

RESEARCH

The Influence of Transformational Leadership on Sustainable Governance and Its Impact on Employee Performance at the Rappocini Subdistrict Office in Makassar

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Abstract

Effective public sector governance increasingly requires leadership approaches that can ensure sustainability, accountability, and long-term institutional performance. This study aims to examine the description of transformational leadership style, employee performance, and the influence of transformational leadership on employee performance at the Rappocini Subdistrict Office in Makassar City, while linking these findings to the perspective of sustainable governance. This study employs a quantitative approach with a descriptive research design. The population consisted of 51 employees, and a saturated sampling technique was applied. Data were collected through observation and questionnaires using a Likert scale and analyzed using descriptive statistics and simple linear regression with SPSS version 27. The results indicate that transformational leadership is categorized as very good (83.95%), and employee performance is also in the very good category (86.03%). The regression analysis shows a significant positive effect of transformational leadership on employee performance ($t = 3.120$; $p < 0.05$), with a coefficient of determination (R^2) of 0.166. These findings suggest that transformational leadership not only enhances employee performance but also contributes to the strengthening of sustainable governance practices, particularly through the promotion of accountability, organizational adaptability, and long-term institutional effectiveness. Although its contribution is moderate, transformational leadership serves as an important governance mechanism in fostering sustainable public sector performance.

Keywords: Transformational Leadership, Employee Performance, Leadership, Sustainable Governance, Makassar.

INTRODUCTION

In the era of globalization and rapid development of information technology, the role of human resources has become increasingly important and strategic in supporting the success of an organization, both in the private and public sectors (Beulen, 2010; Rajput et al., 2023). According to Khaeruman et al. (2021), human resources are not merely executors of administrative tasks but are the main driving force that determines the direction, pace, and quality of achieving organizational goals. Organizations or government institutions that aim to survive and grow amid global competition must prioritize human resource management within their strategic framework (Northouse, 2015; Şimşek & Şimşek, 2025).

Effective human resource management includes coaching, development, and efforts to maintain employee performance quality (Singh et al., 2019; Banu et al., 2025; Babu et al., 2026). In general, performance is defined as the overall work results of an individual within a certain period, assessed based on predetermined standards, targets, or criteria (Terra et al., 2024). Employee performance is an important indicator in measuring organizational effectiveness, particularly in government institutions that demand high accountability and quality public services (Nuraini, 2023). Performance standards can be observed through the quantity and quality of work, initiative, and cooperation with colleagues. In the context of public sector human resource management, these standards are crucial as they relate to institutional effectiveness and the quality of public services (Damhuri & Kusmilawaty, 2024).

State Civil Apparatus (ASN) are human resources who play a strategic role as implementers of public policies and providers of public services (Astuti, 2022). ASN are required to perform their duties professionally, neutrally, and free from political interests, as mandated by Law Number 20 of 2023 concerning State Civil Apparatus. The law also emphasizes that ASN must provide services to the public in an honest, fair, and equitable manner. The demand for ASN performance continues to increase along with rising public expectations for fast, accurate, and transparent services. Improving employee performance not only impacts the achievement of government programs but also serves as an indicator of good governance. Therefore, efforts to develop professional, adaptive, and high-integrity employees are essential to realizing a modern and service-oriented bureaucracy (Fahmi, 2016).

Employee performance improvement is closely related to the leadership style of a leader. A competent leader must be able to optimize the capabilities of their team to achieve predetermined targets. Leadership skills are a key determinant of whether individuals within an organization can contribute optimally toward achieving shared goals (Siswanti, 2015). Furthermore, leaders need to understand the unique characteristics of each team member (Apriani, 2022). A uniform approach is not always effective for everyone, thus flexibility in leadership style is necessary. Successful leaders are those who can identify the strengths and weaknesses of individuals and place them in roles that align with their abilities and interests. Therefore, transformational leadership style is considered an appropriate approach to deal with change and manage proactive employees, as it emphasizes attention to subordinates with the aim of improving the institution (Wulandari & Mulyanto, 2024).

Transformational leadership is a model of leadership that inspires individuals to create positive change. Transformational leaders generally demonstrate high levels of enthusiasm and proactiveness (Asnawi & Suparno, 2024). According to Yachya (in Asman & Rony, 2023), transformational leaders not only actively participate in leadership processes but also strive to ensure the success of every

group member. A transformational leader is characterized by charisma and plays a central and strategic role in directing an organization or institution toward achieving its goals (Rau et al., 2023). Such leaders are capable of aligning a shared vision of the future with their subordinates and elevating their needs to higher levels beyond their initial expectations (Muhammad et al., 2023). In this context, transformational leadership also plays an important role in encouraging the implementation of sustainable governance by promoting transparency, accountability, and long-term organizational orientation (Billi et al., 2021). Through visionary leadership and collaborative decision-making, leaders can foster governance practices that support sustainable performance and continuous improvement in public sector organizations (Blake, 2026).

The Rappocini District Office is one of the regional apparatuses under the Makassar City Government that plays an important role in delivering public services at the district level. As a frontline government institution that directly interacts with the community, employee performance at the district office greatly determines the quality of services provided. Empirically, the Rappocini Subdistrict Office in Makassar still faces challenges in achieving sustainable governance, such as suboptimal coordination between departments, limited innovation in public services, and variations in employee performance when carrying out administrative and public service duties. In practice, the application of transformational leadership has not yet fully driven work changes oriented toward transparency, accountability, and participation—the core principles of sustainable governance. Some employees still exhibit reliance on routine procedures, a lack of initiative in developing community-needs-based services, and inconsistent implementation of sustainable programs. These conditions have resulted in uneven employee performance outcomes, whether in terms of service effectiveness, responsiveness to the community, or the achievement of organizational targets. Therefore, it is important to empirically examine how transformational leadership can drive the implementation of sustainable governance and how such implementation impacts the improvement of employee performance at the Rappocini Subdistrict Office in Makassar City.

Based on preliminary observations conducted by the researcher at the Rappocini District Office, it was found that the leadership of the district head has not been optimal in directing and motivating employees. This is evidenced by employees frequently arriving late, leaving the office during working hours for personal matters, and showing a lack of enthusiasm in carrying out their duties. These conditions indicate that leadership practices have not effectively encouraged discipline, responsibility, and active participation among employees. Furthermore, this situation reflects that the implementation of sustainable governance principles, such as accountability, transparency, and commitment to organizational goals, has not been fully optimized. As a result, employee performance tends to decline, as seen in uneven work productivity, limited initiative, and suboptimal achievement of organizational targets. In this context, transformational leadership is considered a strategic approach for the district head to strengthen sustainable governance practices while improving employee performance by motivating, guiding, and encouraging employees to work more responsibly and enthusiastically.

Previous studies have shown that transformational leadership is closely related to the implementation of good and sustainable governance as well as employee performance in public organizations. Research indicates that leaders who apply transformational leadership are able to increase discipline, motivation, and employee responsibility, which ultimately improves organizational performance (Haidery et al., 2025). In the public sector context, transformational leadership also encourages

transparency, accountability, and participatory decision-making as core elements of sustainable governance (Gillet & Vandenberghe, 2014). When these governance principles are implemented effectively, employee productivity, work commitment, and service quality tend to improve (Susanto et al., 2026). Conversely, weak leadership is often associated with low discipline, limited initiative, and suboptimal performance outcomes (Zumitzavan et al., 2025). These findings confirm that transformational leadership plays an important role in strengthening sustainable governance practices and improving employee performance, which is relevant to the empirical issues identified at the Rappocini District Office in Makassar.

However, previous studies generally examine transformational leadership and employee performance directly, while limited research integrates sustainable governance as a linking mechanism, particularly in local government institutions such as subdistrict offices. Therefore, this study addresses this gap by examining the role of sustainable governance in the relationship between transformational leadership and employee performance at the Rappocini District Office in Makassar. The research question of this study is: How does transformational leadership influence employee performance through sustainable governance at the Rappocini District Office in Makassar? The aim of this study is to analyze the influence of transformational leadership on employee performance through sustainable governance at the Rappocini District Office in Makassar.

RESEARCH METHODS

This study employs a quantitative research method. According to Sugiyono (2021), quantitative research is a type of research based on the philosophy of positivism, conducted on a specific population or sample. The data collection process utilizes research instruments, while data analysis is carried out quantitatively using statistical methods to test previously formulated hypotheses. The population in this study consists of all employees working at the Rappocini District Office, Makassar City, totaling 51 employees. The sampling technique used is saturated sampling. Saturated sampling is a sampling technique in which all members of the population are used as the sample (Sugiyono, 2023). Thus, the sample in this study includes all 51 employees. The data collection techniques in this study include observation, interviews, and questionnaire distribution. The data processing and analysis were conducted using SPSS version 27 software. The data analysis techniques applied include descriptive statistical analysis, classical assumption tests, and simple linear regression analysis.

RESULTS AND DISCUSSION

This section presents the research findings in order to address the formulated research problems, namely: how the transformational leadership style is implemented at the Rappocini District Office, Makassar City; how the employee performance is at the Rappocini District Office, Makassar City; and to what extent the transformational leadership style influences employee performance at the Rappocini District Office, Makassar City.

Transformational Leadership Style at the Rappocini District Office

Transformational leadership plays an important role in enhancing employee performance within an organization through role modeling, motivation, intellectual stimulation, and individualized consideration (Basirun & Turimah, 2022). In this study, the transformational leadership style at the Rappocini District Office, Makassar City, is measured using four main indicators: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Based on the results of

descriptive statistical analysis of respondents' answers, the idealized influence indicator obtained a percentage score of 87.84%, which falls into the very good category. This indicates that the leader is perceived as capable of setting a good example for employees, maintaining integrity in every action, and fostering employees' confidence in carrying out their duties and responsibilities.

Furthermore, the inspirational motivation indicator obtained a percentage score of 88.36%, also categorized as very good. This result shows that the leader is able to motivate employees, enhance their work enthusiasm, and clearly communicate the organization's vision and mission. This condition encourages employees to work more optimally and strengthens their commitment to achieving organizational goals. The intellectual stimulation indicator achieved a percentage score of 87.97%, which is included in the very good category. This finding indicates that the leader encourages employees to think creatively and innovatively in solving work-related problems. The leader also provides opportunities for employees to express ideas and participate in finding solutions to various work challenges.

Meanwhile, the individual consideration indicator obtained a percentage score of 83.39%, which is also categorized as very good. This demonstrates that the leader pays attention to individual employee needs, such as providing guidance when employees face difficulties, recognizing employee achievements, and supporting the development of employee competencies.

Overall, these results indicate that the transformational leadership style at the Rappocini District Office, Makassar City, is implemented very well across all measured indicators.

Table 1.1 Recapitulation of Transformational Leadership Style (X)

Indikator	Persentase(%)
Idealized Influence	87,84%
Inspirational Motivation	88,36%
Intellectual Stimulation	87,97%
Individual Consideration	83,39%
Rata-Rata	83,95%

Source: Processed Primary Data (2026)

Based on the analysis of the four indicators, the overall value of the transformational leadership style variable is 83.95%, which falls into the very good category. This indicates that the implementation of transformational leadership at the Rappocini District Office, Makassar City, has been carried out effectively and is able to create a positive work environment for employees.

Employee Performance at the Rappocini District Office

Employee performance refers to the work results achieved by employees in carrying out the duties and responsibilities assigned by the organization (Raziq et al., 2025). Employee performance at the Rappocini District Office plays a crucial role in supporting the implementation of governmental duties and functions at the district level. In this study, employee performance at the Rappocini District Office, Makassar City, is measured using five indicators: work quantity, work quality, teamwork,

responsibility, and initiative. Based on the results of data analysis, the work quantity indicator obtained a percentage score of 88.10%, which is categorized as very good. This indicates that employees are able to complete tasks according to the predetermined targets and workload. Employees are also capable of completing additional tasks and rarely delay their responsibilities.

Furthermore, the work quality indicator achieved a percentage score of 86.53%, also within the very good category. This result shows that employees produce work that is accurate, careful, and accountable. In addition, employees are able to work in an organized and systematic manner, ensuring that their outputs meet the organization's standards. The teamwork indicator obtained a percentage score of 86.79%, categorized as very good. This indicates that employees are able to coordinate effectively with colleagues, adapt easily in team settings, and are willing to assist others in completing tasks. This ability is essential in creating a harmonious and productive work environment.

The responsibility indicator recorded a percentage score of 84.70%, which is included in the very good category. This shows that employees have a strong sense of responsibility in carrying out their duties in accordance with assigned obligations, as well as complying with established rules and work procedures. Meanwhile, the initiative indicator obtained a percentage score of 84.05%, also categorized as very good. This indicates that employees demonstrate proactive behavior, contribute ideas or suggestions for improvement, and are able to respond effectively to work-related problems.

Overall, these findings indicate that employee performance at the Rappocini District Office, Makassar City, is in the very good category across all measured indicators.

Tabel 1.2 Rekapitulasi Kinerja Pegawai(Y)

Indicator	Percentage (%)
Work Quantity	88,10%
Work Quality	86,53%
Teamwork	86,79%
Responsibility	84,70%
Initiative	84,05%
Average	86,03%

Sumber: Data Primer Yang Diolah 2026

Based on the analysis of the five indicators, the overall value of the employee performance variable is 86.03%, which falls into the very good category. This indicates that employees at the Rappocini District Office, Makassar City, are able to perform their duties and responsibilities effectively in accordance with job demands.

The Influence of Transformational Leadership Style on Employee Performance at the Rappocini District Office, Makassar City

To examine the influence of transformational leadership style on employee performance at the Rappocini District Office, Makassar City, data were analyzed using simple linear regression techniques.

The analysis was conducted on 51 respondents with the assistance of SPSS version 27 software. The results of the simple linear regression analysis are presented in the table below:

Tabel 1.3 Uji Regresi linier Sederhana(Model Summary)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.407 ^a	.166	.149	5.065
a. Predictors: (Constant), Gaya Kepemimpinan Transformasional				

Sumber: Olah Data SPSS 27

Based on the results of the simple linear regression analysis conducted to examine the influence of transformational leadership style on employee performance at the Rappocini District Office, Makassar City, the correlation coefficient (R) was found to be 0.407. This value indicates that there is a moderately strong and positive relationship between transformational leadership style and employee performance. This means that the better the implementation of transformational leadership by the leader, the higher the level of employee performance.

Furthermore, the analysis also shows that the coefficient of determination (R Square) is 0.166. This value indicates that transformational leadership style contributes 16.6% to employee performance at the Rappocini District Office, Makassar City. Meanwhile, the remaining 83.4% is influenced by other factors outside the variables examined in this study, such as work motivation, work environment, work discipline, and other organizational factors.

Tabel 1.4 Uji Regresi linier Sederhana(coefficients)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.601	8.339		4.629	.000
	Gaya Kepemimpinan Transformasional	.497	.159	.407	3.121	.003
a. Dependent Variable: Kinerja Pegawai						

Sumber: Olah Data SPSS 27

The t-test results show that the calculated t-value is 3.121 with a significance level of 0.003, which is less than 0.05. This indicates that H_0 is rejected and H_1 is accepted, meaning that transformational leadership style has a positive and significant effect on employee performance at the Rappocini District Office, Makassar City. The simple linear regression equation obtained in this study is:

$$Y = 38.601 + 0.497X$$

This equation shows that the constant value of 38.601 indicates that if the transformational leadership style is considered constant or does not change, the employee performance score will be 38.601. Meanwhile, the regression coefficient for the transformational leadership variable is 0.497, indicating that for every one-unit increase in transformational leadership style, employee performance will increase by 0.497. The positive regression coefficient demonstrates that the relationship between the two variables is unidirectional.

The results of this study indicate that transformational leadership plays a crucial role in enhancing employee performance. Leaders who can provide exemplary behavior, motivation, intellectual stimulation, and individual attention are able to create a conducive work environment and encourage employees to perform optimally.

These findings are consistent with previous studies conducted by Fanny Dewi Melinda et al. (2024), Randa Krismon et al. (2020), and Asri Hartati Mendrofa et al. (2024), which emphasize the important role of transformational leadership as a key instrument in improving employee performance. Thus, the findings of this study reinforce the generalization regarding the importance of leaders who can transmit organizational values to their subordinates across various public institutions. Additionally, these findings align with transformational leadership theory, which asserts that leaders who provide exemplary behavior, motivation, intellectual stimulation, and individual consideration can sustainably enhance employee performance (Robbins & Judge, 2015).

In addition, these findings also imply the relevance of sustainable governance in strengthening organizational performance within public institutions. Transformational leadership that emphasizes exemplary behavior, motivation, and individual consideration (Jasni, et al. 2025) can support the implementation of sustainable governance principles such as accountability, transparency, and participatory decision-making (Khan et al., 2024). Leaders who encourage collaboration and long-term orientation are more likely to foster responsible work practices and continuous improvement in public service delivery (Alam, et al. 2025). In this context, although sustainable governance was not directly tested in this study, the positive influence of transformational leadership on employee performance indicates that effective leadership can serve as a foundation for promoting sustainable governance practices, which in turn contribute to maintaining consistent employee performance and improving the quality of public sector management.

CONCLUSION

This study examined the influence of transformational leadership on employee performance at the Rappocini District Office, Makassar City, with relevance to sustainable governance in public sector organizations. The findings indicate that the transformational leadership style is categorized as very good, with a percentage score of 83.95%, showing that leaders have effectively provided role models, motivation, intellectual stimulation, and individual consideration to employees. Employee performance is also categorized as very good, with a percentage score of 86.03%, reflecting effective task implementation in terms of work quantity, quality, cooperation, responsibility, and initiative. The results of the simple linear regression analysis further reveal that transformational leadership has a positive and significant effect on employee performance, as indicated by a t-value of 3.121 and a significance level of 0.003 (<0.05). The coefficient of determination (R^2) of 0.166 shows that transformational leadership contributes 16.6% to employee performance. These findings imply that effective transformational leadership can support the implementation of sustainable governance

principles, such as accountability, transparency, and long-term orientation, in improving public sector performance.

However, this study is limited by the use of a single independent variable and the focus on one district office, which may limit the generalizability of the findings. In addition, sustainable governance was not empirically tested but discussed conceptually as an implication of leadership practices. Therefore, future research is recommended to include sustainable governance as an empirical variable, either as a mediating or moderating factor, and to incorporate additional variables influencing employee performance. Expanding the research scope to multiple public sector institutions is also suggested to provide a more comprehensive understanding of the role of transformational leadership in strengthening sustainable governance and improving employee performance.

DECLARATION OF COMPETING INTEREST

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The author declares that there is no conflict of interest.

USE OF ARTIFICIAL INTELLIGENCE (AI)-ASSISTED TECHNOLOGY

The use of Artificial Intelligence (AI)-assisted technology in this study was implemented to support data analysis, enhance accuracy, and improve efficiency in processing large amounts of information. AI-assisted tools were utilized to analyze patterns, generate insights, and assist in decision-making processes, while ensuring that all results were verified and interpreted by the researcher. The technology served as a complementary aid, not a replacement for human judgment, thereby maintaining the scientific rigor and validity of the research.

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