Article

The Effect of Transformational Leadership, Training, and Rewards on Employee Performance at the Central Statistics Agency (BPS) Bondowoso

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Abstract: This research examines the impact of transformational leadership, training, and rewards on employee performance at the Central Statistics Agency (BPS) Bondowoso. Transformational leadership, characterized by motivation, attention to individual employees, and intellectual stimulation, plays a significant role in enhancing employee performance. Despite frequent training seminars, there is a need to assess their effectiveness. Additionally, rewards for outstanding employees are crucial in improving work results. The study utilizes primary data through observations, interviews, and questionnaires, alongside secondary data from activity documentation. With a sample of 30 employees, a saturated sampling technique was applied. Multiple linear regression analysis revealed that transformational leadership, training, and rewards significantly influence employee performance. These findings suggest that fostering transformational leadership and enhancing training and reward systems could further improve employee outcomes at BPS Bondowoso.

Keywords: Transformational Leadership, Training, Reward, Employee Performance

1. **Introduction**

    Human resources (HR) have an important role in an organization or company. A company or organization must have a vision, mission, and goals to be achieved and the role of human resources is very important in an organization or company to strive to achieve some of these things. Human resources are very important because what creates, creates, and operates is human resources themselves. Therefore, the performance of human resources is very necessary through their efforts and creativity in running the wheels of the organization so that the organization will produce quality output and have high selling intentions. According to, performance has a very important role in the context of an organization, because it can be a determinant of the success of an entity. Performance is not just a success parameter for individuals, but also a measure of progress for the entire organization.

    According to performance is a result of work achieved by a person in carrying out his duties on skills, effort and opportunity. Good and correct management of human resources is necessary to achieve the goals of the organization or company through several policies that can be applied with some consideration and agreement. The factors that must be considered to improve employee performance are the ability of employees who are not only about knowledge and skills but also the

willingness of human resources to continue to develop and compete to improve their respective performance. (Suryani Et Al. , 2023) (Iskarim , 2017) (Hasibuan, 2016) (Setyo Widodo et al., 2022)

Previous research stated that several factors affect employee performance, one of which is transformational leadership. Transformational leadership is where a leader can influence changes that take the organization in a more advanced direction. Transformational leadership is the ability of a person to influence his subordinates to accept and implement change by the vision and mission that has been set. Transformational leaders inspire and motivate team members to move in the new desired direction. The phenomenon of transformational leadership at the Central Statistics Agency (BPS) Bondowoso is influenced by the provision of motivation and attention to employees individually by superiors who have charisma and intellectual stimulation to their employees. Previous research related to transformational leadership In research conducted by (Rivai, 2020) revealed that transformational leadership has a very positive effect on employee performance. The underlying aspects are a positive leadership style, being an example and role model, and being able to direct its members. The second factor that affects employee performance is the existence of job training. Training is a process to shape and equip employees by increasing their skills, abilities, knowledge and behaviour, meaning that training will shape employee behaviour according to expectations. (Asbari and Al. , 2020) (Kasmir, 2016)

The phenomenon related to training at the Central Statistics Agency (BPS) Bondowoso is that training seminars are often held for employees at every event of the Central Statistics Agency (BPS) Bondowoso. The focus of training consists of developing employees' skills and abilities so that they can achieve a certain level of skills required in their jobs. Research conducted by (Setiani & Febrian, 2023) also reports that the implementation of job training can grow higher levels of performance. The third factor that affects employee performance is the provision of rewards. Reward is a form of award, gift, or reward given in recognition of desired achievement or behavior. The company rewards as a way to give public recognition and encourage the rest of the team. The phenomenon of giving (Gunawan and to the. , 2023)rewards at the Central Statistics Agency (BPS) Bondowoso to employees by giving awards to employees who are outstanding and have the potential to improve the work results of the agency. In the context of management, rewards are one of the instruments to increase the motivation of employees. Apart from being a motivation, rewards also aim to improve or improve the performance that has been achieved. Research that has been conducted by (Latiep et al., 2022) reveals that rewards have a positive and significant influence on employee performance. This is because the provision of this bonus can bring out enthusiasm and healthy competition between employees in terms of their performance.

The Central Statistics Agency (BPS) is a non-departmental government institution that has direct responsibility to the President. The Central Statistics Agency (BPS) of Bondowoso Regency is located on Jl. Santawi, East Nangkaan, Nangkaan, Bondowoso District, Bondowoso Regency, East Java 68215. Previously, BPS was known as the Central Bureau of Statistics, which was formed based on Law Number 6 of 1960 concerning the Census and Law Number 7 of 1960 concerning Statistics. The replacement for the two laws is Law Number 16 of 1997 concerning Statistics. Under this law, the name of the Central Bureau of Statistics was officially changed to the Central Statistics Agency. Based on the phenomenon in BPS Bondowoso Regency, the performance achievements shown in several aspects tend to reach the target even though some still have not reached the target that has been set. It can be seen in the figure below that from the performance results shown, the performance achievements of employees at the Central Statistics Agency of Bondowoso have not shown results that significantly exceed the target.

Table 1. BPS Bondowoso performance report for 2021-2023

No	Strategic Goals	Performance Indicators	Target			Achievement Realization		
			2021	2022	2023	2021	2022	2023
			%	%	%	%	%	%
1	Improving the use of quality statistical data	Percentage of data use using BPS data as the basis for development planning, monitoring and evaluation (%)	80	100	100	100	100	100
2	Improving the use of quality statistical data	Percentage of statistical publications that apply accuracy standards (%)	33	100	100	33,3	100	100
3	Strengthening K/L/D/I Commitment to SSN	Percentage of Regional Apparatus Organizations (OPDs) that received recommendations for statistical activities (%)	100	24	26,7	100	28	33,3
4	Strengthening K/L/D/I Commitment to SSN	Percentage of Regional Apparatus Organizations (OPDs) whose sectoral metadata is by the standard (%)	100	56	60	100	60	70
5	Strengthening Sectoral Statistics of K/L/D/I	Percentage of Regional Apparatus Organizations (OPD) that received statistical guidance (%)	50	92	90	50	100	96,7
6	Superior and competitive statistical human resources in the framework of institutional governance	Results of the SAKIP implementation assessment	60	65	69	61,9	69,9	72,7
7	Superior and competitive statistical human resources in the framework of institutional governance	Percentage of satisfaction with the use of data on BPS service facilities and infrastructure (%)	85	93	93	92,2	100	100

Source : BPS Bondowoso Regency, 2024

From Table 1 of the BPS Bondowoso performance report from 2021 – 2023, there is an upward trend or achievement of the target that has been set, and can even exceed the target, such as the percentage of data used using BPS data as the basis for planning, monitoring, and evaluating development. It can be seen that the targets for 2021, 2022, and 2023 are 80%, 100%, and 100%, respectively. In terms of realization, the employee performance is 100%, 100%, and 100% respectively, which means that the performance achievements shown are very good. However, it should be noted that in 2021 there was a surge in performance, where the performance achievements of employees exceeded the target of 20%, but in the following years, namely 2022 and 2023, they were unable to exceed the target that had been given.

It is enough to position the target of 100% and 100%. This needs to be an evaluation of whether there are factors that hinder the performance of BPS Bondowoso employees. Because of the phenomena in the table above and the phenomena that the researcher encountered related to transformational leadership at the Central Statistics Agency (BPS) Bondowoso which is influenced by the provision of motivation and attention to employees individually by superiors who have

charisma and intellectual stimulation to their employees, while the phenomenon related to training at the Central Statistics Agency (BPS) Bondowoso is the frequent holding of training seminars for employees on each event The Central Statistics Agency (BPS) Bondowoso, in addition to the third problem related to the provision of Reward at the Central Statistics Agency (BPS) Bondowoso to employees, namely by giving awards to employees who are outstanding and have the potential to improve the agency's work results.

2. Materials and Methods

This study uses a quantitative approach in the form of numerical data. This research can also be categorized into explanatory research which aims to explain the relationship between the variables being studied. The types of data used in this study are primary data in the form of interviews and surveys with BPS employees in Bondowoso Regency and secondary data in the form of journals and books relevant to the research conducted. Meanwhile, the population of BPS Bondowoso employees is 30 with a sampling of 30 respondents. In addition, the sampling technique uses saturated samples because it takes the entire population in the research object. The data collection techniques used in this study are in the form of literature studies, observations, and questionnaires. The last one is related to the data analysis techniques used such as validity test, reality test, multiple linear analysis, normality test, multicollinearity test, heteroscedasticity test, hypothesis test and coefficient of determination (R^2).

3. Results

a. Validity Test Results

A validity test is a test used to show how effective the measuring tool used in measurement is. If the instrument can reveal something that will be measured by the questionnaire, then the questionnaire is considered valid. (Ghozali, 2018)Based on the results of the validity test conducted in this study, it can be known that each of the independent variable and bound variable question indicators have an R-value of > table R calculation and a significant value of $0.000 < 0.05$ (5%). Based on these results, it can be concluded that all question items from the variable questions of Transformational Leadership (X1), Training (X2), Reward (X3) and Employee Performance (Y) data are said to be valid.

b. Reality Test Results

Reliability tests are used to measure the consistency of the phenomenon in repeated use so that it can be trusted or not. Tools to measure a questionnaire that is an indicator of a variable can use a reliability test (Ghozali, 2018). A variable can be said to be reliable if the variable has a value of Cronbach Alpha > 0.70. In this study, SPSS 26 was used.

Table 2. Reliability Test

No	Variable	Cronbach Alpha Values	Alpha Standard	Information
1	(X1) Transformational Leadership	0.739	0.7	Reliable
2	(X2) Training	0.705	0.7	Reliable
3	(X3) *Reward*	0.724	0.7	Replies
4	(Y) Employee Performance	0.902	0.7	Reliable

Source: SPSS 2024 Processing Results Data

Based on table 2 of the Reliability Test, the results of the reliability test on the variable instrument (X1) Transformational Leadership have a Cronbach Alpha value of 0.739, (X2) Training

has a Cronbach Alpha value of 0.705, (X3) Reward has a Cronbach Alpha value of 0.724, and (Y) Employee Performance has a Cronbach Alpha value is 0.902, which is more than 0.7 which can be concluded that the instrument in this study is reliable because the value of Cronbach Alpha for each variable is greater than 0.7.

c. Multiple Linear Analysis Results

Multiple linear regression analysis is used to determine the direction and how much influence the independent variable has on the dependent variable (Ghozali, 2018).

Table 3. Multiple Linear Regression Analysis

No	Criterion	Coefficient
	(Constand)	2.371
1	(X1) Transformational Leadership	0.611
2	(X2) Training	0.290
3	(X3) Reward	0.471

Source: SPSS 2024 Processing Results Data

Based on Table 3 of Multiple Linear Regression Analysis, the general equation of multiple linear regression can be known, as follows:

Y = 2.371 + (X1) 0.611 + (X2) 0.290 + (X3) 0.471 + e

1. The Constant value of 2,371 states that if the variables of transformational leadership, training, and reward of Employees of the Central Statistics Agency (BPS) Bondowoso are considered constant (value 0). So the performance of Employees of the Central Statistics Agency (BPS) Bondowoso has a positive effect of 2,371.

2. The transformational leadership variable (X1) has a positive direction on employee performance (Y) with a value of 0.611 where every additional transformational leadership variable of 1, the employee's performance will increase by 0.611. This shows that with good and appropriate transformational leadership to the employees of the Central Statistics Agency (BPS) Bondowoso will improve the performance of Employees of the Central Statistics Agency (BPS) Bondowoso.

3. The training variable (X2) has a positive direction on employee performance (Y) with a value of 0.290 where every additional Training variable of 1, then employee performance will increase by 0.290. This shows that good and positive attention to training for employees of the Central Statistics Agency (BPS) Bondowoso, it will certainly improve the performance of employees of the Central Statistics Agency (BPS) Bondowoso.

4. The reward variable (X3) has a positive direction towards employee performance (Y) with a value of 0.471 where for every additional Reward variable of 1, the performance of Employees of the Central Statistics Agency (BPS) Bondowoso will increase by 0.471. This shows that increasing the Reward to Employees of the Central Statistics Agency (BPS) Bondowoso will certainly improve the performance of Employees of the Central Statistics Agency (BPS) Bondowoso.

5. Normality Test Results

The normality test is used to test whether, in the regression model, the perturbation or residual variable has a normal distribution (Ghozali, 2018).

Table 4. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		30
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.72370611
Most Extreme Differences	Absolute	.113
	Positive	.066
	Negative	-.113
Test Statistic		.113
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS 2024 Processing Results Data

Based on Table 4 of the Normality Test, it can be said that the data has a normal distribution, this is because the value of sig (2-tailed) of 0.200 is greater than 0.05 (5%). So it can be concluded that the data is distributed normally.

d. Multicollinearity Test Results

The multicollinearity test aims to test whether a correlation between independent variables is found in the regression model (Ghozali, 2018).

Table 5, Multicollinearity Test

No	Variable	VIF Calculate	Conditions BRIGHT	Tolerance Count	Conditions Tolerance	Information
1	(X1) Transformational Leadership	1.338	10	0.747	0.1	No Multicollinearity
2	(X2) Training	2.127	10	0.470	0.1	No Multicollinearity
3	(X3) Reward	2.066	10	0.484	0.1	No Multicollinearity

Source: SPSS 2024 Processing Results Data

Based on Table 5 of the Multicollinearity Test, it was shown that the tolerance values of all independent variables (transformational leadership, training, and reward) in this study had a value greater than 0.1 and the VIF values of all independent variables (transformational leadership, training, and reward) were less than 10, so it can be concluded that there are no symptoms of multicollinearity between independent variables in the regression model.

e. Heteroscedasticity Test Results

The heteroscedasticity test uses the glacier method by regressing the absolute residual values of all independent variables.

Table 6. Uji heteroskedastisitas (Uji glacier)

No	Variable	T-Count	T-Table	Sig. Calculate	Party Sig.	Information
1	(X1) Transformational Leadership	1.524	2.05553	0.140	0.05	No Heteroscedasticity Occurs
2	(X2) Training	-0.639	2.05553	0.528	0.05	No Heteroscedasticity Occurs
3	(X3) Reward	0.125	2.05553	0.644	0.05	No Heteroscedasticity Occurs

Source: SPSS 2024 Processing Results Data

Based on Table 6 of the Heteroscedasticity Test using the Glejser Test above using the Glejser Test, it can be seen that the independent variables (Transformational leadership, training, and reward) have a calculated t value < t table and the significance value of each independent variable (Transformational leadership, training, and reward) > 0.05. Therefore, it can be concluded that the residual value does not have a symptom of heteroscedasticity.

f. Results of Hypothesis Test (t-Test)

The t-test aims to find out whether the independent variable (X) partially (individually each variable) has a significant effect on the dependent variable (Y) (Ghozali, 2018).

Table 7. Test t (partial)

No	Variable	T-Count	T-Table	Sig. Calculate	Party Sig.	Hypothesis Statement
1	Transformational Leadership (X1)	5.658	2.05553	0.000	0.05	Accepted
2	Training (X2)	2.833	2.05553	0.009	0.05	Accepted
3	Reward (X3)	3.724	2.05553	0.001	0.05	Accepted

Source: SPSS 2024 Processing Results Data

Based on Table 7 of the T-Test (Partial) above, the results were obtained that (Transformational leadership, training, and reward) affected the performance of Employees of the Central Statistics Agency (BPS) Bondowoso, this was evidenced by the t calculation of the > from the t table and the significance value < 0.05. So it can be concluded that the variables (Transformational leadership, training, and reward) have a partial influence on the performance of employees of the Central Statistics Agency (BPS) Bondowoso.

g. Determination Coefficient Result (R2)

The Coefficient of Determination (R2) is used to measure how far the model can explain the variation of dependent variables. If the R2 result is close to one, it indicates that the independent variable gives the result that all the information needed to predict the dependent variable (Ghozali, 2018).

Table 8. Determination Coefficient Test (R2)

R	R-Square	Adjusted R-Square	Std Error Of The Estimate
0.934a	0.872	0.857	0.764

Source: SPSS 2024 Processing Results Data

Based on table 8 of the Determination Coefficient Test (R2), it shows that the adjusted R Square value of 0.857% can be said to be the influence of variables (transformational leadership, training, and reward) of 85.7% on the performance of employees of the Central Statistics Agency (BPS) Bondowoso and the remaining 14.3% is influenced by other variables.

4. **Discussion**

Explanation of Discussion 1

The first hypothesis was declared accepted, which means that the transformational leadership variable affects the performance of employees of the Central Statistics Agency (BPS) Bondowoso. This indicates that Idealized Influence (Charisma), Inspirational Motivation (Inspirational Motivation), Intellectual Stimulation (Intellectual Stimulation), and Individual Consideration (Attention to the Individual) in transformational leadership have a significant influence on employee performance Central Statistics Agency (BPS) Bondowoso.

Transformational leadership that follows the expectations of the employees, of course, will have a great influence on the performance of the employees of the Central Statistics Agency (BPS) Bondowoso. So leaders who have a transformational leadership style must always provide motivation and enthusiasm to employees, which of course with will have a good impact on employee performance. In its ideal form, this approach creates valuable and positive change in followers with the ultimate goal of developing followers into leaders. Transformational leadership is a charismatic figure who plays a central role and strategy in bringing the organization to its goals. They must also be able to equate their future vision with their subordinates, as well as increase the needs of their subordinates to a higher level than they previously needed (Prayudi, 2020).

This research is in line with research conducted by (Rivai, 2020) revealing that transformational leadership is very influential on employee performance. The underlying aspects are a positive leadership style, being an example and role model, and being able to direct its members. In addition, another research conducted by said that transformational leadership also makes aspects that build the performance of subordinates or employees more improved. This is because the influence of a (Marnita Silaban & Maracali Siregar, 2023) leader on his subordinates who become role models, drivers, directors, and role models has a very significant contribution to the performance of employees or subordinates.

Explanation of Discussion 2

The second hypothesis was declared accepted, which means that the training variable affects the performance of employees of the Central Statistics Agency (BPS) Bondowoso. This indicates that the training content, training methods, instructor attitudes and skills, training time and training facilities in the training have a significant influence on the performance of employees of the Central Statistics Agency (BPS) Bondowoso. This indicates that the training content, training methods, instructors' attitudes and skills, training time and training facilities in the training have a significant positive influence on the performance of employees of the Central Statistics Agency (BPS) Bondowoso.

The implementation and selection of the right training will certainly have a good impact on the employees, especially in improving employee performance. Training and development involves the practice of providing training, workshops, coaching, mentoring, or other learning opportunities to employees. The goal is to inspire, challenge, and motivate them to perform their duties to the best of their ability and under the standards set by the company or organization. Training refers to interventions that are planned to improve individual aspects of job performance. The goal is to improve the skills necessary for the achievement of organizational goals (Setiani & Febrian, 2023).

This research is in line with research conducted by (Baiti Et Al. , 2021) who explained that job training has a very positive effect on employee performance. This is because work fatigue can mature employee skills and abilities and give rise to employee creations and innovations for performance improvement. In addition, it is also reported that the implementation of job training can grow a higher level of performance.(Setiani & Febrian, 2023)

Explanation of Discussion 3

The third hypothesis was declared accepted, which means that rewards affect the performance of employees of the Central Statistics Agency (BPS) Bondowoso. This indicates that salary and bonuses, welfare, career development, psychological and social rewards in rewards have a significant influence on the performance of employees of the Central Statistics Agency (BPS)

Bondowoso. This indicates that salary and bonuses, welfare, career development, and psychological and social rewards have a significant positive influence on the performance of employees of the Central Statistics Agency (BPS) Bondowoso.

Rewards or awards given by the company to employees have a big role in improving employee performance because they can increase motivation in carrying out work, provide positive habit encouragement to employees, improve social loyalty relationships and reduce the number of work stress which can have an effect in increasing confidence in carrying out work or learning new things. The existence of rewards is very meaningful for employees, especially in improving the welfare of workers. The effectiveness of rewards can be achieved if leaders are actively involved in providing incentives, such as bonuses or salary increases, work facilities, allowances, and job promotions. With the implementation of these rewards, employee morale will likely increase (Latiep et al., 2022).

This research is in line with research conducted by (Latiep Et Al. , 2022 ; Munirt et al, 2024) revealing that rewards have an influence and are significant on employee performance. This is because the provision of this bonus can bring out enthusiasm and healthy competition between employees in terms of their performance. In addition, according to him, it is also explained that the provision of (Miscellaneous Juita, 2023) rewards or bonuses, both in the form of material and non-material, can have a positive influence on employees.

5. Conclusion

Based on the results and discussion in this study, the following conclusions can be drawn: (1) The test of the results of the first hypothesis between transformational leadership on employee performance is declared to be influential, this means that transformational leadership can affect and improve the performance of employees of the Central Statistics Agency (BPS) Bondowoso. (2) The test of the results of the second hypothesis between training on employee performance was declared to be influential, this means that training can affect and improve the performance of employees of the Central Statistics Agency (BPS) Bondowoso. (3) The test of the results of the third hypothesis between rewards on employee performance was declared to be influential, this means that rewards can affect and improve the performance of employees of the Central Statistics Agency (BPS) Bondowoso.

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