

# ANALYSIS OF TRANSFORMATIONAL LEADERSHIP RELATIONSHIPS, WORK MOTIVATION, AND EMPLOYEE PERFORMANCE IN HEALTHCARE FACILITIES

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Received : 12 December 2024

Published : 20 February 2025

Revised : 28 December 2024

DOI : <https://doi.org/10.54443/morfai.v5i1.2526>

Accepted : 08 January 2025

Link Publish : <https://radjapublika.com/index.php/MORFAI/article/view/2526>

## Abstract

Transformational leadership has become a crucial factor in enhancing work motivation and employee performance, particularly in healthcare facilities. This study aims to analyze the relationship between transformational leadership, work motivation, and employee performance using a literature review approach. The research method employed is a literature review of various academic sources related to the concept of transformational leadership, factors influencing work motivation, and its impact on employee performance in the healthcare sector. The analysis results indicate that transformational leadership, characterized by inspiration, idealized influence, intellectual stimulation, and individualized consideration, significantly contributes to improving motivation and employee performance. Leaders who encourage innovation, provide emotional support, and create a positive work environment can enhance job satisfaction and productivity among healthcare workers. The implications of this study highlight the importance of developing transformational leadership as a strategy to improve the quality of healthcare services.

**Keywords:** *Transformational, leadership, Work motivation, Employee performance, Healthcare facilities*

## INTRODUCTION

Human resources are a spearhead in every company or agency. Human resources are very important, especially in a service agency. In addition, a government agency must also have a good human resource control system so that existing resources can be more effective in each of their respective duties. One of the agencies that is much needed today is in the world of health, for example hospitals, health centers or clinics (Aprilia, 2024). Human resource management is the art of managing human resources with the same goals and vision in accordance with related agencies. In addition, if you look at an agency, it cannot be separated from the role of a leader. Transformational leadership is defined as the ability of a leader to provide a perspective and inspiration to his employees so that they can improve employee performance". This means that in this case, the leader must have a high level of leadership to help and evaluate each employee in accordance with the applicable SOPs in each applicable agency (Aprilia, 2024).

In the context of globalization, the future of national development presents both challenges and opportunities, particularly from a health perspective. To navigate these dynamics, health facilities must engage in systematic studies to formulate effective strategies that can ensure their resilience in the face of evolving global challenges. The influence of global environmental changes on organizational behavior can be attributed to public demands and external pressures from national, regional, and global spheres. To enhance service quality, various efforts have been made, including the improvement of both physical and non-physical infrastructure. Among these, one key area of focus is the development of human resources (HR), which plays a critical role in achieving organizational goals. Quality HR is essential for guiding the direction and success of the organization. In hospitals, medical support staff are considered vital non-physical infrastructure, contributing significantly to the organization's objectives. Leadership, particularly at the top level, is equally crucial in steering the organization towards its goals. The hospital director, as the leader, plays a pivotal role in managing both physical and non-physical resources, ensuring continuous and sustainable improvements in the organization's performance (Prasetyo, 2023).

Transformational leaders must have the ability to clearly define, convey, and express the organization's vision, while subordinates must recognize and trust the credibility of their leaders. According to Hater and Bass (1988), "the essence of transformational leadership lies in a deep personal connection with the leader, uniting individuals around a common future vision, and transcending the mere transactional exchange of rewards for compliance." Motivation cannot be seen but can only be observed from the behavior produced, namely from the way or pattern of meeting needs or desired achievements (Keller, 1984). Motivation can explain the reason why a person takes action, because motivation is the driving force that causes a person to do (or not do) something to achieve the desired goal. Whether or not there is motivation in a person can be seen in several aspects of his behavior, including: the strength of the energy that is spent (his effort), the speed of his reaction, and

what is his concern. Furthermore, something received is given by the person concerned according to his interests and desires (Prasetyo, 2023).

## LITERATURE REVIEW

### Transformational Leadership

Transformational leadership is defined as the process of influencing significant changes in the attitudes, beliefs, and values of followers to the point where the organization's goals and the leader's vision are internalized, and followers achieve performance beyond ordinary expectations. The theory of transformational leadership is based on studies of charismatic leadership, as examined by Weber, who argued that the authority of charismatic leaders depends on their extraordinary qualities that set them apart from others. These leaders often emerge during times of crisis and influence others to follow them. Examples of such leaders include Mahatma Gandhi, Martin Luther King, and even Hitler. Transformational leadership is believed to have an impact on an organization, as transformational leaders are seen as individuals who can motivate their employees by providing idealized influence, motivation, intellectual stimulation, and individualized consideration, thereby influencing employee performance within an organization (Hasanah, et al. 2023).

A leader's ability to influence individuals or groups plays a crucial role in shaping the behavior of subordinates in alignment with organizational goals. Therefore, there must be a combination of motivation to fulfill individual needs and the demands of the organization. Transformational leadership is believed to have a significant impact on employee performance in carrying out their tasks. This leadership style enhances followers' creativity through inspirational motivation and intellectual stimulation, which encourage innovation and thinking beyond conventional boundaries. Additionally, transformational leadership helps manage stress by increasing commitment while providing tools to reduce work pressure. In an organizational context, the charismatic and intellectually stimulating aspects of transformational leadership play a strategic role in implementing change and improving company performance. Furthermore, transformational leaders serve as mentors who guide their followers in developing their potential, self-confidence, and leadership capacity (Aprilinda & Budirman, 2021).

### Work Motivation

Work motivation is a condition that drives individuals to work, influencing their ability to initiate, direct, and sustain behaviors that meet personal needs related to the organization and work environment. Work motivation is often complex, as it involves both individual and organizational factors. Individual factors include needs, goals, attitudes, and abilities, while organizational factors encompass salary or wages, job security, supervision, recognition, and the nature of the work itself. People are willing to work hard with the expectation that their job will help fulfill their needs and desires. There are two main factors influencing work motivation: internal factors, which are related to an individual's inherent traits, and external factors, which stem from the environment, such as the behavior, attitudes, and actions of colleagues, subordinates, or leaders, as well as workplace facilities and organizational climate (Febrina & Rahmat, 2024).

### Employee Performance

Employee performance is the result achieved by an individual in carrying out their tasks. According to Mathis and Jackson in Prasetyo, et al. (2023), employee performance is influenced by three main factors. First, individual ability, which includes talent, interests, and both technical and interpersonal skills. Employees with higher skill levels tend to perform better. Second, effort exerted, which includes motivation, attendance, and work intensity, all of which determine how effectively tasks are completed. Third, the organizational environment, which includes facilities such as training, technology, equipment, and management systems that support employee productivity.

According to Mathis and Jackson, employee performance is a multidimensional measure of actual workplace behavior with several key indicators. Work quality plays a vital role in maintaining an organization's competitiveness by ensuring high-quality products or services. Work quantity determines a company's ability to dominate the market by producing a greater number of goods or services. Work time is a critical factor in ensuring efficiency and effectiveness in task completion. Lastly, teamwork contributes to organizational success by fostering trust and commitment within the workplace.

## METHOD

This study uses a literature study method or literature review to analyze the relationship between transformational leadership, work motivation, and employee performance in health facilities. Literature studies were chosen because they allow researchers to collect, review, and synthesize various theories and empirical findings from previous research in order to gain a deeper understanding of the topic being studied. The data sources used come from various scientific journals, reference books, research reports, and relevant academic articles. The criteria for selecting the literature are based on its relevance to the concept of transformational leadership, the factors that affect work motivation, and its impact on employee performance in the health sector. To ensure the credibility and validity of the information, only literature from reliable sources such as Scopus indexed journals, PubMed, ScienceDirect, Google Scholar, and other academic databases is used in this study. The data collection process is carried out by browsing various academic databases using relevant keywords, such as transformational leadership, work motivation, employee performance, and healthcare facilities. After the data is collected, a selection and screening process is carried out to identify the most relevant literature with the focus of the research. Data analysis was carried

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out with a qualitative descriptive approach, where the data obtained was categorized based on the main themes related to the relationship between transformational leadership, work motivation, and employee performance. Furthermore, the results of the analysis are used to identify the pattern of relationships between the variables studied and interpret the findings in the context of health facilities. By using this literature study method, this study contributes to providing a comprehensive overview of the importance of transformational leadership in improving work motivation and employee performance, as well as providing a basis for further research that can be carried out with an empirical approach in the future.

## RESULTS AND DISCUSSION

### Transformational Leadership

In the perspective of modern leadership, there are several types of leadership (models), including charismatic leadership, visionary leadership, and finally transformational leadership. For the latter, the simple definition refers to a process in which an individual gets involved with others and creates relationships that enhance the moral and motivational dimensions for both the leader and his followers. This type of leader tends to be very attentive to the needs and motives of his followers and helps them achieve their best abilities (Kosasih, 2020). The transformational leadership model is a relatively modern approach within leadership studies and is often regarded as one of the most effective frameworks for defining leadership characteristics. This model combines elements from character, style, and contingency theories to create a more comprehensive understanding of leadership. One of the key figures in defining transformational leadership is Burns (1978), who emphasized the importance of comparing it with transactional leadership for a clearer perspective. Unlike transformational leadership, transactional leadership operates within a bureaucratic framework, where authority and legitimacy play central roles. Transactional leaders prioritize setting clear expectations for their subordinates to ensure that organizational goals are met. Their primary focus is on task completion, and they typically use a structured system of rewards and consequences to drive performance and accountability among team members (Rafsanjani, 2019).

Transformational leadership is related to oneself who has the ability to become a leader based on trust and loyalty (Aprilia, 2024). Indicators of transformational leadership are:

- 1) Ideal influence
- 2) Inspirational motivation
- 3) Intellectual stimulation
- 4) Attention to the individual (Aprilia, 2024).

Based on research conducted by Aprilia 2024, it is stated that if transformational leadership increases, performance will increase, and vice versa. The attention of a leader of the UPT Puskesmas Anchor to the needs of ASNs is very necessary in increasing the morale of ASNs. Because with the attention of ASNs who feel more appreciated and become more respectful of leaders, that way the ASN UPT Puskesmas will be more productive in working (Aprilia, 2024). Meanwhile, research conducted by Prasetyo (2023), shows that transformational leadership has an effect on the performance of medical employees at Tarakan Hospital because the value of the equation coefficient of the transformational leadership variable is 0.343, so this variable has a positive influence. It was concluded that the transformational leadership variable had a positive effect on the performance of medical employees at Tarakan Hospital. This means that all the indicators contained in the transformational leadership variable have been implemented well and have a significant influence on improving employee performance. Measurement in transformational leadership such as charismatic, inspirational, intellectual stimulation and individual attention is a major focus in the items of his statement. The results of the study show that leaders who display charismatic traits that can make employees reluctant and become someone who can inspire their employees, especially provide motivation in terms of working and getting the job done well. It can stimulate the knowledge that leaders provide to employees, causing employees to develop in each of their jobs and their creativity in solving problems at work. This shows that leaders provide intellectual simulations to employees regularly so that they produce good performance. In addition, with good communication between leaders and employees, misunderstandings can be minimized, this shows that there is individual attention of leaders to employees. The results of the research that have been carried out show that transformational leadership for employees can improve employee performance. In the application of transformational leadership for medical employees, it is hoped that employees can carry out the functions of this transformational leadership optimally in order to achieve the desired goals (Prasetyo, 2023).

Research conducted by Aristinawati (2024), shows that transformational leadership style has no effect on employee performance in health facilities. With a transformational leadership style, leaders can motivate employees to achieve maximum results and employees will work harder so that employee performance will improve. This leadership style will encourage innovation and change to employees. So it cannot be considered by leaders for leaders to make policies (Aristinawati, 2024). Meanwhile, research conducted by Pratama (2024), shows that if a leader helps employees who have problems that cannot be achieved in their work routine, employees will feel happy and their workload will be reduced because of a better relationship between them and their leaders. However, the lowest average was 3.68 which shows the majority of respondents agree with this item, but five of them disagree (Pratama, 2024). Based on Pratama's research (2024), when viewed from the health service side, in health facilities, transformational leaders can play a role in building a service system that is more innovative and responsive to patient needs. Transformational leadership can create a more positive and collaborative work environment. This is very important in the world of health, where medical personnel work in teams and require good coordination to provide

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optimal service. Transformational leadership can increase employee job satisfaction and commitment to the organization. In the context of health facilities, leaders who apply this approach can help reduce work stress, improve the well-being of health workers, and encourage them to continue to develop professionally. For example, leaders in hospitals or health centers can provide individual attention to medical personnel, offer ongoing training programs, and create a work environment that supports a balance between work and personal life. Pratama's research (2024) also shows that transformational leadership plays a role in increasing employee intelligence and creativity. In the world of health, this can be translated as encouragement to adopt the latest technology, such as electronic medical records, AI-based patient management systems, or the use of telemedicine to improve access to health services. One of the weaknesses of transformational leadership revealed in the journal is that transformational leaders may be too dominant and tend to ignore individual perspectives. Therefore, in healthcare facilities, it is important for leaders to balance big vision with efficient operational management. For example, hospital leaders must ensure that the changes implemented are in accordance with health regulations, the needs of medical personnel, and the limitations of existing resources. Transformational leadership can help build employee loyalty and create a positive work culture. In healthcare facilities, this can have an impact on increasing patient trust in the services provided. When medical personnel feel supported and motivated by their leaders, they tend to provide more empathetic and high-quality care. This will improve patient satisfaction and the overall reputation of the healthcare facility.

## Work Motivation

Work motivation is a key factor in improving the performance of health workers, including nurses, who play a direct role in patient care. In the context of health facilities, work motivation is not only related to financial incentives but also to non-financial factors such as the work environment, awards, leadership, and a sense of satisfaction and pride in the profession. Research by Hakman, et al (2021) shows in the study in the Covid-19 patient care room at Kendari City Hospital, nurses can still work well even though there are unfulfilled expectations. This shows that in addition to incentives, factors such as pride in the profession, teamwork, and a supportive work atmosphere also contribute to nurses' work motivation. In serving patients, good cooperation is indeed needed, because serving patients cannot be done alone. The cooperation shown can be seen from the division of morning, afternoon and night shifts, so that in serving patients, care can be continuous. The ability to carry out tasks is the main element in assessing a person's performance, but without being supported by a will and motivation, the task cannot be completed. Nurses in carrying out their duties have motivation, because motivation is one element in individual behavior. However, motivation is not the only element that influences individual/nurse behavior in an organization, but motivation is very complex because it concerns the needs and desires of each nurse that are different from each other.

There are several factors that cause a lack of work motivation for nurses, including a person's dissatisfaction with their work and a lack of incentives received. Lack of incentives is not only a matter of money but can be caused by a lack of educational opportunities and other gifts in the form of awards and can also be due to an unpleasant workspace and work atmosphere. This will directly impact the performance of nurses, resulting in low service quality. In the research Hakman et al (2021) about the importance of attention from leaders, especially room heads and managers, to nurses about the results of work or services that have been carried out, especially praise or rewards. In line with the research of Maryanto et al. It was stated that poor quality supervision can cause nurses to be dissatisfied with their work. Other studies have found that nurse motivation is greatly influenced by participatory leadership styles, especially room heads ( $p < 0.001$ ). The relationship between work motivation and nurse performance is that officers serve from the heart according to their respective professional oaths, in addition, incentive payments are not in accordance with the time they estimate, so that COVID-19 nurses have decreased their work motivation. Motivation is related to a person's reason for doing a job (Aprilia, 2024). There are five indicators of work motivation, namely:

- 1) Physiological needs
- 2) The need for a sense of security
- 3) Social needs
- 4) Self-esteem needs
- 5) The need for self-actualization (Aprilia, 2024).

According to research conducted by Aprilia (2024), it was found that work motivation has a positive but not significant effect on performance, thus the 6th hypothesis is rejected. Motivation describes how civil servants have the drive from themselves to take full responsibility for the work given. Motivation can increase if the needs of ASNs can be met properly by the UPT Puskesmas Anchor, so that they feel appreciated. In contrast, if the ASN is not paid attention to by the leadership of the Anchor Health Center, they will work normally so that the results that can be achieved are not optimal (Aprilia, 2024). Meanwhile, research conducted by Prasetyo (2023), shows that motivation has a positive effect on the performance of medical employees at Tarakan Hospital, which means that all indicators in this work motivation variable play an important role in achieving good employee performance. From the results of the study that showed positive results on this motivation variable, it was shown that the organization's employees worked well and then achieved and received awards from leaders. This can be seen with significant and growing employee performance. In addition, the motivation from leaders to employees to communicate well with each other between individual employees, this can be seen from the communication between individual employees which is not only about work problems but also about everything both related to work and communication outside the context of work which results in the increasing familiarity of individuals in the organization

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(Prasetyo, 2023). Meanwhile, research conducted by Aristinawati (2024), shows that work motivation has no effect on employee performance. Work motivation is the encouragement from oneself to do an action in achieving goals and more maximum results. In other words, motivation is the drive that makes employees more motivated to work in order to work better to achieve goals. Motivated employees will try to do their work with a positive feeling, joy, and not give up easily so that the desired results are immediately achieved. A motivated person will tend to have better performance because they have clearer goals and are always satisfied with their work. In addition, good work motivation will encourage employees to care more about the company, so that they try their best in carrying out the tasks given to them by the company (Aristinawati, 2024). A study by Kosasih (2021) found that motivation has a substantial impact on employee productivity, with a correlation of 0.656, indicating a strong relationship and an influence contribution of 43.0%. Hypothesis testing revealed that the calculated t-value (8.507) exceeds the t-table value (1.985). Therefore, the first hypothesis, which posits that motivation significantly affects employee productivity, is supported (Kosasih, 2021). Meanwhile, research conducted by Lesmana (2024), shows that there is an influence of work motivation on employee performance (Lesmana, 2024).

## Employee Performance

According to research conducted by Puspita (2022), the performance assessment of health workers includes technical skills, managerial skills, and interpersonal skills. Technical ability is the ability of nurses to carry out care optimally, managerial ability is the ability to divide tasks and roles in managing patients which includes compliance with procedures, and policies and responsibilities. Interpersonal skills refer to the ability to interact effectively with others, including nurses, medical staff, patients, and their families. On the other hand, performance generally refers to the outcomes of an employee's work, measured by both quality and quantity, in accordance with established work standards. Performance is also a process that reflects how tasks are carried out to achieve desired results (Puspita, 2022). Furthermore, competence refers to the ability to perform a job effectively, relying on skills, knowledge, and the work attitude required by the role. Abraham Maslow's theory of needs highlights the importance of self-actualization, which represents a form of competency inherent in individuals. This self-actualization is a key aspect of human competence. If the competence is good, the performance will also increase, while the competence of nurses is the ability of nurses to carry out integrated nursing actions between knowledge, skills, attitudes and assessments based on basic education and measurable nursing practice goals in accordance with nurse performance. Where the goal is to maintain the quality of patient health and safety (Puspita, 2022).

Research conducted by Puspita (2022), shows that competency proficiency has a significant effect on nurse performance. In addition to motivation and competence, another variable that affects nurse performance is leadership. Leadership is the ability and personality of a person to influence and persuade others to take actions to achieve common goals so that the person concerned becomes the beginning of the structure and center of the group process. A leader must be able to create a conducive atmosphere, give enough attention, give awards for work achievements, establish good communication with all employees. Meanwhile, in hospitals, leadership in the field of nursing is one of the important factors because leadership factors can have a meaningful influence on nurses' performance because leaders plan, inform, make and evaluate various decisions that must be implemented in the hospital. Leadership can motivate nurses to work with enthusiasm so that the results to be achieved can satisfy both nurses and hospitals. One of the many leadership models is transformational leadership (Puspita, 2022). Research conducted by Puspirta (2022), shows that motivation has a positive and significant influence on employee performance. The decline in employee motivation can be caused by the company's lack of attention to employees. Therefore, the company must create a good "reward" system for employees so that they can be motivated to work and produce good work. Employees will be motivated if they get praise from the leader, attention from the leader and also get bonuses and benefits from the company. If motivation is good, employee performance will increase (Puspita, 2022).

## CONCLUSION

Based on the results of literature analysis, transformational leadership is proven to have a positive and significant influence on work motivation and employee performance in health facilities. Leaders who apply ideal influence, inspirational motivation, intellectual stimulation, and individual attention can increase morale and productivity of health workers. High work motivation contributes to increased job satisfaction, loyalty, and the achievement of organizational targets. In addition, transformational leadership also plays a role in creating a conducive work environment, supporting innovation, and providing a sense of ownership of the organization's vision. This study confirms that the implementation of transformational leadership in healthcare facilities not only improves individual performance but also has an impact on improving the overall quality of healthcare services. Therefore, a more intensive leadership development strategy through training and mentoring is needed to create inspiring and effective leaders in facing future challenges in the health sector.

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