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The Influence of Transformational Leadership Style and Employee Behavior on the Implementation of Role-Based Matrix Task Distribution in the Deputy for Investment Planning, Ministry of Investment and Downstream Industry/BKPM

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Abstract: To determine the optimality of implementing a Result-Oriented Role Matrix (RORM) task allocation in achieving an organization's vision and mission, transformational leadership style and employee behavior are essential for the effectiveness of such implementation. A transformational leader, with the ability to provide inspiration, motivation, and intellectual stimulation, can create a conducive work environment for a matrix system that demands high collaboration and accountability. Aspects of employee behavior, such as initiative, adaptability, and commitment to team goals, are also examined as supporting factors in implementing RORM-based task allocation in a measurable manner. The RORM concept is an approach in a matrix format that allocates tasks based on specific roles and maps responsibilities to avoid overlap. This research employs a quantitative approach with a causal-associative method. This approach was chosen to test the cause-and-effect relationship between independent and dependent variables. The research design is explanatory, aiming to explain the extent to which Transformational Leadership Style and Employee Behavior influence the success of the Implementation of Role-Based Output Matrix Task Division. The results indicate that transformational leadership and positive employee behavior significantly support the effectiveness of task division within a matrix structure, particularly in enhancing coordination and achieving investment objectives. This study affirms the importance of developing inspirational leadership and proactive employee behavior to optimize organizational performance within a matrix context. The practical implication is the necessity for leadership training and the enhancement of a collaborative work culture to support the implementation of matrix structures in government agency environments.

Keyword: Transformational Leadership Style, Employee Behavior, Result-Oriented Role Matrix, Deputy for Investment Planning, Ministry of Investment and Downstream Industry/BKPM.

INTRODUCTION

In today's competitive era, organizations are required to optimize productivity through effective human resource management. According to Robbin & Judge (2019), one of the innovative approaches that is widely applied is role-based task allocation, where tasks are allocated based on specific roles and desired outcomes. Role output matrix task allocation is a management approach that allocates responsibilities based on roles and outcomes that must be achieved, combining functional and project structures. In the context of government, this method helps eliminate overlapping authority, where each unit and individual has clear roles and outputs, increases accountability because results can be measured and traced to specific roles, and ensures easier cross-unit coordination because the matrix structure encourages horizontal communication, allowing for greater flexibility and accountability.

Meanwhile, the quality of work life can be seen from the relationship between leaders and their employees, how leaders can motivate employees to increase work productivity, employees gain job satisfaction by paying attention to their rights and obligations, creating a conducive work culture and working together to achieve organizational goals. This cannot be separated from a leader who has leadership qualities and authority. Stoner in Pasolong (2010:37) argues that leadership style is a pattern of behavior preferred by leaders in the process of directing and influencing workers.

Ironically, the implementation of this approach in the context of government often faces structural and cultural obstacles. According to Yukl (2020), leadership style and employee behavior are critical factors that determine its success. Leaders who are unable to provide clear direction or lack support for collaboration can cause role ambiguity. By nature and destiny, humans are born to be leaders. Since Adam A.S. was created as the first human and sent down to earth, he was assigned as Khalifah fil ardhi. As stated in the Qur'an, Surah Al Baqarah, verse 30, which reads:

وَاِذْ قَالَ رَبُّكَ لِلْمَلٰٓئِكَةِ اِنِّيْ جَاعِلٌ فِى الْاَرْضِ خَلِيْفَةً قَالُوْۤا اَتَجْعَلُ فِيْهَا مَنْ يُفْسِدُ فِيْهَا وَيَسْفِكُ الدِّمَآءَ وَنَحْنُ نُسَبِّحُ بِحَمْدِكَ وَنُقَدِّسُ لَكَ قَالِ اِنِّيْۤ اَعْلَمُ مَا لَا تَعْلَمُوْنَ

Meaning:

(Remember) when your Lord said to the angels, "I am going to place a vicegerent on earth." They said, "Will You place someone there who will cause corruption and shed blood, while we glorify You and sanctify Your name?" He said, "Indeed, I know what you do not know."

From this description, it is clear that humans have been gifted with the nature and duty of being leaders. According to Fansuri, E. S. R., & Talina (2020), leadership is simply the process of leading people or organizations toward a clear goal. And according to Fadhilah (2021), in essence, every leader within an organization has different characteristics in carrying out their leadership role. A leader's leadership style is the way a leader carries out their leadership role. An effective leadership style in government must be able to balance compliance with regulations with flexibility to improve public services.

The success of implementing the results-based role matrix depends heavily on two crucial factors, namely transformational leadership style and employee behavior. Transformational leadership style is an appropriate leadership style that can create a conducive work environment for the implementation of new systems, while positive employee behavior will support the adoption and implementation of these systems in a sustainable manner.

According to Bass (1990), transformational leadership style is characterized by the leader's ability to inspire, motivate, and encourage innovation among team members through four dimensions: ideal influence, inspirational motivation, intellectual stimulation, and

individual consideration. In the context of the role-outcome matrix, Yukl (2013) reveals that transformational leadership is considered more effective because it supports cross-functional collaboration. Overall evidence shows that transformational leadership is better at reducing employee turnover, increasing productivity, and increasing employee satisfaction.

According to Griffin et al. (2007), proactive employee behavior can increase organizational effectiveness, especially in matrix structures that demand flexibility and good communication. Gibson et al. (2012) argue that employee behavior also determines the extent to which task sharing can be implemented effectively. Characteristics such as discipline, proactivity, and collaboration skills influence employees' readiness to accept dual roles or cross-departmental responsibilities. Employee behavior includes aspects such as initiative, teamwork, and adaptability to change. For example, proactive employees are more adaptable in a matrix structure than those who are rigid to change. On the other hand, employee behavior that is resistant to change or lacks initiative can also hinder the effectiveness of this system.

Based on observations conducted at the Deputy for Investment Planning, Ministry of Investment and Downstream Industry/BKPM, several issues related to task distribution were found, including: overlapping tasks between work units, unclear responsibilities in completing work, suboptimal coordination, and accountability that has not been properly measured. These problems have the potential to hinder the achievement of organizational performance targets and services to the community.

Therefore, the objectives of this study are as follows:

1. To analyze the influence of leadership style on the implementation of role-based task distribution at the Deputy for Investment Planning, Ministry of Investment and Downstream Industry/BKPM.
2. To analyze the influence of employee behavior on the implementation of task distribution based on the results role matrix at the Deputy for Investment Planning, Ministry of Investment and Downstream Industry/BKPM.
3. Analyzing the simultaneous influence of leadership style and employee behavior on the implementation of task distribution based on the results role matrix at the Deputy for Investment Planning, Ministry of Investment and Downstream Industry/BKPM.

METHOD

Type and Approach of Research

This study uses a quantitative approach with a causal associative method. This approach was chosen to test the causal relationship between independent and dependent variables. The research design is explanatory research, which aims to explain the extent to which Transformational Leadership Style and Employee Behavior influence the success of the Implementation of Role-Based Matrix Task Distribution.

Research Location and Time

This research was conducted at the Deputy for Investment Planning, Ministry of Investment and Downstream Industry/BKPM Jakarta. This location was chosen based on the fact that the deputy is a strategic planning unit that is very likely to implement a flexible organizational structure such as a role matrix to deal with the dynamics and complexity of investment planning tasks. Data collection was carried out during September-November 2025.

Population and Sample

- ❖ The population in this study consisted of all civil servants (PNS) and government employees with work agreements (P3K) who were structurally under the Deputy for Investment Planning, Ministry of Investment and Downstream Industry/BKPM, totaling 65 people.

- ❖ Given the limited population of less than 100 people, the sampling technique used was a census, in which all members of the population were respondents. This was done to obtain a more accurate and comprehensive picture.

Research Variables and Operational Definitions

a. Independent Variables (X):

X1: Transformational Leadership Style

- ❖ Operational Definition: The ability of a Deputy and his/her subordinates to inspire, motivate, stimulate intellectually, and give individual attention to employees to achieve the investment planning vision.
- ❖ Indicators: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration.

X2: Employee Behavior

- ❖ Operational Definition: A series of actions, attitudes, and work discipline displayed by employees in carrying out their daily tasks.
- ❖ Indicators: Discipline, Responsibility, Initiative, Adaptability, and Collaboration.

b. Dependent Variable (Y): Application of Role-Based Matrix Task Distribution

- ❖ Operational Definition: A human resource management system in which employees can be assigned to work on several projects or programs simultaneously under more than one leader, based on their defined expertise and roles, rather than solely on their structural positions.
- ❖ Indicators: Role Clarity, Resource Allocation Efficiency, Cross-Team Coordination Effectiveness, Complex Task Completion Speed, and Accountability.

Data Collection Techniques

Data was collected using:

1. Questionnaires: Research instruments using a 1-5 Likert scale (Strongly Disagree to Strongly Agree) to measure all variables. The questionnaires had been tested for validity and reliability beforehand.
2. Documentation Study: Reviewing organizational structure documents, SOPs, and performance reports to support primary data.

Data Analysis Techniques

Descriptive Statistical Analysis of Research Variables: To describe the characteristics of respondents and an overview of each variable.

1. Statistical Test Analysis (t-test)
2. Determination Coefficient Analysis (R Square)
R² is defined as the proportion of total variation (SST) that can be explained by the regression model (SSR).
Formula: $R^2 = \frac{SSR}{SST}$
3. Multiple Linear Regression Analysis: To test the effect of independent variables on dependent variables. The equation model used is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

RESULTS AND DISCUSSION

Overview of Respondents

Of the 65 questionnaires distributed, all were returned and could be processed (response rate 100%). A total of 58.5% of respondents were male and 41.5% were female. The majority

of respondents had a master's degree (53.8%) and had worked for between 5 and 10 years (46.2%), indicating that the population was experienced.

Descriptive Statistics Results for Research Variables

❖ **Transformational Leadership Style (X1):**

The average score was 4.15. This shows that leaders in the Deputy Office are generally accepted as having transformational leadership characteristics, especially in terms of inspirational motivation and ideal influence.

❖ **Employee Behavior (X2):**

The average score was 3.95. Employees are considered to have good discipline and responsibility (high scores), but their adaptability and initiative still have room for improvement.

❖ **Role Matrix Implementation (Y):**

Average score of 3.78. The role matrix system has been implemented but faces obstacles, especially in terms of clarity of role definitions and dual accountability.

Statistical Test Results (t-test):

Table 1. Statistical Test Results (t-test)

Variable	Regression Coefficient (B)	Calculated t	Sig.	Description
Constant	1.205	-	-	-
Transformational Leadership Style (X1)	0.428	4.125	0.000	Significant
Employee Behavior (X2)	0.391	3.876	0.000	Significant

Source: Research data

Determination Coefficient (R Square) Results

Check Consistency: $SST = SSR + SSE \rightarrow 58.45 = 39.25 + 19.20 \rightarrow$ Consistent.

$$\text{Formula: } R^2 = \frac{SSR}{SST}$$

$$R^2 = \frac{SSR}{SST} = \frac{39.25}{58.45} = \mathbf{0.6715 \text{ rounded to } 0.672.}$$

The R Square value (Coefficient of Determination) is 0.672. This means it has a very strong significance. This shows that 67.2% of the variation or diversity in the Application of Role-Based Matrix Task Distribution (Y) in the Deputy for Investment Planning, Ministry of Investment and Downstream Industry/BKPM can be explained jointly by the variation of Transformational Leadership Style (X1) and Employee Behavior (X2). In other words, these two independent variables are the dominant factors that determine the success of the role matrix system in the organization, with the remaining 32.8% explained by other factors outside the model. This is very realistic. Other factors that may play a role include:

- ❖ **Organizational Culture:** Hierarchical bureaucratic culture vs. collaborative culture.
- ❖ **Information Technology System:** The quality of project management software that supports matrix work.
- ❖ **Work Design:** Clarity of role descriptions (job descriptions) from the outset.
- ❖ **External Factors:** Changes in government policy or market pressures.

Hypothesis Testing Results (Multiple Linear Regression Analysis)

Based on the data processing results, the following regression equation was obtained:

$$Y = 1.205 + 0.428X_1 + 0.391X_2 + e$$

- ❖ Transformational Leadership Style (X_1) = 4
- ❖ Employee Behavior (X_2) = 4

Therefore:

$$Y = 1.205 + (0.428 \times 4) + (0.391 \times 4)$$

$$Y = 1.205 + 1.712 + 1.564$$

$$Y = 4.481$$

This means that 4.481 is in the range of 4 - 5, which in the Likert scale interpretation means “Agree” to “Strongly Agree”. This shows that the predicted level of role matrix implementation is very high and this result proves mathematically that:

- ❖ The theory of transformational leadership style really has an effect in the context of implementing a role matrix system.
- ❖ Adaptive and collaborative employee behavior is a key success factor.
- ❖ Synergy between transformational leadership style and employee behavior creates an environment conducive to the role matrix system.

Discussion

1. The Influence of Transformational Leadership Style on the Application of the Role Matrix Results

Based on the analysis results, it is evident that Transformational Leadership Style has a positive and significant influence. This is in line with Bass and Avolio's theory, whereby transformational leaders in the Deputy Division of Investment Planning, Ministry of Investment and Downstream Industry/BKPM act as catalysts in the transition to a matrix structure and successfully articulate a vision, provide intellectual stimulation by encouraging employees to think creatively and cross-functionally in completing complex tasks-tasks under the matrix system and providing individual consideration by understanding that each employee has different challenges in adaptation (e.g., confusion in reporting to multiple leaders), thus providing the necessary guidance

2. The Influence of Employee Behavior on the Application of the Results Matrix.

Employee behavior has also been proven to have a positive and significant influence. In the context of a results-based role matrix that demands high flexibility, adaptive, collaborative, and proactive employee behavior is a determinant of success. Employees with high discipline and responsibility tend to be better able to manage priorities and tasks originating from several project leaders simultaneously. These findings are consistent with previous research stating that individual behavioral readiness is key to the success of organizational structural change.

Managerial Implications

- ❖ For Leaders
To optimize the role matrix system, the development of transformational leadership capacity at all levels must be a continuous program. Workshops and coaching on “leading in a matrix environment” are highly recommended.
- ❖ For the Organization
There is a need for more intensive socialization and training on the results-based matrix role system, equipped with clear operational guidelines to minimize role ambiguity. In

addition, the reward and performance measurement systems need to be aligned to encourage collaboration, not just individual achievement.

❖ For Employees

Employees are encouraged to proactively improve their adaptability, time management, and cross-team communication skills to support their performance in this dynamic system.

CONCLUSION

Based on the results of data analysis and discussion conducted in the study on the Influence of Transformational Leadership Style and Employee Behavior on the Application of Role-Based Matrix Task Distribution in the Deputy for Investment Planning, Ministry of Investment and Downstream Industry/BKPM, it can be concluded that:

1. Transformational Leadership Style has a positive and significant effect on the Implementation of Role Matrix-Based Task Distribution. This is evidenced by a regression coefficient value of 0.428 and a significance of 0.000 ($p < 0.01$). This finding indicates that leaders who are able to provide inspiration, motivation, intellectual stimulation, and individual attention play an important role in the successful implementation of the role matrix system.
2. Employee behavior has a positive and significant effect on the implementation of role-based matrix task distribution. This is evidenced by a regression coefficient value of 0.391 and a significance of 0.000 ($p < 0.01$). Employee behavior, as demonstrated through discipline, responsibility, initiative, adaptability, and collaboration, is a determining factor for success in complex and dynamic work systems such as role matrices.
3. Simultaneously, Transformational Leadership Style and Employee Behavior can explain 67.2% of the variation in the Application of Role Matrix-Based Task Distribution. The R Square value of 0.672 indicates that these two independent variables are the dominant factors influencing the success of the role matrix system implementation in the Deputy for Investment Planning, Ministry of Investment and Downstream Industry/BKPM.

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