

## The Influence of Transformational Leadership on Employee Performance in Public Organizations: A Case Study of the Regional Secretariat of Tangerang City

Miranda Yustikasari<sup>1</sup>, Rosinta Paulina Hutauruk<sup>2</sup>, Sa'adiah<sup>3</sup>

<sup>1</sup> Sekolah Tinggi Ilmu Tarbiyah, Indonesia

<sup>2</sup> Universitas Indonesia Mandiri, Indonesia

<sup>3</sup> Universitas Indonesia Mandiri, Indonesia

Email: miranda@gmail.com

### ABSTRAK

Penelitian ini mengkaji pengaruh kepemimpinan transformasional terhadap kinerja pegawai pada Sekretariat Daerah Kota Tangerang. Menggunakan pendekatan kuantitatif dengan data survei yang dikumpulkan pada tahun 2021, penelitian ini menganalisis bagaimana empat dimensi kepemimpinan transformasional pengaruh ideal, motivasi inspirasional, stimulasi intelektual, dan pertimbangan individual mempengaruhi pencapaian tugas dan perilaku kewargaan organisasi di kalangan aparatur sipil negara. Hasil penelitian menunjukkan bahwa perilaku kepemimpinan yang membangun kepercayaan, memberi inspirasi, dan mendorong pengembangan pegawai memberikan dampak positif yang signifikan terhadap hasil kinerja. Temuan ini memberikan wawasan praktis untuk meningkatkan praktik kepemimpinan di sektor publik perkotaan Indonesia.

**Kata kunci:** kepemimpinan transformasional, kinerja pegawai, sektor publik, Kota Tangerang, reformasi birokrasi.

### ABSTRACT

*This study investigates the influence of transformational leadership on employee performance within the Regional Secretariat of Tangerang City. Using a quantitative approach with survey data collected in 2021, this research examines how four dimensions of transformational leadership idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration affect task achievement and organizational citizenship behavior among civil servants. The results indicate that leadership behaviors that foster trust, inspiration, and employee development have a significant positive impact on performance outcomes. These findings offer practical insights for enhancing leadership practices in Indonesia's urban public sector.*

**Keywords:** transformational leadership; employee performance; public sector; Tangerang City; civil service reform.

### INTRODUCTION

In the context of public administration, leadership plays a crucial role in shaping the effectiveness and responsiveness of government institutions. As local governments in Indonesia continue to implement reforms aimed at improving governance, the role

of leaders—particularly those who can inspire and mobilize change—has become increasingly significant (Dwiyanto, 2010). Transformational leadership, characterized by motivation, innovation, and individualized support, is

seen as a key driver of organizational effectiveness (Bass & Riggio, 2006).

Kota Tangerang, a rapidly growing urban municipality adjacent to Jakarta, represents a strategic site for investigating leadership dynamics within public organizations. The city's Regional Secretariat serves as the administrative backbone, coordinating cross-departmental policy implementation and service delivery. However, like many other urban governments, it faces challenges related to bureaucratic inertia, performance consistency, and citizen expectations.

While much attention has been given to technical and procedural aspects of reform, less is known about how leadership behavior affects employee performance in daily governance. Questions arise about whether leadership in the Regional Secretariat promotes task-oriented behavior, encourages innovation, and supports employee development—or whether it remains tied to routine authority and compliance.

This research focuses on the influence of transformational leadership, as conceptualized by Bass and Avolio (1994), which includes four key dimensions:

1. Idealized Influence (role modeling),
2. Inspirational Motivation (vision setting),
3. Intellectual Stimulation (encouraging creativity), and
4. Individualized Consideration (personal support).

The main objective of this study is to empirically assess the relationship between these leadership behaviors and employee performance, which includes both formal task performance and extra-role behaviors (OCB).

The following research questions guide this study:

1. To what extent do civil servants in the Regional Secretariat of Tangerang experience transformational leadership behaviors from their superiors?
2. How do these leadership dimensions affect their performance?
3. What recommendations can be proposed to strengthen leadership effectiveness in local public institutions?

This study contributes to the growing literature on leadership in the public sector, particularly in urban governance

contexts in Indonesia, by offering evidence-based insights for leadership development and institutional performance enhancement.

## **METHOD**

This study employs a quantitative research design using a survey method to explore the relationship between transformational leadership and employee performance in the Regional Secretariat of Tangerang City. The quantitative approach is appropriate for testing hypotheses and identifying statistical relationships among variables.

The population in this study consists of civil servants working in the Regional Secretariat, totaling approximately 180 employees. A sample of 120 respondents was selected using proportional random sampling to ensure representation from various sub-departments. Data collection was carried out between April and June 2021.

The independent variable in this study is transformational leadership, measured using an adapted version of the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1994), which consists of four dimensions: idealized influence,

inspirational motivation, intellectual stimulation, and individualized consideration. The dependent variable is employee performance, which includes two sub-dimensions:

1. Task performance – the ability to complete official duties according to standards and targets.
2. Organizational Citizenship Behavior (OCB) – voluntary behavior beyond formal job descriptions, such as helping colleagues and showing initiative.

The instrument uses a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Validity and reliability testing were conducted, with Cronbach's Alpha values exceeding 0.70 for all constructs, indicating good internal consistency.

Data analysis was performed using multiple linear regression with the help of SPSS software. This method allows for assessing the contribution of each leadership dimension to employee performance while controlling for demographic variables such as age, tenure, and education level. Ethical clearance was obtained, and participants were assured of confidentiality and anonymity. Participation was voluntary,

and informed consent was secured from all respondents.

This methodological design enables the identification of specific leadership traits that correlate with higher levels of employee performance, thus providing empirical insights for human resource development strategies in public institutions.

## RESULTS AND DISCUSSION

### 3.1 Descriptive Analysis of Leadership and Performance

The results of the descriptive analysis show that the average score of transformational leadership perceived by employees is 4.12 (on a 5-point Likert scale), indicating a high level of leadership behavior. Among the four dimensions, idealized influence scored the highest (mean = 4.25), followed by inspirational motivation (4.17), individualized consideration (4.08), and intellectual stimulation (4.01).

In terms of employee performance, the mean score was 4.09, with task performance slightly higher (4.15) than OCB (4.03). This suggests that employees generally perform their formal duties well and show moderate

engagement in voluntary, extra-role behaviors.

### 3.2 Correlation between Leadership and Performance

Pearson correlation analysis reveals a significant positive relationship between transformational leadership and employee performance ( $r = 0.64$ ,  $p < 0.01$ ). Each leadership dimension also shows a positive correlation with both task performance and OCB, supporting the theoretical assumption that transformational leadership fosters stronger individual and organizational outcomes.

### 3.3 Regression Analysis

Multiple linear regression analysis was conducted to determine the influence of each leadership dimension on performance. The regression model is significant ( $F = 22.37$ ,  $p < 0.001$ ), with an  $R^2$  value of 0.42, indicating that transformational leadership explains 42% of the variance in employee performance.

Among the dimensions, inspirational motivation ( $\beta = 0.34$ ,  $p < 0.01$ ) and individualized consideration ( $\beta = 0.29$ ,  $p < 0.05$ ) have the strongest predictive power. This implies that employees perform better when leaders

articulate a compelling vision and provide personal attention and support.

### **3.4 Discussion of Findings**

These findings confirm prior research suggesting that transformational leadership significantly enhances employee outcomes (Bass & Riggio, 2006; Yukl, 2013). In the context of the Regional Secretariat of Tangerang, where bureaucratic tasks are often procedural and hierarchical, transformational leaders who inspire, innovate, and connect with employees on a personal level can break routine stagnation and stimulate proactive performance.

The results also support the argument that employee motivation and commitment grow when they perceive their leaders as role models who care about their development. However, the relatively lower impact of intellectual stimulation may suggest a need for further empowerment and space for creativity within the public sector's structured environment.

### **3.5 Implications for Public Sector Leadership**

Practically, these results indicate the need for leadership development programs that focus not only on managerial competence but also on

emotional intelligence, visioning, and mentorship. The Human Resource Development Agency (BKPSDM) of Tangerang City can consider integrating transformational leadership modules into leadership training and performance management systems. Moreover, policy adjustments that incentivize innovation, teamwork, and employee feedback can complement leadership behavior and reinforce a performance-driven culture

### **CONCLUSION**

This study affirms that transformational leadership significantly influences employee performance in public sector organizations. In the context of the Regional Secretariat of Tangerang City, leadership behaviors such as inspirational motivation and individualized consideration were found to be particularly impactful. These dimensions foster a supportive, vision-driven environment that enhances both task completion and organizational citizenship behavior among civil servants.

The findings imply that effective leadership development programs in the public sector must go beyond administrative competence and emphasize emotional connection,

mentorship, and innovation. Strengthening the capacity of leaders to articulate clear goals, recognize individual contributions, and encourage new ideas is essential for cultivating a high-performing bureaucracy.

Although intellectual stimulation showed the lowest impact among the leadership variables, it still contributed positively, suggesting room for improving employees' opportunities to participate in creative problem solving. Additionally, the results point to the importance of a conducive organizational climate that supports continuous learning and responsiveness.

As Indonesia continues to pursue bureaucratic reform and citizen-centric governance, transformational leadership must be positioned as a strategic asset. Local governments are encouraged to integrate leadership competencies into performance evaluations and public service innovation initiatives. Future studies could include longitudinal designs or qualitative methods to explore how leadership dynamics evolve over time and interact with institutional culture.

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