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Multidimensional Leadership and Public Employee Performance: Empirical Evidence from Leadership Transition in Indonesian Local Government

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Abstract

This study aims to examine the effects of leadership style, leadership transition, leadership policy implementation, leadership effectiveness, and leadership transformation on employee performance at the Curahdami District Office, Bondowoso Regency. The study employed a quantitative approach with an explanatory research design. The population consisted of all 45 employees of the Curahdami District Office. A census (total sampling) technique was applied, whereby all members of the population were included as research respondents. Data were collected through questionnaires and analyzed using multiple linear regression with SPSS. The results indicate that leadership style, leadership transition, leadership policy

implementation, leadership effectiveness, and leadership transformation have positive and significant effects on employee performance. Leadership transformation emerged as the most dominant predictor of employee performance. The Adjusted R² value of 0.735 indicates that 73.5% of the variance in employee performance can be explained by the leadership variables included in the research model. Practically, the findings provide insights for public sector organizations in strengthening leadership capacity to improve service quality and employee performance. Theoretically, this study reinforces Transformational Leadership Theory in explaining employee performance within government organizations.

Keywords: Leadership Style, Leadership Transition, Leadership Policy Implementation, Leadership Effectiveness, Leadership Transformation, Employee Performance

Introduction

The transformation of public sector governance in the digital era and under conditions of global uncertainty has increased demands for high-quality leadership within government organizations to maintain the performance of civil servants. The Organisation for Economic Co-operation and Development (OECD) emphasizes that public leadership capacity is a key determinant of successful bureaucratic reform, improved public service quality, and the achievement of sustainable development goals. Increasingly complex work environments have created challenges for public organizations, including policy uncertainty, leadership turnover, service digitalization, and rising public expectations regarding government service quality (OECD, 2023) [16]. In this context, employee performance is no longer determined solely by individual competencies but also by leaders' ability to manage change, implement policies, maintain organizational effectiveness, and transform organizational culture. Similar phenomena have been observed in many developing countries, including Indonesia, where bureaucratic leadership transitions often lead to reduced coordination, unclear organizational direction, and fluctuations in employee performance. This issue is particularly relevant in district-level government institutions, which serve as the frontline of public service delivery. Therefore, research on multidimensional leadership is essential because it can explain how the combination of various leadership dimensions influences employee performance during periods of organizational change.

This study is grounded in Transformational Leadership Theory (Bass & Avolio, 1994) [3]. The theory posits that leadership effectiveness depends not only on a leader's ability to provide direction and instructions but also on the ability to inspire employees, build a shared vision, manage organizational change, and enhance employee motivation and commitment. (Bass & Avolio, 1994) [3] argue that effective leaders demonstrate four key dimensions: Idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. From this theoretical perspective, leadership style, leadership transition, leadership implementation, leadership effectiveness, and leadership transformation represent interconnected manifestations that contribute to the achievement of optimal employee performance. Accordingly, Transformational

Leadership Theory is considered the most appropriate framework for explaining the relationships among the variables examined in this study.

The Curahdami District Office in Bondowoso Regency was selected as the research setting because it has experienced a leadership transition from a permanent district head to an Acting District Head (Plt.), which has affected coordination patterns, supervision mechanisms, policy implementation, and employee performance. Based on preliminary observations conducted as part of this study, the leadership transition was accompanied by changes in work procedures, reduced supervision intensity, and varying employee responses to leadership policies. Furthermore, district offices play a strategic role as intermediaries between local governments and communities, making leadership quality a critical factor in ensuring effective public service delivery. Research at the district-government level remains relatively limited compared to studies conducted in municipal, regency, or private-sector organizations. Therefore, the Curahdami District Office provides a relevant empirical context for examining how multidimensional leadership influences employee performance during a period of leadership transition.

Several research gaps provide the foundation for this study. First, previous studies investigating the influence of leadership style on employee performance have produced inconsistent findings. (Hartinah *et al.*, 2023; Pratama & Amali Rivai, 2021)^[12, 19] reported positive and significant effects, whereas (Fadil & Mon, 2025)^[8] suggested that the relationship is contextual and dependent upon organizational characteristics. Second, studies on transformational leadership have also yielded mixed results. (Sulistiowati, 2024)^[25] found that leadership transformation had no significant effect on employee performance, while (Wasesa, 2026)^[27] reported a positive and significant relationship. Third, most previous studies have examined only one or two leadership dimensions separately, thereby failing to provide a comprehensive understanding of leadership influences. Fourth, research on leadership transition in public sector organizations has been dominated by qualitative approaches, with limited quantitative investigation. Fifth, studies examining leadership policy implementation and leadership effectiveness in the context of acting leadership positions remain scarce. Consequently, significant opportunities remain for developing a multidimensional leadership model capable of explaining employee performance within public organizations.

Based on these research gaps, this study offers significant empirical, theoretical, and practical contributions. Empirically, it integrates five leadership dimensions—leadership style, leadership transition, leadership implementation, leadership effectiveness, and leadership transformation—into a comprehensive research model. Theoretically, the study extends the application of Transformational Leadership Theory by demonstrating that leadership effectiveness in public organizations is influenced not only by transformational aspects but also by leaders' abilities to manage transitions, implement policies, and sustain organizational effectiveness. Practically, the findings may serve as a reference for local governments in designing leadership management strategies during leadership transition periods, particularly for Acting District Heads (Plt.). The novelty of this study lies in: (1) the use of a multidimensional leadership model that simultaneously

integrates five leadership variables; (2) the examination of the model within the context of acting leadership positions, which remain underexplored in the literature; (3) the focus on district-level government organizations as frontline public service institutions; and (4) the extension of transformational leadership perspectives within the context of bureaucratic transitions. The expected benefits of this study include enriching the public sector leadership literature, supporting local government decision-making, and providing a valuable reference for future research. Therefore, the objectives of this study are: (1) to analyze the effect of leadership style on employee performance; (2) to analyze the effect of leadership transition on employee performance; (3) to analyze the effect of leadership implementation on employee performance; (4) to analyze the effect of leadership effectiveness on employee performance; and (5) to analyze the effect of leadership transformation on employee performance.

Literature Review

Transformational Leadership Theory

Transformational Leadership Theory explains that a leader functions not only as a director and supervisor of organizational activities but also as a change agent capable of inspiring, motivating, and transforming employees' behaviors to achieve higher organizational goals. Transformational leadership is characterized by four core dimensions: Idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Through these dimensions, leaders can build commitment, enhance trust, and create a work environment that encourages employees to perform beyond established expectations (Burns, 2009)^[5]. According to (Bass & Riggio, 2006)^[4], transformational leadership significantly influences organizational effectiveness by increasing intrinsic motivation, job satisfaction, organizational commitment, and employee performance.

In this study, Transformational Leadership Theory serves as the primary theoretical foundation because it effectively explains the relationships among leadership style, leadership transition, leadership implementation, leadership effectiveness, leadership transformation, and employee performance. The theory emphasizes that the success of public sector organizations is determined not only by the formal authority of leaders but also by their ability to manage change, develop a shared vision, implement policies effectively, and enhance employee capabilities. In the context of the Curahdami District Office, Bondowoso Regency, which is experiencing a leadership transition from a permanent district head to an Acting District Head (Plt.), this theory provides a relevant framework for understanding how various leadership dimensions contribute to improvements or declines in employee performance. Therefore, Transformational Leadership Theory serves as a comprehensive conceptual foundation that integrates all research variables within a single theoretical framework.

Leadership Style

Leadership style refers to the pattern of behavior employed by a leader to influence, direct, and coordinate subordinates in achieving organizational objectives. According to (Robbins & Judge, 2024)^[23], leadership style describes how leaders interact with employees in decision-making processes, communication, motivation, and work supervision. Furthermore, (Noor *et al.*, 2023; Ritonga &

Sihombing, 2022) ^[15, 22] define leadership style as a combination of task behavior and relationship behavior demonstrated by leaders when interacting with organizational members. Therefore, leadership style is considered one of the key factors influencing the effectiveness of human resource management within organizations.

Leadership Transition

Leadership transition refers to the process of transferring leadership from one leader to another, which may affect organizational stability, work culture, and employee behavior. According to (Ciampa & Watkins, 1999) ^[6], leadership transition involves not only an administrative change in leadership positions but also psychological, social, and operational adjustments that must be adapted to by all organizational members. (Hafnidah *et al.*, 2025; Ismudarmawan *et al.*, 2024) ^[11, 13] further explain that the leadership transition period is a critical phase that determines an organization's ability to maintain productivity and performance sustainability.

Leadership Implementation

Leadership implementation refers to the process through which leaders execute policies, decisions, strategies, and directives to ensure the achievement of organizational goals (Pradhana & Mudzakkir, 2025) ^[18]. According to (Prawoto, 2022; Walk, 2023) ^[20, 26], leadership implementation reflects a leader's ability to translate organizational vision into concrete actions that can be understood and carried out by employees. Effective implementation is characterized by clear communication, policy consistency, strong coordination, and adequate supervision of task execution.

Leadership Effectiveness

Leadership effectiveness is the degree to which a leader successfully achieves organizational objectives through the optimal utilization of available resources. According to (Madanchian *et al.*, 2017; Noor *et al.*, 2023) ^[14, 15], leadership effectiveness is measured by a leader's ability to influence subordinates, improve organizational performance, foster teamwork, and create a productive work environment. Furthermore, (Noor *et al.*, 2023; Patarru' *et al.*, 2020) ^[15, 17] argue that effective leaders are capable of integrating organizational needs with individual needs, thereby creating a balance that promotes the achievement of shared goals.

Leadership Transformation

Leadership transformation refers to a leader's ability to initiate strategic changes that enhance organizational capacity and improve the quality of human resources. According to (Bass & Avolio, 1994) ^[3], leadership transformation occurs when leaders successfully change employees' values, attitudes, behaviors, and motivations, encouraging them to work beyond personal interests for the benefit of organizational objectives. Leadership transformation is oriented toward innovation, organizational learning, employee capacity development, and the creation of a work culture that is adaptive to environmental changes (Amrullah *et al.*, 2022; Purba *et al.*, 2023) ^[2, 21].

Employee Performance

Employee performance refers to the work outcomes achieved by individuals in carrying out the duties and responsibilities assigned by the organization within a specific period. According to (Agustiyan *et al.*, 2025) ^[1], employee performance represents the quality and quantity of work achieved by employees in accordance with their

assigned responsibilities. Meanwhile, (Fadil & Mon, 2025; Fryson, 2024) ^[8, 9] define performance as the level of work goal attainment demonstrated through productivity, work quality, timeliness, effectiveness, and work behaviors that support organizational objectives.

Hypothesis Development

The Effect of Leadership Style on Employee Performance

Leadership style is one of the most important factors determining an organization's success in achieving its objectives and enhancing employee performance. According to Transformational Leadership Theory (Bass & Avolio, 1994) ^[3], leaders who demonstrate inspirational, communicative, and employee-oriented leadership behaviors can increase employees' motivation, commitment, and work productivity. An effective leadership style fosters harmonious working relationships, strengthens employees' trust in their leaders, and encourages employees to perform beyond the standards established by the organization. In public sector organizations, particularly at the district government level, leadership style plays a strategic role in directing employees to deliver public services effectively, efficiently, and responsibly.

Previous studies conducted by (Noor *et al.*, 2023; Ritonga & Sihombing, 2022) ^[15, 22] found that leadership style has a positive effect on employee performance. Based on these theoretical arguments and empirical findings, it can be assumed that the more effective the leadership style implemented by the leaders of the Curahdami District Office, the higher the level of employee performance achieved.

H1: Leadership style has a positive and significant effect on employee performance at the Curahdami District Office, Bondowoso Regency.

The Effect of Leadership Transition on Employee Performance

Leadership transition refers to the process of leadership change within an organization and is often accompanied by changes in policies, communication patterns, work mechanisms, and organizational direction. From the perspective of Transformational Leadership Theory (Bass & Avolio, 1994) ^[3], an organization's success in managing change largely depends on a leader's ability to effectively manage the transition process. Leaders who can build trust, communicate a clear vision, provide motivation, and maintain organizational continuity are more likely to minimize the uncertainty experienced by employees during periods of leadership change. Conversely, poorly managed leadership transitions may create confusion, reduce employee motivation, hinder coordination, and ultimately decrease employee performance.

Studies by (Prawoto, 2022; Walk, 2023) ^[20, 26] indicate that successful leadership transitions contribute to improved coordination, participation, and effectiveness in organizational task execution. Furthermore, research on public sector leadership suggests that well-planned and effectively managed transitions enhance employees' commitment to organizational goals. Based on these theoretical arguments and empirical findings, it can be assumed that the more effective the leadership transition process within an organization, the higher the employee performance achieved.

H2: Leadership transition has a positive and significant effect on employee performance at the Curahdami District Office, Bondowoso Regency.

The Effect of Leadership Policy Implementation on Employee Performance

Leadership policy implementation refers to the process of executing decisions, directives, programs, and strategies established by leaders to achieve organizational objectives effectively. The success of a policy depends not only on the quality of its formulation but also on the leader's ability to communicate, coordinate, supervise, and ensure consistent implementation throughout the organization. From the perspective of Transformational Leadership Theory (Bass & Avolio, 1994)^[3], transformational leaders serve not only as vision creators but also as change agents capable of translating vision into concrete actions through effective policy implementation. Leaders who provide clear direction, build employee commitment, and create a supportive work environment facilitate optimal employee performance in achieving organizational objectives.

Research conducted by (Pradhana & Mudzakir, 2025)^[18] demonstrates that the successful implementation of organizational change in the public sector is strongly influenced by leadership capacity in communicating vision and managing policy execution. Similarly, studies by (Prawoto, 2022; Walk, 2023)^[20, 26] found that effective leadership implementation enhances organizational responsiveness and supports the achievement of institutional goals. Based on these theoretical arguments and empirical findings, it can be assumed that the more effective the implementation of leadership policies, the higher the level of employee performance.

H3: Leadership policy implementation has a positive and significant effect on employee performance at the Curahdami District Office, Bondowoso Regency.

The Effect of Leadership Effectiveness on Employee Performance

Leadership effectiveness refers to the extent to which a leader successfully influences, directs, coordinates, and optimizes organizational resources to achieve predetermined goals. Leadership effectiveness is reflected not only in a leader's ability to make appropriate decisions but also in the ability to establish effective communication, create a conducive work environment, resolve organizational problems, and enhance employee motivation and commitment. According to Transformational Leadership Theory (Bass & Avolio, 1994)^[3], leadership effectiveness is demonstrated through a leader's capacity to inspire subordinates, exert idealized influence, provide inspirational motivation, encourage intellectual stimulation, and offer individualized consideration. Effective leaders align individual objectives with organizational goals, thereby motivating employees to perform optimally in achieving organizational targets.

Previous studies by (Noor *et al.*, 2023; Patarru' *et al.*, 2020)^[15, 17] indicate that leadership effectiveness contributes to improved employee work quality through clear direction and effective supervision. Furthermore, (Madanchian *et al.*, 2017; Noor *et al.*, 2023)^[14, 15] argue that leadership effectiveness in the public sector is a key determinant of organizational success in achieving optimal performance. Therefore, based on Transformational Leadership Theory and prior empirical evidence, it can be assumed that higher levels of leadership effectiveness will lead to higher

employee performance.

H4: Leadership effectiveness has a positive and significant effect on employee performance at the Curahdami District Office, Bondowoso Regency.

The Effect of Leadership Transformation on Employee Performance

Leadership transformation refers to a leader's ability to create fundamental changes at the individual, group, and organizational levels through the development of vision, values, work culture, and employee behaviors oriented toward organizational goal achievement. This concept is rooted in Transformational Leadership Theory (Bass & Avolio, 1994)^[3], which explains that transformational leaders can reshape employees' ways of thinking and behaving through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Through this approach, leaders focus not only on achieving short-term objectives but also on building employee commitment, loyalty, creativity, and readiness to face organizational changes. Consequently, leadership transformation is considered a critical factor in enhancing organizational effectiveness, particularly within the public sector, which must continuously adapt to changing policies, technologies, and societal demands.

Studies by (Amrullah *et al.*, 2022; Purba *et al.*, 2023)^[2, 21] indicate that transformational leadership enhances organizational development through increased participation and commitment among organizational members. These findings are further supported by Wen (2022)^[28], who reported a positive and significant relationship between transformational leadership and employee performance. Based on these theoretical arguments and empirical findings, it can be assumed that higher levels of leadership transformation implemented by the leaders of the Curahdami District Office will result in higher employee performance.

H5: Leadership transformation has a positive and significant effect on employee performance at the Curahdami District Office, Bondowoso Regency.

Material and Method

This study employs a quantitative approach with an explanatory research design to examine the effects of leadership style, leadership transition, leadership implementation, leadership effectiveness, and leadership transformation on employee performance at the Curahdami District Office, Bondowoso Regency. A quantitative approach was selected because the study aims to test causal relationships among variables formulated within a conceptual model based on Transformational Leadership Theory. The explanatory design enables researchers to explain cause-and-effect relationships among variables through empirical hypothesis testing using data collected from respondents (Creswell & Creswell, 2022; Ghazali, 2021)^[7, 10].

The study investigates six variables consisting of five independent variables and one dependent variable. The independent variables include leadership style (X1), leadership transition (X2), leadership implementation (X3), leadership effectiveness (X4), and leadership transformation (X5), while the dependent variable is employee performance (Y). Leadership style is measured using indicators of decision-making ability, motivational ability, communication ability, subordinate control ability, and

leadership responsibility, adapted from leadership theory (Robbins & Judge, 2024) [23]. Leadership transition is measured through indicators of organizational adaptation, continuity of work programs, change communication, employee acceptance of new leadership, and organizational stability, developed based on organizational transition concepts (Ciampa & Watkins, 1999) [6]. Leadership implementation is assessed using indicators of policy communication, consistency in policy implementation, task coordination, work supervision, and clarity of leadership direction (Pradhana & Mudzakkir, 2025) [18]. Leadership effectiveness is measured through indicators of organizational goal achievement, decision-making ability, communication effectiveness, coordination ability, and problem-solving capability (Madanchian *et al.*, 2017; Noor *et al.*, 2023) [14, 15]. Leadership transformation is measured using the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994) [3]. Meanwhile, employee performance is measured through indicators of work quality, work quantity, timeliness, work effectiveness, and job responsibility (Agustiyan *et al.*, 2025) [1].

The population of this study consists of all employees working at the Curahdami District Office, Bondowoso Regency, totaling 45 employees. Given the relatively small population size, a census (total sampling) technique was employed, whereby all members of the population were included as research respondents (Sugiyono, 2021) [24]. Consequently, the sample size is equal to the total number of active employees during the period of data collection. The census technique was chosen because it provides a more comprehensive representation of the actual conditions and eliminates sampling error.

Data analysis was conducted using multiple linear regression analysis with the assistance of the Statistical Package for the Social Sciences (SPSS). Multiple linear regression was selected because the study aims to examine both the simultaneous and partial effects of several independent variables on a single dependent variable. Prior to hypothesis testing, the data were subjected to data quality tests, including validity and reliability tests, as well as classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing was performed using the t-test to examine the partial effect of each independent variable on employee performance. Furthermore, the coefficient of determination (R^2) was used to evaluate the model's ability to explain variations in employee performance attributable to leadership style, leadership transition, leadership implementation, leadership effectiveness, and leadership transformation (Ghozali, 2021) [10].

The research model positions leadership style (X1), leadership transition (X2), leadership implementation (X3), leadership effectiveness (X4), and leadership transformation (X5) as exogenous variables, while employee performance (Y) serves as the endogenous variable. The model is designed to explain the extent to which various dimensions of leadership contribute to improving employee performance within a public sector organizational context, particularly at the Curahdami District Office of Bondowoso Regency, which is currently experiencing leadership change dynamics.

Result and Discussion

Result

Table 1: Respondent Characteristics

Characteristics	Category	Freq (n)	Percentage (%)
Gender	Male	38	84.44
	Female	7	15.56
Age	20–30 Years	1	2.22
	31–40 Years	13	28.89
	41–50 Years	20	44.44
	> 50 Years	11	24.44
Educational Attainment	Junior High School/Senior High School	1	2.22
	Senior High School/Vocational High School	24	53.33
	Diploma	1	2.22
	Bachelor's Degree (S1)	17	37.78
	Master's Degree (S2)	2	4.44
Years of Service	≤ 5 Years	2	4.44
	6–10 Years	1	2.22
	11–15 Years	16	35.56
	16–20 Years	17	37.78
	> 20 Years	9	20.00
Position	Village Head / Section Head	7	15.56
	Administrative / General Affairs / Public Service / Finance Staff	20	44.44
	Secretariat Staff / Data Manager	4	8.89
	Non-Civil Servant Staff / Technical Personnel	4	8.89
	Extension Officer / Facilitator	4	8.89
	Treasurer / Finance Officer	1	2.22
	Unspecified / Ambiguous Position	5	11.11
	Total	45	100.00

Source: Data own research, 2026

The respondent characteristics indicate that most employees of Curahdami District are male (84.44%), aged between 41–50 years (44.44%), and possess a senior high school/vocational school educational background (53.33%). The majority have worked for 16–20 years (37.78%) and are employed as administrative, general affairs, public service, or finance staff (44.44%). These findings suggest that the respondents are predominantly experienced employees within a mature productive age group, providing reliable insights into leadership practices and organizational performance.

Table 2: Descriptive Statistics

Variable	N	Min	Max	Mean	Std. Deviation
Leadership Style (X1)	45	4	20	17.55556	3.004206
Leadership Transition (X2)	45	3	15	12.82222	2.135085
Leadership Implementation (X3)	45	4	20	17.13333	3.101319
Leadership Effectiveness (X4)	45	3	15	13.08889	2.511991
Leadership Transformation (X5)	45	3	15	12.57778	2.310931
Employee Performance (Y)	45	7	30	26.2	3.992038

Source: Own data research, 2026

The descriptive statistics reveal that all research variables exhibit relatively high mean scores compared to their respective score ranges. Leadership style recorded a mean score of 17.56, leadership implementation 17.13, leadership effectiveness 13.09, leadership transition 12.82, leadership transformation 12.58, and employee performance 26.20. These results indicate that respondents generally perceive leadership practices and employee performance in Curahdami District positively.

Table 3: Validity Test Results

Variable	Indicator	R Count	R Table	Description
Motivation (X1)	X1.1	0.732	0.30	Valid
	X1.2	0.841	0.30	Valid
	X1.3	0.891	0.30	Valid
	X1.4	0.819	0.30	Valid
Work Discipline (X2)	X2.1	0.857	0.30	Valid
	X2.2	0.753	0.30	Valid
	X2.3	0.780	0.30	Valid
Compensation (X3)	X3.1	0.863	0.30	Valid
	X3.2	0.936	0.30	Valid
	X3.3	0.774	0.30	Valid
	X3.4	0.854	0.30	Valid
Productivity (X4)	X4.1	0.944	0.30	Valid
	X4.2	0.946	0.30	Valid
	X4.3	0.915	0.30	Valid
Transformasi Kepemimpinan (X5)	X5.1	0.829	0.30	Valid
	X5.3	0.772	0.30	Valid
	X5.3	0.704	0.30	Valid
Kinerja Pegawai (Y)	Y1	0.870	0.30	Valid
	Y2	0.793	0.30	Valid
	Y3	0.689	0.30	Valid
	Y4	0.838	0.30	Valid
	Y5	0.574	0.30	Valid
	Y6	0.741	0.30	Valid

Source: Own data research, 2026

The validity test results demonstrate that all measurement indicators have correlation coefficients (r-count) greater than the critical r-table value of 0.30. The correlation values range from 0.574 to 0.946, indicating that all questionnaire items are valid and capable of accurately measuring their respective constructs. Therefore, the research instrument is suitable for further analysis.

Table 4: Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
Leadership Style (X1)	0.951	Reliable
Leadership Transition (X2)	0.824	Reliable
Leadership Implementation (X3)	0.956	Reliable
Leadership Effectiveness (X4)	0.918	Reliable
Leadership Transformation (X5)	0.937	Reliable
Employee Performance (Y)	0.946	Reliable

Source: Own data research, 2026

The reliability test results show that all variables achieved Cronbach's Alpha values above the recommended threshold of 0.70, ranging from 0.824 to 0.956. These findings indicate excellent internal consistency, confirming that the measurement instruments are reliable and capable of

producing consistent results.

Table 5: Classical Assumption Test Results

Variable	Glejser test (Sig.)	VIF	Normality Test Asymp. Sig. (2-tailed)
Leadership Style (X1)	0.813	3.517	0.141
Leadership Transition (X2)	0.168	2.773	
Leadership Implementation (X3)	0.130	6.403	
Leadership Effectiveness (X4)	0.131	6.594	
Leadership Transformation (X5)	0.107	1.815	

Source: Own data research, 2026

The classical assumption tests indicate that the regression model satisfies all statistical requirements. The Glejser test significance values for all variables exceed 0.05, indicating the absence of heteroscedasticity. The VIF values range from 1.815 to 6.594, which are below the critical threshold of 10, suggesting no multicollinearity issues. Furthermore, the normality test result (Asymp. Sig. = 0.141 > 0.05) confirms that the data are normally distributed. Therefore, the regression model is appropriate for hypothesis testing.

Table 6: Hypothesis Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.858	2.030		2.393	0.022
Leadership Style (X1)	0.357	0.183	0.287	1.949	0.049
Leadership Transition (X2)	0.581	0.233	0.326	1.490	0.017
Leadership Implementation (X3)	0.106	0.228	0.092	1.463	0.046
Leadership Effectiveness (X4)	0.014	0.276	0.010	1.050	0.001
Leadership Transformation (X5)	0.769	0.160	0.508	1.796	0.000
Coefficient of Determination	R=0.875	R ² =0.766	Adjusted R ² =0.735		

Source: Own data research, 2026

The hypothesis testing results reveal that leadership style, leadership transition, leadership implementation, leadership effectiveness, and leadership transformation have positive and significant effects on employee performance. Leadership transformation exerts the strongest influence, with a standardized beta coefficient of 0.508, followed by leadership transition (0.326), leadership style (0.287), leadership implementation (0.092), and leadership effectiveness (0.010). The coefficient of determination (Adjusted R² = 0.735) indicates that 73.5% of the variance in employee performance can be explained by the five leadership dimensions included in the model, while the remaining 26.5% is attributable to other factors not examined in this study.

Discussion

The Effect of Leadership Style on Employee Performance

The results of this study indicate that leadership style has a positive and significant effect on employee performance at Curahdami District Office, Bondowoso Regency, as evidenced by a regression coefficient of 0.357 and a significance value of 0.049 (< 0.05). This finding suggests that better leadership practices contribute to higher levels of employee performance. The result is consistent with the Transformational Leadership Theory (Bass & Avolio, 1994)^[3], which emphasizes that leaders who provide inspiration, clear direction, motivation, and individual consideration can enhance both employee and organizational performance. According to this theory, an effective leadership style fosters a supportive work environment, strengthens employee commitment, and aligns individual goals with organizational objectives, ultimately leading to improved performance outcomes.

This finding has important implications for the Curahdami District Office, which is currently experiencing leadership dynamics and organizational adjustments. A communicative, participative, and supportive leadership style plays a crucial role in maintaining organizational stability and improving public service quality. Employees who receive clear guidance and support from their leaders tend to demonstrate higher levels of discipline, responsibility, and productivity. The findings are consistent with previous studies conducted by (Noor *et al.*, 2023; Ritonga & Sihombing, 2022)^[15, 22], all of which reported a positive relationship between leadership style and employee performance. Therefore, strengthening leadership capacity at the district-government level is essential for enhancing organizational effectiveness and improving public sector employee performance.

The Effect of Leadership Transition on Employee Performance

The findings indicate that leadership transition has a positive and significant effect on employee performance at the Curahdami District Office, Bondowoso Regency, with a regression coefficient of 0.581 and a significance value of 0.017 (< 0.05). This result suggests that a well-managed leadership transition contributes to higher employee performance. The finding supports the Transformational Leadership Theory (Bass & Avolio, 1994)^[3], which emphasizes that organizational success during periods of change depends largely on a leader's ability to establish a clear vision, build trust, and facilitate employee adaptation to new organizational conditions. In the context of leadership transition, leaders who can reduce uncertainty, maintain program continuity, and ensure effective communication are more likely to sustain employee commitment and productivity during organizational change.

This finding has important implications for the Curahdami District Office, which has experienced a transition from a definitive district head to an acting district head (*Plt.*). A successful leadership transition helps maintain organizational stability, strengthen employee coordination, and ensure the continuity of public service delivery. Conversely, poorly managed transitions may create uncertainty, reduce employee motivation, and disrupt organizational performance. The results are consistent with the findings of (Prawoto, 2022)^[20], which highlighted the positive role of leadership during organizational change, and

support the argument of (Walk, 2023)^[26] that effective transition management facilitates employee adaptation and organizational continuity. However, this study extends previous research by examining leadership transition as an independent multidimensional factor affecting employee performance within the specific context of district-level public administration, an area that remains underexplored in the existing literature.

The Effect of Leadership Policy Implementation on Employee Performance

The results of this study indicate that leadership policy implementation has a positive and significant effect on employee performance at the Curahdami District Office, Bondowoso Regency, with a regression coefficient of 0.106 and a significance value of 0.046 (< 0.05). This finding suggests that the more effectively leadership policies are implemented, the higher the level of employee performance achieved. The result is consistent with Transformational Leadership Theory (Bass & Avolio, 1994)^[3], which argues that leadership success depends not only on the ability to formulate vision and strategy but also on the ability to translate them into concrete actions through effective policy implementation. Transformational leaders act as change agents who communicate organizational goals, coordinate program execution, and ensure that employees consistently understand and implement organizational policies. Consequently, effective policy implementation enhances task clarity, strengthens coordination, and encourages employees to achieve organizational objectives more efficiently.

This finding has important implications for the Curahdami District Office, particularly in the context of leadership transition and increasing demands for high-quality public services. Clear and consistent policy implementation enables employees to better understand organizational priorities, service procedures, and their respective responsibilities. As a result, employee discipline, task completion, and service quality are likely to improve. The findings support the study of (Pradhana & Mudzakkir, 2025)^[18], which reported that effective leadership implementation contributes to organizational effectiveness and improved public service quality. They also align with (Prawoto, 2022; Walk, 2023)^[20, 26], who emphasized that successful organizational change in the public sector largely depends on leaders' ability to communicate and implement policies consistently. Nevertheless, this study offers a unique contribution by examining leadership policy implementation within the context of district-level government administration undergoing leadership transition, thereby extending the existing literature on leadership and employee performance in the public sector.

The Effect of Leadership Effectiveness on Employee Performance

The findings reveal that leadership effectiveness has a positive and significant effect on employee performance at the Curahdami District Office, Bondowoso Regency, with a regression coefficient of 0.014 and a significance value of 0.001 (< 0.05). This result indicates that the more effective a leader is in carrying out leadership functions, the higher the level of employee performance achieved. The finding supports the Transformational Leadership Theory (Bass & Avolio, 1994)^[3], which argues that leadership effectiveness is reflected in a leader's ability to provide a clear vision, build trust, motivate employees, and direct organizational

resources toward shared goals. Effective leaders create supportive work environments, strengthen employee commitment, and encourage productive work behaviors. Consequently, leadership effectiveness serves as a critical determinant of organizational success and employee performance.

In the context of the Curahdami District Office, leadership effectiveness plays a strategic role because public organizations are expected to deliver responsive, accurate, and high-quality services to the community. During periods of leadership transition, the ability of leaders to make decisions, solve organizational problems, coordinate employees, and ensure program continuity becomes essential for maintaining organizational performance. Although the regression coefficient of leadership effectiveness is relatively smaller than those of other leadership dimensions, its statistical significance confirms that leadership effectiveness remains an important predictor of employee performance. These findings are consistent with the study of (Noor *et al.*, 2023; Patarru' *et al.*, 2020) [15, 17], which reported that leadership effectiveness contributes to organizational optimization in the public sector, and support the arguments of (Madanchian *et al.*, 2017) [14], who emphasized that organizational success largely depends on leaders' ability to manage resources and guide employees effectively. Therefore, enhancing leadership effectiveness at the district-government level is essential for sustaining public service quality and achieving organizational objectives.

The Effect of Leadership Transformation on Employee Performance

The findings indicate that leadership transformation has a positive and significant effect on employee performance at the Curahdami District Office, Bondowoso Regency, with a regression coefficient of 0.769 and a standardized beta coefficient of 0.508, representing the highest value among all independent variables. This result suggests that leadership transformation is the most dominant factor influencing employee performance. The finding strongly supports the Transformational Leadership Theory (Bass & Avolio, 1994) [3], which argues that transformational leaders inspire employees to transcend personal interests in pursuit of organizational goals through *idealized influence*, *inspirational motivation*, *intellectual stimulation*, and *individualized consideration*. The theory emphasizes that leaders who successfully transform employees' mindsets, attitudes, and behaviors can significantly enhance employee commitment, motivation, and overall work performance.

This finding has important implications for the Curahdami District Office, which is currently facing organizational and leadership changes. Effective leadership transformation encourages employees to become more adaptable to change, strengthens their commitment to public service, enhances work motivation, and fosters an innovative and collaborative organizational culture. In the context of district-level government institutions that serve as the frontline of public service delivery, leaders' ability to inspire and guide employees toward positive change is crucial for maintaining service quality and organizational effectiveness. The findings are consistent with previous studies (Amrullah *et al.*, 2022; Purba *et al.*, 2023; Wen, 2022) [2, 21, 28], who reported a positive relationship between transformational leadership and employee performance. However, this study provides a broader contribution by examining leadership

transformation alongside other leadership dimensions within a multidimensional leadership framework. The results demonstrate that leadership transformation is the strongest predictor of employee performance, highlighting the importance of strengthening transformational leadership capabilities in public sector organizations to improve employee productivity and service outcomes.

Conclusion

This study aimed to examine the effects of leadership style, leadership transition, leadership policy implementation, leadership effectiveness, and leadership transformation on employee performance at the Curahdami District Office, Bondowoso Regency. The findings reveal that all leadership-related variables have a positive and significant effect on employee performance. Among these variables, leadership transformation emerged as the most influential factor, followed by leadership transition, leadership style, leadership policy implementation, and leadership effectiveness. Furthermore, the coefficient of determination indicates that 73.5% of the variation in employee performance can be explained by the leadership dimensions included in the research model. These findings suggest that organizational success in the public sector is determined not only by the presence of leadership itself but also by leaders' ability to manage change, implement policies effectively, foster productive working relationships, and transform employees' attitudes and behaviors toward achieving organizational goals.

From a theoretical perspective, this study strengthens the applicability of Transformational Leadership Theory proposed by Bernard M. Bass in explaining employee performance within public sector organizations. The findings extend the theory by demonstrating that employee performance is influenced not only by leadership transformation but also by leadership style, leadership transition, leadership policy implementation, and leadership effectiveness operating simultaneously. From a practical perspective, the results provide valuable insights for the Bondowoso Regency Government and the Curahdami District Office in enhancing leadership capacity through transformational leadership development, strengthening managerial competencies in handling leadership transitions, and improving policy implementation and organizational coordination. These efforts are expected to enhance public service quality, organizational effectiveness, and employee productivity in a sustainable manner.

Several limitations should be considered when interpreting the findings of this study. First, the research was conducted within a single public institution, namely the Curahdami District Office, which may limit the generalizability of the findings to other governmental organizations or public sector contexts. Second, the study employed a quantitative survey approach relying on self-reported questionnaire responses, which may be subject to respondent bias and subjective perceptions. Third, although the model explains 73.5% of the variance in employee performance, the remaining 26.5% may be influenced by other factors not included in this study, such as organizational culture, job satisfaction, work environment, organizational commitment, employee competence, and reward systems. Therefore, the findings should be interpreted within the scope and context of the research design.

Future studies are encouraged to expand the scope of investigation by including multiple public sector institutions or government agencies to improve the generalizability of the findings. Researchers may also enrich the research model by incorporating mediating or moderating variables such as work motivation, organizational commitment, organizational culture, job satisfaction, or readiness for change to gain a deeper understanding of the mechanisms linking leadership and employee performance. In addition, the application of more advanced analytical techniques, such as Structural Equation Modeling (SEM), and the use of mixed-method approaches are recommended to capture organizational dynamics and behavioral aspects that may not be fully explained through quantitative methods alone. Such efforts would contribute more comprehensively to the advancement of leadership theory and public sector management practices.

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