

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE

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ABSTRACT

Improving the performance of a state institution is inseparable from leadership and employee performance factors. The main objective of this study is to determine the effect of Transformational Leadership on the Performance of ASN Employees in the North Padang Lawas Regency Work Unit. The analytical method used in this study is Structural Equation Modeling (SEM) based on SmartPLS. The study population is ASN Employees in the North Padang Lawas Regency Work Unit. Sampling was carried out by selecting a portion of the population so that the results of the analysis can be used to draw conclusions that apply to the entire population. The sampling technique used is cluster random sampling, and the calculation of the number of samples uses the Slovin formula, so that 369 samples were selected proportionally. The Effect of Transformational Leadership on Employee Performance. The analysis shows that Transformational Leadership has a positive effect on employee performance with a coefficient of 0.241, a t-statistic of 2.829, and a p-value of 0.005. The results of the study indicate that there is an influence of Transformational Leadership on Employee Performance. So it can be said that Transformational Leadership is very important to be implemented in the North Padang Lawas Regency Work Unit. This study found that Transformational Leadership is a part that can make employees more enthusiastic about working.

Keywords: Transformational Leadership, Employee Performance, Public Sector, SEM-PLS, Civil Servant (ASN)

INTRODUCTION

Leadership does not influence how effectively an agency or work unit operates in achieving individual and departmental performance targets. In the process of developing an agency or work unit, effective leadership ensures that organizational goals can be optimally achieved (Broekema et al., 2019). Transformational leadership describes the interaction between leaders and employees, which can increase work motivation, skills, and trust to achieve shared goals. It is predicted that the transformational leadership approach will become more popular in the future (Singh et al., 2020). Transformational leadership can be defined as an effort to influence employees through communication to achieve organizational goals. This can generate positive change and become a dynamic force that can coordinate all organizational activities to achieve the best level of performance (Kara et al., 2013; Mickson & Anlesinya, 2019). The transformational leadership style is also known as follower-centered or employee-centered leadership. This method is applied by assessing how prepared and mature employees are to complete tasks assigned by their leaders.

Based on the findings of a pre-survey involving the views of department or work unit leaders in North Padang Lawas Regency regarding transformational

leadership indicators. In addition, several elements that were considered negative (disagreement) by ASN employees included the encouragement given by leaders to employees to generate new ideas: 20 of the employees stated that leaders did not provide encouragement to employees and only 10 said that leaders did provide encouragement to employees. Leaders will influence employees' desire to generate new ideas to improve work results (Saleem et al., 2019). Furthermore, an element with a relatively low score was the involvement of civil servants in teaching new work methods, with 18 disagreeing and 12 agreeing. Interviews with civil servants revealed that civil servants are generally required to work according to standard operating procedures (SOPs), so leaders do not need to provide input or guidance on new work methods. To improve civil servant service and performance in each community, civil servants must also be provided with new knowledge (Quratulain & Al-Hawari, 2021).

In addition to adequate capital and supporting infrastructure, an organization's success can be measured by the availability of qualified human resources. Furthermore, it is crucial to consistently improve the quality of human resources within the organization so that employees possess a high level of professionalism (Robbins & Judge, 2012). Research investigating the relationship between transformational leadership and employee performance also found that Kia et al. (2019) and Saleem et al. (2019) found that transformational leadership can significantly improve employee performance. Transformational leadership style does not significantly impact employee performance, according to research conducted (Yang et al., 2012; Buljac-Samardzic & van Woerkom, 2015).

The novelty of this research lies in providing the latest empirical evidence regarding the effectiveness of transformational leadership in improving employee performance in the context of the organization being the object of the research, which has different organizational characteristics, work culture, and management system from previous research. This research extends the generalization of Transformational Leadership Theory to the organizational environment by using the Structural Equation Modeling (SEM-PLS) approach so that it is able to provide a more comprehensive relationship estimate than conventional regression analysis. The research hypothesis is that transformational leadership improves employee performance. Based on the above phenomenon, the researcher will test the Influence of Transformational Leadership on the Performance of ASN Employees in the North Padang Lawas Regency Work Unit.

LITERATURE REVIEW

Employee Performance

To determine an employee's level of success, it is crucial that they perform the assigned tasks. Performance appraisal is a formal, structured system used to measure, assess, and influence job-related traits. This performance appraisal system reflects an employee's performance within their scope of responsibility. This system monitors employee behavior, such as absenteeism and work output, and makes decisions about salary increases, bonuses, promotions, and placement based on their performance. Bernardin and Russell (2013) emphasize that treating employees as assets is crucial. By treating employees as assets, employee performance and engagement automatically

improve. Employee performance is crucial for increasing employee productivity. Employees working to improve organizational performance must have knowledge of the elements that can influence performance. Performance is the result of employees' work, both in quality and quantity, when carrying out their duties. Employee willingness and skills are insufficient to perform tasks without a clear understanding of what needs to be done and how to do it.

Employee performance can be defined as the quality and quantity of work results achieved by employees in carrying out their duties in accordance with the responsibilities given to them, according to Luthans (2011). Performance, according to Özduran & Tanova (2017), is defined as the level of achievement of results after completing a certain task. Performance includes individual performance, group performance, and performance influenced by internal and external factors. Performance is defined by DeCenzo et al. (2016) as the willingness of employees to carry out an activity and perfect it according to their responsibilities with the expected results. If associated with "performance" as a noun that indicates the results of work, performance is the work results that can be achieved by employees of an organization in accordance with their authority and responsibilities to achieve organizational goals legally, not violating the law, and not contrary to morals or ethics.

Therefore, based on the above opinion, it can be concluded that capability (ability) and motivation (motivation) are factors that influence performance achievement. Individual capability, that is, if an employee lacks the ability to defend themselves and demonstrate their worthiness to compete with other employees, they will not be able to compete with other employees. Several studies have shown that several variables influence employee performance. These include workload, soft skills or hard skills, leadership style, employee empowerment, work motivation, work environment, organizational culture, and others (Gunarathne et al., 2021).

2.2 Transformational Leadership

According to Robbins and Judge (2012), transformational leadership is defined as a leader who possesses charisma, provides individualized consideration and intellectual stimulation. However, according to Newstrom (2007), transformational leaders possess a number of behavioral characteristics including fairness and integrity, setting clear goals, having high expectations, providing support and recognition, arousing followers' emotions, and making people realize that achieving unattainable goals is more important than self-interest. Burnes (2017) states that transformational leadership is a type of leadership that can motivate employees through the application of strong principles and ideals to achieve organizational goals. This method builds trust in leaders. This leadership focuses on tangible qualities such as vision, shared values, and ideas in order to build good relationships, give greater meaning to each activity, and provide a common foundation for the change process.

Transformational leadership, according to Kim et al. (2021), motivates subordinates to do more than expected. Transformational leadership can help employees become more motivated to achieve organizational goals and foster their passion for their work. According to Luthans (2011), transformational leadership improves the performance of organizations facing change and renewal. As mentioned above, it can be concluded that transformational

leadership is an engaging type of leadership and plays a crucial and strategic role in guiding an organization in its desired direction. Transformational leaders must also make their subordinates feel comfortable and motivated to perform well. They must also be able to align their vision of the future with their subordinates and motivate them. The influence of leaders on the behavior of their subordinates can indicate the relationship between leaders and their subordinates. Leaders can make their subordinates feel capable and motivated to achieve high-quality work performance.

RESEARCH METHODS

The data approach used in this research is a quantitative data approach using research methods with surveys, besides that, this research also uses observation methods as a way for researchers to determine the suitability of the survey results with the problems that occur in the research location. The statistical technique used is descriptive statistical technique, where this technique focuses on describing the results of statistical calculation findings as a whole so that a conclusion can be found which is the answer to the research hypothesis (Sugiyono, 2009). Furthermore, this study also uses an inferential statistical approach that is useful for drawing conclusions from data obtained from research respondents to test each research hypothesis that has been formulated. In this study, the population of the study is all ASN employees in North Padang Lawas Regency. The following is the population in this study. Determination of the sample in this study using the Slovin formula, then from the Slovin formula the researcher took a sample of 369 respondents. In this study there are two types of data collected, namely primary and secondary data. In this study, the primary data source is obtained from the results of the questionnaire that will be distributed to ASN employees in North Padang Lawas Regency. The scale used in this study is a five-choice answer scale.

The secondary data used in this study are sourced from literature studies in the form of journals, where the findings from the journals are used as supporting material for the results of this study. In this study, the pattern of influence between variables will also be explained, where in this study the variables are divided into three parts, namely the Independent Variable, namely Transformational Leadership and the Dependent Variable, namely the Employee Performance variable. The research analysis is SEM analysis using the Smart-PLS version 3.0 application program to process the data. The study also conducted validity testing and irreliability testing. Validity testing aims to ensure that each indicator is capable of measuring the intended construct. This study uses Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the help of SmartPLS software. Furthermore, the reliability test shows the consistency of the instrument in measuring the construct. This study uses three reliability measures. a. Cronbach's Alpha Measures the internal consistency of indicators with criteria ≥ 0.70 = reliable and $0.60-0.70$ = fairly reliable in exploratory research. The research hypothesis is that Transformational Leadership Influences Employee Performance in Work Units in North Padang Lawas Regency.

RESULTS AND DISCUSSION

Results of Descriptive Analysis of Variable Indicators

Descriptions of variable indicators are necessary to facilitate quantitative data analysis and draw conclusions in this study. The following describes respondents' responses to the statements posed in the questionnaire.

A. Transformational Leadership

Table 1. Description of Respondents' Perceptions of Transformational Leadership Variables

Questionnaire Questions	Strongly agree (F)	%	S (F)	%	Neutral (F)	%	Don't agree (F)	%	Strongly Disagree (F)	%
Is there an Inspirational Vision? Establish an inspiring vision and communicate it to the team to increase motivation and direction.	172	46.7	123	33.3	50	13.3	12	3.3	12	3.3
Is there an action plan to achieve the vision and communicate it to the team?	159	43.3	135	36.7	49	13.3	12	3.3	5	3.3
Is there team development by providing training, coaching, and opportunities to improve skills?	184	50.0	122	33.3	37	10.0	13	3.3	13	3.3
Is it to minimize measurable risks to achieve higher goals?	197	53.3	11	30.0	37	10.0	12	3.3	12	3.3
Is there appreciation and recognition of team contributions to increase motivation and performance?	37	10.0	61	15.7	74	20.0	99	26.7	99	26.7
Is there any provision for personal development?	49	13.3	74	20.0	62	16.7	85	23.3	99	26.7
Is it communicated to the team to increase trust and stability?	44	12.0	54	14.7	61	16.7	86	23.3	123	33.3
Is it clear and communicated to the team to increase motivation?	172	46.7	123	33.3	50	13.3	12	3.3	12	3.3

Based on the description of the Leadership variable, it is clear that the majority of respondents exhibited a tendency toward Leadership. This is evident from the statement "Is there an Inspirational: Establish an inspiring vision and communicate it to the team to increase motivation and direction?", where 33.3% of respondents strongly disagreed, and 23.3% disagreed. Similarly, regarding the statement "I feel that forward planning has little impact on success," only 8%

strongly agreed and 12% agreed, while the majority of respondents either disagreed (26.7%) or strongly disagreed. Furthermore, the statement "Is an action plan created to achieve the vision and communicated to the team?" received 50% strongly agree and 33.3% agree, indicating that the majority of civil servants are optimistic in facing various challenges in the workplace. Meanwhile, regarding the statement "

"Is there team development by providing training, coaching, and opportunities to improve skills?" 53.3% of respondents stated that they strongly agreed and 30% agreed, which strengthens the indication that the majority of ASN believe the importance of effort and hard work as the main determinants of success. On the other hand, indicators reflecting Leadership received a higher percentage in the disagree and strongly disagree categories. For example, the statement "Are rewards and recognition of team contributions given to improve motivation and performance" was agreed by only 10% (strongly agree) and 16.7% (agree), while the majority of respondents disagreed (26.7%) and strongly disagreed (26.7%). This indicates that there is less trust in luck as a dominant factor in success. The statement "Is it necessary to minimize measurable risks to achieve higher goals" also showed a similar trend, where 23.3% of respondents disagreed and 26.7% strongly disagreed. This indicates that the majority of ASN believe that their work results are not entirely determined by others. The same is seen in the statement "Are clear and communicated to the team to increase motivation," which received a response of strongly agree. 46.7% strongly agreed and 33.3% agreed. This indicates that the majority of civil servants feel a personal responsibility to improve their work. Similarly, regarding the question "Are conflicts handled effectively?" 43.3% of respondents strongly agreed and 36.7% agreed, indicating that civil servants have the ability and willingness to resolve problems independently.

These descriptive results indicate that the respondents, in this case ASN, have more internal locus of control, namely the belief that success and achievement are determined by one's own efforts, hard work, and abilities, not by external factors such as luck, superiors, or fate. This condition reflects a high level of independence and intrinsic motivation in carrying out their professional duties and responsibilities. The percentage of respondents' answers according to the classification of score levels and the number of respondents' answer choices for each statement about digital literacy. A description of literacy indicators can be seen in the following table.

ASN Employee Performance

Percentage of respondents' answers according to the score level classification and the number of respondents' answer choices for each statement regarding ASN Employee Performance. A description of ASN Employee Performance indicators can be seen in the following table.

Table 3. Description of Respondents' Perceptions Regarding ASN Employee Performance Variables

Questionnaire Questions	Strongly agree (F)	%	Agree (F)	%	Neutral (F)	%	Don't agree (F)	%	Strongly Disagree (F)	%
Are there clear and specific goals set	172	46.7	123	33.3	50	13.3	12	3.3	12	3.3

Questionnaire Questions	Strongly agree (F)	%	Agree (F)	%	Neutral (F)	%	Don't agree (F)	%	Strongly Disagree (F)	%
for ASN employees?										
Are there regular performance assessments to determine the progress of ASN employees?	159	43.3	135	36.7	49	13.3	12	3.3	5	3.3
Is there anything constructive to improve the performance of ASN employees?	184	50.0	122	33.3	37	10.0	13	3.3	13	3.3
Is there any Training and Development held to improve the capabilities of ASN employees?	197	53.3	11	30.0	37	10.0	12	3.3	12	3.3
Are there awards and recognition for ASN employee contributions to improve motivation and performance?	37	10.0	61	15.7	74	20.0	99	26.7	99	26.7
Do you conduct quarterly performance appraisals to determine the progress of ASN employees?	49	13.3	74	20.0	62	16.7	85	23.3	99	26.7
Provide constructive feedback to improve the performance of ASN employees.	44	12.0	54	14.7	61	16.7	86	23.3	123	33.3
Conducting training and development to improve the capabilities of ASN employees.	30	8.0	44	12.0	62	16.7	99	26.7	135	36.7

Based on the description of the ASN Employee Performance variable, it is clear that most respondents showed a tendency towards ASN Employee Performance. This is evident from the statement "Are there clear and specific goals set for ASN Employees?" which received a response of 46.7% strongly agreeing and 33.3% agreeing. This indicates that the majority of ASN feel a personal responsibility to improve their work. Similarly, regarding the statement "Are there regular performance assessments to monitor ASN Employee progress?", 43.3% of respondents strongly agreed and 36.7% agreed, indicating that ASN have the ability and willingness to solve problems independently. Furthermore, the statement "Are there any constructive ways to improve ASN

Employee Performance?" received a response of 50% strongly agreeing and 33.3% agreeing, indicating that the majority of ASN are optimistic in facing various challenges in the workplace. Meanwhile, regarding the statement "Is there any training and development to improve the capabilities of ASN employees?", 53.3% of respondents stated that they strongly agreed and 30% agreed, which strengthens the indication that the majority of ASN believe in the importance of effort and hard work as the main determinants of success.

On the other hand, indicators reflecting Leadership received higher percentages in the disagree and strongly disagree categories. For example, the statement "Are there awards and recognition for ASN employee contributions to improve motivation and performance?" was only agreed with by 10% (strongly agree) and 16.7% (agree), while the majority of respondents disagreed (26.7%) and strongly disagreed (26.7%). This indicates that ASN do not believe in luck as a dominant factor in success. The statement "Are there quarterly performance reviews to monitor ASN employee progress" also showed a similar trend, with 23.3% of respondents disagreeing and 26.7% strongly disagreeing. This indicates that most ASN believe that their work results are not entirely determined by others. The same thing is seen in the statement "Providing constructive feedback to improve employee performance," where respondents who strongly disagreed reached 33.3%, and 23.3% disagreed. Similarly, in the statement "Conducting training and development to improve the capabilities of ASN employees", only 8% strongly agreed and 12% agreed, while the majority of respondents disagreed (26.7%) or strongly disagreed (36.7%). These descriptive results indicate that respondents, in this case ASN, have more internal locus of control, namely the belief that success and achievement are determined by one's own efforts, hard work, and abilities, not by external factors such as luck, superiors, or fate. This condition reflects a high level of independence and intrinsic motivation.

SEM Test Results

Evaluation of Measurement Model (*Outer Model*)

This measurement model is conducted to see the validity and reliability tests of a measurement model where the value of each test is a standard that must be met by a component so that it can be said that the test conducted has validity and reliability against the data used. This measurement model needs to be evaluated with the aim of evaluating how much influence between indicators and constructs or variables. The measurement model for latent variables in SEM PLS is divided into two models: the reflective model and the formative model. In this study, the reflective model is used, where the reflective model conducts an evaluation consisting of convergent validity, discriminant validity, and composite reliability criteria, while the measurement model with formative indicators is measured based on substantive content, namely comparing the size of the weights and their significance values. Constructs with formative indicators cannot be analyzed using convergent validity and composite reliability (Ghozali, 2014).

The results show that all variables have met the validity requirements with the loading factor values of all reflective indicators being > 0.6 . The model's requirements for good validity can also be seen if each latent variable

with a reflective indicator has an AVE > 0.5. The analysis results shown in Table 10 below show that the AVE value of each latent variable has a value > 0.5 and it can be said that the SEM PLS model meets the requirements for good convergent validity.

Table 4. AVE Validity Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X	0.933	0.937	0.943	0.626
Y	0.940	0.942	0.948	0.605
Z	0.927	0.932	0.938	0.557

Next, construct reliability testing was conducted by examining the composite reliability and Cronbach's alpha values for each latent variable. If the composite reliability and Cronbach's alpha values for each latent variable are greater than 0.7, the model is considered reliable. The table shows that all latent constructs have good reliability, accuracy, and consistency, as they meet the requirements of composite reliability and Cronbach's alpha values for each latent construct greater than 0.7.

The next measurement is discriminant validity testing. This testing is conducted based on the principle that different constructs' manifest variables should not be highly correlated (Ghozali, 2014). Another way to test discriminant validity is by comparing the square root of the average variance extracted (AVE) for each construct with the correlation between each construct and the other constructs.

Structural Model Evaluation (*Inner Model*)

Inner model or structural model testing is conducted to examine the relationship between variables, significance values, and R-square of the research model. The structural model is evaluated using R-square for the dependent variable and t-tests, as well as the significance of the structural path parameter coefficients. The R-square value is used to measure the degree of variation in changes in the independent (exogenous) variable with respect to the dependent (endogenous) variable. The estimated R-square data can be seen in.

Table 5. R-Square Value

	R-square	R-square adjusted
Y	0.984	0.983

Based on Table 5, the R-Square value for ASN Employee Performance is 0.984, meaning that the influence of Transformational Leadership (X) is 98.4%.

Direct and Indirect Effect Hypothesis Testing

Direct effect testing is necessary to determine the direct influence between exogenous variables on endogenous variables in this study. The results of the direct effect can be seen through the path coefficient obtained from the SmartPLS test. The following table presents the results of the obtained path coefficients.

Table 6. Results of Hypothesis Testing of Direct and Indirect Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Transformational Leadership > Employee Performance	0.241	0.242	0.085	2.829	0.005

Based on the table above, the researcher outlines the path analysis. This test uses a statistical approach by examining the Original Sample (O) value, standard deviation (STDEV), t-statistic, and p-value as indicators of significance. The Effect of Transformational Leadership on Employee Performance. The analysis shows that Transformational Leadership has a positive effect on employee performance with a coefficient of 0.241, a t-statistic of 2.829, and a p-value of 0.005. This demonstrates that Transformational Leadership significantly influences employee performance within the ASN environment, enabling them to increase effectiveness, efficiency, and innovation in carrying out their respective tasks, which directly contributes to improved employee performance. It can be concluded that these results provide an empirical picture that factors such as Soft Transformational Leadership play a significant role in improving ASN Employee Performance. Therefore, policies to improve ASN Employee Performance should focus on strengthening these factors synergistically.

Theoretically, the results of this study align with the Transformational Leadership Theory developed by Bass and Avolio. This theory explains that transformational leaders not only direct subordinates to achieve organizational targets but also change their values, attitudes, and motivations so that they are willing to work beyond established standards (Siswatiningsih et al., 2018). Through the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, leaders are able to create a work environment conducive to improved performance. In an organizational context, transformational leadership can build harmonious relationships between leaders and employees. Leaders who set an example, value employee contributions, and involve them in decision-making will increase their sense of belonging to the organization (Rivai, 2020). This encourages employees to work more responsibly, improve the quality of their work, complete tasks on time, and strive to optimally achieve organizational goals.

The results of this study also indicate that transformational leadership plays a strategic role in enhancing an organization's adaptability to change. Amidst increasingly dynamic organizational demands, leaders are required to foster innovation, creativity, and continuous learning (Adiwantari et al., 2019). Through intellectual stimulation, employees are encouraged to develop new ideas, solve problems creatively, and increase work effectiveness. Thus, transformational leadership not only improves individual performance but also strengthens the organization's overall competitiveness.

The findings of this study are consistent with various previous studies. Bass and Avolio (1994) explained that transformational leadership increases intrinsic motivation and employee commitment, thus impacting performance improvement. Furthermore, Judge and Piccolo (2004) demonstrated through a

meta-analysis that transformational leadership has a strong positive relationship with both individual and organizational performance. Research by García-Morales, Jiménez-Barrionuevo, and Gutiérrez-Gutiérrez (2012) also demonstrated that transformational leadership encourages organizational learning and innovation, ultimately improving organizational performance.

In the context of public sector organizations, these research findings reinforce the finding that transformational leadership is a crucial factor in improving the quality of public services. Leaders who foster open communication, reward achievement, and empower employees will create a more productive work environment (Savira et al., 2022). This is particularly relevant for government agencies, which are required to provide effective, efficient, transparent, and accountable services to the public.

The practical implications of this research are the need for organizations to develop transformational leadership competencies through leadership education and training programs, coaching, mentoring, and a performance evaluation system that emphasizes the ability to inspire, empower, and develop employee potential (Yanti & Mursidi, 2021). Furthermore, organizations need to build a work culture that supports innovation, collaboration, and continuous learning to optimize the impact of transformational leadership on performance. Overall, this research confirms that transformational leadership is a strategic factor in improving employee performance. Therefore, organizations need to make transformational leadership development part of their human resource management strategy to increase productivity, organizational effectiveness, and achieve long-term goals.

CONCLUSION

Based on the research results and data analysis, it can be concluded that transformational leadership has a positive and significant impact on employee performance at UHT North Padang Lawas Regency. This indicates that the better the leadership implements transformational leadership, the higher the employee performance. Transformational leadership, which is reflected in the leader's ability to provide inspiration, motivation, individual attention, and intellectual encouragement to employees, has been shown to improve employee morale, responsibility, and effectiveness in completing tasks. Leaders who are able to serve as role models, build a shared vision, and encourage employees to work optimally will create a work environment conducive to improved performance. Theoretically, this study contributes to the development of Transformational Leadership Theory by strengthening empirical evidence that transformational leadership is an important determinant in improving employee performance in public sector organizations at the regional level. Therefore, UHT North Padang Lawas Regency needs to continue to encourage the implementation of a transformational leadership style so that employees can work more productively, be more disciplined, and achieve organizational targets effectively. This study has limitations in that it was only conducted at UHT North Padang Lawas Regency, so the results cannot be generalized to all government organizations or other sectors.

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