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# The Influence of Transformational Leadership Style on Work Program Achievement at GKI Bethesda Selebesolu

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| Article Info | ABSTRACT |
|---|---|
| | This study examines the impact of transformational leadership on work program achievement at GKI Bethesda Selebesolu in Sorong City, Papua. The church is managed by the Congregation Council (PHMJ), with leadership significantly influencing organizational effectiveness. The aim of the research is to evaluate the transformational leadership style of the PHMJ Chair and its effect on the success of the church's work programs. The study utilizes a quantitative approach with a sample of 37 respondents from the congregation, employing simple linear regression analysis to assess the relationship between transformational leadership and work program achievement. The findings reveal that transformational leadership has a significant positive impact on work program success, with 57.1% of the variance explained by leadership style. The results suggest that transformational leadership, characterized by inspiration, vision, and personal development, enhances organizational performance. The study highlights the importance of transformational leadership in religious organizations, providing insights for future leadership improvements at GKI Bethesda Selebesolu. |

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## INTRODUCTION

GKI Bethesda Selebesolu Sorong City is a church located in Tanah Papua, affiliated with the GKI Synod, specifically within the GKI Sorong Class zone. The operations and organizational duties of GKI Bethesda Selebesolu are managed by a Daily Chief Executive of the Congregation Council (PHMJ), who supervises 68 assemblies. The leadership style profoundly influences the trajectory and effectiveness of program outcomes. The leadership style employed by Christian leaders will be readily embraced by the congregation, and the structures and directives within the Christian faith in a church shape the organizational culture (Saputra, 2020). GKI Bethesda Selebesolu is a prospective congregation including roughly 350 family heads. Annually, PHMJ has a congregational assembly aimed at discussing and organizing all scheduled congregational activities for the forthcoming year. The Chairman of PHMJ, along with the Deputy Chairman and members, convenes with representatives of the congregation to establish the programs for the congregation's self-development.

Leaders in the service sector must possess the ability to influence others and those they guide. The trajectory and efficacy of the organization depend on how a PHMJ Chair governs the current structure. Leadership constitutes a dynamic interaction between the leader and the followers (Hasibuan and Bulan, 2019). Mrs. Rev. Jessy Leimena-Pattiata, S.Si, MM has just been appointed by the GKI Tanah Papua Synod as Pastor and Chair of PHMJ GKI Bethesda Selebesolu. Leadership transitions within businesses are commonplace; yet, they can occasionally result in an extended adaptation period that may affect the attainment of the designated work program. This research aims to analyze the leadership style of the Chair of PHMJ GKI Bethesda Selebesolu to offer insights for future enhancements and the success of the organizational processes at GKI Bethesda Selebesolu.

Northouse (2018) emphasizes that transformational leaders facilitate the establishment of a clear vision, which is crucial for attaining organizational objectives. This great leader articulates a clear vision,

enabling the audience to comprehend the church's objectives and intended course. Thus, they foster a sense of ownership and accountability among members. Enabling members to engage actively in church activities is a crucial element, ensuring that each individual feels esteemed and contributes meaningfully. This leadership approach enables the church to be more adaptable and pertinent in confronting societal challenges and changes. A transformational leadership style enhances ties among members and enables the church to attain its objectives in a dynamic environment.

The origins of the term "transformational" are related to the word "transform," which refers to the process of changing or shifting something into a different form. A transformational leader is expected to optimize organizational resources to achieve significant goals in accordance with the established targets. Bass, as cited in Yukl (2012), states that transformational leadership is used to influence followers and is characterized by the leader's influence on their followers. With the implementation of transformational leadership, subordinates will feel admiration, trust, loyalty, and respect for the leader, motivating them to perform more than initially expected.

The transformational leadership style inside the church is crucial as it fosters an inspirational atmosphere and empowers the congregation. Leaders employing this method can motivate members to engage actively in the church's ministry and mission, thereby enhancing their commitment to the collective vision. Transformational leaders promote personal growth by emphasizing individual spiritual development, hence enhancing the overall fortification of the church community. Transformational leadership is a contemporary leadership approach that translates vision and mission into action by establishing a clear vision, inspiring staff to be creative and innovative, fostering a culture of learning, and promoting effective communication (Shalahuddin, 2015). The transformative leadership style is effectively implemented by the Chairman of PHMJ, given the organization's nature as a religious entity. Numerous research indicates that the transformational leadership style positively influences employees (Adiwantari & Suci, 2019; Priyantmo, 2018).

Pangestu (2022) researched to determine the extent to which transformational leadership impacts the performance of employees within the Education Department of Lampung Tengah. This study does not evaluate accomplishments. This Research did not employ documentation procedures or observation as the data collection instrument. Daulay (2017) researched to ascertain the extent of the influence of transformational leadership style on the performance of investment service personnel and one-stop integrated licensing services. This research did not evaluate work Program achievement. This research omits documentation and observation procedures, hence it cannot elucidate the properties of the object in detail.

The prior research mentioned did not address the impact of transformational leadership style on the attainment of work program objectives. Both individuals continue to deliberate the influence on employee performance, even though such performance can also be evaluated based on the outcomes of the work program established. Neither of the two mentioned studies has examined the impact of transformational leadership within Church institutions.

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Another opinion expressed by Luthans (2006) suggests that transformational leadership style is more about shifting the values and beliefs of leaders, as well as what their followers need. Yukl (2012) concludes that transformational leaders make followers more aware of the importance and value of their work and persuade them to prioritize the organization's interests over their own. Leaders develop the skills and confidence of their followers to prepare them for greater responsibilities within an organization that grants authority. They provide support and encouragement when necessary to maintain enthusiasm and effort in facing obstacles, difficulties, and fatigue. As a result of this influence, followers feel trust and respect for their leaders, motivating them to do more than previously expected. From the definitions presented, it can be concluded that transformational leadership is an approach to leadership aimed at creating positive change and inspiring followers.

Mangkunegara & Prabu (2005) define performance (work achievement) as the result of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to them. According to Kasmir (2016), performance encompasses the work results and work behavior that an individual has obtained in completing the tasks and responsibilities assigned within a specific time frame. From this definition, performance implies that it is the result of an individual's work and work behavior over a certain period, usually one year.

Another definition is provided by Ivancevich et al. (2006), stating that performance is the result that

one aims to achieve from behavior. According to Mathis & Jackson (2009), performance is what employees do or do not do. Generally, it consists of elements such as timeliness of results, quantity of results, attendance level, quality of results, and ability to cooperate. Robbins, as cited in Kasmir (2016), defines performance as a function of the interaction between ability, motivation, and opportunity. Based on the definitions above, program work achievement can be understood as a combination of results and individual behavior within an organization, evaluated based on performance elements and within the established time frame.

Luthans (2006) states that transformational leadership has a positive impact on improving employee performance in organizations that are undergoing demands for change and renewal. The relationship between transformational leadership and work program achievement is based on social exchange theory (SET). According to SET, behavior is shaped by the outcomes of social exchanges that occur. The company provides salaries, benefits, facilities, training, and development, as well as leadership styles, which are then exchanged by employees for skills, knowledge, and creativity manifested in performance and loyalty.

Therefore, several researchers have used this theory, such as in the study conducted by Li & Hung (2009), which states that social exchange theory can explain the relationship between transformational leadership, workplace relationships, and employee performance. This theory indicates that there is an obligation felt by followers to maintain a fair social exchange with their leaders (Ilies et al., 2007). Previous research has shown that transformational leadership is important in shaping the attitudes and behaviors of followers and achieving the desired organizational outcomes (Ilies et al., 2007; Judge & Piccolo, 2004). Based on the theory and research findings above, the hypothesis developed in this study is: Hypothesis 1 (H1): "There is a positive and significant influence of transformational leadership on work program achievement at GKI Bethesda Selebesolu."

## METHODOLOGY

The population of this study consists of all congregation members, totaling 68 individuals. The sampling technique used is incidental sampling, and the sample size is determined using the Slovin formula, resulting in a sample of 52. However, only 37 questionnaires were returned. By using the data obtained from the remaining respondents, the researchers will strive to gain a comprehensive understanding of the relationships involved, including the impact of transformational leadership style on work program success. Regression analysis is a commonly used method that measures the effect of transformational leadership on specific outcomes of the work program. Researchers can collect data on the correlation between variations in leadership behavior and program effectiveness using surveys or performance metrics.

Table 1. Variable Identification

| Variable | Definition | Variable Indicator |
|---|---|---|
| Transformational Leadership Style (X) | Transformational leadership is a style that inspires and motivates followers to exceed their self-interests for the good of the organization or team. It emphasizes vision, change, and personal development, fostering an environment where creativity and innovation can thrive. | - Idealized influence<br>- Inspirational motivation<br>- Intellectual stimulation<br>- Personalized Focus |
| Work Program Achievement (Y) | Work program achievement refers to the successful completion of specific goals and objectives outlined in a work program or project plan. It involves the effective execution of tasks, adherence to timelines, and meeting quality standards. | - Timeliness<br>- Achievement of Objectives<br>- Quality of Deliverables<br>- Stakeholders Satisfaction<br>- Team Performance |

*Source: Concept developed in this research, 2019*

## RESULTS
### Respondent Characteristics

The research at GKI Sele Be Solu involved 37 respondents, categorized based on gender, age, education, and position. The majority of respondents were male (54%), with females making up 46%. In terms of age, 40% were between 41–50 years old, while the remaining respondents were evenly split between 30–40 years (30%) and over 50 years (30%). Regarding education, most respondents (52%) had completed junior high, high school, or vocational school, followed by 43% with undergraduate degrees and 5% with postgraduate qualifications. Position-wise, the largest group (35%) held Syamas roles, while others were elders (24%), members (24%), secretaries (11%), and a few as deputy secretary or treasurer (3% each). These characteristics reflect the diverse demographic background of the respondents.

Table 2. Characteristics of Respondents

| Characteristic | Category | Frequency | Percentage (%) |
|---|---|---|---|

| Gender | Men | 20 | 54 |
|---|---|---|---|
| | Women | 17 | 46 |
| Age | 30-40 | 11 | 30 |
| | 41-50 | 15 | 40 |
| | > 50 | 11 | 30 |
| Education | SMP/SMA/SMK | 19 | 52 |
| | S1 | 16 | 43 |
| | S2 | 2 | 5 |
| Position | Syamas | 13 | 35 |
| | Elder | 9 | 24 |
| | Member | 9 | 24 |
| | Secretary | 4 | 11 |
| | Deputy Secretary | 1 | 3 |
| | Treasurer | 1 | 3 |

*Source: Primary research data processed using SPSS 25, 2024*

**Hypotesis Test**

This study aimed to analyze the impact of transformational leadership style (X) on work program achievement (Y) through the application of simple linear regression analysis. The results of the simple linear regression calculations are presented below:

Table 3. Characteristics of Respondents

| Analysis Aspect | Results |
|---|---|
| Regression Equation | $Y=-4.881+0.995X$ |
| Significance Value | $0.00 \ (< 0.05)$ |
| T-Value | Calculated $t$ t: 6.819; $t$ t-table: 2.030 (Supports hypothesis) |
| Coefficient of Determination | 0.571 (57.1% variance explained by transformational leadership style) |

*Source: Primary research data processed using SPSS 25, 2024*

The study employed simple linear regression analysis to evaluate the impact of transformational leadership style (X) on work program achievement (Y). The regression model, $Y=-4.881+0.995XY = -4.881 + 0.995XY=-4.881+0.995X$, indicates that for every one-unit increase in transformational leadership style, work program achievement improves by 0.995. The transformational leadership variable's significance value was 0.00, which is below the 0.05 threshold, confirming a substantial influence on work program achievement. Furthermore, the calculated $ttt$-value (6.819) exceeded the critical $ttt$-table value (2.030), supporting the hypothesis that transformational leadership significantly impacts work program achievement. The coefficient of determination ($R2R^2R2$) was 0.571, signifying that 57.1% of the variance in work program achievement is explained by transformational leadership style, while 42.9% is attributed to other factors. This analysis underscores the pivotal role of transformational leadership in fostering effective work program outcomes, consistent with prior research findings.

**DISCUSSION**

The findings of the study align well with the background information provided in the research. The positive and significant influence of transformational leadership on work program achievement at GKI Bethesda Selebesolu is evident in the results. The regression model indicates a strong relationship between transformational leadership (X) and work program achievement (Y), with the coefficient of 0.995 signifying that for every one-unit increase in transformational leadership, work program achievement improves significantly.

This supports the hypothesis that transformational leadership positively impacts work program outcomes, as discussed in the background. The statistical significance (p-value = 0.00) and t-value (6.819) both reinforce the idea that the transformational leadership style has a substantial effect on achieving work program goals. The result of the regression analysis, which shows that 57.1% of the variance in work program achievement can be explained by transformational leadership, provides strong empirical support for the theory and the importance of leadership style in the organizational context.

Additionally, the findings are consistent with the theoretical framework outlined in the background, particularly the emphasis on the ability of transformational leaders to motivate followers to exceed expectations, foster engagement, and build a shared vision. This matches the notion from Northouse (2018) and Yukl (2012) that transformational leaders inspire followers to be more engaged, committed, and loyal, ultimately improving the effectiveness of organizational processes and programs.

This study also reinforces the relevance of transformational leadership in religious organizations, as it demonstrates that even in church settings like GKI Bethesda Selebesolu, the leadership style plays a critical role in achieving organizational goals. The findings contribute to the growing body of research showing that transformational leadership is not only effective in business settings but also in other institutional contexts, including religious organizations.

The coefficient of determination ($R^2 = 0.571$) suggests that while transformational leadership has a significant impact, other factors (42.9%) still contribute to the variance in work program achievement. Future research could explore these additional factors, potentially examining elements like organizational culture, communication practices, and congregational participation, to gain a more comprehensive understanding of what influences work program success in church settings.

In conclusion, this study adds to the literature on leadership styles in religious organizations and provides practical insights for improving work program achievements at GKI Bethesda Selebesolu. It highlights the importance of transformational leadership in fostering engagement, commitment, and organizational effectiveness, suggesting that leaders in church organizations should focus on developing transformational qualities to drive future successes.

## CONCLUSION

Based on the findings of this study, it can be concluded that:This study shows that transformational leadership has a positive and significant impact on work program achievement. In other words, when leaders apply a transformational approach by setting an example, offering a clear vision, encouraging innovation, and paying attention to individual needs, the performance of the team or organization in achieving work programs will improve. Based on these findings, it can be concluded that the leadership style implemented by the chairman of the PHMJ reflects the characteristics of transformational leadership. Nevertheless, this study has several limitations, including a limited sample size and a short duration of the study. Therefore, it is recommended that further research be conducted with a larger sample and over a longer period to obtain more generalizable results.

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