ASHA PUBLISHING

JPPLG

JOURNAL OF PUBLIC POLICY AND REGIONAL GOVERNMENT



Volume 2, Issue 1, 2025

Journal of Public Policy and Local Government (JPPLG)
https://journal.ashapublishing.co.id/index.php/jpplg/
E-ISSN: 3047-6984
Volume 2, Issue 1, March 2025.
Pages: 22-29

Transformational Leadership as a Catalyst for Effective Administrative Services

Arnisyah Putri[1], Jamaluddin [2], Isgunandar[3], Nawir Rahman[4]
[1,2,3]Universitas Negeri Makassar
[4]Universitas Bosowa
Correspondence Author: jamaluddin8002@unm.ac.id

ABSTRACT

More effective and efficient administrative services could be influenced by employee performance. Organizations place a great deal of importance on performance since it can undoubtedly lower absenteeism and lazy work. The purpose of this study is to determine the impact of transformational leadership, the impact of leadership on employee performance, and the overall picture of employee performance. This study employs associative research design and a quantitative methodology. To accomplish the goals of this study, a variety of data-gathering methods were employed, such as documentation, questionnaires, and observation. The study's population consists of 95 employees, and a sample of 48 employees was drawn using the proportional random sampling sample extraction approach. To ascertain the impact of transformational leadership on staff performance at the South Sulawesi Province Teacher Mobilization Center (BBGP) office, the research data was further analyzed using descriptive and inferential statistical analysis. The study's findings demonstrated that the indicators applied to each variable concluded that both employee performance and the impact of transformational leadership fell into a very good range. The product moment correlation test findings indicate a strong link between the variables. Transformational leadership significantly improved staff performance in the South Sulawesi Province Teacher Mobilization Center (BBGP) office, according to the findings of a basic linear regression analysis.

Keywords: Transformational leadership, employee performance, leadership

INTRODUCTION

Effective and efficient management and execution are essential for any agency's operations. Still, many firms continue to improperly handle their organizational activities. The fact that businesses continue to conduct their operations using manual procedures is one of the causes. Since work motivation can impact employee performance inside the organization, it is one of the many strategies to improve employee performance as a controller of all organizational activities (Haerul & Herman, 2025; Nasrullah, 2025; Saleh et al., 2024).

Transformational leadership in principle motivates subordinates to do better than what they usually do (Arhas & Isgunandar, 2024; Laha et al., 2021; Rajamemang et al., 2019). The key to an organization's success is its leadership style, which serves as a template for its subordinates to follow to successfully execute the organization's vision and goal while enhancing the caliber of its human resources. Transformational leadership is one of the best leadership philosophies for handling change and adapting to people's proactive tendencies. (Niswaty et al., 2019; Priskilla & I Putu, 2019; Rifdan et al., 2022; Saleh & Arhas, 2024).

Since performance is the outcome of the work process, it cannot be isolated from work (Mustafa et al., 2023; Permata IS et al., 2019; Taliang et al., 2023). As a result, it may be said that employee performance is the outcome of work completed by an individual in compliance with

DOI: https://doi.org/10.70188/nbe2pt14

their duties over a specific time period. The word "performance" is derived from "job performance" or "actual performance" (also known as "work achievement" or "real achievement attained by a person), which refers to the amount and caliber of work completed by an employee in fulfilling his responsibilities. Saleh and Darwis (2015) said that "performance is used by the leadership to periodically assess the operational effectiveness of the organization and employees based on predetermined goals, standards, and criteria."

One factor that may contribute to a drop in employee performance is transformational leadership. Consequently, the administration or application of a good and suitable leadership style will also directly advise staff members to complete tasks in line with the tasks that each of them has been assigned. The findings of the first observations indicate a number of issues, chief among them the absence of motivating work-related inspiration between superiors and subordinates. The author became interested in researching "The Influence of Transformational Leadership on Employee Performance at the Office of the Driving Teacher Center (BBGP) of South Sulawesi Province" as a result.

METHOD

The quantitative approach, which seeks to determine the link between two or more variables, is the research method employed. All staff members of the Teacher Mobilization Center (BBGP) in South Sulawesi Province participated in this study. Researchers took a 50% sample of the 95-person population, or 48 individuals. The random sampling method gathers random samples without taking the population's class into account.

The two primary variables in this study are employee performance (Y), which is the dependent variable (bound variable), and transformational leadership (X), which is the independent variable. A variable that is thought to have an impact on a bound variable is called an independent variable. The study employed a questionnaire with a Likert scale to gather information on the issue under investigation. Validity and reliability tests are used to verify whether the research instrument is feasible once it has been filled with preselected samples.

Descriptive analysis and inferential statistical analysis are two of the data analysis techniques employed. While inferential statistical analysis is used to get deeper inferences from the inferential research data, descriptive analysis is used to give a summary of the data gathered.

RESULT AND DISCUSSION

To identify the influence of transformational leadership and employee performance at the South Sulawesi Provincial Driving Teacher Center (BBGP) office, the study was conducted by testing hypotheses through questionnaire data analysis using the SPSS 29 application. Descriptive data is used to provide an explanation or reveal the circumstances or characteristics of each variable, namely transformational leadership variables (X) and employee performance variables (Y). Classified by success rate: excellent, good, adequate, and less.

Transformational Leadership (X)

In order to determine the impact of transformational leadership, 48 BBGP member employees were selected as the sample and asked to complete a questionnaire. The results of this study are shown in table 1, which also includes information on the variables of inspirational motivation, intellectual stimulation, and individual attention.

DOI: https://doi.org/10.70188/nbe2pt14

Table 1: Descriptive Analysis of Transformational Leadership Variables (X)

Transformational Leadership	Number of Items	Score Achieved	Ideal Score	Achievement (%)	Category
Inspirational Motivation	4	793	960	82.60	Excellent
Intellectual Stimulation	6	1.164	1.440	80.83	Excellent
Individualized Attention	5	983	1.200	81.91	Excellent
Sum	**15**	2.940	3.600	81.66	**Excellent**

Source: Data processing results using SPSS 29

According to the descriptive analysis's findings, every metric used to assess how transformational leadership is demonstrated in the South Sulawesi Province's BBGP office is extremely good, with an 82.60% percentage for the category's inspirational motivation indicator. The category's individual attention indication, with a percentage level of 81.91%, and intellectual stimulation indicator, with a percentage level of 80.83%, are both extremely good.

1. Inspirational Motivation

Inspirational motivation is the extent to which a leader inspires and motivates others to go above and beyond by presenting an engaging vision. According to Bakhtiar (2019), "Transformational leaders behave in ways that motivate and inspire those around them by providing meaning and resistance to work. Leaders that employ inspiring motivation hold their followers to a high standard. This motivates followers to put in more work on their assignments, have hope for the future, and believe in their own skills.

Based on the results of the research obtained, it shows that inspirational motivation describes leaders who are passionate in communicating the future of an idealistic organization aimed at spurring the spirit of their subordinates; motivated leaders are motivated by the importance of the same vision and mission. As evidenced by the percentage of 82.60% that was attained, which falls into the very good category, the application of inspiring motivation has dominated. The comment that decision-making is more appropriate because an employee's office cannot function without direction without leadership served as support for the presentation. Without motivation, it is difficult for a person to move to achieve the desired goal to the maximum.

2. Intellectual Stimulation

The degree to which transformative leaders question presumptions, take chances, and solicit input from their followers is referred to as intellectual stimulation. They find their audience by being inventive, inspiring, and creative. Leaders support and collaborate with followers as they experiment and develop innovative solutions to organizational problems. The leader encourages his followers to think independently and for themselves in order to help them develop autonomy. According to Fauziyah (2022), "*Intellectual stimulation* means that leaders encourage innovation and creativity by questioning assumptions that have been used and supporting problem-solving efforts."

The results of the study show that the application of the aspect of intellectual stimulation in transformational leadership is in the very good category with a percentage of 80.83%. This is shown to employees to easily solve a problem that has occurred in the office by themselves. Without this intellectual stimulation, employees can do nothing because with this intellectual stimulation, leaders can provide opportunities for their employees for academic and professional development.

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3. Individualized attention

Individual attention describes that the leader always pays attention to his employees, treats employees individually, and trains and advises the leader to invite employees to be observant to see the abilities of others. Leaders focus employees on describing personal strengths. According to Widyati (2015), "Transformational leaders pay attention to their subordinates personally, appreciate the differences of each individual, and give advice and appreciation. Personal attention is an early identification of the potential of subordinates.

Based on the results obtained, transformational leadership in implementing individual attention aspects is in the very good category with a percentage of 81.91%. This is shown in leaders who have paid attention to their employees and treated employees individually. Leaders devote attention to the matters and needs of the self-development of each employee.

Employee Performance

The data processing results indicated that all indicators utilized to assess the employee performance variable (Y) were classified in the very good category, with the quality indicator at 82.68 percent, the quantity indicator at 80.66 percent, and the punctuality indicator at 81.59 percent.

Table 2: Results of Descriptive Analysis by Employee Performance Indicators (Y)

Employee Performance (Y)	Number of Items	Score Achieved	Ideal Score	Achievement (%)	Category
Quality	4	788	960	82.08	Excellent
Quantity	5	968	1.200	80.66	Excellent
Timeliness	6	1.175	1.440	81.59	Excellent
Timeliness	**15**	**2.931**	**3.600**	**81.41**	Excellent

Source: Data processing results using SPSS 29

The data presented in Table 2 regarding the achievement of variable scores indicates that the achievement rate of employee performance (Y) falls within the very good category, recorded at 81.41 percent. The results of measuring the characteristics of variable Y through the indicator indicate that all indicators affirm the quality of the variable. Table 2 indicates that the average indicator falls within the very good category.

1. Quality

Quality is the level of good or bad of something, degree, or level of quality. The term is commonly used to describe the good and bad levels of something in various fields, including business, engineering, and manufacturing. The caliber of work can be assessed through the employee's perspective on the quality of the output and the degree of excellence achieved in relation to their skills and competencies. According to Prianka (2023),Click or tap here to insert text. "Low work quality will make productivity decrease, and vice versa if the quality of employee work is high, it will increase the level of productivity

A result can be measured by the effectiveness and efficiency of a work in achieving organizational goals or objectives well and effectively, as evidenced by the percentage obtained, which is 82.08%, indicating that it is in the very good category. The results obtained indicate that the quality of this work can increase the perfection of tasks to the ability of employees.

2. Quantity

Quantity of work is how long an employee works in one day. This quantity of work can be seen from the speed of work of each employee. Quantity is the amount produced expressed in terms such as number of units, number of cycles, or completed activities. According to Jakobsen

DOI: https://doi.org/10.70188/nbe2pt14

(2023), "Quantity in performance assessment is the result of performance expressed in terms such as number of units and number of completed activity cycles."

Based on the results of the research obtained, it shows that with this quantity, it can be known how long and how fast an employee works in one day. Without this quantity, we cannot know the speed. This can be seen through the percentage obtained, which is 80.66%, meaning that it is in the very good category.

3. Timeliness

Punctuality, in terms of aligning output outcomes and maximizing time for additional processes, refers to the extent of tasks completed at the designated start time. According to Yusina et al. (2020), "Information can be useful if it is delivered in a timely manner. This situation is determined by how quickly managers respond to an event that occurs as well as a problem that occurs in an entity.

Based on the results of the research obtained, it shows that the guaranteed timeliness of transformational leadership is in the very good category. This can be seen through the percentage obtained, which is 81.59%, because the information carried out by the leader on the performance of his employees is useful if delivered on time. If it is not submitted on time, there will be a delay in obtaining the information.

The Influence of Transformational Leadership on Employee Performance at the Sulawesi Province Teacher Mobilization Center (BBGP) Office

1. Normality Test

This study utilized the Kolmogorov-Smirnov normality test for each variable. This is done with the SPSS program version 29, as follows:

Table 3: Normality Test

			Unstandardized Residual
N			48
Normal Parameters a, b	Mean		0.0000000
	Standard Deviation		172447981
Most Extreme Differences	Absolute		0.118
	Positive		0.118
	Negative		-0.111
Test Statistic			0.118
Asymp. Sig. (2-tailed)			**0.093**
Monte Carlo Sig. (2-tailed)	Sig.		0.091
	99% Confidence Interval	Lower Bound	0.083
		Upper Bound	0.098

a. Test distribution is normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Processed by researchers using the SPSS 29 application

According to the findings of the examination, the significance value is 0.093, which indicates that the significance is high enough to be larger than 0.05. Conclude that the data follows a normal distribution based on the information shown here.

DOI: https://doi.org/10.70188/nbe2pt14

Table 4: Product Moment Correlation Analysis

Correlations			
		Transformational Leadership	Employee Performance
Transformational Leadership	Pearson Correlation	1	**.330***
	Sig. (2-tailed)		0.022
	N	48	48
Transformational Leadership	Pearson Correlation	**.330***	1
	Sig. (2-tailed)	0.022	
	N	48	48

* Correlation is significant at the 0.05 level (2-tailed).

Source: Processed by researchers using the SPSS 29 application

The analysis of Table 4 reveals a Pearson correlation coefficient of 0.330. This indicates a noteworthy correlation between Variable X and Variable Y. According to the established criteria for interpreting correlation coefficients, a value of 0.330 falls within the low range, specifically between 0.20 and 0.399. Therefore, it can be concluded that Variable X exhibits a low relationship with Variable Y.

2. Hypothesis Test

The t-test is used to find out whether the independent variable (transformational leadership) has an effect on the dependent variable (employee performance). The following are the results of the t-test using the SPSS 29 application

Table 5: Hypothesis Test (T Test)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38,970	9,332		4,176	0,000
	Transformational Leadership	0.361	0.152	0.330	**2,368**	**0.022**

a. Dependent Variable: Employee Performance

Source: Processed by researchers using the SPSS 29 application

The significant score, which is 0.022 less than 0.05, indicates that the T-test has a partial impact on X and Y, according to the findings of the analysis of the test using the SPSS software. Thus, the hypothesis that states, "There is an influence of transformational leadership on employee performance in the office of the Driving Teacher Center (BBGP) of South Sulawesi Province," is indirectly supported by the data management results in this study.

The influence of transformational leadership on employee performance in general is very significant. The leadership style applied by a leader can affect the behavior, motivation, job satisfaction, and work discipline of employees in the organization. Leadership is the ability to influence a group towards achieving goals. This means that if it is connected to one agency, the word leader contains the ability to move all resources in an agency. Leaders have a role in providing direction and giving real influence to their subordinates or employees in carrying out the functions of an agency. This is in line with the opinion (Bass & Avolio, Suny-Binghamton, 2013) that leadership places a lot of value on and pays a lot of attention to the development of a vision and inspires its followers to achieve that vision. This research was conducted on 48

employee respondents at the Office of the Driving Teacher Center (BBGP) of South Sulawesi Province, District.

CONCLUSION

The conclusions derived from the problem formulation and data analysis concerning the influence of transformational leadership on employee performance at the South Sulawesi Province Teacher Driving Center (BBGP) Office are as follows: The transformational leadership (X) of the BBGP is categorized as very good, achieving a percentage of 81.66 percent based on three indicators: intellectual stimulation, individualized attention, and inspirational motivation. The South Sulawesi Province Driving Teacher Center (BBGP) staff (Y) has achieved an impressive performance rating of 81.41 percent, placing them in the very good category based on three indicators: quality, quantity, and punctuality. The performance of employees at the Driving Teacher Center (BBGP) in South Sulawesi Province is notably influenced in a way that parallels transformational leadership.

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