

TRANSFORMATIONAL LEADERSHIP IN IMPROVING DOCTORS' PERFORMANCE IN HOSPITALS: A LITERATURE REVIEW

Istahara^{1*}, Farida Yuliaty²

Universitas Sangga Buana, Bandung

Universitas Sangga Buana, Bandung

E-mail: istahara.ih@gmail.com^{1*}, farida.yuliaty@usbypkp.ac.id²

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Abstract

Doctors' performance is a key factor in determining the quality of hospital services. However, various challenges such as heavy workloads, limited resources, and increasing demands for service quality often reduce the effectiveness of medical staff. In this context, transformational leadership is considered a relevant approach to enhance doctors' motivation, commitment, and performance. This study aims to analyze the role of transformational leadership in improving doctors' performance in hospitals through a comprehensive literature review. The research method employed is a literature review by examining various articles, books, and research reports related to transformational leadership and doctors' performance in hospitals. The analysis was conducted descriptively and critically to identify the relationship between theory and practice in the field, as well as to formulate implementation strategies suitable for the context of Indonesian hospitals. The findings indicate that transformational leadership, through its four main dimensions inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration is able to enhance work motivation, strengthen organizational commitment, and encourage doctors' innovation in healthcare services. The application of transformational leadership has also been proven relevant in fostering an adaptive, participatory, and quality-oriented organizational culture.

Keywords: Transformational leadership, doctors' performance, hospitals.

INTRODUCTION

Hospitals are healthcare institutions that play a central role in improving public health. The quality of a hospital is not only measured by the completeness of its facilities and infrastructure, but also by the quality of its human resources, particularly medical professionals such as doctors who serve as the frontline of healthcare delivery. In the era of globalization and digital transformation, hospitals face increasingly intense competition, both in terms of service quality and operational efficiency (Yuliaty, 2025). This condition demands that hospitals continuously innovate and enhance the performance of their medical personnel in order to meet the growing public expectations for fast, accurate, and high-quality healthcare services (Paramarta et al., 2021). The performance of doctors as professionals is a determining factor in the success of hospital services. However, high workloads, the complexity of medical cases, and the psychological pressures often experienced by medical staff can reduce motivation and work performance (Rizqi et al., 2024). Furthermore, the leadership style applied by hospital management significantly influences how doctors carry out their duties (Cesilia & Kosasih, 2024). If the leadership style tends to be bureaucratic and transactional, work relationships become rigid and limited to instructions and rewards, making it difficult to foster innovation and long-term commitment (Atlantika et al., 2023). Therefore, a more inspiring and empowering leadership approach is needed, namely transformational leadership. Transformational leadership is considered one of the most relevant approaches in the context of modern hospitals. This leadership model emphasizes idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration as dimensions that shape positive work behavior (Wa'os et al., 2024). Transformational leaders not only direct but also inspire and encourage doctors to go beyond personal interests for the sake of organizational goals. In practice, transformational leaders strive to create a conducive work environment, recognize creativity, and support the professional growth of medical staff. This makes transformational leadership a strategic instrument for improving doctors' performance in facing increasingly complex healthcare demands (Pratama et al., 2024). Bass, as cited in Roni Harsoyo (2022), describes the components or indicators of transformational leadership as follows: *Idealized Influence (II)*, where

transformational leaders behave in ways that allow them to be role models admired, respected, and trusted by their followers. Leaders are perceived as having extraordinary abilities, persistence, and determination. Two aspects of idealized influence are evident: the behavior of leaders themselves and the attributes assigned to them by followers and peers. Leaders assure others that obstacles can be overcome, are willing to take risks, act consistently, and demonstrate ethical and moral conduct. *Inspirational Motivation (IM)* involves motivating and inspiring people around them to develop team spirit, enthusiasm, and optimism. Leaders articulate a compelling vision of the future and encourage followers to be involved and committed to shared goals. *Intellectual Stimulation (IS)* emphasizes stimulating followers to be innovative and creative, reframing problems, and approaching them in new ways. Followers are encouraged to try new approaches, and their ideas are respected, even when different from those of their leaders. Finally, *Individualized Consideration (IC)* highlights the leader's role as a coach or mentor, providing supportive opportunities for learning and development while treating each follower as a unique individual rather than merely as employees (Harsoyo, 2022).

The urgency of research on transformational leadership is reinforced by the realities faced by hospitals in Indonesia, which continue to struggle with managerial challenges. Many hospitals experience difficulties in maintaining consistent medical performance due to limited resources, heavy patient loads, and layered bureaucracy. The COVID-19 pandemic clearly demonstrated the importance of leadership that fosters resilience, solidarity, and motivation among doctors. This experience revealed that leadership approaches focused solely on rules and rewards are insufficient. What is needed instead are leaders capable of motivating, articulating vision, and providing both moral and emotional support. The rationale for this study is that implementing transformational leadership can serve as a strategic response to improve doctors' performance in hospitals. Transformational leadership provides room for creativity, active participation, and collaboration among medical personnel. With individualized consideration from leaders, doctors can feel more valued and motivated to work at higher standards. Organizationally, this can enhance patient satisfaction, reduce medical errors, and strengthen hospitals' reputation in the community. Thus, research on transformational leadership carries urgency not only for practical applications in hospital management but also for enriching the academic literature on healthcare management.

The current situation of hospitals in Indonesia further underscores the importance of this study. Many hospitals still face gaps between healthcare demands and the capacity of medical staff. Doctors often endure excessive workloads, extended shifts, and pressure to maintain quality service amid limited facilities (Cesilia & Kosasih, 2024). At the same time, hospital management has not fully adopted leadership models that are participatory and inspiring. This has led to problems such as declining motivation, increasing turnover among medical staff, and patient dissatisfaction (Rahmasari et al., 2024). In such conditions, transformational leadership emerges as a promising solution to improve organizational climate, enhance doctors' performance, and ensure the sustainability of hospital services. Based on these considerations, research on transformational leadership in improving doctors' performance in hospitals holds high significance. This study does not only focus on theoretical aspects but also contributes practically by formulating leadership strategies that can be implemented by hospital management. The objective of this research is to analyze how transformational leadership influences doctors' motivation, commitment, and performance, while also providing problem-solving recommendations relevant to the Indonesian hospital context. Consequently, this study is expected to strengthen the conceptual foundation regarding the importance of transformational leadership and provide strategic direction for hospitals in improving healthcare quality through the optimization of doctors' performance.

LITERATURE REVIEW

Definition of Performance

Performance is the result or achievement accomplished by employees in carrying out their work within an organization. Performance is defined as what employees do and do not do in fulfilling their job demands. Meanwhile, performance appraisal is the process of evaluating how well employees perform their jobs compared to a set of work standards. Good employee performance can be linked to the leadership style applied by their superiors, as a leader's style often becomes a model imitated by subordinates (Simatupang & Keni, 2025). According to Hasibuan (2017), employee performance indicators can be measured through five aspects: quality of work, quantity of work, timeliness, attendance, and the ability to work together. In healthcare practice, these indicators must be adjusted to the clinical and administrative context of hospitals, such as the effectiveness of implementing standard operating procedures (SOPs), nurse attendance levels, and compliance with patient safety protocols.

Definition of Transformational Leadership

Transformational leadership is a universal leadership style that can be applied regardless of cultural background and emphasizes motivating subordinates to prioritize the interests of the organization or group. It is an approach that highlights a leader's ability to inspire, provide idealized influence, encourage innovation, and empower individuals to grow beyond their perceived limitations (Phinari & Innocentius Bernarto, 2020). Previous studies have extensively examined transformational leadership in the context of urban or private hospitals, which generally have more adequate resources. For instance, research conducted by Dewi Melinda & Imanuddin (2024) at RS Sentra Medika Cikarang revealed that transformational leadership significantly improves employee performance, particularly in loyalty and work discipline. Similarly, Astuti et al. (2023) found that this leadership style effectively enhances nurses' compliance with patient safety protocols at RS GMIBM Monompia, Kotamobagu. Syabanasyah et al. (2023) further contributed to the understanding of transformational leadership's role in fostering a culture of patient safety, one of the critical indicators in hospital services. Their findings showed that transformational leadership significantly influences patient safety efforts, both directly and through the mediation of a safety culture. Leaders who successfully instill safety values, encourage open communication, and engage staff emotionally were found to create a safer work environment and promote proactive prevention of medical incidents. These findings reinforce the argument that the effectiveness of transformational leadership extends beyond employee productivity, impacting service quality and patient protection as well.

Moreover, Rita et al. (2024), in their research at RS Pengayoman Cipinang, East Jakarta, emphasized that transformational leadership has a positive and significant effect on employee performance. The study highlighted the importance of dimensions such as inspirational motivation, intellectual stimulation, and individualized consideration in improving work motivation, collaborative spirit, and employee satisfaction in hospital environments. In the context of public service institutions such as government hospitals, leadership styles that bridge organizational goals and individual expectations have proven more effective in fostering a positive and sustainable work culture. The relationship between transformational leadership and employee performance has also been supported by various studies in Indonesia. Krisnawati et al. (2019), who studied employee performance in Bali, concluded that transformational leadership has a positive and significant impact on performance. Simatupang & Hayati (2023) in Lampung and Kurniawan et al. (2020) in Situbondo reported similar findings, confirming that transformational leadership positively and significantly influences employee performance. According to Rizqika & Endratno (2020), this occurs because transformational leadership encourages employees to perform better, thereby enhancing overall performance. In addition, Keni et al. (2020) argued that leaders' intensive communication with employees regarding roles, responsibilities, and organizational support is a key factor in achieving desired outcomes. In general, transformational leadership is practiced by leaders who are able to provide clear instructions, are reliable, capable of educating and motivating employees, communicative, visionary, and creative, thereby enabling employees to perceive organizational goals as shared goals (common goals). Ultimately, this leads to improved employee performance. Furthermore, transformational leadership often includes specific and measurable plans designed to enhance employee performance according to their conditions. Such plans may include reward systems for improved performance and sanctions for stagnant or declining performance (Rivai, 2020).

METHOD

This study employs a literature review approach with the aim of critically analyzing the concept of transformational leadership in improving doctors' performance in hospitals. The literature review was chosen because this topic has been extensively studied in the fields of management, leadership, and healthcare services, thus requiring a systematic synthesis of knowledge to obtain a deeper understanding and to develop a conceptual framework relevant to the context of hospitals in Indonesia. The literature review process was carried out through several stages. First, the researcher determined the focus of the study, namely the relationship between transformational leadership and doctors' performance. Second, a search for articles and scientific sources was conducted using online databases such as Google Scholar, Scopus, PubMed, and ScienceDirect. Keywords used included "*transformational leadership*", "*doctor performance*", "*hospital management*", "*kinerja dokter*", and "*kepemimpinan transformasional di rumah sakit*". Clear inclusion criteria for the literature were established: (1) publications within the period 2020–2025 to ensure data novelty; (2) articles published in reputable journals, both international and nationally indexed; (3) studies relevant to healthcare management, leadership, and human resources in hospitals; and (4) articles written in English or Indonesian and available in full text. Exclusion criteria included non-scientific articles, opinion pieces without empirical data, and publications irrelevant to the research variables. After the screening process, the selected literature was analyzed using content analysis techniques. The analysis

focused on four main aspects: (1) the dimensions of transformational leadership as proposed by Bass and Avolio, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration; (2) indicators of doctors' performance in hospitals, including service quality, productivity, job satisfaction, and compliance with clinical standards; (3) the relationship between transformational leadership style and doctors' performance based on empirical findings; and (4) the relevance of these findings to the healthcare system in Indonesia. To maintain objectivity, the researcher conducted a thematic synthesis by categorizing findings from various studies into major themes. Each theme was compared and critically examined to identify similarities and differences across studies. In addition, the literature was analyzed using a comparative approach to determine the extent to which transformational leadership theory can be applied within the context of Indonesian hospitals, which face challenges distinct from those in other countries. Finally, the findings of the literature review were presented in the form of an analytical narrative. Rather than merely summarizing articles, this synthesis developed a conceptual understanding that directly addresses the research problem. Through this method, the study is expected not only to provide a descriptive overview of the relationship between transformational leadership and doctors' performance but also to produce a conceptual framework that can serve as a foundation for future empirical research and managerial recommendations for hospitals.

RESULTS AND DISCUSSION

Transformational Leadership Theory

Sedarmayanti, as cited in Abdul Fatah Fanani, Mahathir Muhammad Iqbal, Wahyu Astutik, and Yuni Lestari (2020), states that the theory of transformational leadership was first introduced by James McGregor Burns (1978), and later further developed by Bernard Bass. Bass defined transformational leadership as the ability of a leader to inspire, motivate, and guide followers so that they are willing to make significant changes, enhance their own capacity, and achieve performance that exceeds expectations. Thus, transformational leadership does not only focus on achieving short-term goals but also emphasizes long-term transformation through individual empowerment and the creation of a healthy organizational culture.

According to Bass, as cited in Roni Harsoyo (2022), transformational leadership consists of **four** complementary dimensions:



Figure 1. Transformational Leadership

1. Inspirational Motivation

Leaders are able to generate enthusiasm, provide a clear vision, and instill optimism in their followers. Doctors working under inspirational leadership will be driven to maintain high morale, even when faced with heavy workloads or stressful situations.

2. Idealized Influence

Leaders act as respected and trusted role models. By demonstrating integrity, consistency, and care, leaders build trust so that doctors feel confident in the direction of the organization.

3. Intellectual Stimulation

Leaders encourage followers to think critically, seek innovative solutions, and avoid being trapped in routines. In the hospital context, this is reflected in the support for the development of new clinical methods, medical research, or cross-disciplinary collaborative approaches.

4. Individualized Consideration

Leaders pay special attention to the needs, aspirations, and potential of each individual. In this regard, doctors are treated not merely as workers but as strategic partners whose career development and well-being should be facilitated.

5. These four dimensions form an essential foundation for building effective transformational leadership. In the hospital context, the application of these dimensions is believed to enhance doctors' motivation, commitment, and overall performance.

The Relevance of Transformational Leadership Theory to Hospital Performance

Hospital performance is the result of the interaction of various factors, ranging from human resources, technology, and management systems, to leadership. In the context of healthcare organizations, leadership plays a key role as it involves how doctors, nurses, and other health professionals are guided to work toward the hospital's vision and mission. The theory of transformational leadership, introduced by Burns (1978) and further developed by Bass (1985), emphasizes the importance of leaders in inspiring, motivating, and empowering subordinates to work beyond personal interests for the greater benefit of the organization (Haryono, 2022). The relevance of transformational leadership to hospital performance is evident given the dynamic and challenging nature of hospitals, which require high adaptability. In an era of globalization and increasing demands for service quality, hospitals are required not only to maintain service standards but also to engage in continuous innovation. Transformational leaders encourage such innovation through intellectual stimulation, motivating doctors to seek creative solutions, such as applying new medical technologies or more effective patient care methods.

The dimension of inspirational motivation within transformational leadership directly contributes to improving doctors' morale. A leader who can clearly articulate the hospital's vision fosters a shared sense of ownership of organizational goals. Doctors no longer see their work as mere routine but as part of a collective effort to achieve high-quality healthcare. An inspiring vision also strengthens the psychological resilience of medical staff when facing pressures, such as patient overload or public health crises. The idealized influence demonstrated by transformational leaders is also highly relevant in building hospital integrity. Leaders who serve as moral and professional role models can foster an organizational culture based on trust. In the hospital context, this is particularly crucial since trust is the foundation of relationships among doctors, patients, and management. When leaders demonstrate honesty and a commitment to ethics, doctors are more motivated to prioritize patient safety and uphold professionalism in their daily practice.

The individualized consideration dimension contributes to improving doctors' job satisfaction and performance. Transformational leaders pay attention to the professional development needs of each doctor, including continuing education, clinical skills training, and work-life balance. With such personal attention, doctors feel valued, which increases their loyalty and dedication. This aligns with studies showing that leadership attentive to individual well-being can reduce burnout, a common issue among hospital doctors. The application of transformational leadership has also been shown to enhance interprofessional collaboration. Hospitals are complex organizations consisting of multiple units, from clinical services to laboratories and administration (Rizqika & Endratno, 2020). Transformational leaders who promote open communication and intellectual stimulation can build synergy across health professions. As a result, patient care coordination becomes more efficient, and the risk of medical errors is reduced. Transformational leadership is not only focused on short-term achievements, such as increasing patient numbers or revenue, but also on building a long-term foundation of sustainable organizational culture. By instilling visionary values, integrity, innovation, and individualized consideration, transformational leaders create more resilient healthcare organizations capable of adapting to changes in technology, regulation, and community needs. The relevance of this theory becomes even clearer when linked to the quality of healthcare services. Doctors' performance, influenced by transformational leadership, has a direct impact on patient satisfaction. Motivated, loyal, and innovative doctors are more likely to provide humane, responsive, and high-quality services. Therefore, transformational leadership is a strategic factor in increasing public trust in hospitals and strengthening the institution's reputation (Rivai, 2020).

Strategies for Implementing Transformational Leadership in Indonesian Hospitals

The implementation of transformational leadership in Indonesian hospitals has become an urgent need, considering the complexity of challenges faced by the healthcare sector, such as limited human resources, high workloads for doctors, and the demand for improved service quality. Transformational leadership offers a more adaptive and human-centered approach, where leaders not only perform administrative functions but also serve as inspirers, motivators, and facilitators for medical staff. To achieve this, implementation strategies must be systematically designed to align with the organizational characteristics of hospitals in Indonesia (Phinari, H., & Innocentius Bernarto, 2020). The first step in implementing transformational leadership is to strengthen the hospital's vision and organizational culture. Leaders must be able to formulate and communicate a vision that is clear, inspiring, and relevant to community needs and healthcare developments. This vision should not remain a slogan but must be embedded in the values and daily practices of doctors and other health professionals. With a culture oriented toward quality, integrity, and innovation, doctors will feel like an integral part of the hospital's collective goals. This fosters a sense of belonging and builds collective commitment as the foundation for optimal performance.

The second strategy emphasizes the importance of professional capacity-building and attention to individual doctors' needs. Transformational leaders should promote the enhancement of medical staff competencies through training, continuing education, and research opportunities. Additionally, leaders must pay attention to personal well-being, including work-life balance, burnout prevention, and psychological support. With such a holistic approach, doctors will feel more motivated, valued, and encouraged to deliver their best performance. This strategy is aligned with the dimension of individualized consideration in Bass's theory, which is a hallmark of transformational leadership. The third strategy is to involve doctors in decision-making processes and encourage innovation in medical services. Hospitals that rely solely on hierarchical structures often limit the contribution of medical staff. Transformational leaders must create open communication forums, feedback mechanisms, and spaces for doctors to express ideas and suggestions. Such active participation fosters a sense of collective responsibility, while the encouragement of innovation triggers the emergence of creative solutions to improve service quality. In this way, doctors are not merely policy implementers but also change agents who shape the hospital's strategic direction.

CONCLUSION

Based on the results and discussion of the literature above, transformational leadership plays a significant role in improving doctors' performance in hospitals. Through its four main dimensions inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration transformational leadership has been proven to build motivation, strengthen commitment, and encourage innovation in medical services. The implementation of this leadership style not only enhances individual doctors' performance but also strengthens the overall organizational culture of hospitals, which ultimately impacts the quality of care and patient satisfaction. The findings also indicate that transformational leadership is highly relevant to the context of hospitals in Indonesia, which face challenges such as limited resources, high workloads, and increasing demands for quality healthcare services. With appropriate implementation strategies, transformational leadership can serve as a driving force for change toward a healthcare system that is more effective, adaptive, and quality-oriented.

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