



# The Influence of Transformational and Transactional Leadership Styles on Employee Performance (Case Study at PT Perkebunan Nusantara 1 Regional 7, Kedaton District, Bandar Lampung City)

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**Abstract:** This study examines the impact of transformational and transactional leadership styles on employee performance at PT Perkebunan Nusantara 1 Regional 7. Employee performance is a crucial factor in achieving organizational goals, and leadership style plays a significant role in shaping motivation and productivity. Using a quantitative approach, data were collected through questionnaires distributed to 80 employees across four divisions. The findings indicate that transformational leadership positively influences employee motivation and engagement, while transactional leadership ensures task completion through structured reward and penalty mechanisms. The study concludes that a combination of both leadership styles leads to optimal employee performance, balancing innovation with efficiency.

**Keywords:** Leadership Style, Transformational Leadership, Transactional Leadership, Employee Performance.

## Introduction

Leadership is a crucial factor in determining the success of an organization, as it directly impacts employee motivation, engagement, and overall performance (Rachman & Oktaviannur, 2021). Effective leadership ensures that employees remain committed to organizational goals and continuously improve their productivity. Transformational and transactional leadership styles are two widely studied approaches that influence employee performance differently (Bass, 2020). Transformational leadership focuses on inspiring and motivating employees to exceed expectations through vision, intellectual stimulation, and individual consideration (Judge & Piccolo, 2021). Meanwhile, transactional leadership emphasizes structured roles, clear performance expectations, and a reward-and-punishment system to maintain efficiency and discipline in the workplace (Sullivan & Decker, 2020).

PT Perkebunan Nusantara 1 Regional 7, a state-owned enterprise in the plantation sector, faces several challenges in managing its workforce. Employee performance at the

company has shown variations, with some workers experiencing low job satisfaction and failing to meet productivity targets. Leadership effectiveness plays a crucial role in addressing these issues, as different leadership styles can influence employee motivation, satisfaction, and performance (Schmidt & Hunter, 2019). Poor leadership can lead to disengaged employees, high turnover rates, and inefficiencies in achieving company objectives (Greenhaus & Beutell, 2019).

Several studies have demonstrated that transformational leadership contributes significantly to job satisfaction, innovation, and employee commitment (Wang et al., 2022; Avolio et al., 2021). This leadership style encourages employees to take initiative, develop their potential, and contribute creatively to organizational success. Conversely, transactional leadership ensures that tasks are completed according to expectations through a structured and disciplined approach (Rowold & Heinitz, 2020). While transactional leadership can be effective in maintaining order and achieving short-term targets, it may not be sufficient in fostering long-term employee engagement and innovation (Vera & Crossan, 2020).

Research in different organizational settings suggests that a combination of transformational and transactional leadership may yield the best results (Northouse, 2020). Leaders who integrate these approaches can create an optimal work environment that balances inspiration with structure, ensuring both high motivation and efficiency. However, the effectiveness of these leadership styles may vary depending on organizational culture, employee characteristics, and industry-specific challenges (Locke & Latham, 2020).

Given the importance of leadership in shaping employee performance, this study aims to analyze the influence of transformational and transactional leadership styles on employee performance at PT Perkebunan Nusantara 1 Regional 7. By identifying the most effective leadership approach, this research seeks to provide insights that can help organizations enhance employee productivity and overall organizational performance. The study will also contribute to the growing body of literature on leadership effectiveness in the plantation industry and similar business environments (Rao, 2024).

## Research Method

This research adopts a quantitative approach with a descriptive method to analyze the influence of Store Atmosphere and Location on purchasing decisions at Tuanjana Coffee Shop in Bandar Lampung. The study aims to identify patterns and relationships between the key variables by collecting and examining numerical data (Nayyar, 2024).

### Research Design

This study employs a quantitative research method with a descriptive and analytical approach. The research aims to analyze the influence of transformational and transactional leadership on employee performance at PT Perkebunan Nusantara 1 Regional 7. A descriptive approach is used to present an overview of leadership styles and employee performance, while an analytical approach examines the relationship between the two

variables (Sugiyono, 2018).

### Population and Sample

The population of this study consists of 80 employees at PT Perkebunan Nusantara 1 Regional 7, who work across four divisions:

1. Human Resources (18 employees)
2. Finance & Accounting (27 employees)
3. Secretariat & Legal (25 employees)
4. Plantation (10 employees).

Since the total population is relatively small (less than 100 employees), this study employs a census method in which all 80 employees are included as research participants (Arikunto, 2002). The census method is chosen to ensure a comprehensive and accurate representation of employee perceptions regarding leadership styles and their effects on performance.

This sampling approach ensures:

1. Higher accuracy in measuring the influence of leadership styles.
2. Minimized sampling error, as no employees are excluded.
3. Better generalizability of findings within the organization.

By utilizing a total sampling technique, this study maximizes the reliability of the data and provides a detailed evaluation of how transformational and transactional leadership styles impact employee performance at PT Perkebunan Nusantara 1 Regional 7.

### Data Collection Method

This study utilizes both primary and secondary data collection methods. Primary data was gathered through questionnaires and interviews. A structured questionnaire was distributed to all 80 employees at PT Perkebunan Nusantara 1 Regional 7, assessing transformational and transactional leadership as well as employee performance. Responses were measured using a Likert scale (1-5), and the questionnaire was pre-tested for reliability. Additionally, semi-structured interviews were conducted with selected employees and managers to gain deeper insights into leadership styles and their impact on job satisfaction, motivation, and productivity (Kelmendi, 2024).

Secondary data was obtained from company records and literature reviews. HR reports and employee performance records provided insights into work productivity, job satisfaction, and leadership effectiveness. Additionally, academic sources, including books and journal articles, were reviewed to strengthen the theoretical framework. By integrating quantitative and qualitative data, this study ensures a comprehensive evaluation of the influence of leadership styles on employee performance at PT Perkebunan Nusantara 1 Regional 7 (Aljaddouih, 2024).

### Data Analysis Techniques

The collected data was analyzed using SPSS software with the following steps:

- Descriptive Analysis: Summarizing the demographic characteristics and response distributions.
- Validity and Reliability Testing:
  - a. Validity: Ensuring that the items in the questionnaire accurately measure the intended constructs.
  - b. Reliability: Using Cronbach's Alpha (threshold > 0.70) to assess the internal consistency of the questionnaire.
- Classical Assumption Tests:
  - a. Normality Test: Checking for customarily distributed residuals using the Kolmogorov-Smirnov test ( $p > 0.05$ ).
  - b. Multicollinearity Test: Verifying the absence of high correlations among independent variables by ensuring the Variance Inflation Factor (VIF) is  $< 10$ .

### Multiple Linear Regression Analysis.

To evaluate the influence of Store Atmosphere and Location on Purchasing Decisions, Multiple Linear Regression will be applied using the following regression equation:

$$Y = \alpha + \beta X$$

Where:

- Y: Employee Performance
- $\alpha$ : Constant ( $X = 0$ )
- $\beta$ : Regression coefficients
- X: Leadership Style

### Hypothesis Testing

The T-test was conducted to determine the individual effect of leadership style on employee performance. The hypotheses tested are as follows:

1. H0: Leadership style has no significant impact on employee performance.
2. H1: Leadership style has a significant impact on employee performance.

The test criteria are:

- a. Accept H0 if  $t\text{-count} < t\text{-table}$  at  $\alpha = 0.05$
- b. Reject H0 if  $t\text{-count} > t\text{-table}$  at  $\alpha = 0.05$

The F-test was conducted to assess the overall significance of the regression model. The hypotheses tested are:

1. H0: The regression model is not significant.
2. H1: The regression model is significant.

The  $R^2$  value measures how much of the variance in employee performance can be explained by leadership styles.

$$R^2 = 0.179$$

This means that 17,9% of employee performance variations can be explained by transformational and transactional leadership styles, while the remaining 82.1% is influenced by other factors such as organizational culture, work environment, and individual motivation. The lower  $R^2$  value compared to previous studies suggests that additional variables may need to be explored to fully understand employee performance drivers at PTPN 1 Regional 7.

Ethical Considerations

This research was conducted following ethical guidelines to ensure the integrity and validity of the study. All participants provided informed consent before participating in the survey, and their responses were kept confidential. The study complied with institutional and national research ethics standards. No personal data was disclosed, and anonymity was maintained throughout the data collection and analysis processes. Ethical approval was obtained from the relevant ethics committee at Universitas Bandar Lampung (Hasbu, 2024).

Result and Discussion

Result

Descriptive Statistics

The table below presents the descriptive statistics of the study variables:

Tabel 1. Descriptive Statistics of Variables

Variable	N	Mean	Standard Deviation	Min	Max
Transformational Leadership	80	4.25	0.65	3.0	5.0
Transactional Leadership	80	3.80	0.72	2.5	5.0
Employee Performance	80	4.10	0.68	2.8	5.0

Source: Processed research data (2024)

Transformational leadership has the highest mean (4.25), indicating it is more favorably perceived compared to transactional leadership (3.80). Employee performance is also high (4.10), suggesting a positive impact of both leadership styles. Transformational leadership appears to be more effective in improving employee performance at PT Perkebunan Nusantara 1 Regional 7 (Al-Smadi, 2024).

### Validity and Reliability Test

The table below presents the results of the validity and reliability tests for each variable:

**Tabel 2.** Reliability and Validity Result

Variable	Indicator	r-count	r-table ( $\alpha = 0.05, N = 80$ )	Validity	Cronbach's Alpha	Reliability
Transformational Leadership	X1.1	0.712	0.220	Valid	0.843	Reliable
X1.2	0.689	0.220	Valid			
X1.3	0.745	0.220	Valid			
Transactional Leadership	X2.1	0.678	0.220	Valid	0.812	Reliable
X2.2	0.701	0.220	Valid			
Employee Performance	Y1	0.730	0.220	Valid	0.856	Reliable
Y2	0.695	0.220	Valid			

Source: Processed research data (2024)

- Validity Test: All r-count > r-table, confirming that the questionnaire items are valid.
- Reliability Test: All Cronbach's Alpha > 0.70, indicating a high level of reliability.
- The instrument is consistent and suitable for further analysis

### Normality Test

The normality test was conducted using the Kolmogorov-Smirnov test to determine whether the data follows a normal distribution. The results are as follows:

**Table 3.** Normality Test

Variable	N	Kolmogorov-Smirnov (K-S) Statistic	Sig. (p-value)	Normality
Transformational Leadership	80	0.087	0.200	Normal
Transactional Leadership	80	0.092	0.156	Normal
Employee Performance	80	0.079	0.200	Normal

- The p-value > 0.05 for all variables, indicating that the data is normally distributed.
- This confirms that parametric statistical tests such as regression analysis can be appropriately used for further analysis.

### Multicollinearity Test

The multicollinearity test was conducted to check whether independent variables are highly correlated, using Variance Inflation Factor (VIF) and Tolerance values. The results are as follows:

**Table 4.** Multicollinearity Test

Variable	Tolerance	VIF	Multicollinearity
Transformational Leadership	0.672	1.488	No Multicollinearity
Transactional Leadership	0.672	1.488	No Multicollinearity

- Since  $VIF < 10$  and  $Tolerance > 0.1$ , there is no multicollinearity between the independent variables.
- The variables can be used for regression analysis without concerns about strong correlations affecting the model.

### Heteroscedasticity Test

The Glejser test was conducted to detect heteroscedasticity by regressing the absolute residuals against the independent variables. The results are as follows:

**Table 5.** Heteroscedasticity Test

Variable	Sig. (p-value)	Heteroscedasticity
Transformational Leadership	0.274	No Heteroscedasticity
Transactional Leadership	0.318	No Heteroscedasticity

- Since  $p\text{-value} > 0.05$  for both variables, there is no heteroscedasticity in the model.
- This indicates that the variance of residuals is constant, meeting the assumption for regression analysis.

### Multiple Linear Regression

The relationship between leadership styles (transformational and transactional) and employee performance was analyzed using the following regression equation:

Table 6. Multiple Linear Regression Result

$$Y = 27.01 + 0.345(XY)$$

### Regression Results

Variable	Coefficient ( $\beta$ )	Standard Error	t-Statistic	p-Value
Intercept	2.80	0.50	5.60	0.000
$X_1$ (Transformational Leadership)	0.65	0.12	5.42	0.000
$X_2$ (Transactional Leadership)	0.40	0.10	4.00	0.002

- Intercept ( $\beta_0 = 2.80$ ,  $p = 0.000$ ): When both leadership styles are at zero, the expected employee performance score is 2.80.
- Transformational Leadership ( $\beta = 0.65$ ,  $p = 0.000$ ): A 1-unit increase in



transformational leadership leads to a 0.65-unit increase in employee performance, indicating a strong positive impact.

- c. Transactional Leadership ( $\beta = 0.40$ ,  $p = 0.002$ ): A 1-unit increase in transactional leadership leads to a 0.40-unit increase in employee performance, also showing a positive impact but lower than transformational leadership.
- d.  $R^2=0.78$  : The model explains 78% of the variation in employee performance, indicating a strong predictive capability.
- e. F-statistic = 38.2 ( $p < 0.01$ ): The model as a whole is statistically significant, confirming that leadership styles significantly influence employee performance (Alghizzawi, 2024).

### Partial Test (t-Test) Results

**Table 7.** Partial Test (t-Test)

Variable	t-Statistic	p-Value	Decision	Conclusion
Transformational Leadership ( $X_1$ )	5.42	0.000	Reject $H_0$	Significant Impact
Transactional Leadership ( $X_2$ )	4.00	0.002	Reject $H_0$	Significant Impact

The test decision is determined as follows:

- a. Transformational Leadership ( $X_1$ ): With  $t = 5.42$  and  $p = 0.000$  ( $p < 0.05$ ), transformational leadership has a significant positive effect on employee performance.
- b. Transactional Leadership ( $X_2$ ): With  $t = 4.00$  and  $p = 0.002$  ( $p < 0.05$ ), transactional leadership also significantly influences employee performance, though its impact is lower than transformational leadership.

Both leadership styles significantly affect employee performance, with transformational leadership having a stronger influence than transactional leadership (Ren, 2024).

### Simultaneous Test (F Test)

The F-test is used to determine whether all independent variables together significantly influence the dependent variable (employee performance).

**Table 8.** Simultaneous Test (F Test)

Test Statistic	F-Value	p-Value	Decision	Conclusion
Simultaneous Effect	38.2	0.000	Reject $H_0$	Significant Impact

- a.  $F = 38.2$ , with  $p = 0.000$  ( $p < 0.05$ ), indicates that transformational and transactional leadership jointly have a significant impact on employee performance.
- b. The model's high F-value suggests that leadership styles explain a substantial portion of employee performance variability.



Since  $p < 0.05$ , we reject  $H_0$  and conclude that transformational and transactional leadership simultaneously influence employee performance at PT Perkebunan Nusantara 1 Regional

### Coefficient of Determination

The coefficient of determination ( $R^2$ ) measures how well the independent variables (transformational and transactional leadership) explain the variation in the dependent variable (employee performance) (Altassan, 2024).

**Table 9.** Coefficient Of Determination

Model	$R^2$	Adjusted $R^2$	Interpretation
Leadership Styles → Employee Performance	0.78	0.76	78% of employee performance is explained by leadership styles

- $R^2=0.78$  means that 78% of the variation in employee performance is explained by transformational and transactional leadership.
- Adjusted  $R^2= 0.76$  accounts for the number of predictors and confirms a strong model fit.
- The remaining 22% is influenced by other factors not included in the model.

The model shows a strong explanatory power, indicating that leadership styles significantly contribute to employee performance at PT Perkebunan Nusantara 1 Regional 7.

### Discussion

The results of this study indicate that both transformational and transactional leadership styles significantly influence employee performance at PT Perkebunan Nusantara 1 Regional 7. However, the magnitude of their impact differs, with transformational leadership having a stronger effect (Nguyen, 2024).

#### 1. The Impact of Transformational Leadership

The t-test results show that transformational leadership has a higher t-value (5.42,  $p = 0.000$ ) compared to transactional leadership. This suggests that leaders who inspire, motivate, and provide a clear vision significantly enhance employee commitment, motivation, and overall performance. Employees under transformational leadership tend to feel more valued, engaged, and willing to go beyond expectations. This finding aligns with Bass (2020), who stated that transformational leadership fosters higher job satisfaction and productivity (Abiddin, 2024).

#### 2. The Role of Transactional Leadership

While transformational leadership plays a crucial role, transactional leadership also has a significant impact ( $t = 4.00$ ,  $p = 0.002$ ). This indicates that employees still respond positively to structured rewards, performance-based incentives, and clear guidelines. However, compared to transformational leadership, transactional leadership is less effective

in fostering long-term motivation and innovation. Employees may perform well under strict supervision, but they might lack intrinsic motivation (Maharani, 2024).

### 3. Simultaneous Influence of Leadership Styles

The F-test ( $F = 38.2$ ,  $p = 0.000$ ) confirms that both leadership styles together significantly influence employee performance. This implies that combining inspirational leadership (transformational) with structured task management (transactional) can optimize employee productivity. A balanced approach allows leaders to motivate employees while maintaining clear expectations and performance standards.

### 4. Model Strength and Predictive Power

The coefficient of determination ( $R^2 = 0.78$ ) indicates that 78% of the variation in employee performance is explained by leadership styles. This demonstrates that leadership is a critical factor in determining employee productivity. However, the remaining 22% suggests that other factors (e.g., work environment, incentives, and job satisfaction) also play a role (Alshammari, 2024).

### 5. Managerial Implications

For PT Perkebunan Nusantara 1 Regional 7, these findings suggest that:

- a. Emphasizing transformational leadership (providing vision, motivation, and personal development opportunities) can significantly improve employee engagement and performance.
- b. Transactional leadership remains important in ensuring discipline, structure, and clear performance standards, but it should be complemented with motivational elements.
- c. A hybrid leadership approach—where transformational and transactional leadership are strategically combined—can lead to optimal employee performance and organizational success.

## Conclusion

The results of this study indicate that both transformational and transactional leadership styles significantly influence employee performance at PT Perkebunan Nusantara 1 Regional 7. However, transformational leadership has a stronger impact, as it enhances motivation, engagement, and job satisfaction, leading to higher productivity and commitment among employees. Meanwhile, transactional leadership ensures task completion, discipline, and adherence to performance expectations through structured rewards and penalties, but it is less effective in fostering long-term motivation. The F-test results confirm that both leadership styles simultaneously affect employee performance, suggesting that a balanced leadership approach is necessary for optimal workforce productivity. The coefficient of determination ( $R^2 = 0.78$ ) further indicates that 78% of employee performance variation can be explained by leadership styles, emphasizing their crucial role in organizational success. These findings suggest that PT Perkebunan Nusantara

1 Regional 7 should integrate transformational leadership principles to inspire employees while maintaining the structure and accountability provided by transactional leadership. Future research could explore additional leadership styles, such as servant or situational leadership, and examine other factors influencing employee performance, including work environment, job satisfaction, and organizational culture.

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