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Transformational and Transactional Leadership Styles on Employee Performance

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Abstract

This study aimed to determine and analyze the effect of transformational and transactional leadership styles on employee performance at Bank BNI Maros Branch. This study's population was all Bank BNI Maros Branch employees, totaling 42. This study uses a saturated sample where the entire population is used as the research sample. Sources of data used are primary data collected by distributing questionnaires to all respondents. The data in this study will be tested with several stages of testing, namely descriptive statistical tests, data quality tests consisting of (validity test, reliability test), classical assumption test (normality test, heteroscedasticity test, multicollinearity test), and testing all hypotheses through the coefficient test. Determination and partial test (t-test). The analysis results show that the higher or better the transformational leadership possessed by the leader, the higher the employee's performance. Moreover, transactional leadership influences employee performance; the higher or better the leadership possessed by the leader will increase employee performance. Meanwhile, the transformational leadership variable is the dominant factor in influencing employee performance at Bank BNI Maros Branch.



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Introduction

Government as an organization in displaying the high performance of public services, of course, must be supported by existing resources (Mubyl & Latief, 2019). Human resource management is one of the essential resources in an organization that is very meaningful in supporting the success of achieving goals (Burhanudin & Kurniawan, 2020). The phenomenon that occurs at PT. Bank BNI Maros Branch lacks self-awareness, work performance, and responsibility. As well as

supervision and training. This is the responsibility of the leader. With the various dynamics that occur, contextually, the expectations as described have not been realized, so the optimization of employee performance at PT. Bank BNI Maros Branch still has not shown optimal results.

The challenge in developing a clear organizational strategy lies in the organization on the one hand and depends on leadership (Sardi, 2017). To have effectiveness Rorimpandey (2017) states that leadership is a crucial element in organizational effectiveness. Often changes in the organizational environment that is increasingly complex and competitive, according to the leadership's readiness for the company to survive. The latest leadership models, such as organizational transformation leadership, will play an essential role in every organization. Transformational leadership involves developing a closer relationship between the leader and his followers, not just an agreement but more based on trust and commitment (Ariesta & Rahardjo, 2019). Jufrizen (2020) defines transformational leadership as a leader who can influence subordinates in specific ways. Subordinates feel trust, admiration, loyalty, and respect for their superiors, so subordinates are motivated to do more than what is usually done and expected. Transformational leadership, in principle, motivates subordinates to do good from what can be done; in other words, it can increase the trust or confidence of subordinates, which will affect work improvement. Research conducted by (Burhanudin & Kurniawan, 2020; Pradana, 2018) found that the transformational leadership style variable partially influences employee performance. While the research conducted (Setiawan, 2015) found that the transformational leadership style had no significant effect on the performance of PT. ISS Indonesia at the Surabaya National Hospital. According to Hidayati (2014), transactional leadership (transactional leadership) is based on the principle of transactions or exchanges between leaders and subordinates. The leader provides certain rewards or rewards (for example, bonuses) to subordinates if the subordinates can meet the leader's expectations (for example, high employee performance). On the other hand, the leader gives certain rewards or rewards (for example, bonuses) to subordinates if the subordinates can meet the expectations of the leader (for example, high employee performance). Subordinates try to meet the leader's expectations in addition to getting rewards or rewards and avoiding sanctions or punishments. Research conducted (Italiani, 2018; Pradana, 2018) found that the transactional leadership style variable partially has a significant influence on the employee performance variable. Meanwhile, research results (Arifudin, 2020; Lomanjaya & Laudi, 2014; Sardi, 2017) show that transactional leadership style has no significant effect on employee performance.

Performance certainly will not be formed if there is no enthusiasm for a task and work for that; the influence of leadership is significant in providing enthusiasm and motivation to employees because the consequences of poor leadership will result in a decrease in employee performance which will have an impact on the total performance of employees. So, it can be concluded that employee performance is the result achieved by a person or group of people by the authority or responsibility of each employee during a specific period (Oktora et al., 2018). The following is the researcher's initial data related to the actual conditions in the PT. Bank BNI Maros Branch: 1. Some employees still refuse orders and reject policies because of differences of opinion between superiors and subordinates, so they cannot carry out their work correctly. 2. During working hours, employees often prefer to be outside rather than indoors because employees' division of tasks and functions is neglected. 3. Enforcement of rules, there is still an imbalance between the rules that are set in writing and their

implementation, especially by the leadership to subordinates, where there is still inequality in the application of rules to staff. This condition may create disharmony between employees and employees and the loss of leadership authority. 4. Sensitivity of Leaders, if there is a conflict between employees in the faculty environment, the leadership is often insensitive and slow in taking action to solve the problem. 5. Enforcement of Discipline: In terms of enforcement of discipline, the leadership is not firm, and the impression is careless, so many employees ignore the written and unwritten rules.

Siswatiningsih (2016) explains that events like the one above are caused by applying an inappropriate leadership style, in the sense that the leader's behavior must be a motivational factor for his subordinates. To achieve the goals that have been set, it is necessary to have a leader supported by employees or personnel as the executor of activities and as a driving force for successfully implementing the organization's main tasks in achieving its goals. Because in the organization, there is always a series of hierarchies, with limitations on the authority and duties of each, and there are always dynamics of superiors and subordinates who are interconnected and require cooperation in achieving goals. The figure of the right leadership style coveted by subordinates is a behavior seen as a source of satisfaction, both for current interests and needs and for a better and brighter future. In this leadership behavior, two things are usually done to subordinates: directive behavior and supportive behavior. These two behavioral norms are placed on two separate axes so that various leadership styles can be known according to situations and conditions that can affect employee performance (Margaretta, 2020). Starting from the actual conditions that occur and the results of previous studies that have not been consistent, this study aims to determine the effect of leadership style on employee performance at PT. Bank BNI Maros Branch

Theoretical Framework and Hypotheses

Human resources have a significant and dominant role in managing organizations, institutions, or companies. Human resource management is essentially the management application, especially for human resources. Ahmad (2015) states that human resource management is a process of service, processing, and completion of various work activities to establish cooperation and synchronization of work in all aspects of human resources. Therefore, studies on human resources are needed, leading to professional empowerment and utilization. According to Veithzal Rivai (2004), human resources are someone ready and able to contribute to efforts to achieve organizational goals. According to Armstrong, (2010) human resource management is an approach to human management based on four basic principles; first, human resources are the most important heart of an organization, while effective management is the key to the success of the organization. Second, this success is most likely achieved if the rules, policies, or procedures related to people within the company are interconnected and contribute to achieving company goals and strategic planning. Third, the company's culture and values, organizational atmosphere, and managerial behavior that comes from that culture will significantly influence the best achievement results. Moreover, finally, human resource management is related to integration, where all members are involved and work together to achieve a common goal.

According to Purwanto, (2020) leadership is a process in which individuals influence groups to achieve common goals. Leadership has tremendous power, and leadership can make the difference

between success and failure in anything you do for yourself or a group. Hoxha (2019) argues that a leader who has the characteristics of always having the effort to create new things (always innovating) and the leader's ideas must be new. The leader must always contribute to what he does, always believe in his subordinates, and ignite the fire of trust in the organization's members. A leader must have a long-term perspective, challenge the status quo, be dissatisfied with what is, take responsibility for his subordinates' actions, and do what is right.

Personality trait theory is a theory that examines the personal characteristics that distinguish leaders from non-leaders. Six characteristics distinguish leaders from non-leaders: ambition and passion, desire to lead, honesty and integrity, self-confidence, intelligence, and work-relevant knowledge. Robbins (2010) argues that the behavioral theory of leadership is a theory that suggests that specific behavior distinguishes leaders from non-leaders. A behavioral approach to leaders will have very different implications from the implications of trait differences. In application, the difference between trait theory and behavioral theory lies in the underlying assumptions. If the trait theory is valid (valid), then leadership is brought from birth. On the other hand, if there are specific behaviors that characterize leaders, we can teach leadership and design programs to instill these behavioral patterns into individuals who desire to be influential leaders. Eight types of leadership, according to (Mahdinezhad et al., 2019), namely: 1) Deserter (defective) type, nature: low moral, no sense of involvement, without devotion, loyalty, and obedience, challenging to predict. 2) Bureaucratic type, by nature: obedient to rules and norms. 3) Missionary type, nature: open, helpful, gentle, and friendly. 4) Developer type, its nature: creative, dynamic, innovative, gives or delegates authority well and puts trust in subordinates. 5) Autocrat type, his nature: hard, dictatorial, willing to win alone, stubborn, arrogant, and stubborn. 6) Type of Benevolent Autocrat, nature: smooth, orderly, an expert in organizing, and great sense of self-involvement. 7) Compromiser type, its nature: swaying, always following the wind without a stand, not having a decision for short views. 8) Executive type, nature: high quality, good motivation, far-sighted and persistent.

The leadership functions, according to (Widayanti & Putranto, 2015), namely: guiding, guiding, guiding, building, giving, or building work motivation, driving the organization, establishing good communication networks, providing efficient supervision or supervision, and bringing followers to the right target. Want to be addressed by the provisions of time and planning. According to Naeem (2017), the principles of good leadership are 1) Humanity: prioritizing human traits, human guidance by humans to develop the potential and abilities of everyone for human purposes. 2) Efficiency: technical and social efficiency related to limited material and human resources, on the principle of savings and the existence of economic values and modern management principles. 3) More welfare and happiness, according to management, at a higher standard of living.

According to Feranita, (2020) leadership style is the ability of individuals to influence, motivate, and make others able to contribute to the effectiveness and success of the organization. Leadership styles include a. Supporting leadership, where the leader is always willing to explain, easy to approach, and shows himself as an actual person for employees. b. Participatory leadership is a leadership style in which the leader always asks for and uses the suggestions of his subordinates, creates harmonious cooperation, and fosters loyalty and participation of subordinates. This leadership style always motivates them to feel they belong to the organization, but decision-making remains with

the leader. c. Delegation leader, namely leadership, delegates responsibility for implementing work to subordinates. This means that leading wants subordinates to control themselves in completing work; subordinates can make decisions more freely in carrying out their duties because of a delegation from leadership. Transformational leadership is a leader who can influence subordinates in specific ways (Asghar & Oino, 2017). With transformational leadership, subordinates will feel trusted, valued, loyal, and respected by their leader. In the end, subordinates will be motivated to do more than expected. Meanwhile, according to Zeb (2015), transformational leadership is a leadership style used by a leader if he wants a group to expand boundaries and have performance beyond the status quo or achieve an entirely new set of organizational goals. Transformational leadership, in principle, motivates subordinates to do better than what is usually done; in other words, it can increase the confidence or self-confidence of subordinates, which will affect improving performance.

According to Nazim (2016), transactional leadership can involve values relevant to exchange processes, such as honesty, responsibility, and reciprocity. Transactional leaders help followers identify what to do; in this identification, the leader must consider the self-concept and self-esteem of subordinates (Deichmann & Stam, 2015). Arifudin (2020) argues that the relationship between transactional leaders and subordinates is reflected in three things: a) Leaders know what subordinates want and explain what they will get if their work is in line with expectations. b) Leaders exchange the efforts of subordinates for rewards. c) Leaders are responsive to the personal interests of subordinates if these interests are proportional to the value of the work that subordinates have done.

Hartanto (2016) also suggests that the characteristics of transactional leadership consist of two aspects, namely: 1. Contingent rewards. The leader tells subordinates what they must do to get certain rewards and guarantees that subordinates will get what they want in exchange for the effort put in. 2. Expression management. The company's leader maintains his subordinates' achievements and ways of working; if there is an error, the leader immediately acts to correct it. Expression management is divided into two, namely active and passive, and called active if the leader is actively looking for any mistakes and will act as necessary if found. They are called passive if the leader only acts if there are reports of errors, so without any information, the leader does not take any action.

Various definitions of performance by various experts in the field of human resource management studies. Various experts, such as Simamora (2004), define performance as an accumulation of related elements, including 1) Skill level, namely the extent to which employees have the knowledge, abilities, and skills to produce performance. 2) The level of effort, namely the motivation and encouragement of employees to complete their work; they will not work well if there is little or no effort. 3) External conditions are the extent to which external conditions support employee productivity. The level of skills will not be able to be implemented if external conditions are not supportive and are beyond the employee's control. There are four reasons to evaluate performance: 1) Assessment provides information on opportunities for promotion and determination of salary/honor. 2) Assessment provides opportunities for managers and employees to review behavior related to the work of subordinates. 3) Allows superiors and subordinates to jointly contribute to correcting any deficiencies explored by assessment and encourage good things that subordinates have done. 4) Assessment should be centered on the career planning process because the assessment provides an opportunity to review the employee's career plan, seen from the strengths and weaknesses

possessed (Setiawan, 2015).

The essential leadership function is to motivate subordinates; transformational leadership is believed to influence the company in non-financial forms, such as job satisfaction and employee performance. Transformational leaders motivate followers to do something (performance) beyond expectations (beyond normal expectations) through the transformation of their thoughts and attitudes to achieve performance beyond expectations; transformational leaders exhibit the following behaviors: the influence of idealism, inspirational motivation, intellectual stimulation, and intellectual considerations (Italiani, 2018).

- H₁:** Transformational leadership style has a positive and significant effect on employee performance at Bank BNI Maros Branch
- H₂:** transactional leadership style has a positive and significant effect on employee performance at Bank BNI Maros Branch

Research Method

This type of research is quantitative research with a survey approach. This study's population was all Bank BNI Maros Branch employees, totaling 42. This study uses a saturated sample where the entire population is used as the research sample. Sources of data used are primary data collected by distributing questionnaires to all respondents. Respondents' responses to the questionnaire were then measured through a Likert scale which was used to assess the attitudes or behavior desired by the researcher by submitting several statements to the respondents, where each answer had a weight, including (Strongly Agree = 5, Agree = 4, Moderately Agree = 3, Disagree=2, Strongly Disagree=1). The data that has been collected will be analyzed through several stages of testing. The first stage is to do a descriptive analysis. The second stage is to test the quality of the data consisting of (test validity and test reliability). The third stage is the classical assumption test (normality test, multicollinearity test, heteroscedasticity test). The fourth stage is to test all hypotheses proposed in this study, which will be proven through the partial, simultaneous, and coefficient of determination tests.

Table 1. Operational Variable

Variable	Code	Indicator	Reference
Transformational Leadership Style	X1.1	The influence of idealism	(Pradana, 2018; Setiawan, 2015)
	X1.2	Inspirational motivation	
	X1.3	Intellectual simulation	
	X1.4	Intellectual considerations	
Transactional Leadership Style	X2.1	Performance meets expectations	(Arifudin, 2020; Lomanjaya & Laudi, 2014)
	X2.2	Give a bonus when the task is completed on time	
	X2.3	Responsive to employee interests	
Employee Performance	Y1.1	Working standard	(Italiani, 2018; Setiawan, 2015)
	Y1.2	Work relationship	
	Y1.3	Work ability	
	Y1.4	Discipline and responsibility	

Data Analysis and Discussion

Data Analysis

This research was conducted on employees who work at Bank BNI Maros Branch. The data for this study were obtained using a questionnaire distributed directly to respondents at Bank BNI Maros Branch. The characteristics of respondents included in this study, namely based on gender and education level of respondents, are presented in table 2.

Table 2. Distribution of Respondents

Variable	Criteria	N	%
Gender	Man	25	59,52%
	Woman	17	40,48%
Age	S1	31	73,81%
	S2	11	26,19%
	S3	0	0%

Based on table 2, 42 respondents who are employees of Bank BNI Maros Branch, consisting of 25 employees, or 59.52%, are male, while 17 employees are female or 40.48%. Most of the employees at Bank BNI Maros Branch who became respondents in this study had an undergraduate education level of 31 employees, or 73.81% of the total respondents. The education level of S2 is 11 employees, or 26.19% of the total respondents. Moreover, there are no employees with a doctoral education level.

The first step in analyzing the research data is descriptive statistical analysis. Descriptive statistics provide an overview or information about the variable data in this study, so statistical tables are used. This descriptive statistical table includes the value of the amount of data (N), mean, minimum, maximum, and standard deviation of the variables of transformational leadership, transactional leadership, and employee performance which are presented in table 3.

Table 3. Descriptive Statistical Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Transformational Leadership Style	42	4.00	5.00	4.5857	.32578
Transactional Leadership Style	42	3.40	5.00	4.1905	.46319
Employee Performance	42	3.80	5.00	4.2476	.34446
Valid N (listwise)	42				

Table 3 describes the results of descriptive statistics on the variables in this study, including transformational leadership, which has a minimum value of 4, a maximum value of 5, and a mean of 4.5857 so that it is on a value scale that indicates the answer choices strongly agree. The standard deviation indicates a deviation of 0.32578 from the average value of the respondents' answers. Transactional leadership has a minimum value of 3.4, a maximum value of 5, and a mean of 4.1905, so it is on a value scale that indicates the answer choice is to agree. The standard deviation indicates a deviation of 0.46319 from the average value of the respondents' answers. Employee performance (Y) has a minimum value of 3.8, a maximum value of 5, and a mean of 4.2476, so it is on a value scale

that indicates the answer choices strongly agree. The standard deviation indicates a deviation of 0.34446 from the average value of the respondents' answers.

The second stage is a research data instrument test consisting of validity and reliability tests. The instrument is said to be good if the research instrument meets the main requirements, namely valid (sahih) and reliable (reliable). The validity test is done by testing the correlation between item scores and the total score of each variable, using Pearson correlation. Question items are valid if the significance level is below 0.05. The test results are presented in table 4.

Table 4. Validity and Reliability Test Results

Variable	Instrument	r-hitung	r-tabel	Cronbach's Alpha	Info
Transformational Leadership Style	X1. 1	0,644**	0,001	0,757	Valid dan reliable
	X1. 2	0,734**	0,011		Valid dan reliable
	X1. 3	0,788**	0,000		Valid dan reliable
	X1. 4	0,734**	0,000		Valid dan reliable
	X1. 5	0,699**	0,000		Valid dan reliable
Transactional Leadership Style	X2. 1	0,681**	0,000	0,793	Valid dan reliable
	X2. 2	0,797**	0,000		Valid dan reliable
	X2. 3	0,879**	0,000		Valid dan reliable
	X2. 4	0,881**	0,013		Valid dan reliable
	X2. 5	0,791**	0,001		Valid dan reliable
Employee Performance	Y1. 1	0,752**	0,000	0,801	Valid dan reliable
	Y1. 2	0,640**	0,000		Valid dan reliable
	Y1. 3	0,888**	0,000		Valid dan reliable
	Y1. 4	0,845**	0,000		Valid dan reliable
	Y1. 5	0,743**	0,000		Valid dan reliable

Table 4 shows that the variables of transformational leadership, transactional leadership, and employee performance have a significant value of less than 0.05, so it can be concluded that all of the questions in this study are valid. Meanwhile, the reliability test results show that the variables of transformational leadership, transactional leadership, and employee performance have Cronbach's alpha values greater than 0.6. This shows that the question items in this study are reliable. So that each question item used will be able to obtain consistent data, and if the question is asked again, it will get an answer that is relatively the same as the previous answer.

The third stage to be carried out is the classical assumption test, which consists of a normality test used to determine whether the resulting error has a normal distribution in a regression model. Based on Figure 1, the dots spread around the diagonal line, and the direction of the spread follows the direction of the diagonal line. This shows that the regression model is feasible because it meets the assumption of normality.

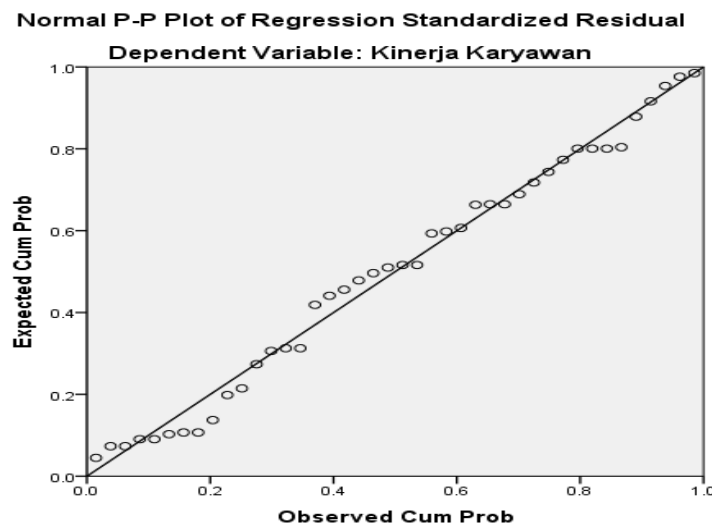


Figure 1. Normality Test Results

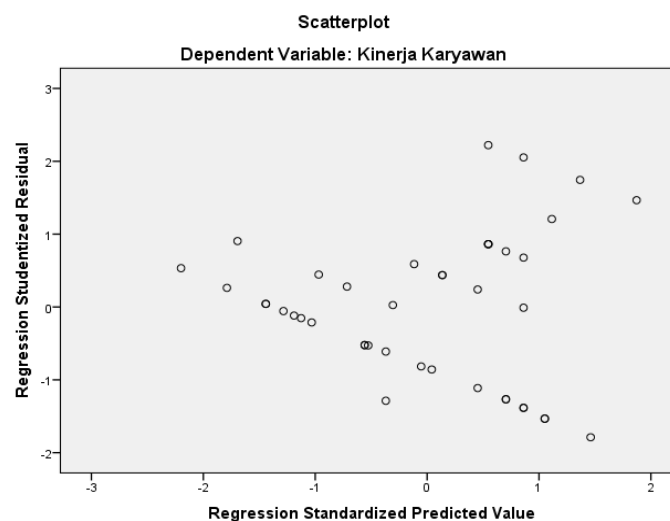


Figure 2. Heteroscedasticity Test Results

The heteroscedasticity test aims to see whether there is an inequality of variance in the residuals from one observation to another. Based on Figure 2, the scatterplot graph shows that the data is spread on the Y-axis and does not form a clear pattern in the data distribution. This shows that there is no heteroscedasticity in the regression model, so the regression model is feasible to use to predict employee performance with variables that influence transformational leadership and transactional leadership.

The multicollinearity test aims to see whether there is a high correlation between the independent variables in a multiple linear regression model. To test multicollinearity, it can be seen from the tolerance value and the VIF (Variance Inflation Factor) value. If the VIF value is not more than ten and the tolerance value is not less than 0.1, then the model can be considered free from multicollinearity (Sunjoyo, et al., 2013). The results of the multicollinearity test can be seen in table 5.

Table 5. Multicollinearity Test Results
Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Transformational Leadership Style	.902	1.089
	Transactional Leadership Style	.902	1.089

Based on table 5, the variables of transformational leadership and transactional leadership have tolerance values above 0.1 and VIF less than 10. This means that in the regression equation model, there is no symptom of multicollinearity, so the data can be used in this study. After the results of the classical assumption, tests are carried out, and the overall results show that the regression model meets the classical assumptions; the fourth step is to evaluate and interpret the multiple regression model. The magnitude of the influence of the independent variable on the dependent variable can be calculated through a multiple linear regression equation. The results of data processing using the SPSS program can be seen in table 6.

Table 6. Results of Multiple Regression Analysis
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.621	.721		2.248	.032
	Transformational Leadership Style	.378	.158	.352	2.392	.019
	Transactional Leadership Style	.230	.112	.310	2.054	.042

$$Y = 1,621 + 0,378 X_1 + 0,230X_2$$

The model can be interpreted that the constant value being 1.621. This indicates that if the independent variable (transformational leadership and transactional leadership) is zero (0), then the value of the dependent variable (employee performance) is 1.621 units. The regression coefficient for transformational leadership (b1) is 0.378 and is positive. This means the value of the Employee Performance variable will increase if the value of the Transformational Leadership variable increases by one unit and the other independent variables have a fixed value. The positive coefficient indicates a unidirectional relationship between the transformational leadership variable and the employee performance variable. The higher/better transformational leadership, the performance of its employees will increase. The transactional leadership regression coefficient (b2) is 0.230 and is positive. This means the value of the Employee Performance variable will increase. If the value of the Transactional Leadership variable has increased by one unit and the other independent variables have a fixed value. The positive coefficient indicates a unidirectional relationship between the transactional leadership variable and the employee performance variable. The higher/better transactional leadership, the employee's performance will increase.

The coefficient of determination is used to determine how much influence the independent variables (transformational leadership and transactional leadership) have on the dependent variable (employee performance). The test results can be seen in table 7.

Table 7. Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.723a	.773	.636	.30022

a. Predictors: (Constant), Kepemimpinan Transaksional, Kepemimpinan Transfasional

b. Dependent Variable: Kinerja Karyawan

Sumber: Data primer yang diolah

Table 7 shows an R number of 0.723, indicating that the relationship between employee performance and the two independent variables is quite strong because it is in a muscular definition whose numbers are between 0.6 - 0.8. While the R square value of 0.773 or 77.3% shows that the employee performance variable can be explained by transformational leadership and transactional leadership variables of 77.3%, the remaining 22.7% can be explained by other variables not found in this study. Furthermore, the F test is used to test whether there is an effect of the independent variables (Transformational Leadership & Transactional Leadership) on the dependent variable (Employee Performance). This test uses 5%. With the provisions, if the significance of F count < 0.05, the proposed hypothesis can be accepted. The test results can be seen in table 8.

Table 8. F Test Calculation Results

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.335	2	.668	7.354	.001b
Residual	3.540	39	.091		
Total	3.540	41			

Table 9. T-Test Results (Partial)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.621	.721		2.248	.032
	Transformational Leadership Style	.378	.158	.352	2.392	.019
	Transactional Leadership Style	.230	.112	.310	2.054	.042

Table 8 shows that the significance level is less than 0.05, so it can be said that transformational and transactional leadership simultaneously (together) influence employee performance with a probability of 0.000. Because the probability is much smaller than the significant value of 0.05, the regression model can be used to predict the level of employee performance. Furthermore, the partial test is used to see the effect of the independent variable on the dependent variable. The test is carried

out by t-test, namely by looking at the significance value of the t-count. If the significance value of the t-count is <0.05 , it can be said that the independent variable influences the dependent variable.

Table 9 shows that the transformational leadership variable has a significant level of 0.019, which is smaller than 0.05. This means that H1 is accepted, and H_0 is rejected, so it can be said that transformational leadership significantly affects employee performance. The t value, +2.392, indicates that the effect given is positive on the dependent variable. Meanwhile, the transactional leadership variable has a significant level of 0.042, which is smaller than 0.05. This means that H2 is accepted, and H_0 is rejected, so it can be said that transactional leadership significantly affects employee performance. The t value, +2.054, indicates that the effect given is positive on the dependent variable.

Discussion

The hypothesis test results show that the transformational leadership variable has a positive and significant effect on employee performance. The higher the transformational leadership possessed by the leader; the higher the employee's performance will be. Transformational leadership has a positive impact on performance. Transformational leadership, in principle, motivates subordinates to do better than what is usually done; in other words, it can increase the confidence or self-confidence of subordinates, which will affect improving performance. A transformational leadership style in which the leader achieves challenging goals, expects subordinates to excel as much as possible, and continuously seeks developmental achievements in achieving these goals. Individual behavior is driven by the need for achievement or the need for achievement. Transformational leadership will increase effort and satisfaction when the worker is unstructured (e.g., complex, and not repetitive) by increasing self-confidence and expectation of accomplishing a challenging task and goal. Higher job satisfaction is obtained when good work performance has been carried out—employees who need to develop and do complex tasks based on conceptual discussions (Hoxha, 2019). This research is in line with research conducted by (Hidayati, 2014; Rorimpandey 2017) which concludes that there is a positive influence between transformational on employee performance. The findings of this study mean that the leader motivates to do his job more than he should, with the hope of becoming a leader in the future by solving problems by reviewing from various points of view, encouraging creativity, exploring innovative ideas in completing tasks, and make employees ignore their interests for the sake of the group, and look negatively but significantly from the leadership of banking employees in South Sulawesi feeling that they are trying to understand every problem, even though employees are fully aware that being a leader in the banking industry is not just a recommendation from the leader but a level that has been established—structured with various requirements that must be met.

The hypothesis test results show that the transactional leadership variable has a positive and significant effect on employee performance. The higher the transactional leadership possessed by the leader; the higher the employee's performance will be. Transactional leadership has a positive impact on performance. In line with Bass's opinion (Naeem & Nawaz, 2017), the role of the leader in the view of transactional leadership is an explanation that the leader explains the role of followers and motivates them through rewards for good performance and punishment for bad attitudes. This is also in line with the opinion of Robbins (2010); transactional leadership is a leader who guides or motivates

subordinates toward predetermined goals by clarifying roles and task demands. Performance is an ability to carry out activities that produce a product or work by the specified quality in a shorter time than a worker. Each organization will have different policies on its human resources to achieve employee productivity. This research is in line with (Ariesta & Rahardjo, 2019; Jufrizen & Lubis, 2020), which show that transactional leadership positively and significantly influences employee performance. Transactional leaders focus more on the leader-subordinate relationship without any effort to create change in their subordinates.

Conclusions

Based on the data that has been collected and hypothesis testing with multiple linear regression analysis has been carried out, this study concludes that transformational leadership influences employee performance. Moreover, transactional leadership influences employee performance; the higher or better the transactional leadership possessed by the leader, will increase the employee performance. Meanwhile, the transformational leadership variable is the dominant factor influencing employee performance at Bank BNI Maros Branch. Based on the conclusions that have been put forward, the suggestions that can be given are for the leadership of Bank BNI Maros Branch is expected to be able to implement the transformational leadership model further because the leadership model is positively appreciated by employees and is a driving factor for employee performance at Bank BNI Maros Branch. The leadership of Bank BNI Maros Branch is expected to avoid the Transactional leadership model in improving employee performance; this is because the transactional leadership model is viewed negatively by employees and can reduce employee performance at Bank BNI Maros Branch.

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