



## **ANALYSIS OF TRANSACTIONAL LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE AT PT. CITRA MULIAPERKASADI KENDARI CITY, SOUTHEAST SULAWESI**

### **ANALISIS GAYA KEPEMIMPINAN TRANSAKSIONAL TERHADAP KINERJA KARYAWAN PADA PT. CITRA MULIAPERKASADI KOTA KENDARI SULAWESI TENGGARA**

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#### **Abstract**

This study aims to determine and analyze 1) Analysis of Transactional Leadership Style on Employee Performance at PT. Citra Mulia Perkasa in Kendari City, Southeast Sulawesi and 2) Supporting and Inhibiting Factors of Transactional Leadership Style Analysis on Employee Performance at PT. Citra Mulia Perkasa in Kendari City, Southeast Sulawesi. This study uses qualitative descriptive using the concept of interactive data analysis. Informants in this study consisted of employees of PT. Citra Mulia Perkasa. With data collection techniques of observation, interviews and documentation. The results of the study indicate that the transactional leadership style applied by PT. Citra Mulia Perkasa has not run optimally because the demands of the work are not comparable to the results obtained by employees, as well as the existence of a work culture that is not in accordance with the regulations or standard operating procedures for workers. These findings are expected to improve the regulations in force at PT. Citra Mulia Perkasa and become a learning experience for leaders to improve their attitudes towards their employees

**Keywords :** Transactional leadership style, Employee performance

#### **Abstrak**

Penelitian ini bertujuan untuk mengetahui dan menganalisis 1) Analisis Gaya Kepemimpinan Transaksional terhadap Kinerja Karyawan pada PT. Citra Mulia Perkasa di kota Kendari Sulawesi Tenggara dan 2) Faktor Pendukung dan Penghambat Analisis Gaya Kepemimpinan Transaksional terhadap Kinerja Karyawan pada PT. Citra Mulia Perkasa di kota Kendari Sulawesi Tenggara. Pada penelitian ini menggunakan deskriptif kualitatif dengan menggunakan konsep analisis data interaktif. Informan dalam penelitian ini terdiri dari karyawan PT. Citra Mulia Perkasa. Dengan teknik pengumpulan data observasi, wawancara dan dokumentasi. Hasil penelitian menunjukkan bahwa gaya kepemimpinan transaksional yang diterapkan oleh



PT. CitraMuliaPerkasa belum berjalan secara maksimal dikarenakan tuntutan pekerjaan yang tidak sebanding dengan hasil yang didapatkan oleh karyawan, serta adanya budaya kerja yang tidak sesuai dengan peraturan atau SOP tenaga kerja. Temuan ini diharapkan dapat memperbaiki peraturan yang berlaku di perusahaan PT. CitraMuliaPerkasa dan menjadi pembelajaran bagi pimpinan untuk memperbaiki sikap terhadap karyawannya.

**Kata Kunci :** Gaya kepemimpinan transaksional, Kinerja karyawan.

## 1. INTRODUCTION

In today's competitive era, organizations face many challenges in achieving their goals and striving to become more successful than others. Leaders play an essential role in reaching organizational objectives and improving performance. Leadership within bureaucratic organizations reflects a projection of leadership itself. Leadership is a form of trust that arises from respect for others. It also serves as a driving force for the progress of both followers and the organization. Leaders act as the main motivators in enhancing productivity and innovation, and they are directly connected to activities dedicated to serving many people.

Although many studies on leadership have been conducted, what is particularly interesting is transactional leadership. It is called *transactional* because this leadership style is used to motivate and encourage followers or subordinates to comply through a system of rewards and punishments. Through this system, leaders can motivate their subordinates in the short term. This style occurs when a person takes the initiative to establish contact with others for the exchange of things of value (Anon, 2020). Meanwhile, Suwatno (2019) argues that companies need a transactional leadership style to mobilize and direct their subordinates in carrying out tasks in accordance with the company's targets, as well as to provide rewards and sanctions for employees based on their work performance. Leadership involves various aspects, including decision-making, communication, resource management, motivation, and direction.

Literally, it means "a transaction or an exchange"; therefore, transactional leadership deals with the exchange between leaders and followers. Transactional leadership is a form of transaction in which followers and leaders work toward desired outcomes by fulfilling the leader's expectations and the followers' hopes. This process involves mutual promises or commitments based on respect and trust. According to Wibowo (2019), transactional leadership is one of the leadership styles used by companies to efficiently achieve current targets by motivating subordinates to carry out tasks related to work performance and by providing rewards.

Transactional leadership style provides motivation in the form of rewards and punishments for followers or subordinates, thereby encouraging them to take greater initiative and perform better. It has clear standards and benchmarks as performance parameters, representing a shared commitment and mutual agreement to be upheld and followed. Organizational culture serves as the fundamental structure in the implementation of activities, and transactional leadership cannot be separated from the organizational culture adopted within the organization. Transactional leadership is not something that should intimidate subordinates; rather, it is the art of leading—an ability to take action and the skill to guide a group of people or an organization effectively.

The distribution of basic food supplies (*sembako*) is the process of delivering or distributing essential daily necessities (the nine basic commodities) to end consumers, either directly or indirectly. This process involves several stages, starting from production, collection,



packaging, storage, and transportation, until the goods finally reach the consumers. The distribution of basic food supplies plays a crucial role in ensuring the availability and accessibility of essential goods for the community, especially in remote or hard-to-reach areas. The main goal of distributing *sembako* is to meet the population's primary food needs efficiently and effectively.

PT. Citra Mulia Perkasa (CMP) is a company engaged in the distribution of basic food supplies (*sembako*), located at Jl. Malik Raya No. 45, Kendari City, Southeast Sulawesi. It is one of the largest and most well-known distributors, serving as a favorite place for people both inside and outside Kendari to purchase *sembako*. This reputation is well-deserved, as PT. Citra Mulia Perkasa is known for being active and prompt in delivering orders to its customers within and outside the city.

However, there are times when the company experiences delays in the delivery process due to a shortage of employees (helpers and drivers), as some workers are unable to handle heavy workloads or overtime duties. PT. Citra Mulia Perkasa is also known as the only distributor company in Kendari that maintains strict discipline in billing for customer orders, allowing a maximum payment deadline of only 14 days, while other distributors often exceed 14 days, with some extending up to 30 days.

From the explanation above, the researcher is interested in carrying out a study entitled **"Analysis of Transactional Leadership Style on Employee Performance at PT. Citra Mulia Perkasa in Kendari City, Southeast Sulawesi."**

## 2. RESEARCH METHOD

This study uses a qualitative descriptive research approach by applying the concept of interactive data analysis proposed by Miles, Huberman, and Saldana (2014). They state that in qualitative research, data analysis follows an interactive model developed through several stages: data condensation, data display, and conclusion drawing or verification. The data analysis technique used in this research is a qualitative technique, specifically the interactive analysis technique. The research informants consist of five divisions, namely: HRD (Human Resources Department) of PT. Citra Mulia Perkasa, Warehouse Administration, Sales, Driver, and Helper, who are considered capable of providing information related to the Analysis of Transactional Leadership Style on Employee Performance at PT. Citra Mulia Perkasa in Kendari City, Southeast Sulawesi.

The data obtained from observations, interviews, and documentation represent raw data collected from the field. Therefore, it is necessary to select relevant data that can be presented and used to answer the research questions. After the data selection process, the chosen data are then simplified by focusing on the essential information needed to address the research problems. The data that have been organized through data reduction are then presented in the form of a descriptive narrative. The presented data are those used to answer the research questions. After the data are presented in detail, the next step is to discuss and analyze the presented data thoroughly. Once the discussion is completed, conclusions are drawn from the data, which are then used as answers to the research problems.

## 3. RESULTS AND DISCUSSION

In this chapter, the researcher presents the research findings obtained through interviews with the company's employees. This analysis involves several characteristics of the



respondents. The number of questions asked was based on the descriptive indicators of the transactional leadership style variable.

The characteristics of the informants represent the identities they possess, either directly or indirectly. These characteristics influence all aspects of the informants' thoughts and actions. Such characteristics include name, position, education, age, and gender. Based on the research conducted at PT. Citra Mulia Perkasa involving 30 informants through interviews and documentation, the characteristics of the informants can be described as follows:

**Table 1. Characteristics of Research Informants**

No	Name	Position	Education	Gender	Age (years)
1	St. Nurlaila Basri	HRD, Admin, Sales	S2	Female	32
2	Maya Alfrida	Data entry admin	S1	Female	25
3	Siska Septika	Tax admin	SMA	Female	29
4	Yuliana	Tax admin	SMA	Female	37
5	Supiani	Warehouse admin	S1	Female	35
6	Hartini	Warehouse admin	SMA	Female	31
7	Eni	Sales	SMA	Female	40
8	Ayana	Sales	SMA	Female	35
9	Adam	Sales	S1	Male	58
10	Erwin	Sales & Driver	SMA	Male	59
11	Samirin	Sales & Driver	SMA	Male	42
12	Suadi	Driver	SMA	Male	44
13	Rendi Ardinal	Driver	SMA	Male	30
14	Aan Setiawan	Driver	SMA	Male	23
15	Muh. Fijar	Driver	SMA	Male	26
16	Adi Putra	Helper	SMA	Male	23
17	Asraf	Helper	SMA	Male	47
18	Suardi Jufri	Helper	SMA	Male	49
19	Indra	Helper	SMA	Male	26
20	Isal	Helper	SMA	Male	31
21	Aditia	Helper	SMA	Male	23
22	Adam	Helper	SMA	Male	21
23	Marsel	Helper	SMA	Male	19
24	Idul	Helper	SMA	Male	26
25	Ilham K	Helper	SMA	Male	34
26	Bima	Helper	SMA	Male	24
27	Arjun	Helper	SMA	Male	22
28	Ozi	Helper	SMA	Male	20
29	Febri	Helper	SMA	Male	25



30	Hafid	Helper	SMA	Male	39
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### Description of Research Findings

**Contingent Reward** refers to the rewards given to subordinates for their performance and achievements. This reward serves as one of the key dimensions of the transactional leadership style. Through this approach, leaders provide compensation, recognition, or incentives to employees who successfully meet predetermined goals or performance standards. The purpose of contingent reward is to motivate employees to improve their work quality and productivity by linking rewards directly to their accomplishments.

**Management by exception active.** The management style referred to involves monitoring and controlling performance, tasks, and activities in order to prevent problems from occurring.

**Management by exception passive,** the management style referred to is one in which the leader becomes involved only when major problems arise or when issues require direct intervention, rather than actively overseeing every situation.

**Laisez faire.** The term *laissez-faire* comes from French, meaning “let it happen” or “let people do as they wish.” In this leadership style, the leader fully delegates authority to subordinates, giving them freedom to make decisions and carry out tasks with minimal interference or guidance from the leader.

The results of the study show that transactional leadership focuses on explaining employee participation or involvement, as well as outlining the requirements for employees, while providing both positive and negative rewards depending on their performance. In a transactional leadership style, the leader sets goals, monitors progress toward achieving those goals, provides rewards, and gives punishments to employees based on their level of goal attainment. In general, rewards can be divided into two types: extrinsic rewards and intrinsic rewards.

Based on the results of interviews conducted with 30 informants and using four indicators of transactional leadership style related to employee performance, it was found that although employees work under the pressure of a leader who often experiences mood swings, they still choose to remain in their jobs. The main reason for this is that employees strongly depend on the rewards (wages) they receive from working at PT. Citra Mulia Perkasa to sustain their livelihoods. In addition, employees continue to work at the company due to factors such as age, which makes it difficult for them to find new employment, as well as their specific skills and work experience. Furthermore, some employees stay not merely for the rewards but also out of a sense of gratitude or loyalty. Another contributing factor is the presence of a female leader and a young leader, whose leadership styles differ from that of the main boss, making the work environment somewhat more tolerable or appealing to them they consistently apply extrinsic rewards to employees—something that is rarely done by the main boss. However, not all employees are able to remain in their positions. This is often the reason why the distribution of customer orders is delayed or slow, as the company frequently faces a shortage of employees (helpers and drivers).

### Discussion

In general, leaders with a transactional leadership style expect their team members to work well and in accordance with the goals and expectations that have been set. Leaders also hope that each team member can fulfill their expectations with discipline and responsibility. Based on the research conducted on the employees of PT. Citra Mulia Perkasa, there are four indicators of transactional leadership style that influence employee performance, namely





Contingent Reward, Management by Exception Active, Management by Exception Passive, and Laissez-Faire.

**Contingent Reward.** The rewards given to all employees are considered insufficient. However, due to economic needs and life responsibilities, employees continue to work at PT. Citra Mulia Perkasa despite the limited rewards they receive. This indicates that the reward system remains an important factor in maintaining employee loyalty.

**Management by Exception Active.** Based on the research results, most employees prefer that the leader does not frequently get directly involved in fieldwork. They feel awkward and pressured when the leader is present on-site, especially due to the leader's mood swings toward employees during work. However, a small number of employees stated that the leader's presence in the field actually speeds up the work process and makes the workflow more organized.

**Management by Exception Passive.** Most employees expect the leader not to intervene directly in every problem that occurs in the field as long as employees can handle it themselves. However, some employees believe that problems should be handled directly by the younger boss or the female boss, as they are considered more understanding of the employees' conditions and work situations.

**Laissez-Faire.** Based on the findings, overall, employees expect leaders to provide freedom and trust in performing their tasks. When employees are given the opportunity to take responsibility and make decisions independently, they feel more appreciated, trusted, and recognized within the company.

#### 4. CONCLUSION

Based on the results and discussion presented previously, the researcher can conclude that: **The influence of transactional leadership style on employee performance at PT. Citra Mulia Perkasa in Kendari City, Southeast Sulawesi** shows that although the transactional leadership style focuses on the exchange relationship between leaders and subordinates, supported by the existing work culture and reward system, most employees at PT. Citra Mulia Perkasa continue to remain in the company because they still greatly depend on their wages to sustain their livelihoods — even though they must work under leaders who often experience mood swings. **The factors supporting employee performance** at PT. Citra Mulia Perkasa in Kendari City, Southeast Sulawesi include the company's policy of not emphasizing age limits, special skills, or educational background. As long as employees are still capable of performing their duties properly, they will continue to be employed. In addition, employees who face financial difficulties are allowed to apply for salary advances (cash loans), which are always approved by the management — reflecting the company's concern for employee welfare. On the other hand, the inhibiting factors include the challenging work culture and limited reward system, as well as leaders' mood swings and frequently changing company regulations, which sometimes make employees feel unstable and pressured in their work environment.

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