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## The Influence of Transformational Leadership on Employee Performance at PT. Toarco Jaya

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### **Abstract**

*Study This aiming For analyze influence leadership transformational to performance employees at PT. Toarco Jaya in North Toraja. Leadership transformational rated capable to form motivation, loyalty, and participation employee through ideal influence, motivation inspirational, stimulating intellectual, as well as individual attention. The research method used is quantitative descriptive with approach survey against 30 respondents. Data analysis techniques include Pearson correlation coefficient determination, and t-test. Research results show that leadership transformational own connection positive and significant to performance employee with mark correlation of 0.736 and the contribution influence of 54.1%. The t-value of 5.746 > t-table 2.048 with significance 0.000 < 0.05, confirms that variable leadership transformational influential significant to performance employees. Findings This show that inspiring and empowering leadership own role important in create environment Work productive. Therefore that, style leadership transformational recommended For adopted in the improvement strategy performance organization.*

**Keywords** : Leadership Transformational, Employee Performance, Motivation, Organization, PT. Toarco Jaya.

### **1. Background**

Employee performance is indicator main in measure success organization, especially in competitive and dynamic work world context. Level of productivity, quality services, as well as ability adapt to change is largely determined by contribution employee in operate his duties (Mangkunegara, 2017). Therefore that, various effort done organization For increase performance individual, one of them through role effective leadership.

Leadership has long been identified as one of the most influential factor in direct, guide and inspire member organization to be able to reach objective together. Among various style leadership, leadership transformational appear as a very relevant approach in build motivation, loyalty, and involvement emotional employees (Bass & Riggio, 2006). This style emphasize on the formation vision together, empowerment, and attention to need individual in organization.

Leadership transformational own four dimensions main: idealized influence, motivation inspirational (inspirational motivation), stimulation intellectual stimulation, and individualized consideration (Robbins & Judge, 2017). Leaders who implement approach This No only direct subordinate in a way instructional, but also develop potential they For grow and contribute in a way more wide to organization.

Studies previously has show that leadership transformational own correlation positive to various aspect in organizations, such as satisfaction work, commitment organization, as well as improvement performance employees (Yukl, 2013; Cahyani et al., 2022). However Thus, every context organization own unique characteristics, so that important For to study influence leadership This in a way specific in different environments, including in the sector agribusiness.

PT. Toarco Jaya, which operates in The premium Arabica coffee industry in North Toraja is one of the companies that rely on role source Power man in a way significant in guard quality products and services. As perpetrator main in chain production and distribution of superior coffee, the role employees are very crucial in guard reputation and performance company.

However, in in practice, still there is challenges faced by PT. Toarco Jaya related to optimization performance employees. Based on observation early, found existence variation work target achievement as well as the decline

motivation intrinsic in implementation task daily . This is cause question about how far is the style leadership applied during This capable influence performance employee in a way real .

The facts show that part big employees in the company This have a working period more than 10 years , which is what it should be compared to straight with experience and contribution to performance organization . However , if No managed through approach proper leadership , potential the Can just stagnan or even decreased . Therefore that , it is necessary done evaluation to style leadership implemented and its impact to performance employee .

Study previously by Mendrofa et al. (2022) showed that leadership transformational effective in build Work same and strengthen commitment employees in the sector banking . A similar study by Sazly and Ardiani (2019) in the banking environment the government also proved that style This capable increase loyalty and ethos Work subordinates . So from that , research in the sector private agribusiness such as PT. Toarco Jaya becomes relevant For expand outlook contextual .

Study this also answers need modern organization in build culture work oriented towards innovation , participation and empowerment Individual . Leadership transformational potential become instrument strategic in overcome internal problems such as turnover, conflict , and decline productivity (Adolph, 2016). In the midst of pressure globalization and demands high quality , company sued For strengthen foundation his leadership .

In addition , the approach This rated capable create environment harmonious and supportive work , which is very important in sectors that rely on manual processes and relationships social between employee like coffee industry . Empowerment and effective communication from leader become key in create Spirit collective in the middle demands high productivity .

Urgency study This the more strong remember importance Indonesia's role as world coffee producers , where sustainability and reputation industry is highly dependent on quality source Power human beings . PT. Toarco Jaya as part from industry strategic This must ensure that all element organizations , including style leadership , support optimal and sustainable performance .

With Thus , research This own contribution double , good in a way theoretical and practically . In theoretical , research This enrich literature about influence leadership transformational in the sector agribusiness . In practical , results study expected can give recommendation applicable policies for management in develop development programs values - based leadership transformational .

Based on background behind said , research This focused For answer question Main : To what extent does the influence leadership transformational to performance employees at PT. Toarco Jaya, North Toraja? Findings from study This expected can become reference for organization similar in develop pattern effective leadership .

## 2. Research methods

Study This use approach quantitative with design descriptive associative . Approach quantitative chosen Because study This aiming For test connection between variable leadership transformational ( as variable independent ) and performance employee ( as variable dependent ) via measurement numeric as well as testing hypothesis in a way statistics . Descriptive design associative used For describe phenomenon at a time know level connection or influence between second variable the .

Study This conducted at PT. Toarco Jaya, a company agribusiness operating in the field production and distribution of premium Arabica coffee , located in Tallunglipu Matallo , District Tallunglipu , North Toraja Regency , South Sulawesi. This location chosen Because is center activity operational company and become place interaction direct between management and employees . Research implemented during period from November to December 2024, covering stage preparation instruments , data collection , to data analysis .

Population in study This is all over employee permanent employees working at PT. Toarco Jaya, North Toraja. Based on the company's internal data , the number of overall population are 30 employees spread across various operational and administrative divisions . Because the number population classified as small and possible For reachable in a way comprehensive , then in study This used method census . This means that all population made into as sample study .

Taking technique sample in a way census This aiming For avoid sampling bias and improve accuracy results because the data was obtained from all over member population without exceptions . With use approach this , every individual who becomes part from organization own equal opportunity For give information needed to measure variable leadership transformational and performance employee .

Primary data was obtained through distribution questionnaire to 30 respondents . Questionnaire designed based on indicator from each variable that has been customized with framework The theory used . The measurement scale used is 5- point Likert scale , starting from “very not agree ” to “strongly agree ”. In addition to the questionnaire , data was also obtained through observation direct to interaction between leaders and employees during the work process ongoing .

Instrument questionnaire For variable leadership transformational arranged based on four indicator main that is ideal influence (idealized influence), motivation inspirational (inspirational motivation), stimulation intellectual stimulation, and individualized consideration as put forward by Bass & Riggio (2006). While that , indicator performance employee referring to the theory Mangkunegara (2017), which includes aspect quality work , quantity work , responsibility responsibility , and implementation task .

For ensure validity and reliability instrument , tested limited outside population research and its results analyzed using Pearson's validity test and Cronbach's Alpha reliability test . All statement items used in study This has fulfil valid criteria ( $> 0.3$ ) and reliable ( $\alpha > 0.6$ ), so that worthy used in primary data collection .

Data analysis techniques used in study This consists of from three stage main : analysis descriptive , analysis Pearson Product Moment correlation , and hypothesis testing using partial t-test . Analysis descriptive used For describe characteristics respondents and tendencies answers to each indicator . Furthermore , Pearson correlation was used For know strength and direction connection between leadership transformational and performance employee .

The coefficient of determination ( $R^2$ ) is used For measure how much big contribution variable independent in explain variation in variables dependent . The t-test is used For know significance influence leadership transformational to performance employees . All analysis done with help device SPSS software version 25, which allows data processing accurate and systematic .

With use approach methodological this , it is expected results study can give description strong empirical about influence leadership transformational to improvement performance employees at PT. Toarco Jaya. The method used also supports objectivity in taking conclusion and provide a valid basis for recommendation managerial in development source Power humans in the environment organization .

### 3. Results and Discussion

Study This involving 30 employees of PT. Toarco Jaya in North Toraja as respondents . All population used as sample ( saturated sampling ), because amount employee classified as small so that allow For to observe all over individuals working in a company This is . give high validity Because No there is projected data through generalization from sample .

One of characteristics important to analyze in study This is the length of service . Data shows that majority respondents , namely 13 people (43.33%), have Work more from 10 years . While that , as many as 5 people (16.67%) have Work between 7–10 years , and the rest spread between category 1–6 years and under from 1 year . Details characteristics Respondent shown in Table 1 below :

Table 1. Distribution Respondents Based on Length of Service

Length of work	Frequency	Percentage
< 1 year	3	10.00%
13 years old	4	13.33%
4 – 6 years	5	16.67%
7 – 10 years	5	16.67%
> 10 years	13	43.33%
Amount	30	100%

Most of the employee has own experience long work . This is show that they own better understanding intact to style leadership applied in the company , as well as the impact to performance they daily .

Next , perception data to leadership transformational and performance employee analyzed . Table 2 presents distribution answer Respondent to indicator leadership transformational ( variable X).

Table 2. Distribution Response Respondents to Leadership Transformational (X)

No	Statement	SS	S	CS	TS	STS
1	Leader I become role model in ethics , honesty and responsibility answer .	36.67%	43.33%	10%	10%	0%
2	Leader convey vision clear and motivating work .	36.67%	30%	33.33%	0%	0%
3	Leader push think creative and receptive to new ideas .	33.33%	26.67%	23.33%	10%	3.33%
4	Leader give attention to needs personal I .	26.67%	40%	26.67%	3.33%	3.33%

From the table the seen that majority Respondent evaluate positive style leadership is applied , especially in matter become role model and convey vision work . However , attention to personal needs still Can improved .

As for the perception Respondent to performance they itself ( variable Y) is shown in the following table :

Table 3. Distribution Response Respondents on Employee Performance (Y)

No	Statement	SS	S	CS	TS	STS
1	I produce work in accordance standard company .	30%	46.67%	10%	10%	3.33%
2	I finished task appropriate time .	26.67%	53.33%	6.67%	10%	3.33%
3	I am responsible answer on results work .	46.67%	33.33%	13.33%	3.33%	3.33%
4	I work in accordance procedure company .	33.33%	46.67%	13.33%	3.33%	3.33%

From the results said , can concluded that Respondent feel own not quite enough answer high , working in accordance procedures , and complete task appropriate time . This is show that performance employees at PT. Toarco Jaya are at a good level .

Next , a correlation test was carried out For know connection between leadership transformational and performance employee . Calculation statistics produce Pearson's value of  $r = 0.736$ , which is shown in the following table :

Pearson Correlation Test Results

Variables	Pearson Correlation (r)	Sig. (2-tailed)	N
Leadership vs Performance	0.736**	0,000	30

The  $r$  value = 0.736 indicates strong and positive correlation between second variable . This means that the more tall mark leadership transformational feeling employees , then the more high level the performance they achieve .

Coefficient of determination Then counted For know how much big influence variable X against Y quantitative . Obtained  $r^2$  value = 0.541 or 54.1%, which means more from half variation performance employee explained by the leadership transformational . The rest (45.9%) is influenced by other factors such as compensation , environment work , and so on .

Table 5. Coefficients Determination ( $r^2$ )

Statistics	Mark
$r^2$	0.541
KD ( $r^2 \times 100\%$ )	54.1%

For test significance influence the t-test was conducted . The test results show that t- count = 5.746 more big from t- table = 2.048 in degrees freedom ( df ) = 28. This is shown in Table 6:

Table 6. t-Test Results

Variables	B	Std. Error	Beta	t- count	Sig.
( Constant )	3,959	2,146	—	1,845	0.076
Leadership	0.765	0.133	0.736	5,746	0,000

Because Sig. < 0.05 and t- count > t- table , then  $H_0$  is rejected and  $H_1$  is accepted . With Thus , it is proven that leadership transformational influential significant to performance employee .

This result in line with Bass (1990) and Robbins (2017) theory that leadership transformational influence motivation and results Work in a way positive . Leaders who deliver inspiration , personal support , and push creativity will to form climate productive work and loyalty tall .

Findings This also confirms importance aspect individualized consideration in practice at PT. Toarco Jaya is still become an area that can improved . Attention more to employee personal development will the more strengthen influence leadership to performance Work .

In general overall , results study This support hypothesis beginning that " leadership transformational influential significant and positive to performance employees at PT. Toarco Jaya." The company needs Keep going develop style leadership This is to improve effectiveness Work term long .

#### 4. Conclusion

Study This aiming For analyze influence leadership transformational to performance employees at PT. Toarco Jaya, North Toraja. Based on results quantitative data analysis conducted to all over population employees (30 people), found that leadership transformational own strong and significant relationship with improvement performance employees . This is proven through correlation positive of 0.736 and the value significance of 0.000, which means connection between variable No happen in a way as it happens . In general more specific , analysis coefficient determination show that 54.1% of the variation in performance employee can explained by style leadership transformational . Four dimensions main leadership this — ideal influence , motivation inspirational , stimulating intellectual , and individual considerations —contribute real in build motivation and productivity Work employees . With Thus , the hypothesis proposed in study this , namely that leadership transformational influential significant to performance employees , stated accepted . Findings This strengthen role strategic leader in create culture supportive work achievement objective organization . A capable leader inspire , give exemplary , and push creativity and personal attention , proven can create environment productive , participatory , and results - oriented work . In the context of PT. Toarco Jaya , this this is very relevant Because success companies rely heavily on synergy team and consistency quality Work . Implications practical from study This is importance investment organization in development capacity leadership , especially that oriented towards values transformational . Companies are advised For to organize training leadership in a way periodically and ensure that leaders in every levels own strong interpersonal competence and visionary. With Thus , the company No only push performance term short , but also constructive foundation sustainable organization . However , research This own limitations on quantity limited sample , namely only 30 people, which reflects One location and one type company . Therefore that , the result study This own limitations in matter generalization . In addition , research only focus on one variable independent , namely leadership transformational , without control other factors that can also influence performance like satisfaction work , compensation , or culture organization . For study Next , it is recommended that you do expansion coverage object research , both in the sector different industries or a wider geographical area wide . Researchers can also enter variable mediation or moderation , such as motivation Work or satisfaction work , to get better understanding holistic about factors that influence performance employee in organization . With notice results and limitations said , research This still give contribution significant theoretical and practical , especially in prove that leadership transformational is relevant and effective approach For increase performance employee in context organization competitive and growing local .

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