



THE EFFECT OF AI TRANSFORMATION OF LEADERSHIP STYLE AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE IN PT. MITRA SUKSES PLASINDO

Mukhamad Ravi Razabi Al Qaushar¹

Universitas Swadaya Gunung Jati, Cirebon, Indonesia

mukhamad.122020013@ugj.ac.id

Edy Hartono²

Universitas Swadaya Gunung Jati, Cirebon, Indonesia

Email correspondence: edy.hartono@ugj.ac.id

Abstract

This study aims to analyze the influence of transformational leadership style and work motivation on employee performance at PT. Mitra Sukses Plasindo. The study uses a quantitative approach with a saturated sampling technique, where all employees are made as respondents. Data were collected through a Likert scale-based questionnaire and analyzed using multiple linear regression. The results of the study show that partially transformational leadership style does not have a significant effect on employee performance, while work motivation has a positive and significant effect on employee performance. Simultaneously, transformational leadership styles and work motivation have a significant effect on employee performance. These findings suggest that work motivation is a more dominant factor in improving employee performance, with the support of effective leadership implementation. However, this study has some limitations. First, data collection only used questionnaires that were self-reported by respondents to measure the variables of transformational leadership, work motivation, and employee performance. This approach has the potential to cause **common method bias**, because all variables are measured from the same data source. Therefore, further research is recommended to combine other data sources, such as supervisor assessments, company performance assessment data, or more objective performance indicators, so that the validity of the research results can be improved. This research was only conducted on one company, namely PT. Mitra Sukses Plasindo, by involving all employees as respondents. Although saturated sampling techniques provide a comprehensive picture of the condition of the company, the results of the study still have limitations in terms of generalization to other organizations that have different cultural



characteristics, size, and industry sectors. Therefore, future research is recommended to involve several companies or use a larger and more diverse sample to strengthen the external validity and generalization of research findings.

Keywords: Transformational Leadership, Work Motivation, Employee Performance

INTRODUCTION

The business environment that develops in the era of globalization is characterized by increasing competition, accelerating technological developments, and demands for organizational efficiency and effectiveness. This condition places human resources as a strategic asset that determines the success of the organization in achieving its goals. Employee performance is an important indicator in assessing the effectiveness of human resource management because it reflects the level of achievement of work results according to the standards set by the organization. In manufacturing companies, employee performance plays an important role in maintaining the smooth production process, product quality, and competitiveness of the company in the market (Robbins & Judge, n.d.).

PT. Mitra Sukses Plasindo as a company engaged in plastic manufacturing also faces challenges in retaining and improving employee performance amid increasing production demands and industry competition. Based on the company's condition, there are still several problems related to employee performance, such as **[decrease in productivity/number of production targets that have not been achieved/increased absenteeism rate/results of performance evaluation that are not optimal according to company data]**. This condition indicates that companies need to identify factors that affect employee performance in order to formulate more effective performance improvement strategies. Therefore, research on the factors that affect employee performance at PT. Mitra Sukses Plasindo is important to do.

One of the factors that is believed to affect employee performance is leadership style. Transformational leadership is a leadership approach that emphasizes the leader's ability to inspire, motivate, and develop the potential of his subordinates. Bass (1985) explained that transformational leadership is able to change employees' values, attitudes, and behaviors so that they are encouraged to work beyond personal interests to achieve organizational goals.



Transformational leadership consists of four main dimensions, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Theoretically, transformational leadership is able to increase employee engagement, commitment, and performance through the creation of a positive work environment. Several studies have found that transformational leadership has a positive and significant effect on employee performance because it is able to increase trust, loyalty, and work morale (Raharja et al., 2022). Nevertheless, other studies show different results. Typhoon and Rahayu (2024) found that transformational leadership does not have a significant effect on employee performance. The difference in results is suspected to be influenced by organizational characteristics, industrial sectors, work culture, employee characteristics, and differences in research methods used. In manufacturing companies that have regular work, strict production targets, and standardized work procedures, the influence of transformational leadership can be less than other operational factors. The inconsistency of the findings shows that there is still a research gap that needs to be studied further, especially in plastic manufacturing companies.

In addition to leadership, work motivation is also an important factor that affects employee performance. Work motivation is an internal and external drive that encourages individuals to work optimally in achieving organizational goals. Maslow (1943) explained that motivation is influenced by the fulfillment of needs ranging from basic needs to self-actualization. Meanwhile, Job Demands–Resources Theory explains that the balance between job demands and the resources that employees have will increase motivation and have an impact on improving performance (Tummers & Bakker, 2021).

Various studies show that low work motivation can lead to decreased productivity, reduced responsibility, and low quality of work results. Factors such as lack of appreciation for achievements, limited career development opportunities, and ineffective communication between leaders and employees are the causes of decreased work motivation. Research by Saprudin et al. (2025) proves that work motivation has a positive and significant effect on employee performance because it is able to increase enthusiasm, perseverance, and responsibility at work.

Based on this description, there is still an empirical gap regarding the influence of transformational leadership on employee performance, while work motivation has consistently been shown to have an effect on performance. In addition, a study that examined these two variables simultaneously in plastic



manufacturing companies, especially PT. Mitra Sukses Plasindo, is still limited. Therefore, this study aims to analyze the influence of transformational leadership style on employee performance, analyze the influence of work motivation on employee performance, and analyze the influence of these two variables simultaneously on employee performance at PT. A Successful Partner of Plasindo. This research is expected to contribute to the development of human resource management science as well as become a basis for companies in formulating effective policies to improve employee performance.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is one of the leadership theories that explains how leaders are able to influence the behavior of subordinates through inspiration, motivation, and the development of individual potential. This concept was first introduced by Burns and later developed by Bass (1985), who explained that transformational leaders are able to increase subordinate awareness of the importance of organizational goals so that they are willing to work beyond personal interests for the common good. According to Bass, transformational leadership consists of four main dimensions (four I's), namely *idealized influence*, *inspirational motivation*, *intellectual stimulation*, and *individualized consideration* (Roni Harsoyo, 2022).

Various studies show that transformational leadership is able to create a conducive work environment, increase loyalty, strengthen employee engagement, and encourage performance improvement through psychological empowerment and inspirational communication (Saprudin et al., 2025; Gulo et al., 2024). However, research findings regarding the influence of transformational leadership on employee performance have not been completely consistent. A number of studies have found a positive and significant influence because leaders are able to increase subordinates' commitment, creativity, and motivation. On the other hand, some studies have shown that the effect is not significant, especially in organizations that have the characteristics of routine work, standardized work systems, or highly formal organizational structures. These differences in results show that the effectiveness of transformational leadership is greatly influenced by the organizational context, work culture, industry characteristics, and employee characteristics. Therefore, this study re-examines the relationship between transformational leadership and employee performance in the context of plastics manufacturing companies to provide more specific empirical evidence.

**Work Motivation**

Work motivation is a psychological factor that encourages individuals to exert their best abilities in carrying out work and achieving organizational goals. Maslow (1943) explained that motivation is influenced by the fulfillment of human needs which is arranged in a hierarchy of needs, ranging from physiological needs to the need for self-actualization. In addition, the Job Demands–Resources (JD-R) Theory explains that work motivation is formed when the resources owned by employees are able to keep up with the demands of the job so that individuals are encouraged to work optimally (Bakker et al., 2025).

Most previous studies have shown that work motivation has a positive effect on employee performance. Highly motivated employees tend to show better work ethic, responsibility, perseverance, and commitment, resulting in higher performance (Robbins & Judge, n.d.). However, some studies suggest that the magnitude of the influence of work motivation can vary depending on the reward system, career development opportunities, leadership style, and work environment conditions. Thus, work motivation is not only influenced by internal individual factors, but also by organizational factors that support the creation of a conducive work environment. Based on the study, work motivation is seen as one of the main determinants that has the potential to improve employee performance.

Employee Performance

Employee performance is the result of work achieved by individuals in accordance with the responsibilities and standards that have been set by the organization. Performance appraisals are generally carried out through indicators of work quality, quantity of work, punctuality, responsibility, and work initiative (Nasution & Hermawan, 2024). High performance reflects the effectiveness of human resource management as well as being an important factor in increasing organizational productivity and competitiveness.

The literature shows that employee performance is influenced by various factors, both individual and organizational. Transformational leadership plays a role in building commitment, providing direction, and creating a work environment that supports the achievement of organizational goals. On the other hand, work motivation is an internal driver that determines the level of effort and perseverance of employees in completing their work. Thus, the two variables complement each other in influencing employee performance. Based on the synthesis of theories and previous research results, this study developed a model that places transformational leadership and work motivation as independent



variables that influence employee performance. This model was built to re-test the relationship between variables in the context of PT. Mitra Sukses Plasindo, considering that there are still inconsistencies in the results of previous research regarding the influence of transformational leadership on employee performance.

RESEARCH METHOD

This study uses a quantitative approach with a survey method to analyze the influence of transformational leadership style and work motivation on employee performance at PT. A Successful Partner of Plasindo. The quantitative approach was chosen because it allows the objective measurement of relationships between variables through statistical analysis. The independent variables in this study consisted of transformational leadership style (X1) and work motivation (X2), while the dependent variable was employee performance (Y).

The operationalization of variables is compiled based on theories and instruments that have been used in previous research. The variables of transformational leadership style are adapted from the concept of Bass (1985) which consists of four dimensions, namely *idealized influence*, *inspirational motivation*, *intellectual stimulation*, and *individualized consideration*. This variable is measured using [12/16] statement items that represent the four dimensions. The variables of work motivation are compiled based on Maslow's Hierarchy of Needs Theory (1943) which includes social needs, reward needs, and self-actualization needs, with [9/12] statement items. Meanwhile, employee performance variables were measured based on indicators of work quality, work quantity, responsibilities, and work initiatives adapted from the human resource management literature, with [10/12] statement items. All instruments are adapted from previous research and adjusted to the characteristics of the company and the research objectives.

Data collection was carried out using a closed questionnaire with a five-level Likert scale, namely 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree (Sugiyono, 2019). Before being used in the research, the questionnaire has gone through a language adjustment process so that it is easy for respondents to understand without changing the substance of each measurement indicator.

The research population is all employees of PT. Mitra Sukses Plasindo which totals 81 people. Because the population is relatively small and all members of the population can be reached, the study uses a saturated sampling technique



(total sampling) so that all employees are made as research respondents. This technique was chosen to obtain a comprehensive picture of the condition of employees in the company.

The data used consists of primary data and secondary data. Primary data was obtained through the distribution of questionnaires directly to all respondents. Secondary data were obtained from reference books, scientific articles, and company documents related to the research. The distribution of the questionnaire was carried out directly to the respondents while maintaining the confidentiality of the respondents' identities so that the answers given reflected the actual conditions.

Before the main analysis is carried out, the quality of the research instrument is tested through validity tests and reliability tests. The validity test is performed using Pearson's Product Moment correlation, where each item is declared valid if the value of the correlation coefficient is greater than the value of the *r*-table at a significance level of 5%. Furthermore, the reliability of the instrument was tested using Cronbach's Alpha coefficient, with the Alpha value criterion ≥ 0.70 indicating that the instrument had a good level of internal consistency.

Data analysis was performed using multiple linear regression with the help of IBM SPSS software. Before hypothesis testing, classical assumption tests were carried out which included normality tests, multicollinearity tests, heteroscedasticity tests, and autocorrelation tests to ensure that the regression model met statistical assumptions. Hypothesis testing was carried out using a *t*-test to determine the partial influence of each independent variable on employee performance and an *F* test to test the influence of both independent variables simultaneously on employee performance. The significance level used in this study was 5% ($\alpha = 0.05$).

This research method is expected to be able to produce valid and reliable empirical findings regarding the influence of transformational leadership style and work motivation on the performance of employees of PT. A Successful Partner of Plasindo.

RESULTS AND DISCUSSION

Descriptive Statistical Test

The results of descriptive statistical tests on independent, moderated dependent variables can be seen in the following table:

Table 1.



Descriptive Analysis Results

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
MEAN_GKT	81	2.75	5.00	4.1839	.53134
MEAN_MK	81	3.33	5.00	4.2025	.45123
MEAN_KK	81	3.22	5.00	4.2836	.45393
Valid N (listwise)	81				

Source: Processed Data (2025)

Based on the table above, it can be seen that:

Based on the results of descriptive statistical analysis of 81 respondents, it is known that the variables of Transformational Leadership Style, Work Motivation, and Employee Performance have an average value in the high category. This shows that in general, respondents give a positive assessment of the leader's leadership style, the level of work motivation they have, and the performance produced. In addition, the standard deviation values of each variable were relatively smaller than the average values, indicating that respondents' answers tended to be homogeneous and there were no significant deviations. Thus, in general, the variable conditions in this study are in the good category and support further analysis.

Validity Test

Variable	Indicator	Table R	R Count	Remarks
Transformational leadership style	GKT1	0,219	0,663	APPLICABLE
	GKT2		0,706	APPLICABLE
	GKT3		0,616	APPLICABLE
	GKT4		0,689	APPLICABLE
	GKT5		0,692	APPLICABLE
	GKT6		0,721	APPLICABLE
	GKT7		0,634	APPLICABLE
	GKT8		0,680	APPLICABLE
	GKT9		0,557	APPLICABLE
	GKT10		0,723	APPLICABLE
	GKT11		0,748	APPLICABLE
	GKT12		0,617	APPLICABLE
Work Motivation	MK1	0,219	0,571	APPLICABLE
	MK2		0,585	APPLICABLE
	MK3		0,552	APPLICABLE



	MK4		0,614	APPLICABLE
	MK5		0,641	APPLICABLE
	MK6		0,519	APPLICABLE
	MK7		0,546	APPLICABLE
	MK8		0,587	APPLICABLE
	MK9		0,380	APPLICABLE
	MK10		0,633	APPLICABLE
	MK11		0,693	APPLICABLE
	MK12		0,560	APPLICABLE
	MK13		0,577	APPLICABLE
	MK14		0,593	APPLICABLE
	MK15		0,728	APPLICABLE
Employee Performance	KK1		0,713	APPLICABLE
	KK2		0,663	APPLICABLE
	KK3		0,609	APPLICABLE
	CD4		0,684	APPLICABLE
	KK5		0,695	APPLICABLE
	KK6		0,558	APPLICABLE
	CD7		0,528	APPLICABLE
	KK8		0,573	APPLICABLE
	KK9		0,582	APPLICABLE

Based on the table above, it can be seen that:

Based on the results of the validity test with a total of 81 respondents, the value of the table r was obtained of **0.219** ($\alpha = 0.05$). The test results showed that all indicators in the Transformational Leadership Style variable had an r -value calculated ranging from 0.557 to 0.748, the Work Motivation variable had an r -value between 0.380 to 0.728, and the Employee Performance variable had an r -value between 0.528 to 0.713. Since all calculated r -values are greater than the r -table (0.219), all statement items in this study are declared valid. Thus, the instruments used are able to measure research variables appropriately and are suitable for use in future analysis.

Reliability Test

Variable	Alpha Cronbach	Remarks
Transformational leadership style	.920	Reliable
Work Motivation	.920	Reliable



Employee Performance	.879	Reliable
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Based on the table above, it can be seen that:

The results of the reliability test showed that all variables had an Alpha Cronbach value above 0.70, namely transformational leadership style 0.920, work motivation 0.920, and employee performance 0.879.

This shows that all research variables are declared reliable, which means that the research instrument has a high level of consistency in measuring the variables studied.

Classic Assumption Test

Normality Test

The results of the normality test in this study can be seen in the following figure:

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
MEAN_KK	.117	81	.008	.959	81	.011

a. Lilliefors Significance Correction

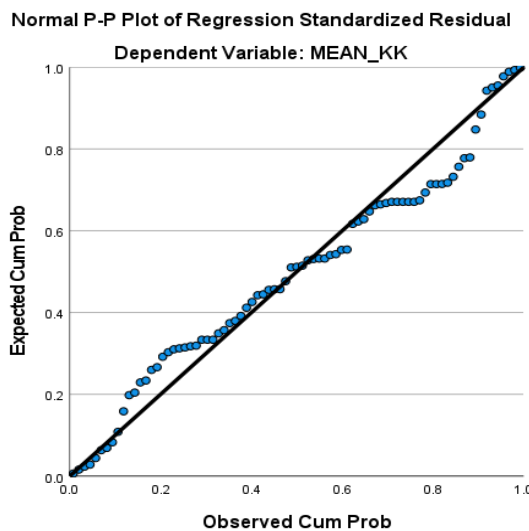


Figure 1.
Normality Test

Source: Processed Data (2025)

Normality tests are carried out to find out whether the research data is distributed normally. Testing using the Kolmogorov-Smirnov method showed that the significance value (Asymp. Sig.) was greater than 0.05. Thus, the research



data is declared to be distributed normally and meets the assumption of normality. The results of this study show that the regression model is feasible to use for further analysis, so that hypothesis testing can be carried out using multiple linear regression analysis.

Based on the Normal P-P Plot graph, it can be seen that the data points are scattered around the diagonal line and follow the direction of the line, although there are slight deviations in some sections. The spread of the dots not too far from the diagonal line indicates that the distribution of residual data tends to be close to normal.

Thus, although the results of statistical tests (Kolmogorov-Smirnov and Shapiro-Wilk) show that the data is distributed normally, based on the P-P Plot graph, the distribution of the data can still be said to be close to normal.

Heteroscedasticity Tests

The results of the multicollinearity test can be seen in the following table:

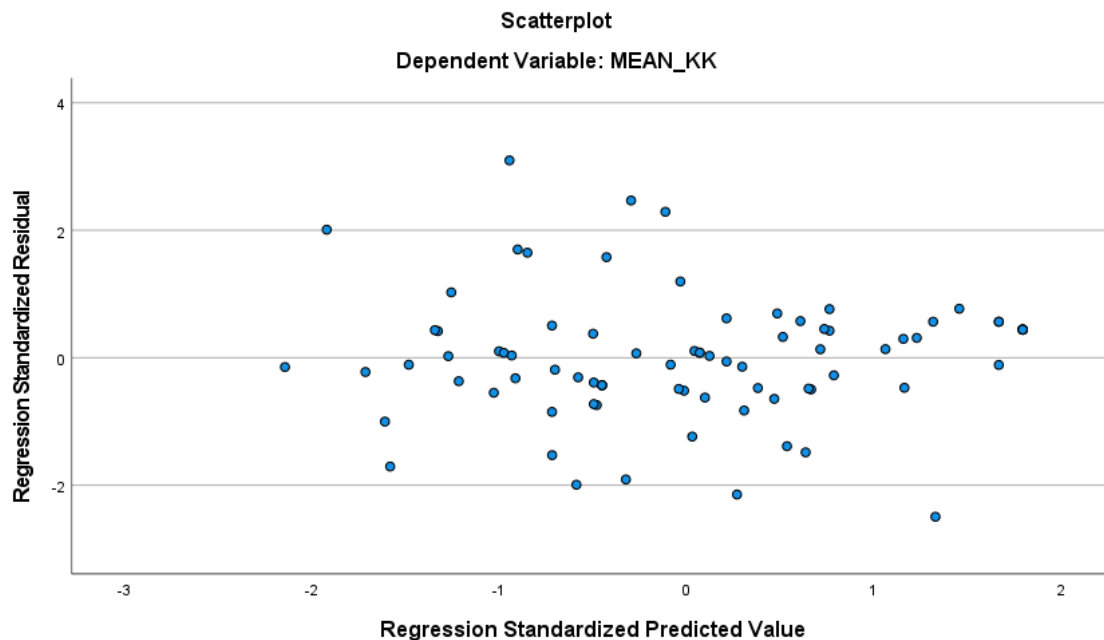


Figure 2.

Heteroscedasticity Test Results

Source: Processed Data (2025)

Heteroscedasticity test was performed to find out if there was an inequality of variance in the residue. Based on the test results, the significance value of each variable was above 0.05, so it can be concluded that there is no heteroskedasticity in the regression model.

Multicollinearity Test



The results of the multicollinearity test in this study can be seen in the following table:

Table 2.
Multicollinearity Test

Coefficients ^a								
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error		Beta			Tolerance	VIF
1	(Constant)	1.285	.348		3.694	<.001		
	MEAN_GKT	.106	.102	.125	1.045	.299	.459	2.177
	MEAN_MK	.607	.120	.604	5.066	<.001	.459	2.177

a. Dependent Variable: MEAN_KK

Source: Processed Data (2025)

Based on the results of the multicollinearity test in the table above:

Based on the results of the multicollinearity test, the variables Transformational Leadership Style and Work Motivation had a Tolerance value of 0.726 (>0.10) and a VIF value of 1.377 (<10). These results show that there are no symptoms of multicollinearity in the regression model, so all independent variables are feasible for use in multiple linear regression analysis.

This shows that the regression model does not experience multicollinearity, so the independent variables are not highly correlated with each other and are suitable for use in the model.

Double Linear Regression

Table 3.
Coefficient Table

Coefficients ^a								
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error		Beta			Tolerance	VIF
1	(Constant)	1.285	.348		3.694	<.001		
	MEAN_GKT	.106	.102	.125	1.045	.299	.459	2.177
	MEAN_MK	.607	.120	.604	5.066	<.001	.459	2.177

a. Dependent Variable: MEAN_KK

Source: Processed Data (2025)

Based on the data in the table above, the regression equation is as follows:

$$Y=1.285+0.106X_1+0.607X_2$$

The constant value of 1.285 indicates that if the Transformational Leadership Style and Work Motivation are zero, then the Employee Performance



is 1.285. The Transformational Leadership Style regression coefficient of 0.106 showed a positive association with Employee Performance, but a significance value of 0.299 (> 0.05) indicated that the effect was not significant. Meanwhile, Work Motivation has a coefficient of 0.607 with a significance value of < 0.001 (< 0.05), which means it has a positive and significant influence on Employee Performance. This shows that increasing work motivation will significantly improve employee performance, and the Work Motivation variable is the most dominant variable in influencing Employee Performance in this study.

In addition, the results of the multicollinearity test showed that all variables had a tolerance value of > 0.10 and a VIF value of < 10 . Therefore, it can be concluded that the regression model in this study is free of multicollinearity symptoms and is therefore suitable for use in research testing.

Hypothesis Testing

T-test

The results of the t-test by comparing the t-table with the calculated t-table can be seen in the following table:

Table 4.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.285	.348		3.694	<.001		
	MEAN_GKT	.106	.102	.125	1.045	.299	.459	2.177
	MEAN_MK	.607	.120	.604	5.066	<.001	.459	2.177

a. Dependent Variable: MEAN_KK

Source: Processed Data (2025)

Based on the results of the t-test in the table above, it can be concluded:

1. The Transformational Leadership Style variable had a significance value smaller than 0.05 and a calculated t-value greater than the t-table. These results show that the Transformational Leadership Style has a positive and significant influence on Employee Performance. With demyan, the first hypothesis (H_1) is accepted. The better the implementation of the Transformational Leadership Style, the higher the Employee Performance at PT. A successful partner of Plasindo.
2. The Work Motivation variable has a significance value below 0.05 and the calculated t-value is greater than the t-table. These findings show that Work Motivation has a positive and significant influence on Employee



Performance. Therefore, the second hypothesis (H_2) is declared accepted. This shows that the higher the level of work motivation that employees have, the better the performance produced at PT. A successful partner of Plasindo.

Test F

The results of the F test by comparing the calculated F with the F and the P value can be seen in the following table:

Table 5.

ANOVA (Variance Analysis) test table F

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.090	2	4.045	37.588	<.001 ^b
	Residual	8.394	78	.108		
	Total	16.484	80			

a. Dependent Variable: MEAN_KK

b. Predictors: (Constant), MEAN_MK, MEAN_GKT

Based on the results of the F test, the F value is 37.588 with a significance value of $0.000 < 0.05$. This shows that the variables of leadership style, and work motivation simultaneously have a significant influence on employee performance. Thus, the regression model in this study is feasible to explain the influence of two independent variables on employee performance.

The Relationship of Transformational Leadership Style and Employee Performance

The relationship between transformational leadership and employee performance is explained through the leader's ability to create inspiration and increase a sense of belonging in the organization. Transformational leadership can increase work commitment and encourage employees to achieve the goals set by the organization (Bass, 1985). Empirical research shows that transformational leadership has a positive impact on employee performance, especially through increased work motivation. (Saprudin Saprudin et al., 2025)

The Relationship Between Work Motivation and Employee Performance

Work motivation has a direct relationship with employee performance. Employees with high work motivation tend to show better productivity and have



a strong commitment to work. Previous research has shown that work motivation has a significant effect on employee performance because it can increase individual work engagement and responsibility (Milenia Febriyanti Nena, Sri Zulaihati & Ati Sumiati (2021), n.d.).

Simultaneous Variable Relationships

The simultaneous relationship between transformational leadership and work motivation shows that the two variables complement each other in improving employee performance. Inspirational leadership and high work motivation are able to create a productive work environment and improve the quality of employees' work (Syarifudin et al., n.d.).

CONCLUSION

Based on the results of the research conducted by the author on the Influence of Transformational Leadership Style and Work Motivation on Employee Performance, the following conclusions can be drawn:

1. The Transformational Leadership Style does not have a significant impact on employee performance at PT. A successful partner of Plasindo. This shows that the application of transformational leadership alone has not been able to improve employee performance optimally without the support of other factors.
2. Work Motivation has been proven to have a positive and significant influence on Employee Performance. The higher the employee's level of work motivation, the more quality and productivity of the work will be produced.
3. Together, transformational leadership styles and work motivation have a significant impact on employee performance. This shows that improving the performance of successful employees requires synergy between effective leadership and high work motivation.

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