



# The Influence of Transformational Leadership on Employee Performance at the South Bulango District Office, Bone Bolango Regency

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## Abstract

**Abstract:** This study aims to determine the effect of transformational leadership on employee performance at the Bulango Selatan District Office, Bone Bolango Regency. The research method used was descriptive quantitative, with a sample of 30 employees drawn from all employees at the Bulango Selatan District Office. Data were collected through questionnaires and analyzed using simple linear regression.

The results showed that transformational leadership had a positive and significant effect on employee performance, with a correlation coefficient of 0.833 and a coefficient of determination ( $R^2$ ) of 0.694. This means that transformational leadership contributed 69.4% to employee performance improvement, while the remaining 30.6% was influenced by other factors. This finding confirms that the better the implementation of transformational leadership, the higher the employee performance at the Bulango Selatan District Office.

## Introduction

Public services at the sub-district level hold a highly strategic position within the structure of regional government, as they serve as the frontline institution interacting directly with the community. Sub-districts function as extensions of district or city governments in providing administrative services, coordinating governmental functions, and implementing mandatory basic services. Within the framework of regional autonomy, sub-districts are responsible for ensuring that every service meets the principles of timeliness, procedural clarity, accessibility, and adequate service quality. Therefore, the quality of services provided at the sub-district level is not merely the execution of routine tasks but is an essential indicator of the effectiveness of regional governance. However, the effectiveness of public services relies heavily on employee performance, as employees are the main actors responsible for carrying out administrative duties and public service delivery.

In the context of Bulango Selatan Sub-District, initial observations and internal reports show that employee performance still faces several fundamental issues. Employees are frequently found arriving late, leaving work early (PSW), and being absent without explanation

. Such irregularities directly impact service delivery, especially during peak hours when the community requires administrative documents, population services, and coordination between organizational units. Moreover, some employees show low initiative, poor teamwork skills, slow responses to service requests, and limited adaptability to workload changes and procedural updates. These conditions indicate that employee performance has not yet reached an optimal level and requires strong managerial intervention, especially from organizational leaders.

Leadership style is one of the most influential factors in improving employee performance. In public management literature, transformational leadership is considered the most effective approach for encouraging behavioral changes that lead to improved performance. Transformational leaders possess the ability to inspire, instill moral values, build positive emotional relationships, encourage creativity, and provide individual attention through four main dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Through these dimensions, leaders can shape employees' perceptions, attitudes, and behaviors, motivating them to work more productively, innovatively, and beyond minimum standards.

Previous studies have shown that transformational leadership positively influences employee performance in various public institutions. However, the magnitude of this influence varies across regions and organizations. Research conducted in several sub-district offices, for example, reports mixed results—ranging from low to very high—depending on organizational culture, bureaucratic structure, and the quality of human resources. Some studies identify transformational leadership as the dominant factor affecting performance, while others find that work environment, motivation, or organizational culture play a more significant role. These variations suggest that the influence of transformational leadership is not universal and must be examined within specific organizational contexts.

In Bulango Selatan Sub-District, research on transformational leadership remains limited. Yet empirical data reveal a number of performance issues—such as poor discipline, ineffective coordination between units, and low service quality—which highlight the need for leadership capable of initiating meaningful change. This makes Bulango Selatan an appropriate setting to examine how transformational leadership affects employee performance. Moreover, the findings of this study are expected to provide empirical insights that can be applied to other government units in Bone Bolango Regency to improve the quality of public service delivery.

Based on this background, this study aims to analyze the influence of transformational leadership on employee performance at the Bulango Selatan Sub-District Office. The findings are expected to contribute to leadership theory in the context of regional governance and provide practical recommendations for sub-district leaders in designing more effective managerial strategies. With growing public expectations for fast, accurate, transparent, and professional services, transformational leadership is increasingly relevant as a strategy for improving the performance of government employees, especially at the sub-district level, which serves as the closest administrative unit to the community.

## **Method**

### **1. Research Location and Time**

This study was conducted at the Bulango Selatan District Office, Bone Bolango Regency, from March to May 2025.

## **1. Population and Sample**

The population consisted of 30 employees. Because the total population was fewer than 100 individuals, the study employed a saturated sampling technique, in which all members of the population were selected as the research sample.

## **2. Research Variables**

### **Independent Variable (X): Transformational Leadership**

Measured using four indicators:

1. Idealized Influence
2. Inspirational Motivation
3. Intellectual Stimulation
4. Individualized

(Suwatno, 2011)

### **Dependent Variable (Y): Employee Performance**

Measured using four indicators:

1. Work Quality
2. Timeliness
3. Attendance
4. Teamwork

(Wilson Bangun, 2018)

All indicators were measured using a 5-point Likert scale ranging from “strongly disagree” to “strongly agree.”

## **3. Data Collection Techniques**

Data were collected using the following methods:

1. Questionnaire — the primary instrument used to measure both variables.
2. Observation — to examine work conditions and interaction patterns within the office environment.
3. Documentation — involving employee data, organizational structure, and administrative records.

## **4. Instrument Testing**

- a. Validity

Pearson Product-Moment correlation was applied. Items were considered valid if the calculated correlation coefficient exceeded the critical value of *r-table* at  $\alpha = 0.05$ .

- b. Reliability

Reliability was assessed using Cronbach's Alpha. A coefficient greater than 0.70 indicated that the instrument was reliable.

## **5. Data Analysis Techniques**

### **Normality Test**

The Shapiro-Wilk test was employed due to the sample size being fewer than 50. Data were considered normally distributed if the *p-value*  $> 0.05$ .

### **Simple Linear Regression Analysis**

Simple linear regression was used to examine the influence of transformational leadership on employee performance. The regression model used was:

$$Y = a + bX$$

### **t-test (Partial Test)**

The *t-test* was conducted to determine the significance of the relationship between the variables. The influence was considered significant if:

- $t\text{-count} > t\text{-table}$ , or
- $Sig < 0.05$ .

### **Coefficient of Determination ( $R^2$ )**

This value was used to determine the percentage contribution of transformational leadership to employee performance.

## **Results and discussion**

### **The Influence of Transformational Leadership on Performance**

The findings of this study indicate that transformational leadership has a positive and significant influence on employee performance at the Bulango Selatan Sub-District Office. This is evidenced by the correlation coefficient of 0.833, which shows a very strong relationship between the two variables, and the coefficient of determination ( $R^2$ ) of 0.694, meaning that 69.4% of employee performance is explained by transformational leadership. The remaining 30.6% is influenced by other factors such as work environment, discipline, organizational culture, compensation, and intrinsic motivation. These findings are supported by the validity and reliability tests conducted in the thesis, which confirmed that all items measuring transformational leadership and employee performance were accurate and consistent, strengthening the credibility of the statistical results. The strong relationship between the variables demonstrates that employees tend to perform better when their leader displays transformational characteristics, particularly in providing direction, motivation, and inspiration.

The study also reveals that the idealized influence dimension plays an important role in improving employee performance. Employees perceive the sub-district head (camat) as a leader who serves as a role model in terms of discipline, work commitment, and decision-making. This exemplary behavior encourages employees to emulate positive attitudes and work ethics, leading to better quality of work and punctuality. Inspirational motivation further contributes to employee performance, as the camat frequently provides encouragement and direction, which helps employees maintain their work enthusiasm in the midst of routine and repetitive administrative tasks. This aligns with the descriptive data in the thesis showing that employees generally agree on the leader's motivational efforts, although some still require more structured guidance to remain consistent in their tasks.

In addition, intellectual stimulation fosters an innovative work environment where employees are encouraged to think creatively and provide ideas for improving service quality. Several employees reported that they have been given opportunities to participate in problem-solving and service improvements, particularly in simplifying administrative procedures and enhancing coordination between service sections. This has resulted in fewer errors in document processing and improved service delivery. However, the study also notes that some employees still need further training, especially related to administrative and digital skills, to fully benefit from this leadership dimension.

The last dimension, individualized consideration, also shows a significant contribution to employee performance. The leader's personal attention through coaching, regular evaluations, and effective communication helps employees feel valued and supported. This approach has improved employee attendance and discipline, which previously showed inconsistencies such as early departures (PSW) and delays noted in the background of the study. Although improvements are evident, the research also acknowledges that continuous monitoring and targeted employee development programs remain necessary to sustain discipline and performance.

This study's findings are consistent with previous research conducted by Rivai and Mulyadi (2019) and Sazly and Ardiani (2019), both of which confirm the significant influence of transformational leadership on employee performance in government organizations. Interestingly, the magnitude of influence found in this study (69.4%) is higher than that reported in research conducted in the Cengkareng Sub-District (34.4%), indicating that organizational characteristics in Bulango Selatan may rely more heavily on leadership quality. However, the findings also align with the argument of Yukl (2013) and Tjahjono (2020), who assert that while transformational leadership is important, it is not the only factor determining employee performance, as evidenced by the remaining 30.6% of unexplained variance in this study.

Overall, the results emphasize the importance of strengthening transformational leadership practices in sub-district government offices. Leaders who can serve as role models, provide motivation, encourage innovation, and offer personal support contribute significantly to creating a productive, collaborative, and professional work environment. This is crucial in public service institutions where employees are required to deliver fast, accurate, and efficient services directly to the community. Therefore, transformational leadership emerges as a strategic approach to enhancing government employee performance and improving the quality of public services at the sub-district level.

## Conclusion

This study demonstrates that transformational leadership has a positive and significant influence on employee performance at the Bulango Selatan Sub-District Office. This conclusion is supported by the correlation coefficient of 0.833, which indicates a very strong relationship between the two variables. Additionally, the coefficient of determination ( $R^2 = 0.694$ ) signifies that 69.4% of employee performance is influenced by transformational leadership, while the remaining 30.6% is determined by other factors not examined in this study, such as work environment, organizational culture, job satisfaction, discipline, compensation, and intrinsic motivation. These findings confirm that the more effectively the dimensions of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—are applied, the higher the resulting level of employee performance.

The results further reveal that the sub-district head (camat) has demonstrated several transformational leadership characteristics, particularly in serving as a role model, motivating employees, and providing individualized attention. Employees perceive the leader as someone who upholds discipline, maintains professionalism, and shows commitment to organizational

goals. Such behaviors align with the idealized influence dimension, which strengthens trust and respect from employees, making them more likely to emulate positive work attitudes.

The inspirational motivation dimension is also reflected in the leader's ability to provide direction, encouragement, and enthusiasm, which helps build a positive work climate. This is especially important in public service organizations, where tasks often involve routine administrative responsibilities that can diminish motivation over time. By offering clear goals and meaningful communication, the camat contributes to maintaining employee morale, although some employees still need more structured and consistent guidance to meet performance expectations.

The intellectual stimulation dimension appears to foster employee creativity and problem-solving abilities. Several employees reported being encouraged to provide new ideas and alternative solutions, particularly in improving administrative procedures and enhancing coordination across units. This has contributed to reductions in service delays and errors, as well as improvements in service flow. However, the study also highlights gaps in employee competencies—particularly in technical and administrative skills—which indicates the need for more systematic training and capacity-building programs to fully optimize the benefits of intellectual stimulation.

The individualized consideration dimension is shown through the leader's efforts to understand the unique needs and challenges of employees. This includes providing feedback, conducting evaluations, and maintaining open communication. Such personalized attention helps increase employee commitment and reduce disciplinary issues such as absenteeism, late arrivals, and early departures (PSW), which were concerns highlighted in the initial organizational assessment. Nevertheless, the findings indicate that these efforts must be strengthened and institutionalized, particularly in developing long-term employee growth plans and coaching mechanisms.

When viewed as a whole, the findings of this study reinforce the argument that transformational leadership plays a critical role in shaping employee performance in government settings. In the context of the Bulango Selatan Sub-District Office, where service quality and employee discipline are key challenges, transformational leadership helps create a more supportive, engaged, and performance-oriented work environment. However, the fact that 30.6% of employee performance is influenced by other variables suggests that leadership alone is not sufficient. Organizational support systems, employee motivation strategies, competency development, and supervisory mechanisms must complement leadership practices to achieve holistic improvements in performance.

In summary, while transformational leadership has shown a substantial impact on employee performance, its effectiveness will be maximized only when accompanied by continuous coaching, professional development, and organizational policies that support accountability and innovation. This underscores the importance of integrating leadership development with broader organizational reforms to ensure that public service delivery at the sub-district level becomes more efficient, responsive, and aligned with community expectations.

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