



The Impact of Transformational Leadership Style and Employee Development on Performance Effectiveness

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Abstract :

The purpose of this research is to analyze factors influencing employee performance. The factors include identifying the impact of transformational leadership style and employee development on performance effectiveness. This research employed a quantitative method with regression analysis. Data were collected through an online questionnaire distributed to employees. The research population consisted of 89 employees, and the sample was saturated (census). Data were analyzed using IBM SPSS version 26 and tested for validity, reliability, classical assumptions, multiple linear regression, and coefficient of determination. The results indicate that both transformational leadership style and employee development, both partially and simultaneously, have a positive and significant effect on employee performance effectiveness. The better the transformational leadership style and employee development, the more effective the employee performance.

INTRODUCTION

In today's rapidly evolving global marketplace, organizational success largely depends on the effectiveness of its employees. Employee performance is a critical indicator of organizational achievement and sustainability. Studies have shown that organizations that invest in effective leadership and employee development strategies tend to outperform others in achieving their goals (Ali, 2023; Azinga et al., 2023). Transformational leadership has emerged as a powerful tool for motivating employees, while employee development programs have proven essential for improving workforce capabilities (Bakker et al., 2022; Helalat et al., 2024). This research seeks to explore the impact of these two factors on employee performance effectiveness. As organizations strive to adapt to technological advancements and market changes, understanding how transformational leadership and employee development influence performance is vital for achieving long-term success (da Silva et al., 2022; Stone et al., 2024). Thus, this research is important to both scholars and practitioners aiming to enhance organizational performance in a competitive environment.

Theories utilized in this study include Transformational Leadership Theory and Human Capital Theory. Transformational Leadership Theory, proposed by Bass (1990), focuses on leaders who inspire and motivate employees to exceed expectations. Transformational leaders create an environment that encourages trust, respect, and

collaboration, thereby fostering higher performance (Jiatong et al., 2022; Park et al., 2022). On the other hand, Human Capital Theory, developed by Becker (1993), emphasizes the importance of investing in employee development to enhance skills and competencies, which directly impacts performance (da Silva et al., 2022; Noe, 2024). These theories provide the foundation for analyzing how leadership styles and development programs contribute to employee performance effectiveness in a dynamic business environment.

The general problem addressed by this research is the challenge many organizations face in optimizing employee performance. Despite the growing recognition of transformational leadership and employee development as key drivers of performance, many companies struggle to implement these strategies effectively. In particular, organizations in the telecommunications sector, such as PT. Industri Telekomunikasi Indonesia (Persero) faces intense competition and rapidly evolving technological demands, making it crucial to understand how leadership and employee development interact to influence performance. Without a clear understanding of these relationships, organizations may miss opportunities to enhance workforce productivity and overall organizational success.

Previous research has highlighted the significant role of transformational leadership in enhancing employee performance. Leaders who exhibit transformational behaviors, such as vision, motivation, and empathy, tend to foster a more engaged and productive workforce (Nasir et al., 2022; Qalati et al., 2022). However, while much has been written about the effects of leadership on performance, less attention has been paid to how leadership and employee development interact to influence performance. Although studies have separately examined leadership styles or development practices, there is a lack of research that integrates both factors to provide a comprehensive understanding of how they jointly impact employee effectiveness.

Additionally, existing literature often overlooks the specific context of the telecommunications industry. While some studies have examined the effects of leadership and development in other sectors, few have focused on the telecommunications sector, where the demands of rapid technological change and competition are particularly pronounced (Khaskhelly, 2023; Meiryani et al., 2022). This gap in the literature underscores the need for research exploring the role of transformational leadership and employee development in enhancing employee performance in the telecommunications industry. This study aims to fill this gap by examining the combined effects of these two factors in the context of PT. Industri Telekomunikasi Indonesia (Persero).

The novelty of this research lies in its comprehensive approach to examining both transformational leadership and employee development in relation to employee performance. While previous studies have focused on one or the other, this research offers a unique contribution by investigating how these factors interact and influence performance. By focusing on the telecommunications industry, the study provides new insights into the challenges and opportunities faced by organizations in this rapidly evolving sector. The findings will offer practical recommendations for improving employee performance and provide a more nuanced understanding of how leadership and development programs can be leveraged to achieve organizational success.

The primary research problem this study addresses is: How do transformational leadership style and employee development influence employee performance

effectiveness at PT. Industri Telekomunikasi Indonesia (Persero)? This research hypothesizes that both transformational leadership and employee development positively affect employee performance. The argument is that organizations can improve performance by fostering transformational leadership practices and investing in employee development programs. The contribution of this research lies in providing empirical evidence on the combined effects of these factors, offering valuable insights for organizations in the telecommunications industry to enhance their human resource strategies and achieve better organizational outcomes.

RESEARCH METHODS

This research employed a quantitative method with regression analysis to explore the correlation between variables (Barroga et al., 2023; Bieńkowska & Sikorski, 2024; “Conducting Quantitative Research Study: A Step-by-Step Process,” 2023). In this research, the authors used primary data, namely information obtained directly from each respondent, as evidenced by the answers to the distributed questionnaire. The sampling method used in this study was a census. The sample consisted of all 89 production employees at PT. Industri Telekomunikasi Indonesia (Persero).

There are two variables in this study: the independent variable and the dependent variable. a) Independent Variable: The independent variable is transformational leadership style (X1) and employee development (X2). B) Dependent Variable: The dependent variable is employee performance effectiveness (Y). After all data was collected, it was analyzed using SPSS 26 for Windows software. Several testing methods were used, including validity, reliability, classical assumptions, multiple linear regression analysis, and the coefficient of determination test.

This study was limited to 89 production employees at PT. Industri Telekomunikasi Indonesia (Persero) and excluded employees from other divisions, who may have different perceptions of leadership styles and employee development. The study also received approval from the company's research ethics committee, and all respondents provided written consent to participate. Respondent confidentiality and anonymity were strictly maintained throughout the research process.

RESULTS AND DISCUSSION

Results

Validity and Reliability Testing

Validity testing was conducted by comparing the calculated r-value with the table r-value, where the degrees of freedom (df) were calculated using the $n-2$ formula at a significance level of 0.05. If the Pearson Correlation value obtained is greater than the table r-value, then the questionnaire item is declared valid and suitable for use in research.

Table 1. Validity and Reliability Testing

Variable	Pearson Correlation	R-table ($\alpha = 5\%$)	Result
Employee Performance Effectiveness	.753	.279	Valid
Transformational Leadership Style	.801	.279	Valid
Employee Development	.782	.279	Valid

Source: Data Processed by SPSS, 2025

Table 1 presents the results of the validity and reliability testing, where the Pearson correlation scores for all variables—employee performance effectiveness (0.753), transformational leadership style (0.801), and employee development (0.782)—are greater than the R-table value of 0.279. This indicates that the variables are valid, and the corresponding questions used to measure them are appropriate for the study. Furthermore, a variable is considered reliable if its Cronbach's Alpha score exceeds 0.6. A Cronbach's Alpha score below 0.6 indicates poor reliability, a score above 0.7 is considered good, and a score above 0.8 is considered excellent. Therefore, based on the Pearson correlation results, all variables in the study are valid and suitable for further analysis.

Table 2. Reliability Test

Variable	Cronbach's Alpha	N of Items	Result
Employee Performance Effectiveness	.858	5	Reliabel
Transformational Leadership Style	.895	5	Reliabel
Employee Development	.753	5	Reliabel

Source: Data Processed by SPSS, 2025

Table 2 shows that the Cronbach's Alpha scores for employee performance effectiveness are 0.858, transformational leadership style is 0.895, and employee development is 0.753. This study can be concluded as acceptable and reliable.

Normality Test

This test uses the One-Sample Kolmogorov-Smirnov test. If the Asymp Sig (2-tailed) score is > 0.05, the data is considered to be normally distributed. However, if the Asymp Sig (2-tailed) score is < 0.05, the data is not normally distributed.

Table 3. Normality Test

Unstandardized Residual		
N	89	
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.69290871
Most Extreme Differences	Absolute	.065
	Positive	.060
	Negatif	-.065
Kolmogorov-Smirnov Z	.657	
Asymp. Sig. (2-tailed)	.271	
Test distribution is Normal		
Calculated from data.		

Source: Data Processed by SPSS, 2025

Table 3 presents the results of a normality test for the unstandardized residuals, where the Kolmogorov-Smirnov Z statistic is 0.657 with a 2-tailed significance value of 0.271. Since the 2-tailed significance value (0.271) is greater than the threshold of 0.05, it indicates that the residuals follow a normal distribution. Therefore, the assumption of normality is met, and the data can be considered suitable for further analysis. The mean of the residuals is 0.000, with a standard deviation of 1.6929, and the most extreme differences in the data were found to be 0.065 (absolute), 0.060 (positive), and -0.065 (negative), all of which support the conclusion of normality.

Multicollinearity Test

In the regression equation, multicollinearity is not found if the VIF is <10 and the Tolerance is >0.10.

Table 4. Multicollinearity Test

Model	Tolerance	VIF
(Constant)		
Transformational Leadership Style	0.879	2.497
Employee Development	0.852	1.351

a. Dependent Variable: Employee Performance Effectiveness

Source: Data Processed by SPSS, 2025

Table 4 shows that the overall value of the independent variables in this study is >0.10 (tolerance >0.10), while the VIF value is less than 10 (VIF <10), so it can be concluded that multicollinearity symptoms were not found among the independent variables.

Heteroscedasticity Test

This study used the Glejser test, where the significance score is less than 5% (0.05), so heteroscedasticity was not found.

Table 5. Heteroscedasticity Test

Model	T	Sig.
(Constant)	0.134	0.587
Transformational Leadership Style	0.546	0.461
Employee Development	0.402	0.319

a. Dependent Variable: Employee Performance Effectiveness

Source: Data Processed by SPSS, 2025

Table 5 presents the results of the heteroscedasticity test for the model, with the coefficients for the independent variables—Transformational Leadership Style and Employee Development—having significance values of 0.461 and 0.319, respectively, both of which are greater than the 0.05 threshold. The constant term also has a significance value of 0.587, which is above 0.05. These results indicate that there is no evidence of heteroscedasticity in the model, meaning that the variance of the residuals is constant across all levels of the independent variables. Therefore, the assumption of homoscedasticity is met, and the model's results can be considered reliable.

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression

Model	Beta	T	Sig.
Transformational Leadership Style	0.487	1.497	0.002
Employee Development	0.205	1.823	0.005

a. Dependent Variable: Employee Performance Effectiveness

Source: Data Processed by SPSS, 2025

Table 6 shows the value (β) = 0.487 for transformational leadership style and the score (β) = 0.205 for employee development, then an equation is formed, namely:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 0,487X_1 + 0,205X_2$$

Description:

1. The transformational leadership style coefficient (X1) is positive, at 0.487. This means that a better transformational leadership style will lead to increased employee performance effectiveness at PT. Industri Telekomunikasi Indonesia (Persero).
2. The employee development coefficient (X2) is positive, at 0.205. This means that improvements in employee development will be accompanied by increased employee performance effectiveness at PT. Industri Telekomunikasi Indonesia (Persero).

Simultaneous Test (F Test)

If the significance value is <0.05 , H_0 is rejected, indicating that the independent and dependent variables have a significant effect. If the significance value is >0.05 , H_0 is accepted, indicating that the independent and dependent variables have no effect.

Table 7. Simultaneous Test (F Test)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	810.652	2	402.311	27.925	0,001 ^b
Residual	83.756	87	34.415		
Total	894.408	89			

a. Dependent Variable: Employee Performance Effectiveness

b. Predictors: (Constant), Transformational Leadership Style, Employee Development

Source: Data Processed by SPSS, 2025

Table 7 presents the results of the simultaneous (F) test, where the F-count value is 27.925, which is significantly higher than the F-table value of 3.099. The significance value of 0.000 is also less than the 0.05 threshold. These results indicate that both the transformational leadership style (X1) and employee development (X2) have a simultaneous and statistically significant impact on employee performance effectiveness (Y). The regression model explains a significant portion of the variation in employee performance effectiveness, supporting the hypothesis that these two independent variables collectively influence the dependent variable.

Partial Test (t-Test)

Referring to Table 6, transformational leadership style (X1) has a significance value of 0.002 <0.05 , indicating that H_1 is accepted and H_0 is rejected. Therefore, the performance effectiveness of PT. Industri Telekomunikasi Indonesia (Persero) employees is influenced by transformational leadership style.

Employee development (X2) has a significance value of 0.005 <0.05 . Hypothesis H_2 is accepted and H_0 is rejected, indicating that H_2 is accepted and H_0 is rejected. Therefore, employee development influences the performance effectiveness of PT. Industri Telekomunikasi Indonesia (Persero) employees.

Coefficient of Determination Test

This test is expected to produce an r-squared score greater than 0.5, as a good value is between 0 and 1.

Table 8. Coefficient of Determination Test (R²)

Model	R	R Square	Adjusted R Square
1	0.817	0.739	0.716

^aPredictors: (Constant), Transformational Leadership Style, Employee Development

Source: Data Processed by SPSS, 2025

Based on table 8, the adjusted r square value is 0.716, indicating that the independent variable (transformational leadership style, employee development) influences the dependent variable (performance effectiveness of PT. Industri Telekomunikasi Indonesia /Persero employees) by 71.6% and the remaining 28.4% was not studied by the researcher in the research.

Discussion

The Influence of Transformational Leadership Style on Employee Performance Effectiveness

Based on the analysis, a transformational leadership style has a significant positive influence on employee performance. This demonstrates that employee performance can improve when a leader effectively implements a transformational leadership model (Garad et al., 2022; Qalati et al., 2022). A leadership style that aligns with employees' expectations can foster a sense of comfort at work, which can improve employee performance and encourage continued productivity (Hassnain, 2022; Meirinhos et al., 2023). The transformational leadership style demonstrated by the leadership at PT. Industri Telekomunikasi Indonesia (Persero) is considered effective, thus improving employee productivity. PT. Industri Telekomunikasi Indonesia (Persero) employees have carried out all their work and responsibilities within their areas of competence. If employees are not involved, they may feel unneeded in the company, which results in decreased performance and work morale and ultimately impacts employee productivity. Employee performance effectiveness will improve if a good leadership style is implemented. This aligns with research by Deddy (2022), Dias et al. (2022), and Erkutlu (2008), indicating significant and positive implications of transformational leadership for employee performance. This leadership style is a determinant of employee performance effectiveness.

Transformational leadership fosters an environment where employees feel valued and empowered to contribute to the organization's goals. By inspiring and motivating employees through a shared vision, leaders can enhance employees' intrinsic motivation, creativity, and job satisfaction. This leadership approach encourages open communication, trust, and collaboration, which are essential for problem-solving and innovation within the workplace. When employees feel supported and are given the autonomy to make decisions, their commitment to the organization increases, leading to better overall performance. Therefore, organizations that embrace transformational leadership can expect not only improved individual performance but also a positive organizational culture that drives long-term success.

The Impact of Employee Development on Employee Performance Effectiveness

Research shows that employee development has a significant impact on employee performance. This indicates that the better the employee development, the

greater the likelihood of increased employee performance effectiveness (Abbasi et al., 2022; Ng et al., 2024). Employee development arises from a conducive work environment, a positive work culture, and the leadership style implemented within the organization. These conditions require continued company attention to ensure employee development can be maintained and even enhanced through the implementation of effective work systems.

Encouraging employee development from management also plays a crucial role in boosting employee morale (Retnowati & Darmawan, 2023; Zhao et al., 2023). The attention managers provide through organizational policies and initiatives can help maintain employee enthusiasm in carrying out their duties. Therefore, leaders in an organization need to understand employees' needs and expectations as a factor that can motivate them to work. Essentially, a person performs work because needs must be met, both material and non-material, related to physical and psychological needs.

Employees also tend to feel that their performance effectiveness will increase if employee development in the company is commensurate with the effort they have expended (Al-kharabsheh et al., 2022; Tumi et al., 2022). This condition will encourage greater work enthusiasm, leading employees to strive to improve their performance effectiveness. The results of this study support those of previous studies conducted by Andayani et al. (2022), Atiku et al. (2025), and Karunia et al. (2023), which showed that work development has a positive and significant effect on employee performance.

This research provides a deeper understanding of how transformational leadership styles and employee development interact to influence employee performance effectiveness. The results reinforce the theory that continuous employee development, supported by inspirational leadership, can improve individual performance within an organization. This research also contributes to the existing literature by identifying a positive relationship between employee development and performance and by demonstrating the importance of a deep, values-based leadership approach to fostering a supportive work environment for employee growth.

The findings of this research provide insights for company management to focus more on employee development through appropriate policies and programs. Managers need to understand employees' needs and create a supportive work environment where employees feel supported in their development. This allows companies to design appropriate development policies and strategies that not only improve individual performance but also boost overall morale and motivation. This research also guides companies to prioritize implementing effective work systems that create opportunities for employees to develop and perform at their best.

CONCLUSION

Based on the research results and discussion, it can be concluded that transformational leadership and Employee Development have a positive and significant influence on employee performance effectiveness at PT. Industri Telekomunikasi Indonesia (Persero). Implementing a transformational leadership style can encourage employees to improve their work performance continuously. Employees who perceive good Employee Development tend to demonstrate higher levels of employee performance effectiveness.

The analysis also shows that transformational leadership and employee development variables explain employee performance, with an adjusted R-square of

71.6%. The remaining 28.4% is influenced by other variables not examined in this study. The findings of this study are expected to contribute to the development of science, particularly in the field of human resource management. Furthermore, the results of this study can also serve as a consideration for PT's management. Industri Telekomunikasi Indonesia (Persero) to pay more attention to aspects of work comfort, well-being, and employee development to support increased employee performance effectiveness.

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