

The Influence of Organizational Communication and Transformational Leadership on Employee Performance at PT Bio Farma (Persero)

Chairilisyah^{1*}, Elis Dwiana Ratnamurni²

^{1*,2} Master of Management Program, Faculty of Economics and Business, Universitas Jenderal Achmad Yani, Cimahi City, West Java Province, Indonesia

Email: chairil1578@gmail.com^{1*}, edramur67@gmail.com²

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Abstract

This study examines the effects of organizational communication and transformational leadership on employee performance at PT Bio Farma (Persero) following its transformation into the parent company of the Indonesian State-Owned Pharmaceutical Holding in 2020. The organizational transformation is treated as the contextual setting of the study, particularly because it increased the importance of internal coordination, leadership alignment, and performance management. A quantitative descriptive-verificative design was employed. The population comprised 1,332 permanent employees, and 311 valid questionnaires were analyzed. Organizational communication was measured through downward, upward, and horizontal communication; transformational leadership through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration; and employee performance through work quality, work quantity, punctuality, cooperation ability, and ability to carry out work. Instrument validity was assessed using Pearson Product Moment correlation based on a pilot test, while reliability was evaluated using Cronbach's alpha. The instruments were valid and reliable, with Cronbach's alpha coefficients of 0.883, 0.950, and 0.971, respectively. Descriptively, organizational communication (79.06%) and transformational leadership (78.98%) were categorized as high, while employee performance (86.53%) was very high. Multiple regression showed that organizational communication ($B = 0.589$; $\beta = 0.273$; $p < 0.001$) and transformational leadership ($B = 0.345$; $\beta = 0.242$; $p = 0.002$) had positive and significant effects on employee performance. The model was significant ($F = 46.551$; $p < 0.001$) and explained 23.2% of the variance in employee performance. The findings highlight the importance of strengthening two-way communication, managerial responsiveness, coaching, mentoring, and individualized support during organizational transformation.

Keywords:

Organizational communication; Transformational leadership; Employee performance; Human resource management; Pharmaceutical industry.

1. INTRODUCTION

Human resources are a strategic determinant of organizational effectiveness because employee performance connects organizational systems, managerial practices, and operational execution. In knowledge-intensive industries such as pharmaceuticals and life sciences, organizations depend not only on technology and capital but also on employees who can translate strategic direction into consistent operational results. Human resource management therefore plays a central role in aligning individual contributions with organizational objectives and sustaining productivity during periods of change (Agustini, 2022; Khaeruman et al., 2021).

PT Bio Farma (Persero) has experienced a major organizational transformation since its appointment as the parent company of the Indonesian State-Owned Pharmaceutical Holding in 2020. The transformation has increased the importance of internal coordination, leadership alignment, and performance management across functions. Company performance data used in the thesis indicate that employee and unit performance remained uneven. In the 2023 Performance Management System (PMS), 60.80% of employees were classified in K80 (above expectation), while 7.96% reached K100 (extraordinary), and smaller proportions remained in K40 and K20. Directorate-level Key Performance Indicator (KPI) scores in 2023 ranged from 59.73% to 85.44%, showing variation in strategic achievement across organizational units (PT Bio Farma (Persero), 2025). These figures provide an empirical context for examining managerial factors that may help convert individual effort into more consistent organizational performance.

Organizational communication is one such factor because it facilitates the flow of information, work instructions, feedback, coordination, and employee concerns across hierarchical and functional boundaries. The model adopted in this study follows Gibson et al. (1997, as cited in Septiani, 2023), which distinguishes downward communication, upward communication, and horizontal communication. Downward communication supports the transmission of policies and work instructions; upward communication provides channels for reports, feedback, and employee concerns; and horizontal communication facilitates coordination and problem solving among colleagues and units. Empirical evidence from different organizational settings generally supports the relevance of communication for employee performance. Asfiadi (2019), for example, found that organizational communication had a positive effect on employee performance, while Yuliaty (2021) reported that organizational communication significantly influenced employee performance at a regional government institution in Bandung. Similarly, Oktafien et al. (2022) demonstrated the relevance of organizational communication in explaining employee performance in the Bandung City Government environment. More specifically, research by Lusiawati (2022) found that organizational communication climate was associated with employee performance, while Dhone and Sarwoko (2022) reported that internal communication could improve employee performance and examined employee motivation as a mechanism linking communication to performance. These findings suggest that effective communication is not merely an administrative process but an organizational resource that can support coordination, clarity, feedback, and employee performance across different institutional contexts.

Transformational leadership is also relevant in an organization undergoing structural and strategic change. Bass and Avolio (1995, as cited in Widarmanti et al., 2021) conceptualize transformational leadership through four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions describe leaders who act as role models, communicate an inspiring direction, encourage new ways of thinking, and attend to employees' individual development needs. Recent empirical studies provide further support for the relationship between transformational leadership and employee performance. Asbari et al. (2021), for instance, found that transformational leadership significantly influenced employee performance and readiness for change among employees in the HVAC industry in Indonesia. Research by Saad et al. (2022) also examined the four dimensions of transformational leadership and their relationship with employee performance using data from 400 employees in the Malaysian hospitality industry. In the Indonesian context, Aji and Ratnawati (2023) found a positive relationship between transformational leadership and employee performance among employees of PT Pearl and Boyolali. Similarly, Lesmana et al. (2023) examined transformational leadership in relation to employee performance together with teamwork and job satisfaction, while Udin (2023) demonstrated the relevance of transformational leadership to employee performance through organizational learning culture. At the organizational level, Nguyen et al. (2023), using data from 903 employees in the Vietnamese manufacturing sector, found that transformational leadership was related to organizational performance and that organizational culture partially mediated this relationship. Collectively, these studies indicate that transformational leadership can support performance by providing direction, motivating employees, encouraging learning and innovation, and developing employees during organizational change.

Employee performance in this study is understood as the employee's ability to produce work in accordance with organizational standards and responsibilities. The measurement framework used in the thesis refers to Robbins (2006, as cited in Hartini et al., 2023) and covers five dimensions: work quality, work quantity, punctuality, cooperation ability, and ability to carry out work. This multidimensional approach is important because performance is not represented only by output volume, but also by accuracy, timeliness, teamwork, and the capacity to execute assigned responsibilities. Recent empirical studies also indicate that employee performance may be shaped by multiple organizational and behavioral factors rather than by a single managerial practice. For example, transformational leadership has been examined alongside readiness for change, work environment, motivation, and organizational learning culture, suggesting that the relationship between leadership and performance is context-dependent (Asbari et al., 2021; Udin, 2023). Likewise, studies of organizational communication have considered communication climate, motivation, and organizational environment as related factors in explaining employee performance (Asfiadi, 2019; Lusiawati, 2022; Dhone & Sarwoko, 2022). This broader evidence reinforces the importance of examining communication and leadership within their specific organizational context.

Despite the growing empirical evidence, several gaps remain. First, prior studies have frequently examined organizational communication and transformational leadership separately as predictors of employee performance, or have incorporated mediating and contextual variables such as motivation, readiness for change, organizational culture, and work environment. Second, the strength and mechanisms of these relationships may differ across institutional and industry contexts. For example, existing studies have been conducted in government institutions, service organizations, hospitality, manufacturing, and other organizational settings, while evidence concerning state-owned pharmaceutical companies undergoing large-scale organizational transformation remains limited. Third, although organizational communication and transformational leadership are both relevant to coordination, employee development, and performance during organizational change, limited empirical research has examined their simultaneous contribution to employee performance in the context of a state-owned pharmaceutical holding company. Therefore, the present study addresses a contextual and integrative gap by examining organizational communication and transformational leadership simultaneously in PT Bio Farma (Persero), an organization undergoing holding-company transformation and characterized by variation in PMS and KPI outcomes.

Accordingly, this study aims to: (1) describe the conditions of organizational communication, transformational leadership, and employee performance at PT Bio Farma (Persero); (2) examine the partial effect of organizational communication on employee performance; (3) examine the partial effect of transformational leadership on employee performance; and (4) test the simultaneous effect of both predictors on employee performance. The study is expected to provide empirical evidence for human resource management practice, particularly in strengthening communication systems and leadership behavior during organizational transformation.

2. RESEARCH METHOD

This study employed a quantitative approach using descriptive and verificative (explanatory) methods. The descriptive analysis was conducted to portray respondents' perceptions of Organizational Communication, Transformational Leadership, and Employee Performance, while the verificative analysis was used to test the proposed hypotheses through multiple linear regression. The study was conducted at PT Bio Farma (Persero), with permanent employees across seven directorates serving as the unit of analysis. The study was considered necessary because organizational communication and transformational leadership may operate simultaneously in shaping employee performance, particularly within a large organization undergoing organizational transformation. However, empirical evidence examining the combined contribution of these two factors to employee performance in the specific organizational context of PT Bio Farma remains limited. Therefore, this study examined whether Organizational Communication and Transformational Leadership were individually and simultaneously associated with Employee Performance.

Before data analysis, three hypotheses were formulated: H1: Organizational Communication is positively associated with Employee Performance; H2: Transformational Leadership is positively associated with Employee Performance; and H3: Organizational Communication and Transformational Leadership simultaneously have a significant effect on Employee Performance.

The population consisted of 1,332 permanent employees of PT Bio Farma (Persero). Employees with fixed-term employment contracts (PKWT), totaling 409 individuals in the thesis population description, were excluded from the sampling population because the study focused on permanent employees who have a more stable and continuing employment relationship with the organization. This criterion was considered relevant because the study examined organizational communication, transformational leadership, and employee performance within an ongoing organizational relationship rather than a temporary employment arrangement. The minimum sample size calculated using the Slovin formula at a 5% margin of error was 308 respondents. Data collection resulted in 311 valid responses, all of which were included in the analysis. The sampling procedure used proportionate stratified random sampling across the seven directorates, followed by simple random sampling within each stratum.

Primary data were collected using a structured questionnaire with a five-point Likert scale. Organizational Communication (X1) consisted of nine items covering downward, upward, and horizontal communication. Transformational Leadership (X2) consisted of twelve items covering idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Employee Performance (Y) consisted of twenty-five items covering work quality, work quantity, punctuality, cooperation ability, and ability to carry out work. The questionnaire items were adapted from established instruments used in previous studies, with the sources of each construct and its corresponding dimensions identified in the thesis/reference section. The items were adapted to the organizational context of PT Bio Farma while maintaining the conceptual meaning of the original measures. Supporting information was obtained through observation, company documents, and relevant literature.

Prior to the main survey, the questionnaire was tested on 30 respondents through a pilot test to assess item validity and reliability. The pilot-test respondents were not included in the final sample of 311 respondents to avoid potential overlap between instrument testing and the main research data. Item validity was assessed using

Pearson Product Moment correlation. With $df = 28$ and a 5% significance level, the critical r -value was 0.361. An item was retained when its calculated correlation coefficient exceeded the critical value and was statistically significant at the 5% level. Items that did not meet these criteria would have been excluded from the main analysis. In this study, all items measuring X1, X2, and Y exceeded the required threshold and were therefore retained. Reliability was assessed using Cronbach's alpha, yielding coefficients of 0.883 for Organizational Communication, 0.950 for Transformational Leadership, and 0.971 for Employee Performance, indicating satisfactory internal consistency.

Because the questionnaire responses were measured using an ordinal five-point Likert scale, the Method of Successive Interval (MSI) was applied before conducting parametric statistical analysis. MSI was used to transform the ordinal response categories into interval-scale scores so that the data could be analyzed using multiple linear regression. The transformation involved calculating the frequency and proportion of responses for each category, determining the cumulative proportion, converting the cumulative proportions into standard normal values, calculating the scale value for each category, and subsequently assigning transformed interval scores to the individual responses. The MSI-transformed scores were then used in the subsequent regression analysis.

Data analysis was performed using IBM SPSS. Descriptive analysis included frequencies, percentages, total scores, and continuum categories to describe respondents' perceptions of the research variables. Multiple linear regression was employed to examine the proposed relationships. The t -test was used to assess the partial effect of each independent variable on Employee Performance, while the F -test was used to examine the simultaneous effect of Organizational Communication and Transformational Leadership. Statistical significance was evaluated at $\alpha = 0.05$. The coefficient of determination (R^2) was used to determine the proportion of variance in Employee Performance explained jointly by Organizational Communication and Transformational Leadership. Classical assumption tests included normality, multicollinearity, and heteroskedasticity tests.

Table 1. Research variables and measurement dimensions

Variable	Dimensions	Items
Organizational Communication (X1)	Downward communication; upward communication; horizontal communication	9
Transformational Leadership (X2)	Idealized influence; inspirational motivation; intellectual stimulation; individualized consideration	12
Employee Performance (Y)	Work quality; work quantity; punctuality; cooperation ability; ability to carry out work	25

3. RESULTS AND DISCUSSION

3.1. Results

3.1.1. Respondent Profile

The final analysis included 311 respondents drawn from seven directorates. The largest respondent group came from Operations/Production & Supply Chain (120 respondents; 38.6%), followed by Finance and Risk Management (66; 21.2%), Deputy President Director (40; 12.9%), Human Capital (29; 9.3%), Sales (25; 8.0%), Research and Development (16; 5.1%), and President Director (15; 4.8%). The respondent profile also reflected substantial organizational experience: more than 85% had worked for the company for over ten years, while more than 70% held undergraduate or postgraduate qualifications. This profile provided responses from employees with substantial exposure to organizational communication, leadership practices, and performance-management processes.

3.1.2. Descriptive Findings

Table 2. Descriptive results of the research variables

Variable	Item	Indicator/Item	Achievement (%)	Category
Organizational Communication	X1.1	Downward communication	—	—
	X1.2	Downward communication	—	—
	X1.3	Downward communication	—	—
	X1.4	Upward communication	71.19	High
	X1.5	Availability of channels for complaints	73.05	High
	X1.6	Upward communication	—	—
	X1.7	Horizontal communication	84.63	Very High
	X1.8	Horizontal communication	—	—

Transformational Leadership	X1.9	Horizontal communication	—	—
	X2.1	Idealized influence	—	—
	X2.2	Leaders demonstrate moral and ethical values	81.54	Very High
	X2.3	Idealized influence	—	—
	X2.4	Inspirational motivation	—	—
	X2.5	Communication of organizational vision	—	—
	X2.6	Inspirational motivation	—	—
	X2.7	Intellectual stimulation	—	—
	X2.8	Intellectual stimulation	—	—
	X2.9	Individualized consideration	—	—
	X2.10	Individualized consideration/personal support	77.23	High
	X2.11	Attention to employee development	—	—
	X2.12	Mentoring role	—	—
Employee Performance	Y1—	Work quality, work quantity, punctuality, cooperation, and ability to carry out work	—	—
	Y25	Openness to opinions/input	89.26	Very High
	Y—	Mutual respect and harmony within teams	89.13	Very High
	Y—	Ability to resolve work conflict constructively	84.05	High

To provide greater transparency regarding the descriptive findings, Table 3 presents the item-level achievement scores for the three research variables. For Organizational Communication, the overall achievement was 79.06%, categorized as high. At the item level, the highest score was observed for horizontal cooperation in solving workplace problems (84.63%), indicating that peer-level coordination was perceived as a relative strength. In contrast, the lowest score concerned management's response to employee reports, input, or complaints (71.19%), followed by the availability of channels for complaints (73.05%). This pattern suggests that communication was perceived to function more effectively at the horizontal level than through upward communication within the organizational hierarchy.

For Transformational Leadership, the overall achievement was 78.98%, also categorized as high. The highest-rated item concerned leaders acting in accordance with moral and ethical values (81.54%), indicating a relatively strong perception of leader integrity. The lowest-rated item concerned personal support tailored to employee needs (77.23%). Other relatively lower scores were associated with communication of the organizational vision, attention to individual development, and the leader's mentoring role. These item-level findings indicate that although transformational leadership was generally perceived positively, individualized consideration and inspirational communication remain areas that could be strengthened.

For Employee Performance, the overall achievement was 86.53%, categorized as very high. At the item level, openness to other people's opinions or input received the highest score (89.26%), followed by mutual respect and harmony within teams (89.13%). The lowest-rated item was the ability to resolve work conflicts constructively (84.05%), although it remained within the high category. Thus, respondents generally reported strong collaborative behavior and work execution, while constructive conflict resolution represented a relative area for improvement.

The item-level results provide additional transparency by showing how the overall variable scores were formed and by identifying the specific strengths and relatively weaker aspects within each construct. The findings should nevertheless be interpreted as employees' self-reported perceptions, rather than direct measures of objective organizational performance. PMS and KPI data presented in the thesis operate at different analytical levels: questionnaire responses capture employees' perceptions of their individual work behavior and execution, whereas KPI data reflect target achievement at the unit or organizational level. Therefore, differences between the two sources do not necessarily indicate inconsistency but highlight the importance of integrating individual contributions through effective organizational communication and transformational leadership.

3.1.3. Classical Assumption Tests

The regression model met the principal diagnostic requirements. The Kolmogorov–Smirnov normality test produced an Asymp. Sig. (2-tailed) value of 0.200, exceeding the 0.05 threshold, while the P-P Plot showed that the residual points generally followed the diagonal line. Multicollinearity was not indicated, as both independent variables had a tolerance value of 0.430 and a Variance Inflation Factor (VIF) of 2.325, which remained within the commonly accepted limits.

To provide a more rigorous assessment of heteroskedasticity, a Glejser test was additionally conducted alongside the residual scatterplot. The Glejser test regressed the absolute residual values against the independent variables. The results showed that the significance values for Organizational Communication and Transformational Leadership were greater than 0.05, indicating that neither independent variable had a statistically significant relationship with the absolute residuals. Therefore, the regression model did not show evidence of heteroskedasticity. This conclusion was consistent with the scatterplot, in which the residuals were distributed randomly around zero without forming a systematic pattern.

Taken together, the normality, multicollinearity, and heteroskedasticity tests indicated that the regression model satisfied the principal classical assumptions and was therefore considered appropriate for subsequent multiple linear regression and hypothesis testing.

3.1.4. Regression and Hypothesis Testing

Table 3. Multiple regression and partial hypothesis tests

Predictor	B	Std. Error	Beta	t	Sig.
Constant	70.850	3.947	-	17.949	<0.001
Organizational Communication (X1)	0.589	0.164	0.273	3.581	<0.001
Transformational Leadership (X2)	0.345	0.109	0.242	3.173	0.002

The estimated regression equation was $Y = 70.850 + 0.589X_1 + 0.345X_2 + e$. Both regression coefficients were positive, indicating that higher organizational communication and transformational leadership scores were associated with higher predicted employee performance when the other predictor was held constant. Organizational Communication had a standardized beta of 0.273, while Transformational Leadership had a standardized beta of 0.242. Thus, within this two-predictor model, organizational communication showed the larger relative standardized contribution.

Table 4. Simultaneous test and model summary

Statistic	Value	Interpretation
F	46.551	Joint model significant
Sig. (F)	<0.001	H3 supported
R	0.482	Positive multiple correlation
R Square	0.232	23.2% variance explained
Adjusted R Square	0.227	Adjusted explanatory power
Std. Error of Estimate	9.856	Model residual dispersion

The partial t-test supported the first hypothesis. Organizational Communication had a positive coefficient ($B = 0.589$), $t = 3.581$, and $p < 0.001$. This result indicates that organizational communication had a statistically significant positive effect on employee performance. The finding is consistent with studies reporting that clearer information flows, responsive communication, and effective coordination support employee performance (Chaidir et al., 2023; Prasetyo & Dihan, 2023; Satriya & Dessyarti, 2023).

The second hypothesis was also supported. Transformational Leadership had $B = 0.345$, $t = 3.173$, and $p = 0.002$, indicating a positive and significant effect on employee performance. This result aligns with the transformational leadership framework, in which leaders influence performance through role modeling, inspiring direction, intellectual stimulation, and attention to individual development (Bass & Avolio, 1995, as cited in Widarmanti et al., 2021). It is also consistent with recent empirical studies that report significant relationships between transformational leadership and employee performance (Fauzan et al., 2023; Haryanti & Zulganef, 2023; Pratiwi & Amin, 2024).

The simultaneous test supported the third hypothesis. The regression model produced $F = 46.551$ with $p < 0.001$, demonstrating that Organizational Communication and Transformational Leadership jointly had a statistically significant relationship with Employee Performance. The R Square value of 0.232 indicates that the two predictors explained 23.2% of the variance in employee performance, while 76.8% was associated with other factors outside the model. The thesis identifies possible future variables such as motivation, compensation or remuneration, organizational culture, work environment, competence, and work stress.

3.2. Discussion

The statistical and descriptive findings converge on a practical point: communication quality is not only an information-transfer issue but also a performance-management mechanism. The strongest horizontal communication score and very high teamwork-related employee-performance scores indicate that collaboration among employees is already a relative organizational strength. However, the lower score for management responsiveness to employee input shows that the upward communication channel is comparatively less effective. Because Organizational Communication also recorded the larger standardized beta in the regression model, the results support prioritizing improvements in how employee voice, feedback, and concerns are received and followed up.

A managerial response can therefore focus on formalizing upward communication. The thesis recommends an employee-voice mechanism with a clear receiving channel, responsible owner, response time, and trackable resolution status. Possible implementation mechanisms include an integrated digital channel, periodic town-hall or dialogue forums, and a follow-up dashboard. The purpose is not merely to increase the volume of communication, but to ensure that employee input receives visible and timely organizational response.

For transformational leadership, leader integrity was rated relatively strongly, while individualized support, mentoring, employee development, and inspirational communication of the organizational vision received lower relative scores. These findings suggest that ethical role modeling should be retained while leader development places greater emphasis on coaching and individualized consideration. Regular one-on-one sessions, individual development plans, and the inclusion of coaching quality in leadership evaluation are consistent with the needs identified by the respondent data.

The employee-performance findings add another layer to the managerial interpretation. Respondents reported very high levels of work quality, teamwork, and task execution, yet constructive conflict resolution was the lowest performance item. Human Capital can therefore complement communication and leadership interventions with conflict-resolution and assertive-communication development, internal facilitation or mediation, and documented post-conflict follow-up. Such interventions would aim to preserve the strong collaborative climate while improving the organization's ability to manage disagreement productively. Finally, the model's R Square of 23.2% indicates that Organizational Communication and Transformational Leadership explain 23.2% of the variance in Employee Performance, while the remaining 76.8% is attributable to other factors outside the model. Although the two predictors are statistically significant, they should therefore not be interpreted as exhaustive determinants of employee performance. Their managerial importance should be understood as part of a broader human resource management system. The measurement of Employee Performance in this study was based on employees' self-reported perceptions obtained through a questionnaire. Objective performance indicators, such as formal performance appraisal, Key Performance Indicators (KPI), or Performance Management System (PMS) records, were not incorporated into the statistical model. This represents a limitation because self-reported performance may be subject to perceptual or common-method bias. Nevertheless, the objective organizational performance information available in the thesis was used as contextual evidence rather than as a direct substitute for the questionnaire-based measure. Future research should integrate validated objective performance indicators with employee-reported measures to provide a more comprehensive assessment of performance and strengthen the robustness of the findings. Future studies could also incorporate additional explanatory variables, such as employee motivation, compensation, organizational culture, work environment, competence, and work stress, to provide a broader explanation of employee performance. Combining these variables with objective performance indicators would further strengthen the empirical and managerial implications of the research.

4. CONCLUSION

This study examined the effects of Organizational Communication and Transformational Leadership on Employee Performance at PT Bio Farma (Persero). Descriptively, Organizational Communication and Transformational Leadership were both categorized as high, with achievement scores of 79.06% and 78.98%, respectively, while Employee Performance was categorized as very high at 86.53%. The descriptive findings show strong horizontal collaboration and perceived leader integrity, but relatively lower scores for management responsiveness to employee input, individualized leader support, inspirational communication of vision, and constructive conflict resolution.

Organizational Communication had a positive and significant partial effect on Employee Performance ($B = 0.589$; $\beta = 0.273$; $t = 3.581$; $p < 0.001$). Transformational Leadership also had a positive and significant partial effect ($B = 0.345$; $\beta = 0.242$; $t = 3.173$; $p = 0.002$). Simultaneously, the two variables significantly explained Employee Performance ($F = 46.551$; $p < 0.001$), with $R^2 = 0.232$. Among the two predictors, Organizational Communication had the larger standardized beta, although both variables remained statistically significant.

The findings provide several specific managerial implications for PT Bio Farma (Persero). First, the relatively lower score for management's responsiveness to employee reports, input, and complaints (71.19%) and the availability of complaint channels (73.05%) indicate that upward communication and employee voice should receive greater managerial attention. Human Capital and organizational leaders should strengthen formal and informal channels through which employees can communicate concerns, suggestions, and work-related feedback. Regular employee feedback forums, structured feedback mechanisms, and timely management responses could help ensure that employee input is not only received but also followed up appropriately.

Second, although Transformational Leadership was categorized as high, the relatively lower score for personal support tailored to employee needs (77.23%) suggests that individualized consideration remains an area for improvement. Leaders should therefore strengthen coaching, mentoring, and regular one-on-one sessions with employees. These activities can provide opportunities for leaders to understand individual challenges, provide

developmental feedback, identify employees' needs, and support their professional development. In particular, one-on-one sessions can complement formal communication channels by creating a more direct and personalized form of employee voice.

Third, the relatively lower score for the leader's mentoring role and communication of organizational vision indicates the need to strengthen inspirational and developmental leadership practices. Leaders should communicate organizational goals and transformation priorities more consistently and translate them into clear expectations for employees. Coaching and mentoring should also be connected to these organizational objectives so that employees understand how their individual roles contribute to broader organizational performance.

Fourth, the lowest-rated Employee Performance item concerned the ability to resolve work conflicts constructively (84.05%), despite overall Employee Performance being categorized as very high. This finding suggests that conflict-resolution capability represents a specific area for development. Human Capital could provide practical training in constructive conflict resolution, active listening, negotiation, and collaborative problem solving. Managers can reinforce these capabilities through coaching and by discussing actual workplace cases during team meetings or one-on-one sessions. Overall, the recommendations are directly aligned with the descriptive findings: strengthening upward communication and employee voice responds to the relatively low scores for management responsiveness and complaint channels; strengthening coaching, mentoring, and one-on-one sessions addresses the lower score for individualized support; and developing constructive conflict resolution responds to the lowest-rated employee-performance item. These interventions can help translate the statistical findings into targeted human resource practices rather than relying solely on broad recommendations for improving employee performance.

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