

The Influence of Transformational Leadership Style in Improving The Motivation and Performance of Employees of Perumda Pasar Juara Bandung City

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Submitted :12-02-2025, Accepted : 12-03-2025, Published : 12-04-2025

Abstract

Human resources have an important role both in terms of ability and performance in achieving company goals, especially in the Pasar Juara Regional Public Company in Bandung City. In this study, the author uses a quantitative descriptive analysis study method. The quantitative analysis used is a multiple linear statistical model using independent variables and dependent variables. In this study, there are 3 (three) variables used by the author, consisting of 2 (two) independent variables in this case "transformational leadership style" (X1), "motivation" (X2) while the dependent variable is "employee performance" (Y). Regarding the role of transformational leadership style and motivation on employee performance, it is inseparable from the discussion on the influence of independent variables (X1 and X2) on the dependent variable (Y) and the relationship between the three variables, both partially and simultaneously.

Keywords : Leadership, Motivation, Performance

Introduction

In the implementation of development, a paradigm is currently developing to accommodate three spirits of governance. First, the spirit of good government, which adheres to the principles of transparency, participation, public accountability and so on. Second, the spirit of regional autonomy with its philosophy of division of labor over authority and encouragement to foster local initiatives. Third, the spirit of community empowerment through setting up a system or process that allows the community to have the ability to be actively involved, constructively and responsibly.

The objectives of establishing the Regional Public Company Pasar Juara include:

- a) Providing benefits for the economic development of the City Region;
- b) Organizing public benefits, in the form of providing quality goods and / or services for the fulfillment of people's lives according to the conditions, characteristics and potential of the City

Region based on good corporate governance; and

c) Obtaining profit and / or profit.

Companies need potential human resources, both leaders and employees, in order to carry out their duties well. This has the consequence that every leader is obliged to pay serious attention to fostering, moving, and directing all potential employees in their environment in order to realize the volume and workload that is directed at the goal (Thoha, 2001). Leaders need to provide serious training to employees in order to create satisfaction and organizational commitment to provide motivation so that in the end they can improve high performance. Leadership style is one of the most important factors in providing direction to employees, especially in the current era of openness, so the leader needed is a leader who is able to empower his employees. The right leadership style can also be an important role for employees to achieve more. In the world of work, a person can work well if he gets good work influence from a leader. According to (Thoha, 2010), leadership style is a behavioral norm used by someone when the person tries to influence the behavior of others or subordinates. Many factors can affect employee performance, including leadership style. By seeing the importance of the role of human resources, companies must utilize human resources as effectively as possible so that organizational/company goals are achieved, one of which is employee performance which is indicated by a high sense of responsibility for work in accordance with their duties and functions, because employees who are well managed will produce the performance of the employees concerned.

The poor achievement of employee performance can be seen from the failure to achieve the company's service facility (JPF) income which is not in accordance with the target set in the Company's Work Plan and Budget (RKAP) of the Regional Public Company Pasar Juara, Bandung City.

1. From the financial sector, in this case, the company's income is not in accordance with the target that has been set, as can be seen in the table below.

Table 1.1

TARGET INCOME JPF AND REALIZATION OF INCOME JPF				
NO	RKAP YEAR	TARGET INCOME (Rp)	REALIZAATION OF INCOME (Rp)	PERCENTAGE
1	2020	14.077.066.639,00	10.465.292.101,00	71%
2	2021	22.060.600.500,00	8.660.776.247,00	39%
3	2022	22.060.600.500,00	8.864.046.208,00	40%

Source: RKAP and Financial Report of Perumda Pasar Juara for 2020 to 2022 modified by the Author

2. Employees lack initiative in making breakthroughs/innovations or improvisations to market potential trading space/land owned by the company, including marketing trading space in the Kosambi market, many of which are empty, Karapitan market, Sarijadi market and other markets, for example by collaborating with property agents and their marketing system is to reach out to interested parties.

By looking at the description above, it can be seen that human resources have an important role both in terms of ability and performance in achieving company goals, especially in the Pasar Juara Regional Public Company in Bandung City.

Literature Review

Leadership Style

Leadership style is a way used by leaders to interact with their subordinates. A leader influences the behavior of subordinates to cooperate and work productively to achieve organizational goals. According to Hasibuan (2017:170), leadership style is the way a leader influences subordinates with the aim of encouraging high work enthusiasm, job satisfaction, and employee productivity in order to achieve maximum company goals. Apriyanto (2020:33) said that an effective leadership style can be successful if a leader is able to apply a situational leadership style and is willing to listen to the input of his subordinates selectively based on good knowledge and accountable studies. Zaharuddin (2021:50) said that leadership style is the behavior or method chosen and used by leaders in influencing the thoughts, attitudes and behavior of their subordinate organizational members. Nikmat (2022:42) said that leadership style is a pattern of leader behavior in influencing their followers, the definition of leadership style is dynamic, leadership style can change depending on the followers and the situation. From the description of the leadership style above, the researcher concludes that leadership style is a collection of characteristics used by leaders to influence subordinates so that targets are achieved or

leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader

Leadership Style Factors

According to Setiana (2022:11), there are several leadership style factors in carrying out leadership activities, namely:

1. Personality, past experiences that include values, background and experience in influencing leadership style
2. Expectations and behavior of superiors
3. Characteristics, expectations and behavior of subordinates affect what leadership style is
4. Task requirements, each subordinate's task will also affect the leader's style
5. Organizational climate and policies affect subordinate expectations and behavior
6. Expectations and behavior of colleagues

Types of Leadership Styles

The types of leadership styles are as follows

1. Authoritarian

Authoritarian leadership style places a leader as someone who has full power over everything that happens in the group. Generally, they will dominate and force personal opinions to be accepted by all team members.

Although this way of leading will cause discomfort in the team, there are still positive sides that you can learn from the authoritarian leadership style. Authoritarian leaders are usually able to be more assertive in responding to their members' mistakes.

In addition, decision making can occur quickly because of the full control they have. However, this often backfires, causing employees to feel pressured to the point of deciding to quit/resign.

2. Democratic

In contrast to authoritarianism, a democratic leadership style actually gives each team member the opportunity to express their respective opinions. This type of leadership is generally preferred because employees feel more listened to. Although personally this will bring a more comfortable working atmosphere, there are some drawbacks that accompany it. Leaders may have difficulty making decisions because of the many ideas that must be considered. This is also prone to causing conflict between employees if each team member insists on maintaining his opinion.

3. Delegative

If in authoritarian leadership the leader holds full power over every decision made, the delegative leader will actually hand this over to the team members. Although it seems resigned and hands over all responsibility to employees, this can actually increase motivation and self-confidence in each team member.

However, this way of leading can also cause problems, especially if there are parties who are not

responsible.

4. Transformational

Leaders who adapt this leadership style are very enthusiastic about making changes in their group. Therefore, they generally have an energetic, intelligent, and consistent nature in providing encouragement to each member of their team.

However, this must be balanced with consistent feedback and continuous communication to realize the changes desired by all employees.

5. Transactional

Leaders with a transactional leadership style will usually apply a reward system to each member for certain achievements. The same applies vice versa, each team member must also be ready to accept the consequences or punishment if they fail to meet the target.

The implementation of the reward and punishment system will actually provide more motivation to employees while working. Unfortunately, this is only oriented towards short-term goals.

Motivation

Motivation as one of the most dominant factors to achieve the goals or objectives of an organization. Motivation comes from the Latin word "movere" which means encouragement. Motivation in an organization is aimed at human resources which are usually aimed at staff or subordinates. According to Winardi (2001:2) that "Motivation is the result of a number of processes, which are internal, or external to an individual, which causes the emergence of enthusiasm and achievement, in terms of carrying out certain activities". Motivation according to Vroom in Siagian (2001:292) says that "Motivation is the result of a result that someone wants to achieve and the estimate concerned that his actions will lead to the desired results. Someone who wants something and the hope of getting it is quite large, then he is driven to get it with great effort, conversely if the hope is small the effort made is low".

Performance

In an organization, employee performance is a very important and dominant factor regardless of other factors in achieving organizational/company goals. An organization/company that has employees who perform well will make it easier to achieve predetermined goals and vice versa.

According to Edison (2016; 190) "Performance is the result of a process that refers to and is measured over a certain period of time based on previously determined provisions and agreements". Meanwhile, according to Smith in Sedarmayanti (2001; 50) as follows: "Performance or performance is Output drive from processes, human or otherwise, so it is said that performance is the result or output of a process.

Meanwhile, the definition of performance according to Mangkunegara (2002; 67) is: "Comes from the word job performance or actual performance, so performance is the result of work in terms

of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Meanwhile, according to Kusnadi (2002; 196) states that "Performance is every movement of action, implementation, activity or conscious action directed to achieve a certain goal or target"

Methods

In this study, the author uses a quantitative descriptive analysis study method. The quantitative analysis used is a multiple linear statistical model using independent variables and dependent variables. In this study, there are 3 (three) variables used by the author, consisting of 2 (two) independent variables in this case "transformational leadership style" (X1), "motivation" (X2) while the dependent variable is "employee performance" (Y).

Results and Discussion

Test the Validity of Measuring Instruments

Validity Test Results Table
Transformational Leadership Style Variable

No Item	r_{count}	r_{table}	Information
1	0,536	0,238	Valid
2	0,588	0,238	Valid
3	0,483	0,238	Valid
4	0,665	0,238	Valid
5	0,685	0,238	Valid
6	0,765	0,238	Valid
7	0,569	0,238	Valid
8	0,721	0,238	Valid
9	0,704	0,238	Valid
10	0,692	0,238	Valid

The table above shows that the calculated r (product moment correlation result) of each item of the TRANSFORMATIONAL LEADERSHIP STYLE variable instrument is greater than 0.238, so it can be said that these instruments are valid.

Validity Test Results Motivation Variables

No Item	r.count	r.table	Information
1	0,583	0,238	Valid
2	0,512	0,238	Valid
3	0,502	0,238	Valid
4	0,650	0,238	Valid
5	0,706	0,238	Valid
6	0,749	0,238	Valid
7	0,580	0,238	Valid
8	0,750	0,238	Valid
9	0,681	0,238	Valid

The table above shows that the calculated r (product moment correlation result) of each item of the motivation variable instrument is greater than 0.238, so it can be said that these instruments are valid.

Validity Test Results Employee Performance Variables

No Item	r.count	r.table	Information
1	0,521	0,238	Valid
2	0,500	0,238	Valid
3	0,627	0,238	Valid
4	0,665	0,238	Valid
5	0,808	0,238	Valid
6	0,808	0,238	Valid
7	0,571	0,238	Valid
8	0,700	0,238	Valid
9	0,69	0,238	Valid
10	0,700	0,238	Valid
11	0,269	0,238	Valid
12	0,696	0,238	Valid
13	0,500	0,238	Valid
14	0,808	0,238	Valid
15	0,504	0,238	Valid

Source : Data Processing Results, 2025

The table above shows that the calculated r (product moment correlation result) of each item of the employee performance variable instrument is greater than 0.238, so it can be said that these instruments are valid.

Reliability Test of Measuring Instruments

Tabel Transformational Leadership Style Variables

Cronbach's Alpha	N of Items
0,833	10

Source : Data Processing Results,2025

Based on the table above, the results of the reliability test from 68 respondents show that all values from each item of the Transformational Leadership Style variable instrument can be said to be reliable because the calculated r value is greater than 0.600.

Table Motivation Variable

Cronbach's Alpha	N of Items
0,806	9

Source : Data Processing Results,2025

Based on the table above, the results of the reliability test from 68 respondents show that all values from each item of the MOTIVATION variable instrument can be said to be reliable because the calculated r value is greater than 0.600.

Table Reliability Statistic Employee Performance Variable

Cronbach's Alpha	N of Items
0,876	15

Source : Data Processing Results,2025

Based on the table above, the results of the reliability test from 68 respondents show that all values from each item of the employee performance variable instrument can be said to be reliable because the r.count value is greater than 0.600.

The results of the validity and reliability test of the instrument above indicate that the instrument (questionnaire) made from the three variables is valid and reliable. Thus, all instruments (questionnaires) from the three variables meet the requirements to be used as measuring instruments in research

Method Of Successive Interval (MSI)

Transformational Leadership Style Variables

Col	Category	Freq	Prop	Cum	Density	Z	Scale
1,000	4,000	38,000	0,559	0,559	0,395	0,148	1,000
	5,000	30,000	0,441	1,000	0,000		2,601
2,000	4,000	40,000	0,588	0,588	0,389	0,223	1,000
	5,000	28,000	0,412	1,000	0,000		2,607
3,000	2,000	4,000	0,059	0,059	0,117	-1,565	1,000
	3,000	7,000	0,103	0,162	0,245	-0,987	1,753
	4,000	36,000	0,529	0,691	0,352	0,499	2,792
	5,000	21,000	0,309	1,000	0,000		4,134
4,000	2,000	4,000	0,059	0,059	0,117	-1,565	1,000
	3,000	7,000	0,103	0,162	0,245	-0,987	1,753

	4,000	41,000	0,603	0,765	0,308	0,722	2,890
	5,000	16,000	0,235	1,000	0,000		4,301
5,000	3,000	4,000	0,059	0,059	0,117	-1,565	1,000
	4,000	41,000	0,603	0,662	0,366	0,417	2,582
	5,000	23,000	0,338	1,000	0,000		4,075
6,000	2,000	1,000	0,015	0,015	0,037	-2,178	1,000
	3,000	5,000	0,074	0,088	0,160	-1,352	1,862
	4,000	45,000	0,662	0,750	0,318	0,674	3,293
	5,000	17,000	0,250	1,000	0,000		4,803

Source : Data Processing Results,2025

The data in table IV is data collected from the results of the questionnaire that has been filled out by the respondents, data formed from ordinal data into intervals. One of the requirements for the regression test is that it must be in interval form. Therefore, for this purpose the author transforms the data from ordinal data into interval data. More complete data regarding each variable is included in the appendix.

Multicollinearity Test

Coefficients ^a							
		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	VIF
1	(Constant)	-,005	1,542		-,003	,998	
	Transformational leadership style	,968	,140	,643	6,907	,000	,068
	Motivation	,583	,157	,346	3,719	,000	,068

a. Dependent Variable: Kinerja Pegawai

Based on the table above, it shows that the VIF (Variance Inflation Factor) value for Transformational Leadership Style (x1) and Motivation (x2) is $14.741 < 10$ and the tolerance value is $0.068 > 0.1$, so it can be concluded that there is no multicollinearity

Measuring the Relationship Between Variables

Correlations			
		X1	X2
X1	Pearson Correlation	1	,965**
	Sig. (2-tailed)		,000
	N	68	68

X2	Pearson	,965**	1	,966**
	Correlation			
	Sig. (2-tailed)	,000		,000
	N	68	68	68
Y	Pearson	,977**	,966**	1
	Correlation			
	Sig. (2-tailed)	,000	,000	
	N	68	68	68

** . Correlation is significant at the 0.01 level (2-tailed).

Linear Regression Analysis Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	-,005	1,542		,998
	X1	,968	,140	,643	,000
	X2	,583	,157	,346	,000

a. Dependent Variable: Y

Based on the table above, it can be stated that:

- a. The magnitude of the influence of the transformational leadership style variable (X1) on the employee performance variable (Y) is ..

1) The influence of X1 on Y = $0.6432 = 0.4134$

2) The influence of X1 on Y through X2 = $0.965 \times 0.643 \times 0.346 = 0.2147$

Total influence of X1 on Y = $0.6281 \times 100\% = 62.81\%$.

- b. The magnitude of the influence of the motivation variable (X2) on the employee performance variable (Y) is .

1) The influence of X2 on Y = $0.346 \times 2 = 0.1198$

2) The influence of X2 on Y through X1 = $0.965 \times 0.346 \times 0.643 = 0.2145$

Total influence of X2 on Y = $0.3343 \times 100\% = 33.43\%$

- c. The magnitude of the influence of the transformational leadership style variable (X1) and the motivation variable (X2) simultaneously on the employee performance variable (Y) is = $0.6281 + 0.3343 = 0.9624$ rounded to 0.962 or 96.2%.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	,981 ^a	,962	,961	1,22508
a. Predictors: (Constant), X2, X1				

Results of Research Hypothesis Testing

Regarding the role of transformational leadership style and motivation on employee performance, it is inseparable from the discussion on the influence of independent variables (X1 and X2) on the dependent variable (Y) and the relationship between the three variables, both partially and simultaneously. For more details, the author describes it as follows:

Partial Test (t-test)

Hasil Perhitungan Uji T

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	-,005	1,542		-,003
	X1	,968	,140	,643	6,907
	X2	,583	,157	,346	3,719

a. Dependent Variable: Y

Source: SPSS 26 data processing

In table IV.37 above, the t-value of each independent variable can be seen. If t-value > t-table, then H0 is rejected, which means that there is an influence of the independent variable on the dependent variable. The results of the partial hypothesis test can be explained as follows:

- 1) The results of the transformational leadership style variable test have a significant value of $0.001 < 0.05$ with a t-value > t-table with a t-value of . With a value of $6.907 > 1.668$, this shows that the independent variable partially has an influence on the dependent variable. So H0 is rejected and Ha is accepted. It can be concluded that H1 has a significant influence of motivation on the employee performance process.
- 2) The results of the motivation variable test have a significant value of $0.01 < 0.05$ with a t-value of $3.719 < t\text{-table}$ with a t-value of 1.668. This shows that the independent variable partially has an influence on the dependent variable. So H0 is rejected and Ha is accepted. It can be concluded that H2 has a significant influence of facilities on employee performance.

Simultaneous Hypothesis Test (F test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2459,079	2	1229,540	819,246	,000 ^b
	Residual	97,553	65	1,501		
	Total	2556,632	67			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Source: 2024 Data Processing Results

That employee performance can be seen from the results of multiple linear analysis shows that the transformational leadership style variable is a more dominant variable than the motivation variable on employee performance. Thus it can be said that the average respondent is not too influenced by motivation because the leadership attitude will improve employee performance that is superior and better. In some respondents also like the humanistic leadership style by becoming a leader compared to being arrogant. Teamwork created by a leadership gives the employee team strength in carrying out their work. Supporting each other in work and solving problems that previously could not be resolved.

Conclusion

Based on the results of the analysis description and the results of the hypothesis test that have been described, the author concludes the results of the study as follows:

1. Transformational Leadership variables have an effect on the Performance of Employees of Perumda Pasar Juara, Bandung City. The influence given is in the dominant stage. This shows that Transformational Leadership is determined by the dimensions of Transformational Leadership which include the Ability to make decisions, Ability to motivate, Communication skills, Ability to control subordinates, and Ability to control emotions. However, from these dimensions, there are some that are not optimal related to the dimension of the ability to control

subordinates with the indicator that the leader always gives subordinates the opportunity to make several decisions.

2. Motivation variables have a positive effect on the Performance of Employees of Perumda Pasar Juara, Bandung City. The influence given is in the moderate stage. This shows that the implementation of this motivation is based on dimensions that include Achievement, Affiliation and Power. However, from these dimensions, there are some that are not optimal related to the dimension of power with the indicator of the ability to influence others.
3. Simultaneously, the variables of Transformational Leadership and Motivation have a positive and significant effect on the Performance of Employees of Perumda Pasar Juara, Bandung City. This shows that Transformational Leadership and Motivation are factors considered by Perumda Pasar Juara Bandung City Employees in showing their performance optimally. Other unmeasured variables that affect the Performance of Perumda Pasar Juara Bandung City Employees are, Interaction; between employees, Work environment, Organizational culture, Compensation, Work discipline, Job satisfaction, Communication, and Company facilities.

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