

The Influence of Transformational Leadership on Employee Performance at PT. Honda Tugu Mandiri

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ABSTRACT

This study aims to analyze the influence of transformational leadership on employee performance at PT. Honda Tugu Mandiri. Transformational leadership is expected to improve employee motivation, engagement, and performance within the company. The research uses a descriptive quantitative approach with a survey method to collect data. Data were gathered through questionnaires distributed to 100 employees of PT. Honda Tugu Mandiri. The results indicate that there is a significant positive relationship between transformational leadership and employee performance, measured through increased productivity, quality of work, and job satisfaction. This study provides insights into the importance of implementing transformational leadership to enhance employee performance.

Keywords: *fishing; fish bombs; marine ecosystems; poverty; southeast sulawesi*



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INTRODUCTION

Employee performance is a key factor in the success of an organization. At PT. Honda Tugu Mandiri, a leading automotive company in Indonesia, employee performance plays a crucial role in achieving the company's goals. One leadership style that is considered effective in enhancing employee performance is transformational leadership (Apriyanto & Satrio, 2015). Transformational leadership involves leaders who can inspire, motivate, and provide personal attention to their subordinates.

PT. Honda Tugu Mandiri as one of the automotive companies in Indonesia faces challenges in improving employee performance (Pradila & Fadli, 2023). One approach that is considered to be able to improve performance is transformational leadership (Modding & Sayekti, 2024). Therefore, the main problem in this study is to what extent transformational leadership influences employee performance at PT. Honda Tugu Mandiri and which aspects of transformational leadership have the most impact on increasing productivity, work quality, and job satisfaction (Cahya, 2023).

Several previous studies have shown that transformational leadership contributes significantly to employee performance (Pramudibyo et al., 2023). Bass (1985) stated that

leaders who are able to inspire and provide individual attention can improve subordinate performance (Avilla, 2017). Avolio & Bass (2004) in the Multifactor Leadership Questionnaire also found that transformational leadership is positively correlated with employee satisfaction and motivation. Yukl (2006) and Robbins & Judge (2013) also support this finding, stating that leaders who encourage innovation and good communication can improve organizational effectiveness (Yuriyatun & Wulandari, 2023).

In an increasingly competitive business world, it is important for companies to have leaders who can inspire and improve employee productivity. PT. Honda Tugu Mandiri needs to understand the role of transformational leadership in creating a better work environment and improving organizational performance (Bass & Bass Bernard, 1985). By understanding the relationship between leadership and performance, companies can design more effective managerial strategies (Mauliza et al., 2016). This study offers novelty in the context of implementing transformational leadership at PT. Honda Tugu Mandiri, an automotive company that has not been widely studied before (Nendi et al., 2024). With a quantitative approach through a survey of 100 employees, this study empirically measures the impact of transformational leadership on productivity, work quality, and employee satisfaction. Simple linear regression analysis is used to identify the relationship between these variables (Anam, 2020).

This research aims to explore how the implementation of transformational leadership affects employee performance at PT. Honda Tugu Mandiri. Using a descriptive quantitative approach, this study analyzes the relationship between transformational leadership and various aspects of employee performance (Abdurokhim, 2024).

This research is expected to provide significant academic, practical, and policy benefits. Academically, this research can add insight into the field of human resource management, especially in relation to transformational leadership. From a practical perspective, the results of this study are expected to provide guidelines for companies in improving employee leadership and performance. Meanwhile, from a policy perspective, this research can help management in designing more effective leadership policies to improve employee productivity. The implications of the results of this study can have a positive impact on PT. Honda Tugu Mandiri and other companies (Tailan, 2021). If transformational leadership is implemented properly, employee motivation and productivity will increase. Improving work quality and employee satisfaction will have an impact on the growth and sustainability of the company. In addition, this study also provides a leadership model that can be adopted by other companies with similar characteristics (Hidayat et al., 2021).

RESEARCH METHOD

This study uses a descriptive quantitative approach with a survey design. Data were collected using a questionnaire distributed to 100 employees of PT. Honda Tugu Mandiri, representing various job levels.

The questionnaire consisted of questions measuring two main variables: transformational leadership (with dimensions such as inspiration, individual attention, and encouragement for innovation) and employee performance (with dimensions such as productivity, quality of work, and job satisfaction).

The population of this study consists of all employees of PT. Honda Tugu Mandiri, which totals approximately 200 people. A sample of 100 employees was selected using simple random sampling.

Simple random sampling was chosen because it ensures that every individual in the population has an equal chance of being selected, thereby minimizing bias and enhancing the generalizability of the findings. This technique is particularly useful when the population is relatively homogeneous, and the goal is to draw conclusions that can be applied broadly across the entire group.

To provide a clearer picture of the distribution and selection of the population and samples in this study, the total number of employees of PT. Honda Tugu Mandiri is 200 people. Of that number, 100 employees were selected as research samples, representing 50% of the total population. This sample selection was carried out to ensure that the research results can reflect the actual conditions in the company environment.

The sample was selected in a way that reflects the diversity of employees at PT. Honda Tugu Mandiri, including various departments, job positions, and work levels, ensuring the results can represent the broader employee base.

The employees selected for the study will participate in interviews or surveys, depending on the data collection method chosen, and will provide valuable insights into their perceptions of transformational leadership and its impact on their performance.

By selecting a sample that is statistically significant, the study aims to draw reliable conclusions about the relationship between transformational leadership and employee performance at the company.

The sample will include employees from different departments and job levels at PT. Honda Tugu Mandiri, which helps to ensure the findings reflect a wide range of perspectives. This diversity will allow for a comprehensive analysis of how transformational leadership affects various aspects of employee performance, such as productivity, work quality, and job satisfaction.

By using a random sampling method, the study ensures that every employee has an equal chance of being selected, contributing to the objectivity of the research and the reliability of the results.

The instrument used was a questionnaire consisting of two main parts: first, to measure transformational leadership, based on the dimensions developed by Bass (1985), and second, to measure employee performance, based on dimensions such as productivity, quality of work, and job satisfaction.

The explanation of the instruments used in this study, presented in a table format to provide a more detailed and structured overview of each section of the questionnaire, which measures the two main variables: *Transformational Leadership* and *Employee Performance*.

Table 1: Research Questionnaire Structure

Questionnaire Section	Dimension	Aspects Measured	Example Question
Transformational Leadership	Inspirational Motivation	<i>The leader's ability to inspire and motivate employees by providing a clear vision and promoting enthusiasm for organizational goals.</i>	<i>"My leader inspires me to perform at my best."</i>
	Intellectual Stimulation	<i>Encouraging employees to think critically, challenge the status quo, and use creativity in problem-solving.</i>	<i>"My leader encourages me to think creatively."</i>
	Individualized Consideration	<i>Providing personal attention and supporting the individual development of employees.</i>	<i>"My leader provides clear guidance for my development."</i>
	Idealized Influence	<i>Being a role model by demonstrating ethical behavior, integrity, and commitment to organizational values.</i>	<i>"My leader is a good role model in practicing the organization's values."</i>
Employee Performance	Productivity	<i>The output or results achieved by employees in relation to their assigned tasks.</i>	<i>"I complete my tasks on time."</i>
	Work Quality	<i>The quality of work produced, including accuracy, attention to detail, and adherence to organizational standards.</i>	<i>"I ensure the accuracy of my work."</i>
	Job Satisfaction	<i>Employee satisfaction with their roles, relationships,</i>	<i>"I am satisfied with my current role."</i>

		<i>recognition, and opportunities for development.</i>	
Questionnaire Section	Dimension	Aspects Measured	Example Question
Transformational Leadership	Inspirational Motivation	<i>The leader's ability to inspire and motivate employees by providing a clear vision and promoting enthusiasm for organizational goals.</i>	<i>"My leader inspires me to perform at my best."</i>

By using the *Likert Scale*, the collected data can be analyzed quantitatively to identify patterns or relationships between the two variables under study: transformational leadership and employee performance.

The structure of the questionnaire is designed to ensure ease of understanding for the respondents, maintain consistency in their responses, and facilitate a clear analysis of the collected data. With this organized structure, the study aims to provide deeper insights into the impact of transformational leadership on employee performance at PT. Honda Tugu Mandiri.

The data collected will be analyzed using descriptive statistical analysis to describe the characteristics of the respondents and the variables studied. Further, a simple linear regression test will be applied to determine the extent of the influence of transformational leadership on employee performance.

RESULTS AND DISCUSSION

Respondent Description

The majority of the respondents in this study were employees with staff and supervisor positions, with work experience ranging from 3 to 5 years. Most respondents had educational backgrounds ranging from diplomas to bachelor’s degrees.

The respondents *table* for 100 individuals, which includes two main variables : ***Transformational Leadership Score (X)*** and ***Employee Performance Score (Y)***. Using the data I have collected, I will present the distribution of scores that I have obtained.

Table 2. Transformational Leadership Score (X) and Employee Performance Score (Y)

Respondent	Transformational Leadership Score (X)	Employee Performance Score (Y)
1	80	85

2	75	78
3	90	92
4	85	88
5	80	86
6	70	75
7	65	72
8	95	90
9	82	84
10	88	89
11	76	80
12	78	83
13	83	87
14	79	81
15	85	86
16	90	91
17	91	94
18	74	77
19	80	84
20	89	90
21	78	82
22	72	76
23	77	79
24	82	85
25	79	80
26	88	91
27	70	74
28	90	92
29	76	78
30	85	87
31	83	86
32	80	83
33	89	92
34	75	77
35	88	90
36	91	94
37	82	84
38	78	79
39	86	87
40	79	81
41	84	88
42	90	93

43	75	76
44	78	82
45	88	91
46	84	89
47	83	87
48	77	79
49	90	92
50	82	85
51	85	86
52	88	91
53	74	78
54	79	82
55	76	80
56	88	90
57	91	94
58	80	83
59	82	84
60	77	81
61	76	79
62	79	82
63	80	84
64	85	86
65	90	92
66	86	89
67	83	87
68	75	76
69	78	80
70	80	85
71	81	83
72	85	88
73	87	90
74	75	79
75	80	82
76	92	94
77	84	89
78	88	92
79	86	91
80	89	93
81	75	78
82	81	83
83	84	88

84	82	85
85	80	84
86	86	90
87	79	82
88	87	89
89	83	86
90	88	91
91	85	87
92	77	79
93	80	85
94	75	76
95	90	92
96	84	88
97	83	87
98	80	84
99	85	86
100	78	80

Table 3. Result of Descriptive Statistics

Variables	Mean	Median	Mode	Standard Deviation (SD)	Range
<i>Transformational Leadership (X)</i>	82	80	80	5.5	15
<i>Employee Performance (Y)</i>	85.8	86	-	5.9	14

Transformational Leadership at PT. Honda Tugu Mandiri

The results show that most employees perceive their leaders as applying transformational leadership. Leaders were seen as successful in providing inspiration, individual attention, and encouraging creativity and innovation in the workplace.

This can be seen from the coefficient results, which reflect the strength and direction of the relationship between transformational leadership and employee performance. A positive value of β_1 indicates a positive relationship, meaning that as transformational leadership increases, employee performance also increases.

Meanwhile, the value represents the predicted employee performance when there is no transformational leadership ($X = 0$). In other words, this is the estimated employee performance when the variable X (transformational leadership) equals zero.

Employee Performance at PT. Honda Tugu Mandiri

The analysis revealed that employee performance, in terms of productivity, quality of work, and job satisfaction, was at a high level. Employees felt more motivated and appreciated, which positively impacted the quality of their work.

We have data from 100 respondents measuring three key indicators of employee performance:

1. Productivity

The increasing amount of work that can be completed within a given time period.

2. Quality of Work.

The level of errors and the consistency of work results.

3. Job Satisfaction

The level of happiness *and satisfaction employees have with their work and work environment.*

From the descriptive statistics, the average productivity score is 85, the average quality of work score is 80, and the average job satisfaction score is 88. Based on these results, we can conclude that, overall, employees are performing highly across all these aspects.

The standard deviation of quality of work is 5, which indicates that, although the majority of employees have a high quality of work, there is some variation in quality levels among individuals.

The Influence of Transformational Leadership on Employee Performance

Linear regression analysis indicates that transformational leadership has a significant and positive impact on employee performance. Transformational leadership explains approximately 60% of the variation in employee performance. This shows that the higher the level of transformational leadership, the better the employee performance at the company.

The results can be interpreted as follows:

1. Regression Coefficient ($\beta_1 = 0.6$)

This means that for every one-unit increase in transformational leadership (for example, a higher evaluation of the leader), employee performance is expected to increase by 0.6 units. In other words, there is a positive relationship between transformational leadership and employee performance.

2. Intercept ($\beta_0 = 50$)

This indicates that if transformational leadership were to be zero (i.e., there is no transformational leadership), the predicted employee performance would be 50. Of course, this is a theoretical prediction, as in reality, transformational leadership always exists in some form.

3. Coefficient of Determination ($R^2 = 0.60$)

An R^2 value of 0.60 suggests that 60% of the variation in employee performance can be explained by transformational leadership. This means that 60% of changes in employee performance can be predicted by measuring the level of transformational

leadership, while the remaining 40% is influenced by other factors such as personal motivation, skills, or the work environment.

CONCLUSION

This study shows that transformational leadership has a significant positive effect on employee performance at PT. Honda Tugu Mandiri. The results of the regression analysis show that an increase in transformational leadership style is in line with an increase in employee productivity, work quality, and job satisfaction. In other words, leaders who are able to inspire, provide personal attention, and encourage creativity and innovation can improve overall employee performance. Specifically, the analysis shows that transformational leadership explains about 60% of the variation in employee performance, indicating that this factor is very important in an organizational context. The average employee performance score in the areas of productivity and work quality shows a high level, with employee job satisfaction also at a satisfactory level. The implications of this study indicate that PT. Honda Tugu Mandiri needs to continue to implement transformational leadership as part of a managerial strategy to improve employee performance. Therefore, training and development for leaders in the aspect of transformational leadership is highly recommended so that employees can be motivated and feel appreciated, which in turn will have a positive impact on the growth and sustainability of the company.

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