

## The Influence Of Transformational Leadership Style On Employee Performance At Bank Bri Soppeng Branch

Nurmilasari<sup>1</sup>, Amirah<sup>2</sup>, Amni Sahra Awalya<sup>3</sup>, Asmini<sup>4</sup>

<sup>1</sup>Department of Management, Universitas Lamappoleonro, Indonesia

<sup>2</sup>Department of Management, Universitas Lamappoleonro, Indonesia

<sup>3</sup>Department of Management, Universitas Lamappoleonro, Indonesia

<sup>4</sup>Department of Management, Universitas Lamappoleonro, Indonesia

\*Corresponding Author : [amirahmira190203@gmail.com](mailto:amirahmira190203@gmail.com)

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### Abstract

This study aims to analyze the influence of transformational leadership style on employee performance at Bank BRI Soppeng Branch. The main problem underlying this research is the phenomenon of low work motivation, lack of initiative, and weak interdepartmental coordination, which have an impact on the achievement of work targets. The research method used is associative quantitative research, with data collection techniques through questionnaires and documentation. The population of this study consisted of 45 employees, all of whom were used as samples through a total sampling (census) technique. Data were analyzed using simple linear regression with the assistance of SPSS software. The results show that transformational leadership style has a positive and significant effect on employee performance, with a significance value of  $0.003 < 0.05$  and a regression coefficient of 0.716. This indicates that the better the implementation of leadership characteristics such as charisma, inspirational motivation, intellectual stimulation, and individualized consideration, the higher the employee performance. This study suggests that management should continue to enhance individual support and guidance to optimize organizational productivity.

## INTRODUCTION

Leadership is a crucial element in organizational dynamics that functions as the main driving force in directing human resources to voluntarily achieve predetermined goals. In the context of modern organizations, leadership is not merely the ability to give orders, but also the art of building trust, serving as a role model, and creating a productive work environment to improve work effectiveness and efficiency. Leaders play a central role in communicating vision and motivating teams; supportive leadership increases employee commitment, while leadership failure risks causing demotivation and a decline in work quality.

Transformational leadership style has gained widespread attention due to its ability to encourage performance beyond expectations through four main characteristics: idealized influence (charisma), inspirational motivation, intellectual stimulation, and individualized consideration. This approach does not only focus on daily targets, but also inspires subordinates to prioritize organizational interests, which ultimately increases innovation and productivity significantly. The

relationship between transformational leadership and employee performance is very close, where the support and motivation provided by leaders collectively generate strong commitment to organizational goals.

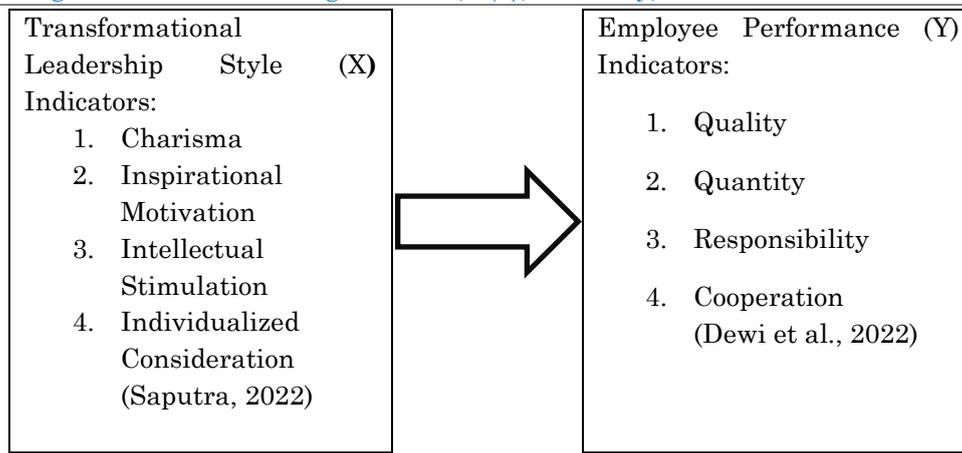
As one of Indonesia's largest state-owned banking institutions, Bank Rakyat Indonesia (BRI) is required to maintain excellent operational performance amid intense competition driven by financial technology (fintech) innovations. This condition demands that BRI employees are not only technically competent but also adaptive and innovative. Therefore, the role of transformational leaders becomes vital to ensure optimal operational performance, including at regional work units such as Bank BRI Soppeng Branch. Based on operational data, Bank BRI Soppeng Branch employs 45 workers with diverse age and educational backgrounds. However, in practice, several performance issues are still found, such as low work motivation, lack of initiative, weak interdepartmental coordination, and delays in customer service. This phenomenon indicates that the leadership pattern implemented has not been fully effective in directing employee potential amid changing work demands.

The gap between organizational expectations and real conditions in the field forms an important basis for this study to further examine the influence of transformational leadership style on employee performance at Bank BRI Soppeng Branch. This research is expected to provide empirical evidence regarding leadership effectiveness in improving productivity and to contribute practically to Bank BRI management in formulating future performance improvement strategies.

## **METHOD**

This study uses an associative quantitative approach with data collection techniques through questionnaires (surveys). The research was conducted at Bank Rakyat Indonesia (BRI) Soppeng Branch, located in Soppeng Regency, South Sulawesi. The population in this study consisted of all employees of Bank BRI Soppeng Branch, totaling 45 people. Considering the relatively small population size, the sampling technique used was total sampling, so all members of the population were included as research respondents. The independent variable in this study is transformational leadership style (X), which is measured through four indicators: charisma (idealized influence), inspirational motivation, intellectual stimulation, and individualized consideration. Meanwhile, the dependent variable is employee performance (Y), which is evaluated based on several aspects: work quality, work quantity, responsibility, and cooperation.

Research data were collected through direct distribution of questionnaires to respondents using a Likert scale. Prior to analysis, the research instruments were tested through validity and reliability tests to ensure that the data obtained were appropriate and reliable. Data analysis was carried out using simple linear regression analysis to determine the effect of transformational leadership style on employee performance. The conceptual framework of this study shows the relationship between transformational leadership style as the independent variable and employee performance as the dependent variable, which can be described as follows:



### Hypothesis

Based on the problems described above and supported by several theories and conceptual frameworks, the following hypothesis is proposed: Transformational leadership style is suspected to have a positive effect on employee performance at Bank BRI Soppeng Branch.

### RESULTS AND DISCUSSION

The analysis of respondent characteristics shows that this study involved 45 employees of Bank BRI Soppeng Branch as research subjects. Based on the collected data, the majority of employees were male, totaling 24 people (53%), while females numbered 21 people (47%). In terms of age, respondents were dominated by the 30–50 year age group, totaling 22 people (49%), indicating that most employees are in a productive and mature age. The majority of employees’ educational backgrounds were diploma to undergraduate level (D3–S1), totaling 32 people (71%), followed by high school graduates at 16% and master’s degree graduates at 13%. Meanwhile, job position distribution showed that most respondents were in Group III with 25 people (56%), while Groups II and IV each consisted of 10 people (22%).

Statistical testing using simple linear regression analysis produced the equation  $Y = 15.024 + 0.716X$ . The constant value of 15.024 means that if the transformational leadership style variable is considered absent or zero, employee performance still has a value of 15.024 derived from other factors outside the scope of this study. The regression coefficient of the transformational leadership style variable is 0.716 and is positive, mathematically indicating that every one-unit increase in transformational leadership style will be followed by an increase in employee performance of 0.716 units. Evidence of a significant effect is shown by the t-test results, which indicate a significance value of 0.003, which is smaller than the probability threshold of 0.05. Thus, the research hypothesis is accepted, and it can be stated that transformational leadership style has a positive and significant effect on employee performance at Bank BRI Soppeng Branch.

The results of this study confirm that transformational leadership plays a vital role in driving innovation and ensuring employees operate at optimal levels in the banking environment. Through dimensions of inspirational motivation, individualized consideration, intellectual stimulation, and charisma, leaders are able to instill trust and strong work enthusiasm. These findings indicate that leadership styles focused on inspiration and subordinate potential development can effectively overcome issues of low motivation and lack of initiative previously identified at Bank BRI Soppeng Branch. This aligns with theories stating that transformational leaders not only meet daily targets but also inspire employees to go beyond self-interest for organizational advancement. Practically,

this performance improvement is reflected in better work quality, discipline, and employees' ability to fulfill responsibilities according to company standards.

## **CONCLUSIONS AND SUGGESTION**

This study aims to analyze the influence of transformational leadership style on employee performance at Bank BRI Soppeng Branch. Based on the results of simple linear regression analysis, transformational leadership style has a positive and significant effect on employee performance, as indicated by a significance value of  $0.003 < 0.05$ . This confirms that transformational leadership style plays an important role in improving employee performance. Based on the regression coefficient value of 0.716, it can be interpreted that every increase in the application of transformational leadership style will be followed by an increase in employee performance. Thus, it can be concluded that the better the implementation of transformational leadership style in the work environment, the higher the employee performance. This illustrates that support, motivation, individualized attention, and direction provided by leaders are able to create a positive and productive work environment, encouraging employees to work more optimally according to their assigned responsibilities.

Based on the research results showing that transformational leadership style has a positive effect on employee performance at Bank BRI Soppeng Branch, it is recommended that leaders continue to enhance the application of transformational leadership, particularly in providing motivation, attention, and support to employees. Leaders should pay greater attention to individual employee development and provide opportunities to enhance skills and responsibilities in carrying out tasks. A conducive work environment and good communication between leaders and employees must also be maintained so that performance improvement can be achieved optimally. It is expected that with improved implementation of transformational leadership style, employee performance at Bank BRI Soppeng Branch will continue to improve and contribute positively to achieving organizational goals.

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