, motivation, discipline, and commitment, so that employees are encouraged to work more diligently and are oriented towards optimal results. Simultaneously, transformational leaders build open, clear, participatory, and empathetic two-way communication patterns, so that each employee understands their role, reduces mis-communication, and strengthens collaboration and task coordination. Communication marked by message clarity, politeness, empathy, and constructive feedback makes work execution more efficient, increases productivity, and provides space for employees to convey ideas and input. Through this indirect path, the quality of communication becomes a key mechanism that connects the characteristics of transformational leadership with employee performance, because the leader's message and example can be internalized more fully and manifested in individual performance and institutional performance.

Overall, the results of this study confirm that effective communication is the main bridge in connecting the influence of transformational leadership to improving the performance of Jember Regency Bakesbangpol employees. These findings are in line with a number of previous studies, including (Muhammad Faqih Rachman et al., 2024; Nabila, 2025; Sangadji et al., 2025), (Triyana & Jasmani, 2024) and (Nur Azhari & Adi Prakoso, 2025) who found that communication is one of the key pillars in effective transformational leadership practices. Research by Avolio & Yammarino (2013) also shows that participatory and empathetic communication strengthens employee engagement and fosters sustainable performance. Meanwhile, Lunenburg (2010) emphasized that the effectiveness of internal communication in public organizations is a determining factor for the success of the implementation of transformational leadership styles. Thus, the results of this study confirm that the success of apparatus performance cannot be separated from the combination of an inspirational leadership style and an open, transparent, and productive collaboration-oriented communication system.

Work ethics affect the Performance of Employees of the National Unity and Political Agency of Jember Regency, through effective communication as an intervening variable

In government organizations, work ethics play a role as the main foundation that shapes the behavior, responsibility, and professionalism of the apparatus in carrying out their duties. Work ethics not only govern how employees work, but also how they interact and communicate with each other in an organizational system. Based on the results of the research, it is known that work ethics has a direct or indirect influence on improving employee performance through effective communication as an intervening variable. This means that in the context of the Jember Regency Bakesbangpol, the success of performance improvement is not only determined by the extent to which employees apply ethical values at work, but also by how effective communication is established between employees and between leaders and their subordinates.

Work ethics has been proven to have a positive and significant effect on the performance of Bakesbangpol employees, because employees who uphold responsibility, discipline, integrity, and a positive attitude show more consistent, productive, and professional performance in carrying out government functions. A strong work ethic not only fosters a commitment to duty and adherence to rules, but also forms a pattern of polite, honest, empathetic, and transparent communication, so that the exchange of information in the organization becomes more open, clear, and constructive. This effective communication further has a direct impact on improving performance, as coordination between units becomes smoother, leadership direction is easier to understand, teamwork is strengthened, and the feedback process runs both ways. The results of the path analysis show that effective communication plays a role as an intervening variable that strengthens the influence of work ethics on performance, meaning that ethical values internalized by employees will produce higher performance when realized through a communication culture that is open, mutually respectful, and oriented towards achieving common organizational goals.

Overall, the results of this study confirm that work ethics and effective communication have a close relationship that strengthens each other in influencing employee performance in Bakesbangpol Jember Regency. Employees who have a good work ethic will tend to communicate politely, openly, and professionally, which in turn creates a harmonious and productive work environment. These findings also reinforce previous research conducted by (Nabila, 2025; Salsabilla et al., 2025; Sangadji et al., 2025) which states that work ethics can improve employee performance if followed by effective communication and a cooperative work culture. Moreover, these results are in line with research (Hasan, 2022), (Nugroho et al., 2024) and (Elok Kemala Motik et al., 2024) which emphasizes that open organizational communication is the main means of internalizing ethical values into employee work behavior. Thus, strengthening work ethics and internal communication is an important strategy for the Jember Regency Bakesbangpol to maximize the performance of the apparatus in realizing transparent, accountable, and high-integrity governance.

CONCLUSION

Based on the results of the analysis, several conclusions can be drawn as follows:

1. Transformational leadership has a significant effect on the performance of Jember Regency Bakesbangpol employees. An inspiring, visionary, and value-oriented leadership style can increase employee motivation, responsibility, and morale.
2. Work ethics has a positive effect on the performance of Jember Regency Bakesbangpol employees. Employees who have a high work ethic are characterized by responsibility, discipline, integrity, and a positive attitude that shows more professional and quality performance.
3. Transformational leadership has a significant effect on effective communication within the Jember Regency Bakesbangpol. Leaders who have the ability to communicate well, provide inspirational motivation, show empathy, and have a clear vision can create open and productive two-way communication.
4. Work ethics has a positive effect on effective communication of Jember Regency Bakesbangpol employees. Ethical values such as politeness, honesty, empathy, and responsibility encourage the creation of polite, open, and respectful communication in the work environment.
5. Effective communication has a significant effect on the performance of Jember Regency Bakesbangpol employees. Clear, responsive, empathetic, and appropriate feedback communication improves work coordination, speeds up the task completion process, and fosters solid teamwork.
6. Transformational leadership affects employee performance through effective communication as an intervening variable. This means that effective communication strengthens the influence of transformational leadership on employee performance.
7. Work ethics affects employee performance through effective communication as an intervening variable. Employees who practice high work ethics find it easier to communicate openly, honestly, and empathically, thus strengthening coordination and collaboration in the work environment.

Suggestions

Based on the results of this study, the following suggestions can be proposed:

1. For the Leaders of the Jember Regency Bakesbangpol
It is recommended that leaders continue to strengthen the application of transformational leadership styles by emphasizing open, inspiring, and empathetic communication with employees. Leaders need to be role models in internalizing organizational values through daily behavior, providing consistent motivation, and directing employees to innovate. Thus, employee morale, creativity, and performance can continue to increase in line with the demands of professional and accountable public services.
2. For Employees of Bakesbangpol Jember Regency
Employees are expected to continue to cultivate and maintain a positive work ethic, such as discipline, responsibility, integrity, and mutual respect in the workplace. A strong work ethic is the foundation for effective communication and optimal performance. Employees also need to improve communication skills, both in

expressing opinions and receiving feedback openly, so that team collaboration is more solid and productive.

3. For the Next Researcher

The next research is suggested to expand the scope of the study by involving other agencies or different government sectors so that the research results are more comprehensive and can be compared between public organizations. In addition, the next researcher can add other variables such as work motivation, organizational culture, or job satisfaction to see a broader link to improving the performance of the country's civil apparatus.

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