

## **The Influence Of Transformational Leadership Style On Employee Performance At Bri Jennae Unit, Soppeng Regency**

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### **Article Info**

Article history:

Received: 7 January, 2026;

Accepted: 12 February 2026;

Published: 28 February 2026.

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### **Keywords:**

Transformational Leadership,  
Employee Performance, Influence,  
Simple Linear Regression .

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### **Abstract**

This study aims to determine the influence of transformational leadership style on employee performance at the BRI Jennae Unit, Soppeng Regency. This research employs a quantitative approach using a survey method. The population consists of all 13 employees of the BRI Jennae Unit, Soppeng Regency, with a saturated sampling technique applied. Data were collected through questionnaires using a Likert scale and analyzed using simple linear regression with the assistance of SPSS software. The results indicate that transformational leadership style has a positive and significant effect on employee performance, with a significance value of 0.001 ( $p < 0.05$ ). This means that the better the implementation of transformational leadership style, the higher the employee performance at the BRI Jennae Unit, Soppeng Regency.

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## **INTRODUCTION**

Leadership is one of the most important factors in determining the success of an organization, especially in managing human resources. Effective leadership can influence employee attitudes, motivation, and performance in achieving organizational goals. In service organizations, including the banking sector, leadership plays a crucial role in directing employees to provide optimal services to customers and achieve work targets set by the organization. Previous research has shown that leadership style significantly influences employee performance in organizations (Mansur, Suhairi, & Apriliani, 2025). One leadership approach that is considered effective in improving employee performance is transformational leadership. Transformational leaders are able to inspire and motivate employees, provide intellectual stimulation, and pay attention to individual employee development so that employees are encouraged to work beyond standard expectations and contribute optimally to the organization.

In service-based organizations, employee performance is closely related to service quality and customer satisfaction. Several studies have shown that good service quality has a significant influence on customer satisfaction and loyalty. Research conducted by Rahmah, Rajeng, and

Erpiana (2020) found that the dimensions of service quality significantly affect customer loyalty at PT Pegadaian (Persero) Watansoppeng Branch Office. Similarly, Rahmah, Muhtadbillah, and Nurdaya (2021) revealed that service quality has a positive and significant effect on customer satisfaction at the J&T Soppeng Branch. Furthermore, Rahmah et al. (2023) found that service quality also plays an important role in increasing visitor satisfaction in tourism services, particularly in the Lejja Natural Bathing Tourism Area. These findings indicate that the quality of services provided by employees is a key factor in creating customer satisfaction. In addition to service quality, marketing strategies also play an important role in influencing customer satisfaction. Rahmah, Surianti, Minarti, Amrial, and Idrus (2025) explained that appropriate marketing strategies can significantly increase consumer satisfaction.

In the context of higher education services, Rahmah (2018) also explained that the service marketing mix is an important consideration for students in choosing higher education institutions. This indicates that organizational management strategies, including leadership and service management, play an important role in influencing consumer decisions and satisfaction. Banking institutions are organizations that rely heavily on service quality and employee performance to maintain customer trust and satisfaction. One of the banking service units that plays an important role in serving the community is the BRI Jennae Unit in Soppeng Regency. Based on preliminary observations, several problems related to employee performance were identified, such as work discipline that is not optimal and work target achievements that have not reached the expected level.

Based on these conditions, effective leadership is needed to improve employee performance and service quality. Therefore, this study aims to analyze the influence of transformational leadership style on employee performance at the BRI Jennae Unit, Soppeng Regency.

## **METHOD**

This study uses a quantitative approach with a survey method. The research was conducted at the BRI Jennae Unit, Soppeng Regency. The population consists of all 13 employees of the BRI Jennae Unit. The sampling technique used was saturated sampling, meaning that the entire population was used as the research sample

The independent variable in this study is transformational leadership style (X), and the dependent variable is employee performance (Y). Data were collected through the distribution of questionnaires using a five-point Likert scale. Prior to use, the research instrument was tested for validity and reliability. The data analysis technique used was simple linear regression analysis with the assistance of SPSS software to determine the effect of transformational leadership style on employee performance

## **CONCEPTUAL FRAMEWORK**

The conceptual framework in this study illustrates the direct relationship between the independent variable and the dependent variable.

In this study, Transformational Leadership Style (X) influences Employee Performance (Y)

Transformational Leadership Style (X):

- Idealized Influence
  - Inspirational Motivation
  - Intellectual Stimulation
- Employee Performance (Y):
- Work Quality
  - Work Quantity

- Discipline
- Timeliness
- Teamwork

### HYPOTHESIS

Based on the research objectives and the conceptual framework, the research hypotheses are formulated as follows:

H<sub>0</sub>: Transformational leadership style has no effect on employee performance at the BRI Jennae Unit, Soppeng Regency.

H<sub>1</sub>: Transformational leadership style has a positive and significant effect on employee performance at the BRI Jennae Unit, Soppeng Regency

## RESULTS AND DISCUSSION

### Descriptive Statistics

Based on the questionnaires distributed to 13 employees of the BRI Jennae Unit, Soppeng Regency, the descriptive analysis of the research variables can be presented in the following table.

Table 1. Descriptive Statistics of Research Variables

Variable	Indicator	Mean	Category
Transformational Leadership Style	Idealized Influence	4.12	Good
	Inspirational Motivation	4.05	Good
	Intellectual Stimulation	4.08	Good
Employee Performance	Work Quality	4.10	Good
	Work Quantity	3.98	Good
	Discipline	4.02	Good
	Timeliness	3.95	Good
	Teamwork	4.15	Good

The table above shows that the transformational leadership style applied by leaders at the BRI Jennae Unit is generally perceived positively by employees. Likewise, employee performance is categorized as good based on the indicators measured

### Validity Test

The validity test was conducted to determine whether the questionnaire items used in this study were valid in measuring the research variables.

Table 2. Validity Test of Research Variables

Variable	Item	r-count	r-table	Result
Transformational Leadership Style	X1	0.62	0.553	Valid
	X2	0.65	0.553	Valid
	X3	0.67	0.553	Valid
Employee Performance	Y1	0.70	0.553	Valid
	Y2	0.66	0.553	Valid
	Y3	0.63	0.553	Valid

The results indicate that all questionnaire items have r-count values greater than the r-table value, meaning that all instruments used in this study are valid

## Reliability Test

Reliability testing was conducted to determine the consistency of the research instrument.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Result
Transformational Leadership Style	0.78	0.60	Reliable
Employee Performance	0.81	0.60	Reliable

The results show that the Cronbach's Alpha value for each variable is greater than 0.60, indicating that the research instrument is reliable.

## Simple Linear Regression Analysis

Table 4. Simple Linear Regression Results

Variable	B	t-value	Sig.
Constant	12.214		
Transformational Leadership Style	0.654	3.217	0.009

Based on Table 4, the regression equation can be written as follows:

$$Y = 12.214 + 0.654X$$

This means that every increase in transformational leadership style will increase employee performance by 0.654 units.

## Hypothesis Testing

Table 5. t-Test Results

Variable	t-count	t-table	Sig.	Decision
Transformational Leadership Style → Employee Performance	3.217	2.201	0.009	H <sub>1</sub> Accepted

Since the t-count value is greater than the t-table value and the significance level is less than 0.05, the hypothesis stating that transformational leadership style has a positive and significant effect on employee performance is accepted.

## Discussion

The results of this study indicate that transformational leadership style has a positive and significant effect on employee performance at the BRI Jennae Unit, Soppeng Regency. Leaders who are able to provide inspiration, motivation, and intellectual encouragement can improve employee performance in carrying out their duties. This finding is consistent with the research conducted by Mansur, Suhairi, and Apriliani (2025), which states that leadership style significantly influences employee performance. Effective leadership can motivate employees to work more productively and achieve organizational goals. In addition, employee performance in service organizations also influences service quality and customer satisfaction. Rahmah, Rajeng, and Erpiana (2020) found that service quality significantly affects customer loyalty. Similarly, Rahmah, Muhtadbillah, and Nurdaya (2021) revealed that service quality has a significant effect on customer satisfaction.

Furthermore, Rahmah et al. (2023) emphasized that service quality contributes to visitor satisfaction in tourism services. Meanwhile, Rahmah et al. (2025) explained that appropriate marketing strategies can increase consumer satisfaction. These findings indicate that improving employee performance through effective leadership can also improve service quality and organizational performance. Therefore, the implementation of transformational leadership style

at the BRI Jennae Unit should continue to be strengthened in order to improve employee performance, maintain service quality, and achieve organizational targets..

## **CONCLUSIONS AND SUGGESTION**

### **Conclusion**

Based on the results of the research and discussion regarding the influence of transformational leadership style on employee performance at the BRI Jennae Unit, Soppeng Regency, several conclusions can be drawn. First, the implementation of transformational leadership style at the BRI Jennae Unit is generally categorized as good. Leaders are able to provide motivation, inspiration, and intellectual encouragement to employees in carrying out their duties. Second, the level of employee performance at the BRI Jennae Unit is also categorized as good, which can be seen from several indicators such as work quality, work quantity, discipline, timeliness, and teamwork. Third, the results of the simple linear regression analysis indicate that transformational leadership style has a positive and significant effect on employee performance. This means that the better the transformational leadership style applied by leaders, the higher the level of employee performance. Therefore, the research hypothesis stating that transformational leadership style has a positive and significant effect on employee performance at the BRI Jennae Unit, Soppeng Regency is accepted.

### **Suggestions**

Based on the conclusions of this study, several suggestions can be proposed as follows. First, leaders at the BRI Jennae Unit are expected to continue applying and improving transformational leadership practices, particularly by providing motivation, inspiration, and individual attention to employees in order to enhance employee performance and work commitment. Second, employees are expected to continuously improve their performance, work discipline, and teamwork so that the quality of services provided to customers can be maintained and improved. Third, future researchers are expected to develop this research by adding other variables that may influence employee performance, such as work motivation, organizational culture, job satisfaction, or compensation. In addition, future studies can involve a larger number of respondents to obtain more comprehensive research results.

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