

The Influence Of Transformational Leadership And Human Resource Management (HRM) On The Performance Of Employees At The Pekanbaru City Education Office

Pengaruh Kepemimpinan Transformasional Dan Manajemen Sumber Daya Manusia (MSDM) Terhadap Kinerja Karyawan Di Kantor Pendidikan Kota Pekanbaru

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ABSTRACT

This study concludes that transformational leadership and human resource management (HRM) significantly enhance employee performance at the Pekanbaru City Education Office. Transformational leadership—reflected through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—effectively improves the quality, quantity, and punctuality of employee work by providing role modeling, inspiration, and intellectual empowerment. Meanwhile, professionally implemented HRM practices, including planning, recruitment, competency development, compensation, and performance evaluation, contribute substantially to strengthening employee motivation, effectiveness, and productivity. Together, these two factors mutually reinforce one another: transformational leadership offers direction and momentum for change, while HRM provides a supportive system that enables employee development. Collectively, they cultivate an innovative, competitive organizational culture oriented toward enhancing the quality of public services.

Keywords: Transformational Leadership, Human Resource Management, Employee Performance, Public Service Quality, Organizational Culture.

ABSTRAK

Penelitian ini menyimpulkan bahwa kepemimpinan transformasional dan manajemen sumber daya manusia (MSDM) secara signifikan meningkatkan kinerja karyawan di Kantor Pendidikan Kota Pekanbaru. Kepemimpinan transformasional—yang tercermin melalui pengaruh ideal, motivasi inspiratif, stimulasi intelektual, dan perhatian individual—secara efektif meningkatkan kualitas, kuantitas, dan ketepatan waktu pekerjaan karyawan dengan memberikan teladan, inspirasi, dan pemberdayaan intelektual. Di sisi lain, praktik MSDM yang diterapkan secara profesional, termasuk perencanaan, perekrutan, pengembangan kompetensi, kompensasi, dan evaluasi kinerja, berkontribusi secara substansial dalam memperkuat motivasi, efektivitas, dan produktivitas karyawan. Kedua faktor ini saling memperkuat satu sama lain: kepemimpinan transformasional memberikan arah dan momentum untuk perubahan, sementara MSDM menyediakan sistem pendukung yang memfasilitasi pengembangan karyawan. Bersama-sama, keduanya menumbuhkan budaya organisasi yang inovatif dan kompetitif yang berorientasi pada peningkatan kualitas layanan publik.

Kata Kunci: Kepemimpinan Transformasional, Manajemen Sumber Daya Manusia, Kinerja Karyawan, Kualitas Layanan Publik, Budaya Organisasi.

1. Pendahuluan

Employee performance is a crucial aspect in determining the success of public organizations in achieving their goals effectively and efficiently. In the provision of public services, the quality of employee performance is reflected in prompt, accurate, and community-oriented service (Maharani, 2023). Bernardin & Russell, in Sutrisno (2019), define performance

as a record of work results based on standards set by the organization, so that performance reflects not only the final result but also the process of task execution. Optimal performance requires employees to be disciplined, creative, responsible, and able to adapt to technological developments and increasingly dynamic work systems (Mangkunegara, 2017).

Nevertheless, the reality on the ground shows that employee performance in the public sector still faces various challenges. Based on initial observations conducted by researchers at the Pekanbaru City Education Office, employee discipline remains low, as evidenced by the large number of employees not present at work after morning roll call, lingering outside during breaks, hanging out in the canteen during work hours, and demonstrating low motivation to improve competency through both online and offline training. Furthermore, employees show little initiative in completing tasks independently and still rely on instructions from their superiors. This situation indicates that employee performance does not develop automatically, but is instead influenced by the work environment and various individual factors (Rismawati, 2018).

Rismawati (2018) divides factors influencing performance into internal and external factors. Internal factors include intellectual abilities and competencies acquired through education, while external factors relate to motivation. Pratiwi (2019) adds that employee performance is influenced by personality, leadership, HR management, work systems, and the work environment. Among these factors, transformational leadership is one variable consistently found to have a significant influence on employee performance in various studies. Nafal, Q., et al. (2024), Chiş-Manolache, D. (2022), and Sihite (2024) emphasize that transformational leadership can inspire and motivate subordinates to work beyond task standards through the leader's vision, role model, and intellectual stimulation.

Transformational leaders play a crucial role in fostering sustainable employee performance, particularly through mentoring, role modeling, and fostering dialogue (Rizki, 2024; Nafal, Q., 2024; Sidabutar et al., 2024). Dimensions of transformational leadership, such as inspirational motivation and individualized attention, improve performance because employees feel valued and supported (Pratiwi & Nugroho, 2020). At the Pekanbaru City Education Office, elements of transformational leadership are evident through leaders' efforts to provide direction, serve as role models, and motivate subordinates, although implementation has not been optimal.

In addition to leadership, human resource management (HRM) also plays a significant role in improving employee performance. Noe et al. (2022) explain that HRM encompasses training, hard and soft skill development, as well as compensation and rewards, which serve to increase work motivation. Marniati (2020) found that structured HRM can improve employees' ability to meet work targets and enhance the quality of public services. In the context of the education office, effective HRM implementation enables employees to understand their strategic role in supporting regional education programs and improving the quality of public services.

However, field findings indicate a gap between theory and practice at the Pekanbaru City Education Office. The HRM system is not functioning optimally, as evidenced by employee placements that do not align with competencies, employee transfers before they have mastered their field, recruitment that does not align with agency needs, and limited access to training for certain employees. Furthermore, leaders still employ transactional leadership styles that focus on routine tasks, rather than employee empowerment, innovation, or competency development. This situation indicates a mismatch between the ideals of transformational leadership and HRM practices and organizational realities.

Based on the research conducted, researchers identified research gaps, including: limited comprehensive research analyzing the influence of transformational leadership and HRM on employee performance in regional education offices; most studies focus on a single variable, thus failing to illustrate the synergistic relationship between leadership and HRM in

shaping performance; and limited studies linking disciplinary issues, competency mismatch, and low work motivation with leadership practices and HRM effectiveness in local government.

Based on these arguments, this study is crucial for an in-depth analysis of the influence of transformational leadership and human resource management on employee performance at the Pekanbaru City Education Office. The research findings are expected to provide theoretical contributions to public management studies and provide practical recommendations for developing employee governance in government agencies.

2. Literature Review

Performance is a process through which an individual achieves organizational goals in accordance with their expertise within a specified timeframe. Adler, R.W. (2018) states that performance is the contribution an individual makes to achieving organizational goals. Employee performance is also defined as work achievement, reflecting a comparison between work results and established standards, obtained through evaluations (Robbins & Judge, 2015; Hamdiah, 2016). Meanwhile, Pebryanti et al. (2023) explain that performance is the level of achievement of a program or policy in realizing the goals, objectives, vision, and mission mutually agreed upon by an agency through strategic planning. Based on the definitions above, it can be concluded that performance is a process carried out by an individual in completing the tasks and responsibilities assigned to them within a specified timeframe to achieve organizational goals.

Transformational leadership refers to a leader's ability to integrate creativity, perseverance, positive energy, and intuition, while also being sensitive to employees so that organizational goals can be achieved and have an impact on employees (Priarso et al., 2019). Transformational leadership centers on the idea that leaders have the power to inspire and motivate their followers to exceed their own expectations and achieve extraordinary results (Arif & Akram, 2018). Transformational leadership is oriented toward a vision of change, namely the leader's ability to create, formulate, communicate, socialize, transform, and implement ideas to achieve organizational goals (Sinaga, N. S., et al., 2021). Transformational leadership is concluded as a leadership style that focuses not only on achieving organizational goals but also on the leader's ability to inspire, motivate, and transform followers through a shared vision, moral values, and individualized attention.

Human resources play a crucial role in determining an organization's success in achieving its vision, mission, and goals. The higher the quality of human resources, the better the organization's performance. Armstrong & Taylor (2020) state that good human resources, through training, career development, and performance management, can improve employee performance in achieving organizational goals. Syamsurizal (2016) states that human resource management activities consist of organizational design, staffing, rewards, formation management, job and organizational development, communication, and relationships. Meanwhile, Riniwati (2019) defines HRM as a strategic and coherent approach to managing an organization's valuable assets, namely the people who work there, who individually and collectively contribute to the achievement of its goals.

3. Methodology

This study used a quantitative approach with an ex post facto design to analyze the influence of transformational leadership and human resource management (HRM) on employee performance at the Pekanbaru City Education Office. The study was conducted from July to September 2025, with a population of 66 employees. The sample was determined using simple random sampling based on the Slovin formula, resulting in 40 respondents.

Data were collected using a 1–5 Likert scale questionnaire that was tested for validity and reliability using SPSS. Transformational leadership variables were measured using four

indicators: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. HRM variables included planning, recruitment, training, performance appraisal, compensation, and work relationships. Employee performance variables were measured through work quality, work quantity, punctuality, independence, initiative, and communication. This can be illustrated in the following chart:

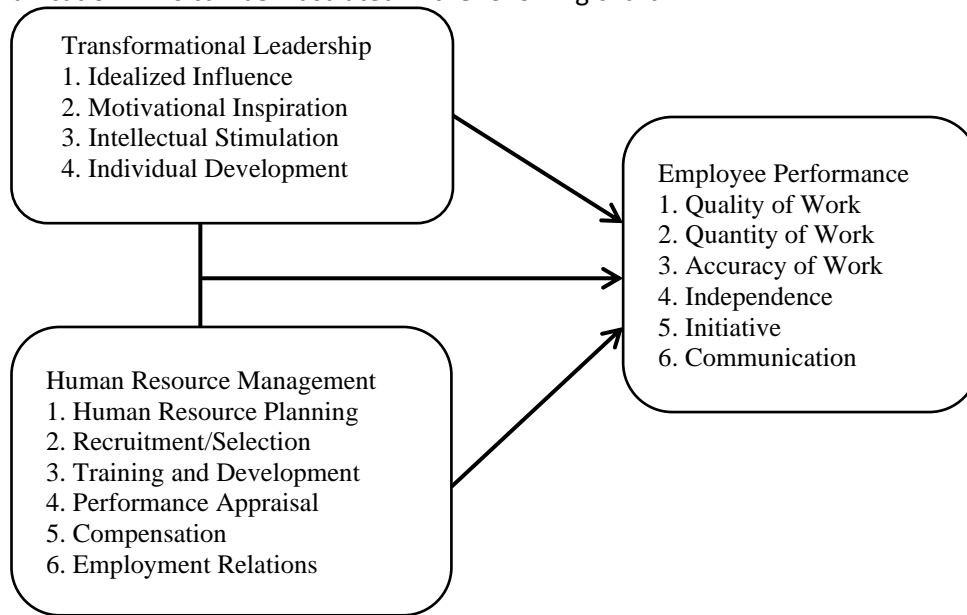


Figure 1. Research Framework

4. Result and Discussion

Research result

Descriptive Statistical Analysis

Table 1. Mean and SD Values of Employee Performance Variable (Y)

No	Indicator	Mean	SD	Interpretation
1	Quality of work	4,31	0,54	High
2	Quantity of work	4,30	0,51	High
3	Accuracy of work	4,43	0,54	High
4	Independence	4,22	0,64	High
5	Initiative	4,07	0,68	High
6	Communication	4,53	0,41	High
Average		4,31	0,55	High

The descriptive analysis results indicate that employee performance is in the high category, with a mean score of 4.31 and a SD of 0.55. The indicator with the highest score is communication (mean = 4.53; SD = 0.41), indicating excellent and consistent employee communication skills. The indicators for work accuracy (mean = 4.43) and work quality (mean = 4.31) are also in the high category, indicating accuracy and work quality that meet standards. Meanwhile, initiative has the lowest score (mean = 4.07; SD = 0.68), although it remains in the high category, indicating a need for improvement in proactivity. Overall, employee performance is high and relatively consistent across all indicators.

Table 2. Mean and SD Values of Transformational Leadership Variable (X1)

No	Indicator	Mean	SD	Interpretation
1	Ideal influence	4,47	0,58	High
2	Inspirational motivation	4,34	0,56	High
3	Intellectual stimulation	4,15	0,62	High
4	Individual development	4,10	0,79	High
Average		4,26	0,63	High

The descriptive analysis results indicate that transformational leadership is in the high category, with an overall mean of 4.26 and a SD of 0.63. The idealized influence indicator received the highest score (mean = 4.47), indicating that the leader is seen as a role model with integrity. Inspirational motivation was also high (mean = 4.34), reflecting the leader's ability to provide direction and encouragement. Meanwhile, intellectual stimulation (mean = 4.15) and individual development (mean = 4.10) remained in the high category, indicating the leader's drive for innovation and attention to member development. Overall, transformational leadership practices in this work unit are well and consistently implemented.

Table 3. Mean and SD Values of HR Variables (X2)

No	Indicator	Mean	SD	Interpretation
1	Human Resource Planning	4,03	0,81	High
2	Recruitment/Selection	4,16	0,71	High
3	Training and Development	3,92	0,87	High
4	Performance Appraisal	4,12	0,86	High
5	Compensation	3,86	1,15	
6	Employment Relations	4,36	0,60	High
Average		4,07	0,83	High

The descriptive analysis results indicate that human resource management is in the high category, with a mean of 4.07 and a SD of 0.83. The labor relations indicator has the highest score (mean = 4.36), indicating good coordination and communication between employees. Conversely, compensation is the lowest indicator (mean = 3.86), indicating the need for improvements in employee rewards and welfare. Other indicators, such as recruitment/selection, performance appraisal, and HR planning, are also in the high category, reflecting the relatively effective implementation of the HRM function. Overall, HRM implementation is good, although there is still room for improvement, particularly in the training and compensation aspects.

Based on the descriptive analysis of employee performance, transformational leadership, and human resource management variables, it can be concluded that all three are in the high category. Employee performance demonstrates strong performance in the aspects of communication, work accuracy, and work quality, although the initiative aspect still needs improvement. Transformational leadership is also well implemented, particularly in the dimensions of idealized influence and inspirational motivation, while intellectual stimulation and individual development can still be strengthened. Meanwhile, human resource management was deemed effective, particularly in employment relations and the selection process, but compensation indicators indicated a need for further attention. Overall, the organization's performance demonstrated solid performance, supportive leadership, and sound HR practices, although there is still room for improvement to enhance overall effectiveness.

Inferential Statistical Analysis

t-test

Table 4. T-Test

Coefficients ^a					
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Beta		
1	(Constant)	2,280		5,833	,000
	Kepemimpinan Transformasi	,509	,696	3,058	,004
	MSDM	.263	.245	2.897	.004

a. Dependent Variable: Kinerja

The t-test results show that transformational leadership and human resource management have a positive and significant effect on employee performance, as evidenced by the calculated t-values of 3.058 and 2.897, respectively, which are greater than the t-table of 2.026 and a significance value of $0.004 < 0.05$. This means that improving the quality of transformational leadership—including idealized influence, inspirational motivation, intellectual stimulation, and individual development—as well as the implementation of good HR management in the aspects of planning, recruitment, training, performance appraisal, and work relationships, significantly improves employee performance. Thus, these two variables are key factors in driving employee effectiveness and productivity at the Pekanbaru City Education Office.

F test

Multiple Regression Test of Transformational Leadership (X1) and HR (X2) on Employee Performance (Y)

Table 5. F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,846	2	1,423	14,112	,000 ^b
	Residual	3,731	37	,101		
	Total	6,577	39			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Kepemimpinan Transformasi, Manajemen Sumber Daya Manusia

Sumber: Olahan data 2025

Based on the results of the multiple linear regression analysis, the following regression equation was obtained:

$$Y = 2.280 + 0.509X_1 + 0.263X_2$$

The regression equation shows that transformational leadership and human resource management have a positive effect on employee performance, with the largest contribution coming from transformational leadership ($\beta = 0.509$) compared to HR management ($\beta = 0.263$). The constant 2.280 indicates the baseline performance value when both independent variables are zero. The ANOVA test results support this finding, with the calculated F-value of 14.112 exceeding the F-table value of 3.25 with a significance level of 0.000, thus declaring the regression model significant and suitable for use. Overall, both variables have been shown to simultaneously improve employee performance, suggesting that the better the implementation of transformational leadership and HR management, the higher the employee performance.

Determinant Test

The Influence of Transformational Leadership Variable (X1) on Employee Performance (Y)

Table 6.

R	R Square	Sig, F Change	Pengaruh (%)	Tafsiran
0,657	0,432	0,000	43,2%	Rendah

a. Predictors: (Constant): Kepemimpinan Transformasi

b. Dependent Variable: (Y) Kinerja

The coefficient of determination results indicate that transformational leadership has a significant effect on employee performance, with an R-square of 0.432, or 43.2%. This means that almost half of the variation in employee performance is explained by transformational leadership, while 56.8% is influenced by other factors. A significance value of 0.000 confirms the strong and significant effect.

The Effect of HR Variables (X2) on Employee Performance (Y)**Table 7.**

R	R Square	Sig, F Change	Pengaruh (%)	Tafsiran
0,538	0,289	0,000	28,9%	Rendah
a. Predictors: (Constant): MSDM				
b. Dependent Variable: (Y) Kinerja				

The coefficient of determination results show that human resource management has a significant effect on employee performance of 28.9% (R Square = 0.289), while 71.1% is influenced by other factors. With a significance of 0.000, the influence of HR is stated to be positive and significant, although the level of contribution is still low to moderate so that the effectiveness of HR management needs to be continuously improved.

The Influence of Transformational Leadership (X1) and HR (X2) Variables on Employee Performance (Y)**Table 8.**

R	R Square	Sig, F Change	Pengaruh (%)	Tafsiran
0,658	0,433	0,000	43,3%	Rendah
c. Predictors: (Constant): Kepemimpinan Transformasional, MSDM				
d. Dependent Variable: (Y) Kinerja				

Based on the results of the determination coefficient analysis, the R value = 0.658 and R Square = 0.433 with a significance of 0.000 indicates that transformational leadership and human resource management simultaneously have a positive and significant influence on employee performance by 43.3%. Meanwhile, 56.7% of performance variations are influenced by other factors outside the research model. This finding confirms that strengthening transformational leadership practices and effective HR management have an important role in improving employee performance, although their contribution is in the moderate category so that optimization in both aspects is still needed.

Discussion

The results of this study indicate that transformational leadership has a positive and significant influence on employee performance, as evidenced by the calculated t-value of 3.058, which is greater than the t-table of 2.026, and a significance value of 0.004. The 43.2% contribution indicates that this leadership style plays a strategic role in shaping employee work behavior. This finding aligns with the theory of Bass and Avolio (1994), which emphasizes four key dimensions of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and individualized attention—as the foundation for driving change, innovation, and achieving organizational goals. Thus, transformational leaders not only direct but also develop the overall capacity of employees.

Several previous studies have supported these findings. Sihite (2024) emphasized that transformational leadership can improve performance through providing a clear vision, inspiring encouragement, and employee empowerment. Filani et al. (2025) and Akbari et al. (2017) also showed that leaders with a strong vision and high self-confidence are able to develop employees who are adaptive, innovative, and highly committed to organizational goals. The success of transformational leadership in the public sector, including educational institutions, primarily occurs when leaders are able to foster trust, emotional engagement, and intrinsic motivation in employees.

The influence of transformational leadership is further strengthened through increased motivation, emotional engagement, and collaboration within the organization. Oroh et al. (2024) found that this leadership creates a collaborative work culture that encourages continuous innovation. The dimensions of idealized influence and inspirational motivation contribute to the development of employee integrity, discipline, and a sense of ownership of

their work, as demonstrated by Amir et al. (2024), Sidabutar et al. (2024), and Sari et al. (2024). In the context of the Pekanbaru City Education Office, these two dimensions strengthen a positive work culture and promote the quality of educational services.

Furthermore, intellectual stimulation and individual attention play a significant role in improving employee performance. Ghai & Dhiman (2024) and Setiadi et al. (2024) showed that intellectual stimulation encourages employees to think critically and creatively, thereby increasing work effectiveness. Meanwhile, individual attention through coaching, career support, and appreciation has a significant impact on increasing commitment, job satisfaction, and reducing stress (Rizki, D.F., 2024). Therefore, the four dimensions of transformational leadership work synergistically to create a productive and innovative work environment.

Furthermore, the research also shows that HRM has a positive and significant influence on employee performance, although its contribution is low, at 28.9%. This finding aligns with Armstrong & Taylor (2020), who view HRM as a strategic process for managing human potential. Previous research, such as that of Arshad & Ming (2024), revealed that HRM oriented toward employee competencies and needs can increase productivity, efficiency, and job satisfaction. Important HRM components such as recruitment, training, compensation, and performance appraisal have been shown to contribute to the development of competent and motivated employees.

Effective HRM implementation in public institutions includes human resource planning, ongoing training, and a fair compensation system. Permatasari (2025) emphasized the importance of competency-based employee selection, while Pujiyanto (2024) and Ibojo & Akinade (2024) emphasized that continuous training improves service quality and employee adaptability. Fair compensation (Gulo & Waruwu, 2025; Kurnia et al., 2024) and objective performance appraisals (Pramod et al., 2025) also contribute to increased employee motivation and willingness to perform optimally. Therefore, improving HR quality is a strategic necessity for enhancing public service quality.

Simultaneously, transformational leadership and HR have been shown to significantly influence employee performance, with a combined contribution of 43.3%, supported by a calculated F-value of 14.112. These results are supported by Kristiyo & Putranti (2024), Miao et al. (2018), and Oroh et al. (2024), who stated that the synergy between effective leadership and a strategic HR system strengthens an innovative, collaborative, and productive work culture. In the context of the Pekanbaru City Education Office, these two variables influence various performance indicators such as service quality, work efficiency, data management, and internal communication. Therefore, improving employee performance requires the integration of strong transformational leadership and professional human resource management to ensure the organization's success. able to achieve sustainable operational effectiveness.

5. Conclusion

Based on the research results, it can be concluded that transformational leadership and human resource management play a significant role in improving employee performance at the Pekanbaru City Education Office. Transformational leadership, implemented through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, has been proven to drive improvements in the quality, quantity, and punctuality of employee work through role models, inspiration, and intellectual empowerment. Furthermore, professionally managed human resource management—including planning, recruitment, competency development, compensation, and performance evaluation—makes a significant contribution to creating motivation, effectiveness, and a productive work environment. Simultaneously, these two variables complement each other in shaping optimal performance, with transformational leadership providing direction and impetus for change, while HRM provides a support system that enables employee development, thus collectively producing an

organizational culture that is innovative, competitive, and oriented toward improving the quality of public services.

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