

The Effect Of Transformational Leadership Style And Effectiveness On The Performance Of 212 Mart Citra Garden Store Employees, Gowa District

Dicky Zulkarnain Rona Gah¹, Andi Fajariansyah²

STIM-LPI Makassar¹, Jl. Bung No.23, Tamalanrea Jaya Makassar City

STIM-LPI Makassar², Jl. Bung No.23, Tamalanrea Jaya Makassar City

ARTICLE INFO



ISSN: 2620-6196
Vol. 5 Issues 2 (2022)

ABSTRACT

This study aims to analyze the effect of transformational, effectiveness, and employee performance at 212 Citra Garden Mart, Gowa Regency. This research was conducted in 212 Citra Garden with a population and sample of all employees totaling 35 people. Data was collected through the distribution of questionnaires and documentation. Data were analyzed. Validity test. reliability. Classical assumption test. Multiple Linear Regression Analysis and Coefficient of Determination (R²) using the SPSS application. The results showed that partially transformational leadership style and effectiveness positively affected employee performance at Citra Garden Mart 212, Gowa Regency.

Article history:

Received – Maret 21, 2022

Revised – April 29, 2022

Accepted – Mei 21, 2022

Email Correspondence:

dickyzulkarnain@stim-lpi.ac.id

fajariansyah.wawan@gmail.com

Keywords:

*Transformational Leadership,
Effectiveness, Performance*

INTRODUCTION

With the increasing growth of retail in Indonesia, competition among retailers is getting tougher. This competition makes retail entrepreneurs create something new to attract every consumer to come shopping at their retail. attract consumers.

Minimarket 212 Mart is a type of minimarket business brand for the Sharia Cooperative 212 whose ownership is in the congregation, managed professionally and centrally to maintain good competitiveness in terms of prices, promotions, products, and distribution networks that aim to meet the daily needs of consumers. Sharia Cooperative 212 is shaped as a Cooperative and Small and Medium enterprise that runs one of its businesses by opening retail in the minimarket category. 003136/BH/M.UMKM.2/2017 issued by the Ministry of Cooperatives and MSMEs.

The basic foundation for the establishment of 212 Mart is to preserve the spirit of the 212 peaceful actions. In addition, the desire for Muslims to become important players regarding production assets that are dominated by other groups. And the most important thing is to carry out sharia principles in the midst of the Muslim economy. Cooperative Syariah 212 Mart itself is a minimarket brand that carries the concept of sharia. This minimarket has a characteristic by not selling items that are considered harams such as cigarettes, liquor, contraceptives, and others. In addition, the operation of 212 Mart is adjusted to prayer times, where they are closed for 15 minutes during prayer times.

The success of a retail company or other business in achieving its vision and mission has a great influence on its employees. It is undeniable that every company must be managed by capable people in order to get maximum results. In the process of service to consumers, 212 mart store certainly has a person in charge as a regulatory function. Both for consumers and for the internal party of the 212 mart store. In

this case, a capable leader is needed to supervise all employees, including having an intellectual, authoritative spirit (a transformational leader).

The term “transformational leadership” is not new; the term was coined by James MacGregor Burns in 1978 but has only become widely known in recent years. Transformational *leadership* is a leadership style that identifies the changes needed, develops a vision that paves the way for the changes to be made and implements the plans needed for those changes to occur. It's easy to see why this leadership style is important in today's changing world.

In a company or organization, it runs well if it is supported by quality human resources. To maximize the abilities of these members, we need encouragement and guidance from a leader who has the skills to guide and understand the wishes and aspirations of his members and is able to encourage the morale of his members to work more effectively.

As a leader, it is an obligation to be able to manage work and be able to relate to other people as well as possible to achieve the company's goals that have been set. A good relationship between a leader and his subordinates will provide success, this can be seen from the leadership style used by the leader. The essence of leadership lies in how far the level of cooperation between superiors and subordinates, is so that employees feel comfortable and can be motivated to increase morale and enthusiasm for work that can have a positive impact on the company.

The purpose of this study was to determine the effect of transformational leadership on employee performance at 212 Mart Citra Garden Store, Gowa Regency, and to determine the effect of work effectiveness on employee performance at 212 Mart Citra Garden Store, Gowa Regency.

METHODS

This research is a type of quantitative descriptive research with a simple correlation analysis approach and multiple linear regression to measure the relationship between variables. The selection of this method is based on the formulation of the problem, where researchers want to know the effect of Transformational Leadership Style and Effectiveness on employee performance. The research location is on Jalan Yusuf Beauty Citra Garden, Gowa Regency

In this study the author uses a quantitative research approach, with this method the researcher obtains useful information, and then it is processed and analyzed first to be used as a basis for decision making.

To obtain data related to the object of the research entitled: The Effect of Transformational Leadership Style and Effectiveness on employee performance at 212 Mart Citra Garden Store, Gowa Regency. Observations were made in accordance with the variables studied; Transformational Leadership (X1) and Effectiveness (X2) as independent or independent variables on employee performance (Y) as dependent or dependent variables. So the researchers used 2 data sources, namely primary data and secondary data. Data collection methods in this study were observation, interviews, questionnaires, and documentation.

Based on the objectives achieved in this research, the data were analyzed descriptively and quantitatively. The analytical method used is descriptive analysis, validity and reliability test, multiple linear regression analysis methods, and classical assumption test.

RESULTS AND DISCUSSION RESULTS

Multiple Linear Regression Analysis Results

Variabel	Koefisien Regresi	Styou Error	thitung	Sig.
X 1	0.294	0.058	5.078	0.000
X 2	0.238	0.132	1,804	0.081

Con ounces t an t a : 1.439

Koef i s i en De t er rice noodles (R2) - : 0.590

Mu lti p l e Core l a ti on _ (R) : 0.768 = 5%

Su m ber: Primary Data Processed , 2021

Based on the results of the analysis, the researcher interprets the following regression equation:

$$Y = 1.439 + 0.294X_1 + 0.238X_2 + 0.05$$

The regression equation shows the relationship between the independent variable and the dependent variable partially, from this equation the conclusions are: (1) The constant value is 1.439 meaning that if there is no change in the transformational leadership and effectiveness variables (X_1 and X_2 values are 0) then the employee performance at Toko 212 Mart Citra Garden, Gowa Regency, amounting to 1,439 units. (2) The regression coefficient value of transformational leadership is 0.294 meaning that if the transformational leadership variable (X_1) increases by 1% assuming the effectiveness variable (X_2) and constant (a) then the employee performance at 212 Mart Citra Garden Store is 0. This shows that Transformational leadership variables contribute positively to employee performance, so the better at leading a boss, the higher the employee performance. (3) The value of the effectiveness regression coefficient is 0.238, meaning that if the effectiveness variable (X_2) increases by 1% with the assumption of transformational leadership (X_1) and the constant (a) is 0 zero, then the employee performance at 212 Mart Citra Garden Store, Gowa Regency increases by 0.238. This shows that effectiveness contributes positively to employee performance. So that the better the effect of work done by both the leader to subordinates or vice versa employees to superiors, the higher the employee performance will be.

The Effect of Transformational Leadership Style on Employee Performance

Based on the statistical test results, it can be seen partially that the transformational leadership variable on employee performance has a positive and significant effect. This is seen from the transformational leadership approach through the results of a questionnaire test distributed to 35 respondents. According to Yuki (2010), the transformational leadership style is a type of leader who inspires his followers to put aside personal interests and has extraordinary influencing abilities. The main aspect of transformational leadership is the emphasis on development. There are also several guidelines for transformational leaders, namely: (1) State a clear and attractive vision and mission. (2) Explain how the vision can be trusted. (3) Act discreetly and optimistically. (4) Shows confidence in followers. (5) Using dramatic and symbolic actions to emphasize important values. (6) Leading by example. (7) Give authority to people to achieve the vision.

Transformational leadership according to Bass (1990), is that it is necessary to broaden the view of leadership and motivation. Bass questions the view that performance is a function of the availability of extrinsic rewards, which means that the higher the extrinsic value offered, the more willing people are to do it, even though the person is not interested. According to Bass, there are people who are willing to work hard to carry out difficult and challenging tasks, even without extrinsic rewards. This means that not everyone works hard because of extrinsic rewards, but because of leadership (Kusumawati, 2007). In addition, a good leadership style can create job satisfaction and encourage the performance of subordinates (As'ad, 2000). A person is encouraged to work or do activities because he hopes that it will lead to a better and more satisfying state than the previous state (As'ad, 2000). The urge to work better other than as a medium for fulfilling the needs of human life, is also a form of activity to get self-satisfaction.

Bass (1990) defines transformational leadership style as a way of increasing employee interest in the organization. Employees become motivated and become trust, admire, respect and obey their leaders. The increased effort of employees is due to having intrinsic work motivation that encourages them to work independently. The characteristics of an effective transformational leadership style are showing charismatic behavior, generating inspirational motivation, providing intellectual stimulation and treating

employees by paying attention to individuals. Transformational leadership is a leadership model that tends to motivate subordinates to work better and focuses on behavior to help transformation between individuals and organizations (Ambarwati, 2003).

Bass (1990) suggests that there are three ways a transformational leader motivates his employees, namely by: (1) Encouraging employees to be more aware of the importance of business results and perform better. (2) Encouraging employees to put the interests of the organization first. (3) Increasing the needs of higher employees such as self-esteem and self-actualization. Bernard M. Bass Again reinforces his statement as he wrote with Ronald E. Riggio (Bass and Riggion, 2006) that one of the roles of transformational leadership is in terms of building commitment and motivation.

Furthermore, based on the findings of a study by Tichy and Devanna (1986) in Yulk (1989) explaining the process that occurs when leaders carry out transformations in organizations, the meaning of leadership behavior that facilitates the process of change, which is accompanied by the nature, characteristics and skills of transformational leadership from a leader. Furthermore, the process is seen as a stage starting from recognizing the need for change, followed by creating a new vision and then implementing the change in the organization.

Effect of Effectiveness on Employee Performance

Effectiveness is a measure that gives an idea of how far the target can be achieved, both in terms of quality and time, the orientation is on the resulting output (Yamit, 1998: 14). Generally, effectiveness is often associated with efficiency in achieving company goals, goals or objectives that have been achieved in accordance with the plan can be said to be effective, but not necessarily efficient. Sedarmayanti (2001) said that effectiveness is a measure that gives an idea of how far the target can be achieved.

Effectiveness on performance is a measure that reflects how far the target can be achieved from a set of resources that are arranged to collect, process, and store data, then turn it into useful information and provide the required reports both in quality and in a shorter time. the users. The higher the activity, the better the individual performance.

Boon and Holmes (1991) in Kopczak (2007) state that trust is a condition in which a person does something with positive expectations. Trust It is necessary for users of motivated so that users feel the information can improve performance in carrying out organizational activities (companies). Information trust in evaluating performance is needed by management to ensure that the information system can be used to control the performance of subordinates (Goodhue, 1995 Jumaili (2005). Based on this definition, it can be concluded that trust and attitudes can improve performance.

According to Muhammad (2006) performance is a description of the level of achievement of the implementation of an activity in realizing the goals, objectives, mission, and vision of the organization contained in the strategic planning of an organization. The term performance is often used to refer to the achievement or level of success of individuals or groups of individuals. The definition of performance appraisal is also put forward by Schuler (1999) is a formal and structured system that measures, assesses and influences work-related attributes, behavior,s and outcomes, including attendance rate. The focus is on finding out how productive an employee is and whether he or she can cooperate or be more effective in the future so that employees, the organization, and society all benefit.

According to Juniarti (2003) managerial performance is represented by the ability of managers to make plans, achieve targets and carry out their work outside the company. Performance appraisal relates to the completion of the task of certain obligations, whether the achievement by the worker is successful or unsuccessful. This achievement also needs to be linked to the attitude of the workers during the assessment process. Performance in this assessment relates to the achievement of a series of tasks and obligations by the individual.

From this answer, it is known that the significance test of Transformational Leadership and Effectiveness has an effect on employee performance. To process the data is to use the help of the SPSS program. It was stated that the transformational leadership variable had a positive and significant effect on employee performance. It is assumed that transformational leadership is able to improve employee performance. With exposure to the partial test results, the transformational leadership variable has a value of $5.078 > 1.668$.

Furthermore, the results of the partial test show that there is also a significant effect between effectiveness on employee performance. The more structured effectiveness is applied, the higher the performance of employees. It is proven by the results of the t value calculated from the effectiveness of employee performance $1.804 > 1.668$.

CONCLUSION

Based on the results of the study, the following conclusions were drawn: (1) Transformational Leadership Style had a positive and significant effect on employee performance at 212 Citra Garden Mart, Gowa Regency, (2) Effectiveness positive and significant effect on employee performance at 212 Citra Garden Mart, Gowa Regency. In order to maintain and improve the performance of employees and female employees at 212 Citra Garden Mart, Gowa Regency. The following are some suggestions, among others: (1) Provide special training to managers at each head office and branch so that the leadership positions of each office are carried out by capable human resources. Because the credibility of the leader in every company has a big influence on his subordinates, including the ability of a leader to embrace and supervise each member well. (2) Managers must always be ready to hear the obstacles experienced by their subordinates and provide solutions to each of these obstacles. Thus coordination between leaders and subordinates is always well maintained

REFERENCE

- AA Anwar Prabu Mangkunegara. 2017. *Company Human Resource Management*, Bandung: Rosdakarya Youth.
- Augusty Ferdinand. 2006. *Management Research Methods*, Semarang: BP. UNDIP
- Bass, BM 1985. *Transformational: Industrial, military, and educational impact*. Mahwah, NJ: Erlbaum.
- Bass, Bernard M. (1985). *Leadership: Good, better, best. Organizational Dynamics*, Vol.13, pp. 59-80.
- Busto, Muhammad. 2018. *Human Resource Management Theories*. Jakarta: Prenada Media Group
- Edison, Emron. Yohny Anwar, Imas komariyah. (2017). *Human Resource Management* . Bandung: Alfabeta
- Erlangga, CY (2017). *The Influence of Leadership Style, Motivation and Work Discipline on Employee Performance* (Case Study of the Ombudsman of the Republic of Indonesia), VIII (September).
- Fahmi, Irham. 2016. *Human Resource Management: Theory and Applications*, Bandung: Alfabeta.
- Hussaini Usman. 2009. *Management, Theory, Practice, and Educational Research*, Jakarta: Bumi Aksara.
- The inspiration of Taufik Akbar. *The Influence of Work Motivation on the Effectiveness of Employees at PT. Handal Yesindo Sejahtera Surabaya. The Effect of Motivation To Work On The Effectiveness Of Employees at PT. Reliable Yesindo Prosperous Surabaya*.
- cashmere. (2017). *Human Resource Management Theory and Practice*. Depok: PT RajaGrafindo Persada.
- Kezia.K, Supit Adolfina, A., & Tawas, H. (2017). *Influence of Leadership Behavior, Morale, and Discipline*
- Kumala, HR & Agustina, T. 2018. *The Influence of Leadership Style on Employee Work Performance at the Regional Archives and Libraries Service of Bogor Regency*. Widia Cipta.
- Malliseng. (2015). *Leadership*. Yogyakarta: Depublish.
- Muhammad Busro. 2018. *Human Resource Management Theories*, Prenada Media.

- Mulyadi, D. (2015). *Organizational Behavior and Service Leadership* (D. Supriyadi & MN Afandi Eds.). Bandung: Alfabeta
- Ni, Lu. Bakti & Mersa, Mukti (2013). *The Effect of Motivation and Discipline on Employee Work Effectiveness (Study on employees of PT. PLN (Persero) East Java Distribution Service Area and Malang Network)*. Journal of Business Administration, 6(2).
- Pasolong, 2017, *Bureaucratic Leadership*, Bandung: Alfabeta.
- Priansa, Donni Juni, Rismi Somad. 2013. *Supervision Management and Principal Leadership*. Bandung : Alfabeta Publisher.
- Rishi, Yudhaningsih. (2011). *Increasing Work Effectiveness Through Commitment, Change, and Organizational Culture*. Journal of Humanities Development, 11(1), 40-50.
- Robbins (2016; 127). *Management* , translated by Bob Sabran, Wibi Hardani. Erlangga: Jakarta.
- Taryaman, E. 2016. *Human Resource Management* . Yogyakarta: CV Budi Utama.
- Yudhaningsih, Rishi. 2011. *Increasing Work Effectiveness Through Commitment, Change, and Organizational Culture*. Semarang State Polytechnic.
- Zainal, VR, Hadad, MD, & Ramly, M. (2017). *Leadership and Organizational Behavior* Jakarta: PT Rajagrafindo Persada