



## Transformational Leadership with Trust in Balikpapan City Leaders in Balikpapan City Millennials

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### ABSTRACT

This research aims to find out the relationship of transformational leadership with trust in the leaders of Balikpapan City (study in the millennial generation of Balikpapan City). This research uses a quantitative approach. The subjects of this study were 400 millennials in Balikpapan who were selected using *simple random sampling* techniques. The data collection method used is the scale of trust in leaders and transformational leadership. The collected data was analyzed with the *Pearson Product Moment* analysis test. The results of this study show that there is a positive and significant relationship between transformational leadership and trust in leaders who with  $r_{count} = 0.852 > r_{table} = 0.082$  and values  $p = 0.000 < 0.050$ .

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## BACKGROUND

The Indonesian government develops a system of government in two forms, namely central government, and local government. In one area there is a leader who governs the area. The leader of the city level is called the mayor. Making a person a mayor must go through a series of elections and be directly elected by the citizens of the region. Elections or often called elections are a means of implementing people's sovereignty that is carried out directly, publicly, freely, secretly, honestly and fairly in the Unitary State of the Republic of Indonesia (Dinata, 2016)

A person who may participate to vote is a resident who is at least 17 (seventeen) years old who is registered as a Permanent Voter List (DPT) in the inhabited area. Just like the city of Balikpapan which conducted elections in the mayoral election. Based on data from the Election Commission (KPU) of Balikpapan City there are 443,243 people registered as a Permanent Voter List. (Adriansyah et al, 2015) the election for mayoral candidates and deputy mayors is identical to the large participation of young people, especially first-time novice voters who vote. Part of the Permanent Voter List, there is one group of people who is one of the keys to victory in the election, namely the millennial generation (Maulana & Prasetya, 2019).

Millennials are the generation born in 1981-2000 who are currently aged 21-40 years (Princess & Tasman, 2019). This indicates that millennial voters will determine future leadership candidates. Millennials become the determinant of the direction of democracy in Indonesia in elections and elections that will be held (Emika & Tamburian, 2020). This condition is a challenge for prospective leaders in convincing millennial voters. Election

organizers (KPU) also have the authority to provide socialization, of course, must think about how the concept of information delivery and innovative invitations to the millennial generation (Pahlevi et al, 2021).

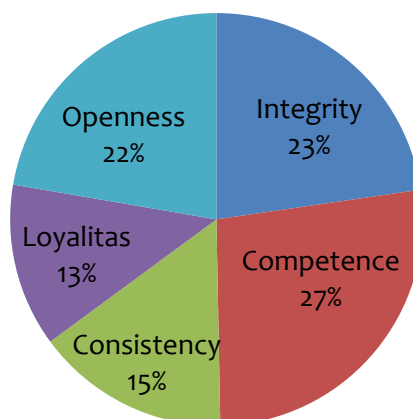
Millennials are potential voters, because of their age in the category of permanent voters. The success or failure of government is determined by the quality and style of leadership or the efforts of leaders who determine the improvement of regional performance (Yulianti & Wuryanti, 2015)

The current Mayor of Balikpapan is Mr. Rahmad Mas'ud, who previously served for the past 10 years received several awards, one of which was obtained in 2021 as a pioneer of regional development. This is certainly obtained because of the trust of the citizens to their leaders.

Trust plays an important role in the behavior of its citizens in order to create culture in an area (Aidina & Prihatsanti, 2018). One of The Culture of Mr. Rizal Effendi is often attending activities carried out by young Balikpapan people such as *hype bpn*, *green generation*, *pop up market Balikpapan*, *Bpn festival*, *Balikpapan fair*, *sunset music*, and others. This habit creates closeness between citizens and their leaders to gain trust.

According to (Pradhana & Hendra, 2019) trust in the leader is how subordinates trust their leaders, so that the behavior of the leader directly affects the attitudes, opinions, behavior and performance of subordinates. Trust in a leader is a belief in an individual in a leader based on his track record, ability, and character in leading an area. This trust will arise when the public sees the results of a leader's performance. Researchers screened 60 millennials in Balikpapan City to find out the reason for believing in the Mayor of Balikpapan. Here's a diagram of the screening results:

### Screening Reasons to Trust Leaders



**Figure 1. Diagram Screening Reasons to Trust Leaders**

Based on figure 1 above, it is known that the main reason for millennials in Balikpapan City believes in the Mayor of Balikpapan is competence. Along with the times, a leader must also be able to adapt to the times. In developed countries, they have leaders who have successfully taken advantage of technological developments. Mr. Rizal Effendi is one of the regional leaders who use social media as a forum for the dissemination of information.

The use of mass media and social media is growing along with the increasing use of the internet in the ease of information dissemination in the era of globalization as it is today, it is also well utilized by the Balikpapan City Government (Andrianto, 2019). Along with current technological advances, leaders must also have transformative capabilities, namely being able to send various changes that occur in the interests of carrying out organizational tasks and functions. Leaders who have transformative abilities are commonly called transformational leadership.

Transformational leadership is a leadership model that aims to improve the performance of its subordinates. This leadership model is also applied by Mr. Rizal

Effendi in influencing the citizens of Balikpapan City to follow his policies. The dynamics of this transformational leadership style are illustrated from interaction through friendship with citizens. Direct interaction is also done with subordinates, such as when determining a policy discussion first. In addition, Mr. Rizal Effendi also gave awards for outstanding Balikpapan youth.

Transformational leadership implemented by Mr. Rizal Effendi gave rise to a sense of trust from the citizens of Balikpapan City. Trust in leaders is one of the important variables of transformational leadership effectiveness. The results of research conducted by Yulianti & Wuryanti (2015) show that there is a positive and significant relationship between transformational leadership and trust.

Other studies that have been done mostly use company leaders as research objects so that the scope of research is smaller. Meanwhile, for regional leaders, no one has done the research. Therefore, this research needs to be carried out because it has a uniqueness that has not held research related to transformational leadership relationships with trust in leaders conducted

with objects, namely regional leaders whose scope of research is wider. The existence of this research is expected to be a reference for prospective regional leaders in the future.

Hypothesized in this study there are two, namely  $H_0$ , there is no relationship between transformational leadership and trust in the leaders of Balikpapan City in the millennial city of Balikpapan. The second hypothesis,  $H_1$ , is a relationship between transformational leadership and trust in Balikpapan city leaders in Balikpapan millennials.

Based on this description, research related to transformational leadership relationships with trust in leaders is important to do.

## RESEARCH METHODS

### Type of research

This research uses a quantitative approach, which is research that uses quantitative data in the form of numbers or numbers. According to Azwar (2014) research with a quantitative approach emphasizes its analysis on *numerical data* (numbers) processed by statistical methods.

Quantitative approaches are carried out in inferential research and rest the conclusion of the result on a probability of error rejection of the null hypothesis. Quantitative methods are used to determine the significance of the relationships between the variables studied.

### Population and Sample

The population in this study is millennials in Balikpapan City with an age range of 21-40 years which amounted to 235,180 people (Dkp3a.kaltimprov). The *sampling* technique used is *probability sampling*, a sampling technique that provides an equal opportunity or opportunity for each member of the population to be selected as a sample

member. The reason researchers use this technique is because the population is known for certain the number. Sampling this study is simple *random sampling* i.e., subjects have an equal opportunity to represent the population without certain criteria. The very large number allows researchers not to take everything in the population, so in sampling using the formula slovin with a precision value of 5% or  $e = 0.05$ , so the sample can be calculated as follows:

### Data Collection Methods

This method of data collection uses *likert* type measurement tools. The *likert* type scale is used to measure a person's opinions, attitudes, and perceptions of social phenomena. This research measuring tool is a construction itself with variable aspects as the basis of the statement system. The reason researchers use their own construction measuring tools is so that the statement system can be explained in detail and easily understood. The instrument used consists of two scales, namely the trust scale to the leader consisting of 39 statements with a reliability value of 0.962 including a very reliable category and a transformational leadership scale consisting of 32 statement systems with a reliability value of 0.964 including very reliable categories. Research data collection uses trial or try out techniques first. The test is carried out to obtain the accuracy and accuracy of the measuring instrument in performing its measuring function.

### Data Analysis Techniques

The study's data analysis used *pearson product moment* correlation analysis, to look at the strength of the relationship between the two variables. Previously, the assumption test first consisted of normality and linearity.

## RESEARCH RESULTS

### Characteristics of Research Respondents

This study sample is the millennial generation in Balikpapan City aged 21-40 years as many as 400 people. In general, the

characteristics of respondents can be seen in table 1 below:

$$n = \frac{235,180}{(0,05)^2 + 1} = \frac{235,180}{588,95} = 399,3 = 400 \text{ org}$$

**Table 1. Characteristics of Respondents Based on Age, Gender, and Subdistrict Domicile**

Aspects	Frequency (N: 400)	Percentage
<b>Age</b>		
21-25	267	66,75%
26-30	48	12%
31-35	27	6,75%
36-41	58	14,5%
<b>Gender</b>		
Man	183	45,75%
Woman	217	54,25%
<b>Working Time</b>		
East Balikpapan	20	5%
West Balikpapan	164	41%
North Balikpapan	63	15,75%
Balikpapan Tengah	83	20,75%
South Balikpapan	33	8,25%
Balikpapan City	37	9,25%

Based on table 1, it is known that this study is dominated by millennials in the age range of 26-30 years as many as 267 people with a percentage of 66.75%, female sex as many as 217 people or 54.25%, and millennials domiciled in West Balikpapan District with a total of 164 people or 41%.

### Descriptive Test Results

This research descriptive test aims to describe the condition of data distribution in millennials in Balikpapan City. The rule used is that if the empirical average value > the hypothetical average is said to be a variable status in the high category. However, if the empirical average value < the hypothetical average, the status of the variable in the category is low. Here are the descriptive test results in this study:

**Table 2. Descriptive Test Results**

Variable	Average Empiric	SD Empirical	Hypothetical Average	SD Hipotetik	Status
Trust in the leader	121,54	12,95	97,5	19,5	Tinggi
Transformational Leadership	100,19	10,87	80	16	Tinggi

Based on table 2, it is known that both variables, namely trust in leaders and transformational leadership are at a high

status. So, it can be interpreted that the research respondents have a picture of trust in high leaders, because it is caused by the

transformational leadership style applied by the Mayor of Balikpapan.

**Table 3. Categorization of Trust Scale Scores to Leaders**

Tendency Interval	Score	Category	F	(%)
$X \geq M + 1,5 \text{ SD}$	$\geq 125$	Very High	193	48,3
$M + 0,5 \text{ SD} < X < M + 1,5 \text{ SD}$	106-124	High	151	37,8
$M - 0,5 \text{ SD} < X < M + 0,5 \text{ SD}$	87-105	Medium	55	13,8
$M - 1,5 \text{ SD} < X < M - 0,5 \text{ SD}$	68-86	Low	1	0,3
$X \leq M - 1,5 \text{ SD}$	$\leq 67$	Very Low	0	0

Based on table 3, it is known that Balikpapan city millennials have a range of

trust scale values to leaders are in a very high category of 193 people or 48.3%.

**Table 4. Categorization of Transformational Leadership Scale Scores**

Tendency Interval	Score	Category	F	(%)
$X \geq M + 1,5 \text{ SD}$	$\geq 104$	Very High	164	41
$M + 0,5 \text{ SD} < X < M + 1,5 \text{ SD}$	88-103	High	178	44,5
$M - 0,5 \text{ SD} < X < M + 0,5 \text{ SD}$	72-87	Medium	57	14,3
$M - 1,5 \text{ SD} < X < M - 0,5 \text{ SD}$	56-71	Low	1	0,3
$X \leq M - 1,5 \text{ SD}$	$\leq 56$	Very Low	0	0

Based on table 4, it is known that the millennial generation of Balikpapan City has a range of transformational leadership scale values in the high category of 178 people or 44.5%.

#### Assumption Test Results: Normality Test

The normality test aims to look at a deviation of frequency, as well as look at sample data from normal-distributed populations.

**Table 5. Normality Test Results**

Variable	Kolmogorov-Smirnov	P	Information
Trust in the leader	0,071	0,196	Normal
Transformational Leadership	0,076	0,069	Normal

Based on table 5 above, it is found that the assumption of normality of trust variables to leaders and transformational leadership variables is known to be normal distribution. This is because both variables meet the rules of normality, namely with a value of  $p > 0.05$  (more than 0.05). Data that is normally distributed, then analyzed parametrically because it qualifies the

assumption of normality of the distribution of data.

#### Assumption Test Results: Linearity Test

The linearity test aims to find out whether the relationship between a free variable and a bound variable is linear or is in a straight line with the rule of value F calculates  $< F$  table and the value  $p > 0.05$ .

**Table 6. Linearity Test Results**

Variable	F Count	F Table	P	Information
Trust in Leaders - Transformational Leadership	1,255	3,86	0,130	Linier

Based on the results of the linearity test calculation in table 6 above, it can be concluded that psychological capital variables have a linear relationship to work attachment, and non-physical work environments also have a linear relationship to work attachment based on the rules of linearity test.

### Hypothesis Test Results

Pearson product moment correlation test aims to find out whether there is a relationship between two variables (Arikunto, 2013). The rules used are  $r$  calculate  $< r$  table and value  $p < 0.05$ . The results of *pearson product moment* correlation test analysis can be found in the following table:

**Table 7. Pearson Product Moment Correlation Analysis Test Results**

Variable	R Table	R Count	Sig
Trust in Leaders - Transformational Leadership	0,082	0,852	0,000

Based on table 7, it shows that  $R$  calculates  $> R$  of the table, meaning that transformational leadership with confidence in the leader has a relationship, with the values  $R$  calculated at 0.852 and  $p = 0.000 < 0.05$ . This shows that there is a positive and significant strong relationship

between transformational leadership and trust in leaders in the citizens of Balikpapan City. Furthermore, the results of the partial correlation test of aspects of transformational leadership variables with aspects of integrity ( $Y_1$ ):

**Table 8. Results of Transformational Leadership Partial Correlation Analysis Test with Trust in Leaders for Integrity ( $Y_1$ )**

Factor	r count	r table	P	Information
Ideal Influence ( $X_1$ )	0.661	0.082	0.000	Correlated
Inspirational Motivation ( $X_2$ )	0.637	0.082	0.000	Correlated
Intellectual Stimulation ( $X_3$ )	0.635	0.082	0.000	Correlated
Individual Considerations ( $X_4$ )	0.619	0.082	0.000	Correlated

Based on table 8, it can be known that the overall aspect of transformational leadership correlates with the integrity aspect ( $Y_1$ ) with the value  $r$  calculated  $> r$  of the table and the value  $p < 0.050$ . This suggests that there is a correlation between

integrity and ideal influence, inspirational motivation, intellectual stimulation, and individual considerations. Furthermore, the results of the partial correlation test of aspects of transformational leadership with competence ( $Y_2$ ):

**Table 9. Results of The Transformational Leadership Partial Correlation Analysis Test with Confidence in Leaders of Competence ( $Y_2$ )**

Factor	r count	r table	P	Information
Ideal Influence ( $X_1$ )	0.714	0.082	0.000	Correlated
Inspirational Motivation ( $X_2$ )	0.701	0.082	0.000	Correlated
Intellectual Stimulation ( $X_3$ )	0.672	0.082	0.000	Correlated
Individual Considerations ( $X_4$ )	0.700	0.082	0.000	Correlated

Based on table 9, it can be known that the overall aspect of transformational leadership correlates with the competency

aspect ( $Y_2$ ) with the value  $r$  calculated  $> r$  of the table and the value  $p < 0.050$ . This suggests that there is a correlation between

competence and ideal influence, inspirational motivation, intellectual stimulation, and individual considerations. Furthermore, the results of the partial correlation test of aspects of transformational leadership with consistency (Y3):

**Table 10. Results of The Partial Correlation Analysis Test of Transformational Leadership with Trust in Leaders of Consistency (Y3)**

Factor	r count	r table	P	Information
Ideal Influence (X <sub>1</sub> )	0.688	0.082	0.000	Correlated
Inspirational Motivation (X <sub>2</sub> )	0.667	0.082	0.000	Correlated
Intellectual Stimulation (X <sub>3</sub> )	0.667	0.082	0.000	Correlated
Individual Considerations (X <sub>4</sub> )	0.671	0.082	0.000	Correlated

Based on table 10, it can be known that the overall aspect of transformational leadership correlates with the consistency aspect (Y3) with the value  $r$  calculated  $> r$  of the table and the value  $p < 0.050$ . This suggests that there is a correlation between

consistency and ideal influence, inspirational motivation, intellectual stimulation, and individual considerations. Furthermore, the results of the partial correlation of aspects of transformational leadership with loyalty (Y4):

**Table 11. Results of The Partial Correlation Analysis of Transformational Leadership with Trust in Leaders of Loyalty (Y4)**

Factor	r count	r table	P	Information
Ideal Influence (X <sub>1</sub> )	0.685	0.082	0.000	Correlated
Inspirational Motivation (X <sub>2</sub> )	0.692	0.082	0.000	Correlated
Intellectual Stimulation (X <sub>3</sub> )	0.702	0.082	0.000	Correlated
Individual Considerations (X <sub>4</sub> )	0.704	0.082	0.000	Correlated

Based on table 11, it can be known that the overall aspect of transformational leadership correlates with the loyalty aspect (Y4) with the value  $r$  calculated  $> r$  of the table and the value  $p < 0.050$ . This suggests that there is a correlation between loyalty

and ideal influence, inspirational motivation, intellectual stimulation, and individual considerations. Next, test the partial correlation of aspects of transformational leadership with openness (Y5):

**Table 12. Results of The Partial Correlation Analysis of Transformational Leadership with Trust in Leaders of Openness (Y5)**

Factor	r count	r table	P	Information
Ideal Influence (X <sub>1</sub> )	0.681	0.082	0.000	Correlated
Inspirational Motivation (X <sub>2</sub> )	0.673	0.082	0.000	Correlated
Intellectual Stimulation (X <sub>3</sub> )	0.666	0.082	0.000	Correlated
Individual Considerations (X <sub>4</sub> )	0.719	0.082	0.000	Correlated

Based on table 12, it can be known that the overall aspect of transformational leadership correlates with the openness aspect (Y5) with the value  $r$  calculated  $> r$  of the table and the value  $p < 0.050$ . This

suggests that there is a correlation between openness and ideal influence, inspirational motivation, intellectual stimulation, and individual considerations.

## DISCUSSION

This research aims to find out the relationship of transformational leadership with trust in the leaders of Balikpapan City. Based on the results of the *Pearson Product Moment* correlation test, it is known that the H1 hypothesis is accepted which means that the two variables have a positive and significant relationship. Thus, the higher the transformational leadership, the higher the trust in the leaders of Balikpapan City in the millennial generation in Balikpapan and vice versa if the transformational leadership is low, the lower the level of trust in the leader.

These findings are consistent with previous research conducted by (Ansori & Andriyani, 2020) which states that transformational leadership has a positive and significant effect on trust in leaders. Leaders who have transformational leadership styles have an important role in forming trust.

Measurement of this research through a scale of trust in leaders and transformational leadership that has been filled. It was obtained that Balikpapan millennials are interested in transformational leadership implemented by the Mayor of Balikpapan to trust the leader.

Based on the results of descriptive tests can be known the distribution of trust variable data to the leaders of Balikpapan City proves that respondents in this study have a high level of trust. This means that trust in the leader in Balikpapan city can be said to be good.

Trust in a high leader is also based on the development of a person's age. This study took millennial respondents with the age range of 21-40 years included in early adult development. Millennials are one of the groups that hold the key to victory in the election (Maulana & Prasetya, 2019).

The study was dominated by millennials aged 21-25 years, where that age

is the age of novice voters. The social environment also influences the perception, attitude of a person's behavior in choosing (Soetarto & Luaha, 2019). The election of candidates for mayor and deputy mayor is identical to the large participation of novice voters who are the first time to use their voting rights (Adriansyah et al, 2015). Thus, millennials play an important role in the victory of candidates for mayor and deputy mayor. Making millennials believe in their leaders is one of them through integrity.

This integrity becomes the capital for the leader to influence his subordinates in achieving a goal (Kadir, 2018). The characteristics of the leader in conveying a clear vision and mission make the citizens of Balikpapan City believe in their leaders. To improve the performance of human resources, it needs to be pursued through various means, one of which is the integrity of the behavior of a leader.

Based on the results of partial correlation tests, it was found that the four aspects of transformational leadership correlated with aspects of integrity (Y1). The leadership style of a regional leader should create high integrity and evoke the performance of his subordinates. The existence of good performance, a person can produce good work performance and work productivity, so that they can achieve goals (Yulianti & Wuryanti, 2015). To equip yourself in digital technology, the thing that must be owned is the integrity and character of a person (Hasanah, 2021).

The results of the next partial correlation test i.e., the four aspects of transformational leadership correlate with the competency aspect (Y2). Competence is a characteristic and basic ability of individuals who are influential in meeting the criteria needed to have effective and superior performance in carrying out a job (Rohmadin & Batubara, 2020).

The competency standards of regional leaders are equivalent to Echelon II ASN. In communication competence, a leader should use language that is easily understood by ordinary people. The delivery of a clear mission vision using the right media also influences. Because the characteristics of the millennial generation are information literate and connected through social media networks connected through the internet. This is in accordance with the opinion of Aryani, et al (2013) the competence needed by 21st century leaders is the ability to understand and communicate to various cultures.

The results of the next partial correlation test i.e., the four aspects of transformational leadership correlate with the consistency aspect (Y3). The mayor of Balikpapan has consistently posted activities and responded to comments on social media.

The leadership pattern of the Mayor of Balikpapan from time to time since the 1980s has the same background as the previous Mayor of Balikpapan (Andrianto, 2019). This means, the successor of the Mayor of Balikpapan knows the vision of the mission and problems that exist in the city of Balikpapan. Thus, the pattern of consistent goal commitment shows that the Mayor of Balikpapan can instill in the citizens of Balikpapan City related to the importance of maintaining environmental cleanliness in Balikpapan City. This is realized by the achievement of adipura kencana award achieved by Balikpapan city in a few years. Trust is important in order to increase collaboration (Hajar et al, 2018).

The results of the next partial correlation test i.e., the transformational leadership aspect correlated with the loyalty aspect (Y4). A leader must be able to instill a good purpose to be able to build loyalty from subordinates.

Transformational leadership is based on the commitment of a leader. Transformational leadership can be formed by a learning process supported by the intentions and commitments of the leader (Fanani et al, 2020). A leader's loyalty is indicated by responsible behavior with something that happens. This was also done by the Mayor of Balikpapan when there was a misunderstanding and clarified on his personal Instagram. Transformational leadership is based on the trust and commitment of the leader (Subowo & Setiawan, 2015).

The results of the next partial correlation test that is, the aspect of transformational leadership correlates with the openness aspect (Y5). Yulianti and Wuryanti (2015) stated that individual considerations are by paying special attention to each subordinate to improve the ability of subordinates and provide trust. Increasing trust in leaders needs to be pursued through the leader's openness to information.

Based on a survey conducted by the Center for Strategic and International Studies (CSIS) in 2017, stated that as many as 54.7 percent of millennials have Instagram and are literate about politics. The proximity of millennials to technology makes millennials *open minded* in political decisions.

The disclosure of information carried out by Mr. Rizal Effendi during his time as Mayor of Balikpapan makes it easier for Balikpapan residents to obtain information quickly. This is a form of the role of millennials with social media how both contribute directly to influencing the government's response to a problem that occurs in society. The existence of this fact makes it easier for the Government of Balikpapan City in providing better services for the citizens of Balikpapan City.

Characteristics of effective transformational leadership styles are to

show charismatic behavior and treat subordinates by paying attention to individuals (Muljani et al, 2012). Based on the results of interviews conducted by JI subjects stated that the Mayor of Balikpapan supports the potential of Balikpapan city residents, especially in the field of sports and provides motivation and appreciation for outstanding students and teachers. This is one form of individual consideration that is one aspect of transformational leadership. Followers of leaders who have transformational leadership styles will have respect, loyalty, trust and admiration for the leader (Juniartha et al, 2017).

This transformational leadership implemented by the Mayor of Balikpapan creates trust from citizens in their leaders. Angelia & Astiti (2020) Transformational leadership style creates an emotional bond between the leader and his subordinates so that mutual trust and feelings are appreciated. Emotional bonds can form trust in a leader.

There are two factors that affect trust in leaders, namely character and competence. Competencies include ability, skills and track record (Aryani et al, 2013). As well as Mr. Rizal Effendi's track record as a regional leader for two periods (10 years).

This research proves that with the transformational leadership style applied by Mr. Rizal Effendi as Mayor of Balikpapan makes citizens become confident in the leader of Balikpapan City. The higher the transformational leadership practices applied, the higher the trust of citizens in the leaders of Balikpapan City. Transformational leaders are *role models* for their followers who give rise to persistence and sacrifice (Juniartha et al, 2017).

The results of this study are in line with research conducted by Indrayanto (2012) that transformational leadership has an effect on trust. There is a drawback in this

study is the inhibition of researchers to find subjects who are willing to fill the scale of the study with a considerable statement item. In addition, not a few subjects who do not understand how to fill out questionnaires *online* through *google form* due to the age that has reached the age of 30 years. So that makes the characteristics of this study is very dominated by the age of 21-25 years.

## CONCLUSIONS AND SUGGESTIONS

The conclusion in this study is that there is a positive and significant relationship between transformational leadership and trust in the leaders of Balikpapan City in the millennial generation in Balikpapan City.

The advice for the next Mayor of Balikpapan, is expected to have more of a *sekongcrit* and operational mission vision perhaps because based on the results of research, young Balikpapan voters pay attention to the clarity of the vision of the mission of the regional head. Then also make the quality of close relationships with subordinates or the social environment as a self-promotion strategy because it is also a concern for the millennial generation of Balikpapan City.

Advice for regional stakeholders such as the KPU of Balikpapan City is expected to conduct regular socialization to schools, campuses, and other educational institutions so that novice voters get an overview of the importance of participating in the democratic party. For the Dprd of Balikpapan City as a regional regulator with the regional head, to make wise regulations and prioritize the interests of the citizens of Balikpapan City.

Suggestions for political parties, as supporters of regional heads are expected to choose candidates for the right regional head candidates in accordance with the *culture* in their respective regions.

Advice for millennial voters, it is expected to choose the next leader by paying attention to the vision of the leader's mission and the style of interaction with the community, in addition to paying attention to how the social relations of prospective leaders and paying attention to how the track record of candidates for leaders Balikpapan.

Advice for subsequent researchers interested in conducting research on the same theme is advisable to look for specific data in smaller locations. Researchers also suggest conducting research with other variables such as charismatic leadership, political participation and communication patterns carried out by regional leaders. In addition, researchers suggest to research about the competencies that must be owned by regional leaders tailored to the wants and needs of the citizens of Balikpapan City.

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