



Department of Digital Business

**Journal of Artificial Intelligence and Digital Business (RIGGS)**

Homepage: <https://journal.ilmudata.co.id/index.php/RIGGS>

Vol. 4 No. 2 (2025) pp: 4271-4276

P-ISSN: 2963-9298, e-ISSN: 2963-914X

---

## The Influence of Transformational Leadership on Employee Performance at Credit Union Sauan Sibarrung Tana Toraja

Dian Tiku Rombe La'biran<sup>1</sup>, Ch. Jeane Tandirerung<sup>2</sup>, Jerliyen Pramita Londong<sup>3</sup>

Management Study Program, Faculty of Economics and Business, Paulus Christian University of Indonesia

<sup>1</sup>[dianlabiran63@gmail.com](mailto:dianlabiran63@gmail.com)\*, <sup>2</sup>[chjeanetandirerung@gmail.com](mailto:chjeanetandirerung@gmail.com), <sup>3</sup>[jerliyenp@gmail.com](mailto:jerliyenp@gmail.com)

### Abstract

*Study This aiming For analyze influence leadership transformational to performance employees at Sauan Credit Union Sibarrung Tana Toraja. Research use approach quantitative with data collection through questionnaire against 20 employees remain . Data analysis was performed using the Pearson correlation test , the coefficient determination , and t-test through SPSS application . Research results show that leadership transformational influential positive and significant to performance employees , with mark correlation of 0.606 and the contribution influence by 34.5%. Findings This strengthen that dimensions leadership like charisma , motivation inspiring , stimulating intellectual , and individual attention real increase quality work , responsibility answer , and initiative employees . This study recommend importance strengthening style leadership transformational in managerial strategies to create environment productive , innovative and sustainable work . These results can made into base for development policy leadership in cooperative and institution finance based on community .*

**Keywords :** Leadership Transformational, Performance Employees, Organization Cooperative, Credit Union

### 1. Background

Employee performance is element crucial that determines success and sustainability organization , good in sector private and non-profit . In an increasingly competitive world of work competitive , organization sued For own source Power human being who is not only competent in a way technical , but also capable adapt and innovate (Sanni, 2023). One of the approach strategic For push performance employee optimally is through style leadership applied by management , especially in context organization based on community like cooperative .

Leadership transformational become attention main in Lots study Because his ability influence behavior and motivation Work employee in a way in depth (Yani et al., 2021). Leader transformational known capable create change positive in organization with push values inspiring , giving individual attention , and stimulate method think innovative among subordinates ( Widyacahyani et al., 2020).

Various studies show that leadership transformational play a role important in to form environment collaborative and productive work . Leaders with style This No only give directions work , but also build connection emotional and social with member his team , which in turn increase loyalty and commitment organization (Magdalena et al., 2019).

According to Bass and Avolio (1994), the dimensions main in leadership transformational includes idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The dimensions This contribute to the improvement trust self , motivation intrinsic , as well as a sense of belonging to objective organization .

In Indonesia, there are many organization non-profit and cooperatives that rely on style leadership participatory and transformational For strengthen culture work and performance collectively . However , there is still minimal research that specifically empirical to study effectiveness style leadership the in context cooperative credit or Credit Union (CU), especially in Eastern Indonesia.

Sauan Credit Union Sibarrung (CUSS) in Tana Toraja is one of the cooperative growing credit fast and have role important in empowerment economy public local. Established since In 2006, this CU has own thousands members and show performance stable, good organization from side growth finance and service to member (CU Sauan) Sibarrung, 2024).

Even though Thus, success the No let go from system managerial and leadership applied in the environment organization. In the situation unique social and cultural as in Toraja, the approach leadership transformational become the more relevant Because capable integrate values local with vision strategic organization.

Based on observation initial and internal evaluation of CU, found that part big employee show level loyalty and passion high work. However, not yet there is study empirical that explains connection between leadership transformational implemented by CU management with level performance his employees.

This fact show there is a significant research gap For bridged. Research previous more Lots carried out in the sector banking or company private national (Cahyani et al., 2022; Armansyah, 2020), and not yet Lots targeting cooperatives based on society, even though cooperative own different structures and values in governance his organization.

This condition become base the need done studies more carry on For know to what extent does it influence leadership transformational to performance employee in CU context. With understand relatedness this, development capacity leadership can directed in a way strategic For support achievement objective cooperative.

Study this is also relevant For support development theory contextual and applicable management and leadership, especially in organization based on communities operating in non-urban areas. This study expected can give contribution for literature Indonesian management and become reference in formulation policy human resource development in cooperatives.

In addition to contributions academic, results study This expected can give recommendation practical for CU management in to form style more leadership responsive to dynamics organization and needs employees. Good understanding about style leadership also allows improvement effectiveness training managerial.

In general general, importance leadership transformational in push change organization has acknowledged in a way wide. However, its application in organization that is socio-economic like Credit Union still need Keep going reviewed in order to be able to customized with characteristics local and values collective that becomes foundation main organization.

With background behind said, research This aiming For analyze influence leadership transformational to performance employees at Sauan Credit Union Sibarrung Tana Toraja. Research This become important For ensure that style leadership used No only in accordance with principles organization, but also effective in increase productivity and satisfaction Work.

## 2. Research methods

Study This use approach quantitative with design descriptive correlational purpose For analyze influence leadership transformational to performance employees. Approach This chosen Because allow researcher For test connection between variable in a way statistics based on collected numerical data from Respondent through instrument standardized. This method relevant For test hypothesis that has been set previously and provide description objective about the phenomenon being studied.

Study This carried out in the organization cooperative based on community, namely Sauan Credit Union Sibarrung (CUSS), which is located in Tambunan, North Makale District, Tana Toraja Regency, South Sulawesi. This location chosen because CUSS is one of the cooperative leading in the region with structure complex organization and a broad member and employee base. Research implemented during October to beginning November 2024, coincides with evaluation period performance annual routine carried out by CU management, so that allow obtaining actual and relevant data.

Population in study This is all over employee part staff management in the CU Sauan environment Sibarrung, numbering 20 people. Population This chosen Because staff management is group employees who are direct is at in influence style leadership leader organization, and they also have role central in achievement objective strategic institution. Determination population This based on criteria involvement direct in activity operational managerial and decision making decision daily.

Due to the number of population classified as small, technique taking sample used is saturated sampling or census, namely all over member population made into sample research. This method considered most appropriate because allow researcher obtain comprehensive data without lost information important from relevant subjects (Sugiyono, 2020). With Thus, all 20 staff members management included as Respondent in study This.

Data collection was carried out use questionnaire closed based on five-point Likert scale, with range answer from very not agree (1) to strongly agree (5). Questionnaire This load two parts main: indicators leadership transformational (variable) independent which consists of from dimensions charisma, motivation inspiring, stimulating intellectual, and individual attention; and indicators performance employee (variable) dependent such as quality work, quantity work, responsibility responsibility, cooperation and initiative.

Instrument questionnaire used has tested validity and reliability at the trial stage the beginning of what was done in a way separated from study main. The test results show that all items have mark item-total correlation  $> 0.3$  and Cronbach's Alpha coefficient above 0.7, which means questionnaire fulfil condition as tool valid and reliable measurement (Ghozali, 2018). In addition to questionnaires, other techniques non-participatory observation is also used For support field data interpretation.

Data collected analyzed use device SPSS software version 25. The analysis technique used includes Pearson correlation test for measure strength and direction connection between variable leadership transformational and performance employees. In addition, the coefficient test determination ( $R^2$ ) was carried out For know how much big contribution leadership transformational in explain variation performance employee.

Next, a partial t-test was conducted. For know significance influence leadership transformational to performance employee individually. Hypothesis accepted If mark significance (p-value)  $< 0.05$  and t-value count more big from t-table. Use combination analysis correlation and simple linear regression This aiming For give a comprehensive overview about relationship and influence between variables studied.

Procedure data processing is carried out with moreover formerly do inspection to completeness and consistency answer respondents. Data that is not complete or doubtful eliminated For guard integrity analysis. After That is, the process of inputting, editing and cleaning data is carried out before enter stage analysis statistics. This process ensure that results obtained accurate and can accountable in a way scientific.

With approach methodological this, it is expected study can give description valid empirical data regarding how far is the leadership transformational contribute to improvement performance employees, in particular in context organization cooperative such as Sauan Credit Union Sibarrung which carries values social and participatory in its operations.

### 3. Results and Discussion

Study This aiming For analyze influence leadership transformational to performance employees at Sauan Credit Union Sibarrung Tana Toraja. Data collected of the 20 respondents who were staff CU management and processing use device SPSS software version 25 for analysis statistics.

#### 3.1 Characteristics Respondents

Respondents in study This consists of from 20 employees still part CU Sauan management Sibarrung. Based on the length of service, distribution Respondent is as following: 1 person (5%) with work experience not enough of 1 year, 4 people (20%) have a work period of 1–3 years, 3 people (15%) have a work period of 4–6 years, 2 people (10%) have Work for 7–10 years, and 10 people (50%) have Work more from 10 years. This data show that majority Respondent own experience quite a long work, which means they has interact intense with style leadership respective leaders.

#### Pearson Correlation Test Results

For know whether there is connection between leadership transformational and performance employees, Pearson correlation test was conducted. The results served in table following:

Table 1. Pearson Correlation Test Results

Variable X ( Leadership) Transformational )	Variable Y ( Employee Performance )
Correlation Coefficient (r) = 0.606	Sig. (2-tailed) = 0.000

Analysis results show that mark coefficient correlation of 0.606, which indicates connection positive and strong between leadership transformational with performance employees (Jabnabillah & Margina, 2022). Significance

value of  $0.000 < 0.05$ , then connection this is also significant in a way statistics . With Thus , the hypothesis states that that leadership transformational influential to performance employee accepted .

### 3.3 Coefficient Test Results Determination ( $R^2$ )

For know contribution leadership transformational in explain variation performance employees , coefficient tests were carried out determination . Analysis results displayed in table following :

Table 2. Coefficient of Determination ( $R^2$ )

R Square	Adjusted R Square
0.367	0.345

The Adjusted  $R^2$  value of 0.345 means that by 34.5% variation performance employee can explained by the leadership transformational , whereas the rest 65.5 % is explained by other factors that are not investigated in studies This .

### 3.4 Results of the t-Test ( Significance Test) Partial )

For test influence leadership transformational in a way direct to performance employees , a t-test was conducted . The results presented in the table following :

Table 3. t-Test Results

Variables Independent	t count	t table	Sig. (p)
Leadership Transformational	4,033	2,101	0,000

calculated t value = 4.033 more big from t table = 2.101 with level significance  $0.000 < 0.05$ , then  $H_0$  is rejected and  $H_1$  is accepted , which means there is influence significant between leadership transformational to performance employees . Regression coefficient of 0.717 also shows that every improvement One unit in score leadership transformational will increase score performance employee of 0.717 units .

### 3.5 Discussion

Research result This confirm that leadership transformational play a role important in increase performance employees . Dimensions like charisma , motivation inspiring , stimulating intellectual , and individual attention is capable create atmosphere conducive work , encouraging initiative , and increase the sense of responsibility answer as well as Work The same between member team.

Invention This in line with research by Cahyani et al. (2022) which shows that style leadership transformational own connection positive to motivation and performance employees . Similar results were also obtained by Armansyah (2020), who emphasized that transformative leader capable increase productivity and loyalty employee .

In general practical , stylish leadership transformational applied in CU Sauan The Barrier has push involvement employee in the process of taking decision , strengthen two- way communication , as well as create a sense of mutual believe between leaders and staff . This is seen from internal programs such as *Class Leadership* that shapes leadership participatory and empowering mutual cooperation values in organization .

With Thus , it can concluded that leadership transformational No only give impact in a way psychological through improvement motivation , involvement emotional , and sense of belonging employee to organization , but also has an impact in a way real and quantitative to improvement performance individual and collective . Capable leader inspire , give visionary direction , and pay attention to need as well as the potential of each employee , is proven capable create environment productive , harmonious and achievement - oriented work results optimal work .

Study This give proof empirical that strengthening capacity leadership transformational is a strategy that is not only relevant but also very effective For applied , especially in context organization based on community such as Credit Unions. In institutions that rely on collaboration , trust social , and values collective , style leadership transformational can play a role as a driving force change sustainable organization .

Transformation achieved No only reflected in improvement performance individual , but also in improvement efficiency , loyalty members , and power competition organization in a way overall . Therefore that , development leadership transformational need become priority strategic in management source Power human , good through formal training , leadership coaching , and integration values transformational to in culture organization .

#### 4. Conclusion

Study This aiming For know influence leadership transformational to performance employees at Sauan Credit Union Sibarrung Tana Toraja. Based on results data analysis and discussion that has been done , concluded that there is influence positive and significant between leadership transformational to performance employee. Leadership style transformational which includes dimensions charisma , motivation inspiring , stimulating intellectual , and individual attention is evident push improvement performance employee , good from aspect quality and quantity Work . Leaders who show characteristics transformational capable create climate supportive , empowering , and collaborative work Motivate his subordinates For reach optimal performance. Pearson correlation test show strong relationship between leadership transformational and performance employees , while the determination test show that part big variation performance employee can explained by variables leadership transformational . This shows that style leadership applied leader own role strategic in to form performance organization in a way overall. significance test (t-test) also shows that influence leadership transformational to performance employee significant in a way statistics . With Thus , the hypothesis research that states that leadership transformational influential significant to performance employee accepted. Findings This in harmony with a number of studies previously stated that leadership transformational in a way consistent correlated with improvement motivation , loyalty , and productivity employees . In the context of Credit Unions, which rely heavily on relationships social , values community , and engagement members , inspiring and personal leadership is needed For push change positive and maintain sustainability organization . Implications practical from study This is that CU management is necessary strengthen practice leadership transformational at all levels of the organization . This is can realized through training leadership , managerial coaching , and evaluation periodic to effectiveness style applied leadership . Furthermore , development style leadership This No only impact on work output employees , but also form culture a healthy and development - oriented organization source Power human . With so , organization No only increase performance moment this , but also build foundation For growth term long . Study This give contribution theoretical for development studies management , in particular in context cooperative based on community that still not enough get highlight in literature scientific . With prove that style leadership certain effective in context local , then the leadership model This can adapted by other cooperatives in similar areas . However Thus , research This own a number of limitations . First , the number of Respondent only limited to 20 people who are staff CU management , so that results study This Not yet can generalized For context more organization big or other industries . Second , the variables used in study This only covering leadership transformational as predictor single to performance employees . In fact , many other factors such as motivation work , culture organization , and satisfaction work that can also influence performance in a way direct and No direct . Third , the approach used in study This nature quantitative , so that No catch aspects qualitative like dynamics interpersonal communication , values culture organization , and context social that can enrich understanding to the phenomenon being studied . For that , it is suggested that research advanced can use approach mixed methods which combine quantitative and qualitative , so that it can dig more insight deep about connection between leadership and performance . In addition , future research can expand focus with add variable mediation or moderation , such as satisfaction Work or climate organization , in order to see track more relationship complex between style leadership and performance employee . Finally , the results study This expected can become reference for management cooperatives and organizations socio-economic other For develop style more leadership humanistic , participatory , and development - oriented potential employee in a way sustainable .

#### Reference

1. Armansyah , A. (2020). *The Influence leadership transformational , transactional and motivational Work to performance employee with commitment organization as intervening variables at the University of Aisyiyah Yogyakarta* . Journal Managerial and Business 2(1), 90–94 .
2. Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership* . Sage Publications.
3. Cahyani, NLA, Parwita, GBS, & Rismawan , PAE (2022). Influence leadership transformational , motivational work and satisfaction Work to performance employees of PT. BPD Bali Renon Branch. *Values* , 3(3), 657–674.
4. Ghozali , I. (2018). *Application Multivariate Analysis with IBM SPSS 25 Program* . Semarang: Diponegoro University Publishing Agency .
5. Jabnabillah , F., & Margina , N. (2022). Analysis Pearson correlation in determine connection between motivation Study with independence learning in online learning . *Journal Syntax* , 1(1), 14–18.
6. Magdalena, C., Harmein , & Nazaruddin . (2019). Employee performance with motivation as intervening variables at PT. Sinar Sosro Tanjung Morawa . *Journal of Education and Counseling* , 6(1), 46–66.

7. Sanni. (2023). Performance: A multidimensional constructs and the factors that influence them . *Journal Governance* , 16–39.
8. Sugiyono. (2020). *Research Methods Quantitative , Qualitative , and R&D* . Bandung: Alfabeta .
9. Utama, AMT (2022). Leadership transformational and its influence to performance employee . *Journal Public Administration* , 9(3), 356–363.
10. Widyacahyani, A., Azimatun , & Herawati, J. (2020). Impact leadership transformational , leadership transactional and servant leadership towards performance employees . *Indonesian Journal of Management Science and Business* , 10(1), 68–74. <https://doi.org/10.3384/smbi.v10i1.3388>
11. Yani, M., Saleh, AR, Yuniarsih , N., Sunandar , D., Rohmalia , Y., Hubeis , M., & Ramly , AT (2021). The Influence leadership transformational to performance and motivation employees . *Diversity: Journal Scientific Postgraduate* , 1(2), 105–116. <https://doi.org/10.32832/djip-uika.v1i2.4945>