
TRANSFORMATIONAL LEADERSHIP STRATEGY IN AN EFFORT TO IMPROVE EMPLOYEE PERFORMANCE

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ABSTRACT

This study investigates the impact of transformational leadership on employee performance at PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office, particularly in the post-pandemic era. The research aims to explore how leadership strategies have influenced employee motivation, collaboration, and performance. A qualitative approach was adopted, using interviews with employees and management to gather data. The results reveal that transformational leadership, characterized by trust, motivation, clear communication, and support for individual development, has significantly improved employee performance. Leaders who demonstrate empathy and recognize employee contributions foster a motivated, loyal, and high-performing workforce. Additionally, an environment that encourages creativity and innovation, driven by transformational leadership, has facilitated better teamwork and organizational success. The study concludes that transformational leadership is crucial in enhancing employee performance and offers practical implications for organizations that implement effective leadership strategies to overcome post-pandemic challenges. The findings suggest that future leadership development programs should emphasize transformational leadership to sustain long-term improvements in employee performance.

KEYWORDS

Transformational Leadership, Employee Performance, Post-Pandemic, Motivation, Organizational Success.



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Article Info:

Submitted: 14-12-2024

Final Revised:
10-05-2025

Accepted: 15-05-2025

Published: 20-05-2025

INTRODUCTION

The COVID-19 pandemic has given momentum for leaders to show how their leadership can maintain the company and prepare strategies for dealing with pandemic crisis conditions. Sudirgo in (Nurcahyani, 2021) mentioned that leaders must be able to apply the 3C concept during the pandemic crisis, namely communication, clarity, and care (Jatiningsih, Padnyawati, & Pratiwi, 2023). A

How to cite:

E-ISSN:

Published by:

Dwinata G, I. M. A., & Martini. I. A. O. (2025). Transformational Leadership Strategy in an Effort to Improve Employee Performance. Journal Eduvest. 5(5): 4855-5869.

2775-3727

<https://greenpublisher.id/>

leader's communication skills in dealing with a pandemic crisis are the most important key, because everything related to the running of the company is determined by communication between subordinates and leaders (Alhamidi, 2022).

The company's goals will be achieved if the leader can direct all his subordinates to jointly complete their tasks and responsibilities according to the agreed-upon plan (Mandasari & Asmanita, 2022). Next is clarity, which means that leaders must be able to know the condition of the company and the problems faced by the company. With this clarity, it will be easier for leaders to develop strategies to overcome every problem the company faces (Arhas & Isgunandar, 2024). The last is caring, which means that leaders must care and empathize with each of their subordinates and be confident that their subordinates will get through the crisis together (Sumadi Sumadi & Fitria, 2021). This will foster enthusiasm and improve employee performance (Onesti, 2023).

The key to the sustainability of an organization or company is a leader who can adapt to changes in the situation and is ready to make changes to keep the company at least able to survive (Putriningsih, Aslamiah, & Suriansyah, 2023). Leaders who are at the highest level are leaders who are not based on personal egos but focus on the good of the company and its employees, and strive for success with their competencies (Widiatedja, 2022). Work hard by not boasting about the successes achieved, and be ready to take responsibility if problems arise without blaming other parties. The characteristics of the supreme leader are leaders with humility combined with determination, prepared to solve every problem, and think of the next generation as a better successor than themselves (da Conceição et al., 2023).

Transformational leadership is one of the types of leadership that people believe to be leaders in the future because it has characteristics that motivate, inspire, influence their subordinates, and put aside personal interests, according to Robbins and Judge in (Anggarina, 2022) James MacGregor coined the term transformational leadership in 1978. This is a type of leadership style that is able to adapt to change by developing a strategy to adjust to the changes that occur, then applying the strategy that has been prepared as a guideline for his subordinates in completing work while still motivating and encouraging each subordinate's creativity and innovation so that they can develop.

Transformational leaders strive to make significant changes for the company they lead by using methods that are felt to be appropriate and appropriate so that they ultimately achieve change and success together (Sarmawa, 2019). This leadership changes the culture that is bureaucratic and rigid, and dares to take risks, but is not limited by rules and regulations (Suprapti, 2024). Prioritizing common interests rather than personal interests and appreciating employees' performance by giving rewards, so that they are motivated to improve and always finish their work well (Putra, Arjaya, & Wijaya, 2023).

Determining the right and best leadership style is not easy, and it is not certain that it is the best. It is the situation that is very decisive, what kind of leadership style is right to apply. The main priority that leaders must do in the post-pandemic period is to quickly adapt to changes by preparing a new strategy that is flexible to every change, so that even during emergencies, the company can survive. It can be

concluded that the leadership style cannot be a patent framework because the leader must adapt to the situation and conditions.

Center for Management and Organization Effectiveness (CMOE) in (Kurniawan, 2022) mentions that the leadership style reflects a leader's overall quality and loyalty to the company. The pandemic has changed how we work and do activities; it is not enough to have only quality human resources; companies must have competent, wise leaders and uphold morals. This can be seen from how the leader can build relationships with his subordinates and hold hands with them to go through difficult times together (Sudigdo & Ishmael, 2011).

The company's progress depends not only on qualified leaders but also on the performance that employees have achieved. This means that to achieve the company's goals and targets, what is needed is quality human resources, both leaders and employees (S Sumadi, 2020). One employee's performance influences the performance of one group or team, which in turn also affects the final results achieved by the company. The importance of employee performance is a priority for every leader, so it requires a strategy to bring out the performance of their employees (Tim HR Hadirr, 2023).

Many companies have been affected by the COVID-19 pandemic, so they have to make decisions to lay off, cut wages, or salaries to minimize losses (Anugrah & Priyambodo, 2021; Ave, 2024). Government policies also affect workers, which makes them more saturated and depressed, because not a few have been able to adapt to every policy change, and this causes employee performance to decline (Stephanie Angelina, Tommy Y. S. Suyasa Dr., M.Si., & Jessica Chandhika M.Psi, 2022).

Research results (Khotijah, Dwi Nugroho, & Darmawati, 2022) It is stated that transformational leadership affects employee performance during the COVID-19 pandemic. From the results of the research, it is hoped that in the future, leaders will continue to apply a transformational leadership style by motivating each employee to excel, participating in self-development, giving appreciation, providing opportunities for employees to solve the problems faced, and providing opportunities for employees to convey brilliant ideas (Achmad, Handaru, & Wolor, 2023).

Research results (Yuliani & Mansur, 2022) He mentioned that training positively impacted employee performance during the COVID-19 pandemic. The training is carried out to improve abilities, add information and skills, and develop a mindset so that productivity and profitability can still be achieved. The COVID-19 pandemic demands a change in attitude and new needs for consumers, so it is very necessary to pay attention so that company activities can run smoothly (Wijonarko, Aribowo, Winarto, & Ramadoni, 2020).

After the COVID-19 pandemic in 2023, growth in all components of the Bank's company has increased significantly, and this is due to the community's economic conditions, which are slowly improving. PT Bank Rakyat Indonesia (Persero) Tbk, in accordance with the Banking Law No. 2 of 1992, is a banking services company that continues to grow and is committed to improving customer satisfaction. As one of the largest government-owned banks in Indonesia, BRI serves the community by collecting funds and redistributing them in the form of

credit, as well as providing various BRI savings products such as BritAma, BritAma Bisnis, BritAma Plan, Simpedes, BRI Junio, BRI Rupiah Giro, and Hajj Savings, as well as transfer and receipt services for deposits or tax deposits.

At PT. Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office markets its credit products and focuses on the PHS program to become a form of BRI's appreciation and appreciation to its beloved customers, especially Simpedes customers. In addition, BRI Tabanan also offers full loans at PT Bank Rakyat Indonesia (Persero) Tbk Tabanan Office, including commercial loans. Commercial credit is a type of credit given to legal debtors, and commercial credit is also a very important credit in the bank's fund turnover. PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office should have a high morale for employees in improving performance to carry out the duties and responsibilities given by the Leadership.

This can be seen based on the results of PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office related to the results of credit distribution achievements, as evidenced by the first period of 2024 as of March the funds that have been successfully collected from 16 BRI BO Tabanan work units reached IDR 1.7 trillion, while for micro loans that have been distributed in the same period reached IDR 1.9 trillion. Meanwhile, he explained that the microloans distributed in Tabanan are dominated, with around 60 percent absorbed by the trade business sector in the market and kiosks. While the rest of the 40 percent is channeled to the livestock, agriculture, and plantation sectors.(Bali Post, 2024)

This research took the object of research at PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office located on Jl. Dr. Ir. Soekarno No.8, Delod Peken, Tabanan District, Tabanan Regency, Bali Tabanan, Bali. The researcher wants to find out how the leadership style is carried out by leaders at PT Bank Rakyat Indonesia (Persero) Tbk Tabanan Branch Office in an effort not only to survive during the COVID-19 pandemic crisis, but also to be able to achieve large profits after the COVID-19 pandemic.

The study results stated that with the COVID-19 pandemic, the performance of Pt. Bank Sahabat Sampoerna employees is increasing. Research results (Achmad & dkk, 2023) (Herlambang & Suwandana, 2020) mentioned that transformational leadership positively influences employee performance at Bank BRI Purworejo.

This research introduces a novel perspective by examining the specific impact of transformational leadership strategies on employee performance in the post-pandemic context, particularly within the banking sector. While existing studies have explored transformational leadership broadly, few have addressed its direct effects on employee performance during and after global crises like COVID-19. The novelty of this study lies in its application to the unique challenges faced by the banking industry during the pandemic, with a focus on adapting leadership strategies to rapidly changing environments. Additionally, this study contributes to the literature by providing empirical evidence on how motivational, inspirational, and innovative leadership approaches can foster long-term employee performance improvements in crisis recovery phases, offering new insights into leadership in the post-crisis era.

Based on the background of the research that has been described, this study formulates the following problems: first, how to implement transformational leadership strategies to improve employee performance; Second, what are the inhibiting factors in the role of the leader's transformational leadership strategy to improve employee performance.

This research aims to determine leaders' transformational leadership strategies for improving employee performance and identify inhibiting factors in the implementation of transformational leadership strategies that can affect efforts to improve employee performance.

This research is expected to make a theoretical and practical contribution. From a theoretical perspective, this research is expected to complement theories in the field of human resources, especially related to leadership styles, and become a reference for similar research. From a practical point of view, this research is useful for researchers to hone critical analysis skills on leadership styles. This research can be an information and reference material for company leaders to understand the uniqueness of leadership styles that can be applied. For the public, especially business people, the results of this research are expected to be a reference in choosing an effective leadership style to improve employee performance.

RESEARCH METHODS

The research design used in this study is descriptive research with a qualitative approach. Based on the objectives stated, this study is descriptive research that aims to find out the transformational leadership strategy of PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office after the COVID-19 pandemic in an effort to improve employee performance.

This research uses a qualitative method to find and understand what will be researched. The qualitative approach is believed to be able to direct the search for new concepts through the interpretation of the process and meaning of the research, which can then be used to build predictions and provide explanatory information on what is being researched.

This research was conducted at PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office on Jl. Gunung Semeru No.1, Delod Peken, Tabanan District, Tabanan Regency, Bali Tabanan, Bali, Indonesia 82121. Bank Rakyat Indonesia (Persero) Tbk Tabanan Branch Office was chosen as the research location with consideration because Bank Rakyat Indonesia (Persero) Tbk Tabanan Branch Office is one of the BRI Banks in the Bali Branch that was able to survive when the covid 19 pandemic hit Indonesia and became the BRI Bank in the Province of Bali with the highest credit distribution.

RESULTS AND DISCUSSION

Data Reduction and Key Findings

Data Reduction Process

The data reduction process in this study aims to filter and compile relevant information to answer research questions related to the influence of transformational leadership on employee performance at PT Bank Rakyat Indonesia

Kediri Tabanan Branch Office. Data from interviews, observations, and company documents is collected. Then, the first step in reduction is to identify and select data based on its relevance to the research topic. Information that is not supportive or unrelated to key aspects such as leadership style, motivation, and employee performance will be removed. This allowed researchers to focus on data that clarifies the relationship between transformational leadership and employee outcomes.

Furthermore, once the relevant data is selected, the analysis process continues with the coding and grouping the information into specific categories. The data found during interviews with BRI Tabanan employees and leaders were then grouped into thematic categories, such as the influence of leadership on motivation and its impact on performance. This process ensures that the information gathered can be thoroughly understood and carefully analyzed, leading to more detailed findings supporting answers to research problems.

Identify Key Themes

After reducing the data, the next step is to identify the main themes that emerge from the filtered data. These themes form the core of further analysis and give direction to the discussion of research results. This study's main themes identified include transformational leadership, employee motivation, performance, collaboration, and teamwork. The transformational leadership shown by the leaders of PT Bank Rakyat Indonesia in Tabanan has proven to significantly influence the motivation level of employees, which in turn directly affects their performance.

It is important to note that the themes of motivation and collaboration emerge as separate factors and are closely interconnected. High motivation, resulting from a leadership approach that inspires and cares for employees, increases their confidence and commitment. This makes it easier to create better collaboration between team members, improving the overall work output. The identification of these themes provides a clear framework for further analyzing the data and assessing how much leadership style influences performance.

Theme-Based Data Analysis

Transformational Leadership

Transformational leadership is a leadership style that focuses on motivating and developing employees personally to achieve greater common goals. In this study, transformational leadership was proven to significantly influence employee performance at PT Bank Rakyat Indonesia, Kediri Tabanan Branch Office. Leaders who use this approach can set a positive example and inspire their subordinates to reach their full potential. In addition, transformational leaders are also known to be able to provide a clear vision and create a work climate that supports creativity and innovation, which are key factors in improving productivity and performance.

Research results show that leadership that prioritizes values such as trust, open communication, and attention to employees' individual needs will encourage them to work harder and be more dedicated. Leaders who are supportive and provide space for employee development improve individual performance and form

a productive work atmosphere. This leadership approach increases employee commitment to their work, directly contributing to higher performance outcomes.

Employee Performance

Motivation is an important factor that affects employee performance in an organization, including at PT Bank Rakyat Indonesia. In the context of this study, motivation built through transformational leadership proved to be a key driver of better performance. Leaders who recognize employees' hard work and reward their contributions often increase a sense of pride and motivation to work better. Employees who feel valued and cared for will feel more motivated to give their best, which will directly affect their performance.

The intrinsic motivation provided by transformational leaders increases not only employees' morale but also their job satisfaction. Motivated employees are more committed to achieving organizational goals and are more productive. This shows a strong relationship between motivation stemming from leadership styles and individual performance improvements, which provide positive outcomes for the organization.

Discussion

Identity Description of the Informant

This study has five informants, including one of the key informants, who is the head of the branch. Nine employees became informant companions. The researcher conducted in-depth interviews to clarify and strengthen the data obtained in the field. All informants were selected based on the purposive sampling technique because this technique includes selected people based on the researcher's criteria and research objectives. The criteria of the selected informants are based on the conditions determined by the researcher to be considered, according to their relationship with this research.

The interview schedule for key informants and supporting informants is in the table below:

Table 1. Interview Schedule

| No. | Informant Position | Date | Interview Venue |
|-----|---|-----------|---|
| 1 | Branch Head of PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office | 11-Nov-24 | Office of PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office |
| 2 | Customer Service (CS) PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office | 9-Nov-24 | Office of PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office |
| 3 | Customer Service (CS) PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office | 9-Nov-24 | Office of PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office |

| | | | |
|---|---|-----------|---|
| 4 | Teller of PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office | 9-Nov-24 | Office of PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office |
| 5 | Loan Officer (Credit Officer) PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office | 11-Nov-24 | Office of PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office |

1. Branch Head of PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office

In the interview process, there are situations where the informant chooses not to reveal their whole identity. These decisions are often made to protect their privacy, maintain privacy, or avoid potential negative impacts on themselves. The informant still provides relevant information, but his identity is only mentioned. Although the whole identity is not specified, information regarding the general characteristics of the informant can still be provided to support the validity of the data.

In this study, researchers conducted interviews on November 11, 2024. When the researcher applied for permission to conduct an interview, the informant showed a very friendly and kind attitude. The researchers arrived on Thursday as scheduled, and the meeting began with a casual conversation about the informant's busyness.

The atmosphere felt warm during the interview because the informant occasionally slipped in humor that diluted the atmosphere. This attitude makes the interview process run smoothly and comfortably. In addition, informants do not hesitate to give valuable advice to researchers. On the sidelines of the discussion, the informant motivated and encouraged the researcher to immediately complete this research as well as possible. The support provided reflects the informant's attention to the seriousness and success of the research.

2. Customer Service (CS) PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office

The second informant is a Customer Service (CS) of PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office, who chose not to be named to maintain privacy and comfort. Nevertheless, he provides invaluable information based on his experience on the job. Its perspective provides an in-depth picture of the dynamics in its environment, adding to the data's accuracy and diversity. The choice to remain anonymous does not affect the validity of the information presented, but rather demonstrates the importance of respecting the rights of individuals in research or discussion (Daniyanti, Maduratna, & Firdaus, 2023).

The information provided includes how transformational leadership affects motivation, productivity, and work atmosphere, providing an in-depth picture of the relationship between this leadership style and individual and team performance achievements.

3. Customer Service (CS) PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office

The third informant is a customer service representative who is not willing to reveal his identity. He is an employee at PT Bank Rakyat Indonesia (Persero) Tbk, Kediri Branch Office, Tabanan. In this interview, the discussion focuses on his views and experiences regarding implementing transformational leadership in his workplace and its impact on employee performance.

The information provided includes how transformational leadership affects motivation, productivity, and work atmosphere, thus providing an in-depth picture of the relationship between this leadership style and individual and team performance achievement

4. Teller of PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office

The fourth informant is a teller at PT Bank Rakyat Indonesia (Persero) Tbk, Kediri Branch Office, Tabanan, who chose not to reveal his identity. He is known to be friendly and objective when providing information during interviews. The discussion focused on the application of transformational leadership in the work environment and its impact on employee performance.

The information presented includes his perspective on how leadership style motivates, builds harmonious working relationships, and increases productivity, thus providing relevant insights regarding the influence of leadership on the achievement of organizational goals.

5. Loan Officer (Credit Officer) PT Bank Rakyat Indonesia (Persero) Tbk Kediri Tabanan Branch Office

The fifth informant is a Loan Officer (Credit Officer) at PT Bank Rakyat Indonesia (Persero) Tbk, Kediri Branch Office, Tabanan, who chose not to be identified. This interview was conducted on November 11, 2024, where he showed a friendly and cooperative attitude in providing information. The discussion took place in depth with a main focus on the application of transformational leadership in the work environment and its impact on employee performance.

In this interview, the fifth informant explains how transformational leadership can create a more inspiring and supportive work environment. He said this leadership style can increase work motivation, strengthen relationships between employees, and encourage the achievement of organizational targets. The information provided also includes first-hand experience of how leaders inspire positive change and significantly impact employee productivity and work efficiency. This provides important insights regarding the strategic role of transformational leadership in creating optimal performance

Analysis of Research Results

The researcher will describe the results of observations and research interviews in the field based on the title of this research, namely The Influence of Transformational Leadership on Employee Performance at PT Bank Rakyat Indonesia (Persero) Tbk, Kediri Branch Office, Tabanan.

The results of this research were obtained through a data collection technique in the form of interviews, which were carried out to obtain data naturally. The interview structure designed by the researcher is not rigid, so if the answers given by the informant are unclear, the researcher can ask additional questions. This aims

to deepen the information the informant conveys, allowing the researcher to conduct a more in-depth analysis. Application of Transformational Leadership to Employee Performance at PT Bank Rakyat Indonesia (Persero) Tbk, Kediri Branch Office, Tabanan.

According to Miles, Huberman, and Saldaña (2014), data reduction is an analysis process that filters and organizes data to simplify it but maintain its essential essence. This stage is done before the data is further visualized or interpreted. Data reduction helps researchers identify key patterns, themes, or conclusions.

1. Implementing Inspirational and Collaborative Leadership

The results of the interviews show that leaders have a strategic role in creating a positive work environment. Respondents mentioned that leaders showed discipline, responsibility, and professional work ethics as examples that employees could follow. This inspirational attitude encourages respect from employees, as seen in the statement,

"I feel respected because I also try to respect them and build good relationships."

According to Bass's (1990) transformational leadership theory, an effective leader motivates employees through example, inspiration, and appreciation for their hard work. This aligns with the statement that leaders often provide direction, encouragement, and appreciation for employee contributions.

2. Clear and Directional Communication

Based on interviews, effective communication is the foundation of team success. Leaders ensure that each employee gets a clear Direction to complete a task, as described:

"I always ensure employees get clear directions so they know the steps to take."

Clear communication creates a purposeful work structure and minimizes misunderstandings. Robbins' organizational communication theory (2001) asserts that clarity and consistency in communication help build trust and strengthen coordination within the team.

3. Building Employee Trust and Empowerment

Employees feel valued for being trusted to handle challenging tasks, which increases their confidence. This is manifested in the statement,

"Yes, they often give me the confidence to carry out challenging tasks, so I am more confident."

This concept relates to Deci & Ryan's (1985) theory of Self-Determination, which emphasizes that trust and autonomy in work motivate individuals to perform at their best.

4. Neatness and Thoroughness in Work

The results of the interviews also revealed that employees pay great attention to neatness and thoroughness. Respondents stated that they use organized systems

such as color coding, automated spreadsheets, and document rechecks to ensure quality work:

"Precision is one of my strengths at work. I always double-check every step, especially if the job involves numbers or technical details."

This habit is relevant to the theory of Total Quality Management (Deming, 1986), which emphasizes the importance of systematic work processes to maintain quality and efficiency.

5. Commitment to Targets and Time

Respondents show a high dedication to completing work on time. This is achieved through structured work planning, such as dividing large tasks into small steps and managing priorities:

"I always make sure the work is completed on time by dividing large tasks into small steps that can be done in stages."

This principle supports Covey's (1989) theory of time management, which states that effective time management increases productivity and goal achievement.

6. Teamwork and Harmony

Teamwork is the key to organizational success, as expressed in interviews:

"I am always open to listening to colleagues and providing input if needed."

Respondents also emphasized the importance of open communication and mutual support in creating a harmonious work environment. This supports Hackman's (1987) Teamwork theory, which states that a team's success depends on complementary interactions, shared goals, and open communication.

7. Motivation and Rewards

The provision of motivation and appreciation by the leadership is considered to affect the work spirit of employees significantly. Statements such as,

"The leadership often provides useful input and advice to help me develop my potential."

Demonstrate the importance of moral support and recognition of individual contributions. Herzberg's Motivational Theory (1959) asserts that intrinsic rewards, such as recognition and self-development opportunities, increase employee job satisfaction.

The Relationship of Transformational Leadership and Employee Performance

Based on the results of this study, it can be concluded that there is a very strong relationship between transformational leadership and employee performance improvement at PT Bank Rakyat Indonesia Kediri Tabanan Branch Office. Transformational leadership, which emphasizes an approach that inspires and directs employees to develop their best potential, has been proven to increase employee motivation.

Transformational leaders can create an environment full of support, pay attention to employees' individual needs, and set a clear vision, thus encouraging employees to work harder and more effectively. Previous research has also shown

that transformational leaders do not only focus on short-term tasks and results but rather on building long-term relationships based on trust and collaboration (Bass & Riggio, 2006).

Additionally, employees who feel valued and motivated by their leaders tend to perform better, which positively impacts achieving organizational goals. This feeling of being valued arises from leaders' attention to employee welfare and the provision of constructive feedback. Transformational leaders encourage employees to achieve predetermined targets and develop and overcome challenges more proactively (Sadeghi & Pihie, 2012).

Intrinsically motivated employees, i.e., those who feel satisfied doing their work, are more enthusiastic about contributing to the maximum. This, in turn, leads to increased productivity and higher quality of work, which plays a huge role in the organization's overall success. This improved performance is also influenced by a work environment conducive to creativity and innovation, which is often created through leaders who provide freedom and reward for new ideas.

Leaders who support employees' professional development by providing training and opportunities for growth within the organization will strengthen employees' bonds with the company and improve team performance collectively. Leaders who not only focus on individual outcomes but also encourage the achievement of shared goals can also achieve better collaboration between employees and a more solid team (Northouse, 2018).

Thus, transformational leadership's positive influence on employee performance is not only temporary but also sustainable in the long term.

Relationship with Hypothesis

These findings support the research hypothesis that transformational leadership positively influences employee performance. This research shows that an effective leadership style can improve employee motivation, commitment, and organizational performance, as applied by transformational leaders. This leadership style focuses on individual development and capacity building to help employees reach their best potential.

In this context, transformational leaders not only provide clear direction and inspirational goals but also create a work environment that supports employees' personal growth, which in turn impacts their productivity and overall performance (Bass & Riggio, 2006). This link between transformational leadership and employee performance is also reinforced by motivational theory, which states that inspiring and directing leadership can increase employees' sense of engagement and job satisfaction, which is critical to improving performance.

Research by Judge and Piccolo (2004) reveals that leaders who adopt a transformational style tend to obtain better results regarding increased employee productivity than other leadership styles. Transformational leaders motivate employees to achieve short-term goals, develop new skills, and innovate, encouraging them to work harder and more effectively.

Furthermore, this research shows that transformational leaders can create better relationships between themselves and employees, which allows for a higher level of trust and commitment from employees to the organization. When

employees feel valued, empowered, and encouraged to thrive by their leaders, they are more likely to contribute to their work.

This proves that transformational leadership styles significantly impact employee performance in the long term (Northouse, 2018). These findings also show that organizations with transformational leaders tend to experience an increase in goal achievement, both individually and as a team, which will certainly contribute to the organization's success and competitiveness in the market.

CONCLUSIONS

Based on the research results at PT Bank Rakyat Indonesia Kediri Tabanan Branch Office, transformational leadership has significantly influenced employee performance by inspiring and motivating them to excel. This leadership style fosters motivation through appreciation and recognition, enhancing pride, loyalty, and performance. It also promotes optimal collaboration and teamwork by addressing individual needs and creating an environment that supports creativity and innovation. Open communication and trust strengthen employee commitment, leading to a supportive and goal-oriented workplace. To build on these findings, PT BRI Kediri Tabanan should focus on enhancing leadership training to equip leaders with the skills necessary for effective transformational leadership. Improving team communication and between superiors and subordinates will further foster collaboration and resolve issues efficiently, boosting employee morale. Regular recognition and rewards for individual and team achievements can sustain motivation and loyalty. Additionally, creating a more innovative work environment, where employees have space to develop new ideas, will drive competitiveness and productivity. Finally, understanding and addressing employees' personal needs will strengthen relationships and deepen their commitment to the organization.

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