

The Effect of Transformational Leadership Style on the Performance of Public Sector Civil Servants Within the West Sulawesi Provincial Government

Siti Syahrani Yusuf*, Ahmad Yasser Mansyur, St. Hadjar Nurul Istiqamah

Universitas Negeri Makassar, Indonesia

Email: sitisyahraniyusuf@gmail.com*, 0028047603@unm.ac.id, hadjaristiqamah@unm.ac.id

Keywords

transformational leadership style,
performance, civil servant

Abstract

The performance of civil servants in public organizations remains a critical concern, particularly within the West Sulawesi Provincial Government, where employee productivity is not yet optimal. This study aims to examine the influence of transformational leadership style on civil servant performance. A quantitative approach was applied, involving 277 civil servants selected through proportional random sampling from seven regional apparatus organizations. Data were collected using the ****Individual Work Performance Questionnaire (IWPQ)**** and the ****Multifactor Leadership Questionnaire (MLQ)****. The data were analyzed using simple and multiple linear regression analyses. The findings indicate that transformational leadership has a positive and significant effect on employee performance. Simple regression shows a significant effect with a contribution of 2.2%, while multiple regression indicates that the four leadership dimensions collectively explain 35.3% of the variance in performance. Inspirational motivation emerged as the most dominant dimension influencing performance. Transformational leadership effectively enhances civil servant performance, suggesting that strengthening leadership practices can improve public sector productivity and behavioral outcomes. These findings have implications for leadership development and bureaucratic reform in regional government institutions. Future studies are recommended to include additional variables such as organizational culture, work environment, and compensation systems to improve the explanatory power of the model.

INTRODUCTION

Employees are one of the main elements determining organizational performance. Hasibuan (2019) stated that organizational activities are fully dependent on employee participation, making employees the most important asset of an organization. Murni and Irawati (2025) stated that organizational success in achieving predetermined targets is highly dependent on the availability of competent employees who are able to work effectively. Employees are generally divided into two categories, namely private employees and Civil Servants (PNS), who have different orientations and responsibilities. Adrie (2019) stated that civil servants are responsible to the public in achieving national goals, whereas private employees are oriented toward profit generation. Verameta, Listiani, and Sijabat (2021) stated that high performance demands and the absence of job security strongly drive private

employees to continuously perform and innovate to survive, while the stability and position certainty of civil servants may potentially reduce motivation and performance.

A comprehensive understanding of performance is a fundamental prerequisite for addressing these challenges. Iwah, Irfan, and Jumaidah (2023) defined performance as achievements resulting from work activities or tasks within a specified period. Suryani, Warmana, and Wiguna (2021) stated that performance represents employee responsibility over a certain period and plays an important role in organizational continuity and effectiveness. Empirical evidence shows a gap between ideal performance concepts and actual civil servant performance in practice. Antoni, Angga, and Akmal (2018) reported that the Ministry of State Apparatus Empowerment and Bureaucratic Reform (KemenPAN-RB) data in 2018 indicated that 1.35 million civil servants were considered to have failed to meet expected work targets. Karunia and Ika (2022) stated that data from the State Civil Service Agency (BKN) in 2022 showed that civil servant competence and performance in Indonesia remain relatively low and unevenly distributed, with 35% performing poorly compared to only 19.82% achieving very good performance.

The demand to optimize civil servant performance nationally is also a crucial concern at the regional level, particularly within the West Sulawesi Provincial Government. The Regional Financial and Asset Management Agency of West Sulawesi Province (2026) stated that improving civil servant performance is aligned with efforts to realize the vision and mission of the Governor and Deputy Governor of West Sulawesi. Objective performance data from Employee Performance Target (SKP) evaluations in the Disease Prevention and Control (P2P) division for May 2024 showed that out of 30 employees, 17 employees (56.67%) received a “Very Poor” performance rating, with work results and behavioral assessments categorized as “Below Expectations.” Only 13 employees (43.33%) achieved “Good” or expected performance levels.

To identify the root of the problem at a psychological level, initial data were collected from 64 civil servants within the West Sulawesi Provincial Government. The survey results showed that 16 respondents (25%) tended to procrastinate or avoid work, 14 respondents (21.88%) experienced difficulty completing tasks according to responsibilities, 13 respondents (20.31%) felt unsure or incapable in performing duties, 10 respondents (15.62%) easily gave up when facing job challenges, and 11 respondents (17.19%) reported low engagement in work tasks. These issues can be mapped into Koopmans et al.’s (2013) three performance dimensions, namely task performance, contextual performance, and counterproductive work behavior.

Robbins and Judge (2023) suggest that performance outcomes are complex and influenced by multiple factors, including leadership. Ramadhani and Indawati (2021) emphasized that, in addition to individual factors, leadership plays a crucial role in achieving optimal performance. Bass and Riggio (2006) argue that transformational leadership is particularly relevant in changing bureaucratic routines because it emphasizes meaning-making (inspirational motivation) and intellectual stimulation. Susanti, Wibowo, and Anwar (2024) stated that among various leadership styles, transformational leadership has the most significant and consistent impact on employee performance improvement.

The need for transformational leadership aligns with the performance management system within the West Sulawesi Provincial Government. Based on interviews with two civil

servant respondents, current regulations and organizational culture require structural officials to shift from authoritarian leadership styles toward more supportive and coaching-oriented approaches. Previous studies also support this relevance; Putri and Sudarsono (2017) found that transformational leadership significantly increases team motivation, while Nugroho and Purnomo (2023) stated that transformational leadership is positively associated with the achievement of Key Performance Indicator (KPI) targets within the State Civil Apparatus. Based on this background, this study aims to analyze the influence of transformational leadership style on civil servant performance within the West Sulawesi Provincial Government.

Koopmans et al. (2013) proposed a dynamic perspective through Individual Work Performance (IWP), which evaluates performance based on employee behavior and actions during work, not merely final outcomes. This approach recognizes that work processes involving skills, initiative, and behavior significantly determine overall performance. Koopmans et al. (2013) identified three dimensions of employee performance: (1) task performance, referring to core job responsibilities; (2) contextual performance, referring to positive extra-role behaviors that support the work environment; and (3) counterproductive work behavior, referring to actions that violate organizational norms or harm the work environment.

Performance in public sector organizations, particularly among civil servants, has unique and multidimensional characteristics. Mahsun (2019) stated that public sector performance reflects the level of success in implementing activities, programs, and policies to achieve institutional goals and missions. The Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (PermenPAN-RB) Number 6 of 2022 stipulates that civil servant performance evaluation consists of two integrated components: work results and work behavior. Suwarsi et al. (2022) stated that performance is influenced by four factors: individual, leadership, group, and organizational factors.

Bass and Avolio (1992) explained that transformational leadership is characterized by leaders' ability to change followers' perspectives, build awareness of organizational goals, develop individual capacities, and inspire employees to prioritize collective interests. They identified four dimensions of transformational leadership: (1) idealized influence, where leaders serve as role models; (2) inspirational motivation, where leaders inspire and motivate employees through meaning and challenge; (3) intellectual stimulation, where leaders encourage innovation and creativity; and (4) individualized consideration, where leaders provide attention to individual employee needs and development.

This study adopts the four transformational leadership dimensions proposed by Bass and Avolio (1992) as its analytical framework. These dimensions provide a comprehensive basis for understanding how leaders function as role models, motivators, and facilitators of innovation and employee development. Through the application of these dimensions, a positive work environment is expected to be created, thereby improving overall employee performance. Burns (1978) stated that transformational leaders inspire followers to achieve extraordinary performance while developing leadership potential. Levy (2006) described transformational leadership as an interaction process that elevates motivation and morality beyond individual limitations. McShane and Von Glinow (2008) described it as a leadership

approach that transforms teams through strong communication and inspiring vision development.

Maisa, Lestari, and Khairunnisa (2025) stated that transformational leadership encourages optimal employee performance through clear vision (inspirational motivation) and individual development (individualized consideration). Deddy (2022) found that employee performance is positively and significantly influenced by leaders capable of transforming organizational values. Suryosukmono (2020) stated that transformational leadership significantly improves civil servant performance through role modeling and motivation enhancement. Yuliana, Arlan, and Urahmah (2025) stated that employee performance is strongly influenced by leaders' ability to promote innovation. Caillier (2014) found that in public sector organizations, transformational leadership is strongly associated with Public Service Motivation (PSM), which enhances performance. Pieterse et al. (2010) stated that transformational leadership fosters innovative work behavior, enabling employees to move beyond bureaucratic routines. Abdulrab et al. (2020) stated that transformational leaders enhance psychological conditions that support autonomy, competence, and meaningful work.

Transformational leadership plays a crucial role in improving civil servant performance. Conceptually, its influence operates through four main dimensions. The mechanism of influence is reflected in the relationship between leadership dimensions and performance outcomes. The conceptual framework of this study is presented in Figure 1.

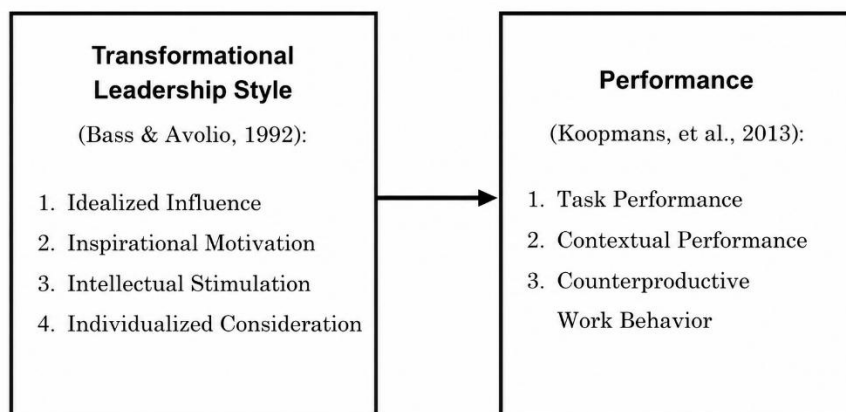


Figure 1. Frame of Mind

Based on the above description, the hypothesis proposed in this study is that there is a positive and significant influence of transformational leadership style on the performance of civil servants in the West Sulawesi Provincial Government.

METHOD

Variable Identification and Operation

The variables used in this study consisted of a dependent variable (Y), namely performance, and an independent variable (X), namely transformational leadership style. Performance was measured using the Individual Work Performance Questionnaire (IWPQ)

developed by Koopmans et al. (2013) and adapted into Indonesian by Widyastuti et al. (2024), consisting of 18 items. Transformational leadership style was measured using the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1992) and adapted by Mansyur (2012), consisting of 12 items.

Population and Sample

The total number of civil servants within the West Sulawesi Provincial Government based on data from the Central Statistics Agency (BPS) in 2023 amounted to 5,475 people. This study limited the population of civil servants in seven strategic Regional Apparatus Organizations (OPD) with a total population of 578 civil servants. Details of the population by agency can be seen in Table 1.

Table 1. Population Breakdown by Agency

No.	Strategic Function	Agency Name (OPD)	Number of Civil Servants
1	Planning and Infrastructure	BAPPERIDA	76
		PUPR	138
2	Regional Financial and Asset Management	BPKAD	69
3	HR Management	BKPSDM	66
4	Economy and Regional Promotion	DISPOPAREKRAF	58
5	Strategic Public Services	DPMPSTSP	45
6	Basic Services and Welfare	DKPPKB	126
Total Population			578

Data source: BKPSDM West Sulawesi Province, 2025

The determination of the number of samples was calculated using the Slovin formula with an error rate of 5%, a minimum sample number of 237 respondents was obtained. Samples were drawn using the proportional random sampling technique. Respondents are required to be active civil servants with a minimum service period of 2 years. From the data collection process, 277 respondents were successfully collected. Details of the distribution of proportional samples per agency can be seen in Table 2.

Table 2. Breakdown of Proportional Sample Distribution Per Agency

No.	Agency Name (OPD)	Population (Ni)	Allocation Calculation	Number of Samples (ni)
1	BAPPERIDA	76	$(76/578) \times 237$	31
2	PUPR	138	$(138/578) \times 237$	57
3	BPKAD	69	$(69/578) \times 237$	28
4	BKPSDM	66	$(66/578) \times 237$	27
5	DISPOPAREKRAF	58	$(58/578) \times 237$	24
6	DPMPSTSP	45	$(45/578) \times 237$	18
7	DKPPKB	126	$(126/578) \times 237$	52
Total		578		237

Data Collection Techniques

Performance was measured using the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans, et al. (2013) and has been adapted into Indonesian by Widyastuti, et al. (2024). The IWPQ consists of 18 items with three dimensions: task performance (5 items), contextual performance (8 items), and counterproductive work behavior (5 items). Transformational leadership was measured using the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1992) and adapted by Mansyur (2012), consisting of 12 items with four dimensions.

Validity and Reliability

The validity of the content was obtained through expert judgment with the Aiken's V coefficient on the MLQ scale moving from 0.83 to 1.00 and on the IWPQ scale moving from 0.75 to 1.00. The validity of the construct was tested using Confirmatory Factor Analysis (CFA); on the MLQ scale, the value of factor loading moves from 0.518 to 0.744 with RMSEA 0.079, CFI 0.969, and TLI 0.962. On the IWPQ scale, the value of factor loading moves from 0.576 to 0.839 with RMSEA 0.079, CFI 0.938, and TLI 0.930. The discriminating power of items on the MLQ scale moves from 0.588 to 0.840 and on the IWPQ from 0.626 to 0.838. Cronbach's Alpha reliability coefficient of the MLQ scale moves from 0.838 to 0.880 and the IWPQ scale from 0.855 to 0.931.

Data Analysis Techniques

Data analysis uses descriptive analysis to describe the distribution of data, simple linear regression analysis to test the main hypothesis of the influence of transformational leadership styles on performance, and multiple linear regression analysis as additional analyses to analyze the influence of each dimension of transformational leadership on performance. The assumption test includes the normality test (Kolmogorov-Smirnov), the linearity test, the heteroscedasticity test (the Glejser test), and the multicollinearity test. Comparative analysis was also conducted using an independent sample t-test and one-way ANOVA (or its non-parametric alternative) to identify differences in performance based on respondents' demographic characteristics.

RESULTS AND DISCUSSION

Descriptive Analysis

The majority of participants were male (62.1%), were in the age range of 41–50 years (65.3%), had S1 education (40.4%), came from the PUPR Office (24.2%), and had a working period of more than 10 years (74.7%). Details of the respondents' characteristics can be seen in Table 3.

Table 3. Details of Respondent Characteristics

Characteristics	Categories	f	%
Gender	Male	172	62,1%
	Women	105	37,9%
Age	20-30 Years	19	6,9%
	31-40 Years	64	23,1%
	41-50 Years	181	65,3%
	51-60 Years	13	4,7%

Final Education	High School	29	10,5%
	D3	14	5,1%
	D4	22	7,9%
	S1	112	40,4%
	S2	94	33,9%
	S3	6	2,2%
Origin of Agency/OPD	BAPPERIDA	39	14,1%
	BKPSDM	32	11,6%
	BPKAD	31	11,2%
	DISPOPAREKRAF	29	10,5%
	DKPPKB	58	20,9%
	DPMPTSP	21	7,6%
	PUPR	67	24,2%
Tenure	2-5 Years	18	6,5%
	5-10 Years	52	18,8%
	> 10 Years	207	74,7%
Total		277	100%

In the transformational leadership style variable (X), an empirical mean value of 37.88 was obtained, which was greater than the hypothetical average value of 30. Meanwhile, for the performance variable (Y), an empirical average of 6.66 was obtained, which was slightly larger than the hypothetical average at 6. A comparison of hypothetical and empirical data descriptions can be seen in Table 4.

Table 4. Comparison of Hypothetical and Empirical Data Descriptions

Variable	Statistics	Hypothetical	Empirical
Leadership Style Transformational (X)	Minimum Score	12	18
	Maximum Score	48	48
	Red	30	37,88
	Standard Deviation	6	5,647
Performance (Y)	Minimum Score	0	2
	Maximum Score	12	12
	Red	6	6,66
	Standard Deviation	2	1,389

The results of the categorization showed that in the transformational leadership style variable, the majority of respondents were in the medium category (68.2%). In the performance variable, the majority were in the medium category (81.9%), with only 1.8% in the high category. The categorization of variables can be seen in Table 5.

Table 5. Categorization of Variables

Variable	Interval	Categories	f	%
Leadership Style	$X < 32.23$	Low	42	15,2%
Transformational	$32.23 < X < 43.53$	Medium	189	68,2%
	$X > 43.53$	Height	46	16,6%
Performance	$X < 5.27$	Low	45	16,2%
	$5.27 < X < 8.05$	Medium	227	81,9%
	$X > 8.05$	Height	5	1,8%

Assumption Test

The results of the normality test using the Kolmogorov-Smirnov showed a significance value of 0.200 (> 0.05), so that the data was declared to be normally distributed. The linearity test showed a linearity significance value of 0.000 (< 0.05), which proved the linear relationship between the two variables. The heteroscedasticity test using the Glejser method showed a significance value of 0.267 (> 0.05), so that the regression model was free of heteroscedasticity. All assumption tests are met and the model is feasible to proceed to the hypothesis test stage.

Hypothesis Test

The results of the hypothesis test using simple linear regression analysis showed that transformational leadership style had a positive and significant effect on the performance of civil servants, with a regression coefficient value (B) of 0.036, t calculation of 2.473, and significance of 0.014 (< 0.05). Regression equation: $Y = 5.283 + 0.036X$. The value of the determination coefficient (R Square) of 0.022 shows that the transformational leadership style contributes 2.2% to the performance of civil servants. The results of the hypothesis test and the determination coefficient can be seen in Table 6 and Table 7.

Table 6. Hypothesis Test Results

Variable	Regression Coefficient (B)	t count	Sig.
(Constant)	5,283	9,404	0,000
Transformational Leadership Style	0,036	2,473	0,014

Table 7. Determination Coefficient Test Results

Models	R	R Square	Adjusted R Square	Std. Error
1	0,148	0,022	0,018	1,376

Multiple Linear Regression Analysis

The multicollinearity test showed that all dimensions had a Tolerance value of > 0.10 and VIF < 10 , so that multicollinearity did not occur. The simultaneous test (F Test) showed an F value of 38.689 with a significance of 0.000 (< 0.05), which proves that the four dimensions simultaneously have a significant effect on the performance of civil servants. The results of the partial test showed that all four dimensions had a positive and partially significant effect on performance, with the inspirational motivation dimension having the most dominant influence (B = 0.346). The Adjusted R Square value of 0.353 shows an

influence contribution of 35.3%. The results of the partial test of the additional analysis and the determination coefficient can be seen in Table 8 and Table 9.

Table 8. Partial Test Results of Multiple Regression Analysis

Dimensions	Regression Coefficient (B)	t count	Sig.
Ideal Influence	0,243	2,399	0,017
Inspirational Motivation	0,346	3,464	0,001
Intellectual Stimulation	0,273	2,538	0,012
Individual Considerations	0,225	2,222	0,027

Table 9. Results of Coefficient of Determination of Multiple Regression Analysis

Models	R	R Square	Adjusted R Square	Std. Error
1	0,602	0,363	0,353	1,117

Comparative Analysis

The results of the comparative analysis showed that there was no significant difference in performance based on gender (Sig. 0.947), age level (Sig. 0.104), level of last education (Sig. 0.069), and origin of agency (Sig. 0.099). The only demographic characteristic that showed a significant difference was the length of service (Sig. 0.016 < 0.05). The group with a service period of 5-10 years recorded the highest performance (Mean Rank 152.14), followed by the >10-year group (139.54), and the lowest in the 2-5 year group (94.81). The results of the analysis of the difference in working periods can be seen in Table 10 and Table 11.

Table 10. Analysis of Differences by Tenure

Variable	Chi-Square	df	Asymp. Sig
Performance	8,311	2	0,016

Table 11. Descriptive Analysis of Kruskal Wallis

Variable	Tenure	Quantity (N)	Mean Rank
Performance	5-10 Years	52	152,14
	>10 Years	207	139,54
	2-5 Years	18	94,81
Total		277	

The results of hypothesis testing empirically prove that transformational leadership style in general has a positive and significant influence on the performance of civil servants, as evidenced by a significance value of 0.014 ($p < 0.05$). The average value of empirical performance that exceeds the hypothetical value ($6.66 > 6.00$) proves that in general, the bureaucratic system has run formally. However, the dominance of 81.9% of employees in the "Medium" category and the lack of employees in the "High" category (1.8%) indicate productivity stagnation. Alrowwad, Abualoush, and Masa'deh (2020) suggest that in a formal work environment, rigid routines often make employees focus only on completing basic tasks.

The results of a simple regression test showed that the influence of transformational leadership style on performance was only 2.2%. Tummers and Knies (2019) suggest that the current bureaucracy has a high formalization that acts as a substitution for leadership functions in general. However, when transformational leadership styles were broken down into four specific dimensions through multiple linear regression analysis, the influence jumped sharply to 35.3%. Peng, Liao, and Sun (2020) argue that rigid bureaucratic administrative and regulatory systems do not have the capacity to touch the emotional aspects of employees, so specific interventions from the transformational leadership dimension have been proven to be able to fill the emotional void.

The dimension of inspirational motivation proved to be the most dominant variable in influencing the performance of civil servants, with the highest regression coefficient values ($B = 0.346$) and the largest t calculation (3.464). The high influence of this dimension is due to the leader's ability to touch the emotional and psychological aspects of employees through giving meaning to each job, instilling optimism, and setting high expectations standards. This is in line with the findings of Deddy (2022) and Sutoro, Mawardi, and Sugiarti (2020). The capacity of the leadership in persuasively communicating the organization's vision allows staff to understand the continuity between the details of their technical tasks and the achievement of the agency's strategic goals. Instilling optimism and setting high expectations from superiors has been proven to be able to transform the mindset of employees; From the original only oriented to procedural compliance, it switched to a commitment to meeting quality targets.

The ideal influence dimension ($B = 0.243$, Sig. 0.017) proves that leadership exemplary is able to stimulate employee loyalty. In the context of the West Sulawesi Provincial Government, leaders with integrity and consistent in ethical values will foster pride and high trust from civil servants. Based on empirical data in the field, government bureaucracies are often faced with monotonous routines and disciplinary challenges. In this condition, the example of a boss such as time discipline, good work ethic, and transparency serves as a very strong social control. These results are in line with the findings of Suryosukmono (2020) and Karundeng, Mandey, and Taroreh (2022).

The dimension of intellectual stimulation ($B = 0.273$, Sig. 0.012) proves that the encouragement of innovation from leaders improves performance. When leaders actively provide intellectual stimulation, such as evaluating inefficient conventional methods, adopting simple digitalization ideas, and inviting staff to discuss solutions, employees will feel that their intellectual capacity is valued. Employees no longer feel that they are merely acting as passive instruction implementers, but are involved as active participants in formulating solutions, in line with the findings of Yuliana, Arlan, and Urahmah (2025) and Zulkarnaen, Supriyati, and Sudiarta (2020). The individual consideration dimension ($B = 0.225$, Sig. 0.027) had the lowest influence weight, but remained significant. Empirical data shows that the hierarchical organizational structure of the government, wide range of control, and high intensity of meetings make leaders not have enough free time to personally mentor each of their staff. However, the significance that still emerges proves that the willingness of superiors to listen to work complaints or give verbal appreciation for staff achievements is effective in preventing employees from feeling neglected, in line with the findings of Noor (2021) and Rihendry and Subroto (2022).

Comparative analysis shows that tenure is the only demographic characteristic that shows a significant difference in performance. The 5-10 year group reached the peak of productivity because they had maximally internalized inspirational motivation and the ideal influence of leaders. The >10-year-old group began to show a downward trend indicating the emergence of potential burnout. The 2-5 year group is still in the adaptation phase which urgently needs the dimension of individual consideration in the form of intensive guidance. The factors of gender (Sig. 0.947), age (Sig. 0.104), education (Sig. 0.069), and origin of agency (Sig. 0.099) did not show significant differences, indicating that the implementation of the transformational leadership style was comprehensive and had been felt equally by all employees.

CONCLUSION

Based on the results of the study, transformational leadership style was proven to have a positive and significant effect on civil servant performance within the West Sulawesi Provincial Government, with an explanatory contribution of 35.3%, indicating a moderate level of model influence when leaders apply the four dimensions in an integrated manner. The dimension of inspirational motivation was identified as the most dominant factor ($B = 0.346$), indicating that a leader's ability to articulate vision, foster optimism, and give meaning to work is the key determinant of performance improvement. Comparative analysis showed significant differences in performance based on length of service, where the 5–10 year group demonstrated the highest performance, while other demographic characteristics showed no significant differences.

Based on these findings, leaders within the West Sulawesi Provincial Government are recommended to enhance interactive and motivational communication to strengthen employees' sense of pride in public service roles. An adaptive leadership approach is also suggested based on career stages, including structured guidance for early-career employees (2–5 years), task delegation to maintain productivity among mid-career employees (5–10 years), and job enrichment through intellectual stimulation for senior employees (>10 years). Employees are encouraged to maintain intrinsic motivation, sustain engagement, and adopt a proactive work attitude. Future researchers are advised to expand the model by incorporating additional variables such as work environment, organizational culture, or compensation systems, as well as examining length of service as a moderating variable.

REFERENCES

- Abdulrab, M., Zumrah, A. R., Alwaheeb, M. A., Al-Mamary, Y. H. S., & Al-Tahitah, A. (2020). The impact of transformational leadership and psychological empowerment on organizational citizenship behaviors: A PLS-SEM approach. *Journal of Critical Reviews*, 7(9), 908–917.
- Adrie. (2019). The rights and obligations of civil servants (PNS) in the perspective of civil service. *Journal of Justice*, 13(1), 1–13.
- Alrowwad, A. A., Abualoush, S. H., & Masa'deh, R. (2020). Innovation and intellectual capital as intermediary variables among transformational leadership, transactional leadership, and organizational performance. *Journal of Management Development*, 39(2), 196–222.

- Antoni, A., Angga, D., & Akmal, M. (2018, November 15). 1.35 million civil servants are underperforming. *Sindonews*.
- Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Provinsi Sulawesi Barat. (2026). *Rekapitulasi data pegawai negeri sipil berdasarkan satuan kerja tahun 2026*. Pemerintah Provinsi Sulawesi Barat.
- Badan Kepegawaian Negara. (2022). *Laporan akuntabilitas kinerja instansi pemerintah tahun 2022*.
- Badan Pengelolaan Keuangan dan Aset Daerah Provinsi Sulawesi Barat. (2026). *Mendukung penelitian akademik, Plt. Sekretaris BPKAD Sulbar menerima peneliti terkait kepemimpinan transformasional*.
- Badan Pusat Statistik Provinsi Sulawesi Barat. (2023). *Jumlah pegawai negeri sipil menurut jabatan dan jenis kelamin di Provinsi Sulawesi Barat*.
- Bass, B. M., & Avolio, B. J. (1992). *Multifactor Leadership Questionnaire (MLQ)* [Measurement instrument]. Mind Garden.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Lawrence Erlbaum Associates.
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Caillier, J. G. (2014). Toward a better understanding of the relationship between transformational leadership, public service motivation, mission valence, and employee performance. *Public Personnel Management, 43*(2), 218–239.
- Deddy, A. (2022). The influence of transformational leadership on employee performance through job satisfaction at the Jambi City BPPRD. *Journal of Applied Management and Finance (Mankeu), 11*(1), 171–185.
- Dinas Kesehatan Provinsi Sulawesi Barat. (2024). *Rekapitulasi penilaian sasaran kinerja pegawai (SKP) bidang P2P periode Mei 2024* [Internal document].
- Hasibuan, M. S. P. (2019). *Manajemen sumber daya manusia*. Bumi Aksara.
- Iwah, I., Irfan, A., & Jumaidah, J. (2023). The influence of leadership on employee performance at the village office in Tommo District, Mamuju Regency. *Nuansa Journal, 1*(3), 238–245.
- Karundeng, M. M., Mandey, S. L., & Taroreh, R. N. (2022). The influence of extraversion personality and transformational leadership style on employee performance in Ranowulu District, Bitung City. *Jurnal EMBA, 10*(1), 1030–1040.
- Karunia, A. M., & Ika, A. (2022, July 21). 35 percent of ASN in Indonesia have low performance, BKN: Like "dead wood" because they are lazy. *Kompas*.
- Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. (2022). *Peraturan Menteri PANRB Nomor 6 Tahun 2022 tentang pengelolaan kinerja pegawai aparatur sipil negara*.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., de Vet, H. C. W., & van der Beek, A. J. (2013). Measuring individual work performance: Identifying and selecting indicators. *Work, 48*(2), 229–238.
- Levy, P. E. (2006). *Industrial organizational psychology: Understanding the workplace*. Houghton Mifflin.
- Mahsun, M. (2019). *Pengukuran kinerja sektor publik*. BPFE.
- Maisa, S. A., Lestari, L., & Khairunnisa, Y. (2025). The role of transformational leadership style on the performance of the state civil apparatus. *Journal of Research of the Social, Political and Humanities Society, 4*(1), 36–44.
- Mansyur, A. Y. (2012). *The influence of intrinsic leadership style on the meaning of life, organizational commitment and work productivity* [Unpublished doctoral dissertation]. National University of Malaysia.

- McShane, S. L., & Von Glinow, M. A. (2008). *Organizational behavior* (4th ed.). McGraw-Hill.
- Murni, & Irawati, R. I. (2025). Transformational leadership of the head of BKPSDM. *Responsive: Journal of Thought and the Field of Administration, Social, Humanities, and Public Policy*, 8(1), 68–79.
- Noor, F. S. (2021). The influence of transformational leadership and organizational culture on motivation and its impact on the performance of Jambi District Court employees. *Existential*, 12(1), 41–48.
- Nugroho, A., & Purnomo, H. (2023). The influence of transformational leadership style on the key performance indicators (KPIs) of the state civil apparatus. *Journal of Government and Bureaucracy*, 9(2), 88–101.
- Peng, S., Liao, Y., & Sun, R. (2020). The influence of transformational leadership on employees' affective organizational commitment in public and nonprofit organizations. *Public Personnel Management*, 49(1), 29–56.
- Pieterse, A. N., Van Knippenberg, D., Schippers, M., & Stam, D. (2010). Transformational and transactional leadership and innovative behavior. *Journal of Organizational Behavior*, 31(4), 609–623.
- Putri, M. D., & Soedarsono, D. K. (2017). The influence of transformational leadership and employee engagement on the performance of employees of the Telkomsigma solution operation directorate. *e-Proceedings of Management*, 4(3), 2541–2546.
- Ramadhani, M. A., & Indawati, N. (2021). The influence of transformational leadership on employee performance through work autonomy. *Journal of Management Science*, 9(3), 1101–1112.
- Rihendry, K. R., & Subroto, M. (2022). The influence of transformational leadership style on the performance of Class IIB Payakumbuh Prison employees. *Journal of Legal Communication*, 8(2), 927–934.
- Robbins, S. P., & Judge, T. A. (2023). *Organizational behavior* (19th ed.). Pearson.
- Suryani, N. K., Warmana, G. O., & Wiguna, I. N. A. (2021). The effect of competence and the use of information technology on employee performance. *Journal of Imagine*, 1(1), 1–11.
- Suryosukmono, G. (2020). Transformational leadership, job satisfaction and organizational commitment as motivators of civil servant performance. *Management Insight*, 15(1), 1–18.
- Susanti, E., Wibowo, A., & Anwar, M. (2024). The effectiveness of transformational leadership in improving the motivation and performance of the state civil apparatus. *Journal of Government Science and Public Policy*, 11(3), 210–224.
- Sutoro, M., Mawardi, S., & Sugiarti, E. (2020). The influence of leadership, compensation, organizational culture, and job satisfaction on the performance of civil servants. *Scientific Journal of Reflection*, 3(4), 411–420.
- Suwarsi, S., Merta, I. K., Wahrini, R., et al. (2022). *Industrial and organizational psychology*. CV Media Sains Indonesia.
- Tummers, L., & Knies, E. (2019). Leadership and meaningful work in the public sector. *Public Administration Review*, 79(4), 581–594.
- Verameta, A., Listiani, I., & Sijabat, R. (2021). The influence of transformational leadership and career development on performance by mediating job satisfaction in state civil servants. *DeReMa Journal of Management*, 16(1), 33–54.
- Widyastuti, T., Ramdani, Z., Alim, S., & Harilianty, R. A. (2024). The Indonesian version of Individual Work Performance Questionnaire (IWPQ): Structure factor and criterion validity. *Psychological Research and Intervention*, 7(1), 1–16.

- Yuliana, N. S. R., Arlan, A. S., & Urahmah, N. (2025). Analysis of the influence of transformational leadership on employee performance at the North Hulu Sungai Regency Health Office. *Journal of Public Policy*, 2(2), 1041–1053.
- Zulkarnaen, Z., Supriyati, Y., & Sudiarta, I. K. R. (2020). The influence of school culture, transformational leadership style, and work motivation on the performance of vocational school teachers. *Journal of Educational Management Accountability*, 8(2), 175–185.