



A Literature Review: Transformational leadership style Analysis

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ABSTRACT

The dramatic changes in the business environment due to globalization, technological advancements, and intensified competition have "forced" organizations to adapt, restructure, and innovate (Handoko & Tjiptono, 1996). This condition demands a specific, transformational leadership approach to overcome critical Human Resource (HR) challenges. These challenges include: a high turnover intention among employees, which increases recruitment costs (Suhakim & Badrianto, 2021); the necessity of managing the millennial generation workforce in the Industry 5.0 era (Alfian Fadilah & Kamilia, 2024); the relatively low performance of teachers in the education sector (Febriyanti, Zulaihati, & Sumiati, 2021); and low job satisfaction among nurses in the healthcare sector (Suwoko & Dwiantoroa, 2020). Therefore, a "new" leadership concept is needed that can develop HR capacity to its highest potential. Transformational leadership is a highly relevant and effective model in various contexts of modern organizations, both in the business and educational sectors. This model is the key for leaders to develop the capacity and ability of human resources continuously. By focusing on inspirational motivation, skill development, collaboration, and individual attention, transformational leadership successfully creates an environment that supports individual growth, increases commitment, reduces turnover intention, and ultimately ensures the achievement of the organizational vision, goals, and sustained quality amidst dynamic changes.

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INTRODUCTION

Leadership is one of the crucial factors that determine the success and sustainability of an organisation, whether in the business, education, or public sectors. In an increasingly volatile, uncertain, complex, and ambiguous (VUCA) environment, traditional leadership models are increasingly inadequate to drive the necessary innovation and adaptation. Modern literature points to Transformational Leadership (TL) as the most relevant paradigm to address these challenges. TL is defined as a leadership style that focuses on motivating and improving the morale and performance of followers by connecting their self-identity with the organisation's vision and mission through four main pillars: Idealised Influence, Inspirational Motivation, Intellectual Stimulation, and Individualised Consideration (Individualised Consideration) (Bass & Avolio, 1994; Reza, 2019).

Current global phenomena, such as the demands of Industry 5.0 and the dominance of millennial employees in the workforce (Alfian Fadilah & Kamilia, 2024), require leaders to be catalysts for change, not

merely administrators. The unique characteristics of the millennial generation—such as the need for flexibility, meaning in work, and a collaborative environment—directly challenge the transactional leadership model and make KT a fundamental necessity (Alfian Fadilah & Kamilia, 2024).

In addition, classic organisational problems remain a major focus, such as high employee turnover intentions, which have an impact on increased operational costs and hindered company targets (Suhakim & Badrianto, 2021). In the education sector, the issue of teacher performance, which is still considered adequate, and the need to improve teacher quality are central issues that require effective leadership intervention (Febriyanti, Zulaihati, & Sumiati, 2021; Al Faruq & Supriyanto, 2020).

Based on this background, this Literature Review was compiled with the aim of synthesising empirical and conceptual findings from various studies on Transformational Leadership, particularly regarding its impact on performance, motivation, human resource development, and organisational effectiveness in various contexts. This review is expected to provide a comprehensive understanding of the mechanisms of TL in creating value and positive change.

METHOD

This study uses the Literature Review Method or Systematic Literature Review, which aims to collect, analyse, synthesise, and summarise the results of previous studies relevant to the topic of Transformational Leadership. This approach was chosen because the main material came from a combination of abstracts, citations, and research results from a number of journals, in which this study focused on discovering concepts and relationships between variables that had been tested by previous researchers (Asman & Rony, 2023).

RESULTS

Based on data from the reviewed journals, it can be identified that the main sources have a fairly wide publication range, from 1996 to 2024. The vast majority of journals show a tendency to publish in the last five years (2020-2024), confirming that the topic of Transformational Leadership continues to be a central and relevant issue in contemporary research in various sectors.

Table 1. Characteristics of the Articles Analysed

No	Author Name. Year	Title	Research Objective	Research Methods	Research Findings/Results
1	Sutrisno, Humala Sitingjak, Prety Diawati, Imman Yusuf Sitingjak, Abu Muna Almaududi Ausat (2023)	Analysis of the Positive Impact of Transformational Leadership Style on Individual and Organisational Productivity Improvement	Examine and analyse the positive impact of transformational leadership styles on improving individual and organisational productivity through a literature review.	Qualitative – Literature study.	Transformational leadership increases loyalty, motivation, and performance through its four main dimensions, namely charisma, inspirational motivation, individualised consideration, and intellectual stimulation.
2.	Zul Asman & Zahara Tussoleh Rony (2023)	The Influence of Transformational Leadership Style on Work Productivity: A Systematic Literature Review Analysis Study	This study aims to examine how transformational leadership styles can increase work productivity and shape a positive organisational culture.	Qualitative – case studies & literature review (Reviewing 13 relevant articles from the Directory of Open Access Journals (DOAJ)).	Transformational leadership has been proven to increase work productivity through increased motivation, creativity, and a positive organisational culture that is adaptive to change.
3.	Nur'Aida Sofiah Sinaga, Delpi Aprilinda, Alim Putra Budiman (2021)	The Concept of Transformational Leadership	This study aims to examine the concept, characteristics, and principles of transformational leadership in	Qualitative – Literature review (Study of books and journals on leadership).	Transformational leadership fosters motivation, and awareness among subordinates through four main

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			encouraging innovation and positive change in organisations.		components to create positive change in organisations.
4.	Didit Setyo Pambudi Djudi Mukzam Gunawan Eko Nurtjahjono (2016)	The Effect Of Transformational Leadership Style On Employee Performance Through Job Satisfaction As A Mediating Variable (A Study of Employees at PT Telkom Indonesia Witel Jatim Selatan Malang)	This study aims to determine the effect of transformational leadership style on employee performance with job satisfaction as a mediating variable.	A quantitative method with path analysis was used on employees of PT Telkom Indonesia Witel Jatim Selatan Malang.	Transformational leadership has a positive and significant effect on job satisfaction and employee performance, with job satisfaction as a mediating variable.
5.	Alice Yeni Verawati Wote, Jonherz Stenlly Patalatu (2019)	The Influence of Transformational Leadership Style and Job Satisfaction on Primary School Teacher Performance	To determine the effect of transformational leadership style and job satisfaction on the performance of primary school teachers, both partially and simultaneously.	A quantitative method was used with a survey of 52 primary school teachers in Tobelo Tengah District.	Transformational leadership style and job satisfaction had a positive and significant effect on teacher performance, with a combined contribution of 43.7%.
6.	Milenia Febriyanti, Sri Zulaihati, dan Ati Sumiati (2021)	The Influence of Transformational Leadership Style, Work Motivation, and Work Discipline on Teacher Performance	To analyse the influence of transformational leadership style, work motivation, and work discipline on the performance of accounting teachers at vocational schools in Central Jakarta.	A quantitative method was used, involving a survey of 65 teachers from seven vocational schools in Central Jakarta, using multiple linear regression.	Transformational leadership style, work motivation, and work discipline had a positive and significant effect on teacher performance, with a contribution of 46.1%.
7.	Muhammad Luthfi Zharfan Fadhilah, Suryadi, dan Abubakar (2020)	The Influence of the Principal's Transformational Leadership Style on the Work Ethic of Teachers and Staff	To determine the effect of the principal's transformational leadership style on the work ethic of teachers and staff at SMP Negeri 12 Bandung.	A quantitative method was used with a survey of 56 teachers and staff, using questionnaires and data analysis with SPSS 20.	The principal's transformational leadership had a positive and significant effect on the work ethic of teachers and staff, with a contribution of 13.7%.
8.	Miranda Dwi Setyaningrum & Arimurti	The Transformational Leadership Style	To analyse how the transformational	A descriptive qualitative approach was	The transformational leadership of the Sekapuk Village

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	Kriswibowo (2022)	of the Village Head of Sekapuk, Ujungpangkah Subdistrict, Gresik Regency in the Development of a Tourism Village.	leadership of the Sekapuk Village Head has encouraged the development of tourism in the village, leading to its economic independence and progress.	used through observation, structured interviews, and documentation; data analysis was conducted using the Miles & Huberman model.	Head has succeeded in transforming a disadvantaged village into a self-sufficient and prosperous tourism village through innovation, exemplary behaviour, motivation, and attention to the community.
9.	Herlin Variania, Hanif Al Qadri, dan Nellitawati (2024)	The Influence of Transformational Leadership on Human Resource Development in an Educational Unit	To explain the influence of transformational leadership on human resource development in educational institutions and the challenges in its implementation.	Literature study with analysis of various literature on transformational leadership theory and human resource development in the field of education.	Transformational leadership has a positive effect on human resource development through increased motivation, professionalism, collaboration, creativity, and staff performance.
10.	Muhammad Hamzah Al Faruq & Supriyanto (2020)	The Transformational Leadership of School Principals in Improving Teacher Quality	Analysing the role of school principals as communicators, counsellors, and consultants in improving teacher professionalism through transformational leadership.	Literature study of 25 journals (15 international, 10 national) related to transformational leadership and teacher quality.	Headteachers who implement transformational leadership act as communicators, counsellors, and consultants, thereby improving teacher professionalism and graduate quality.
11.	Fathiyah, Zulfina Andriani, dan Fitriaty (2022)	The Influence of Transformational Leadership and Work Motivation on Employee Performance with Innovative Work Behaviour as a Mediating Variable.	To determine the effect of transformational leadership and work motivation on employee performance, with innovative work behaviour as a mediating variable.	Quantitative using a Likert questionnaire on 47 civil servants and honorary employees of the Muaro Jambi District DPMPTSP; data analysed using PLS.	Transformational leadership and work motivation have a direct and indirect positive effect on employee performance through innovative work behaviour.
12.	Muhammad Isnaini Alfian Fadilah & Nurul Kamilia (2024)	Transformational Leadership in the Industry 5.0 Era: Its Impact on the Motivation and Productivity of Millennial Employees	Examining the influence of transformational leadership on the motivation and productivity of millennial employees in the Industry 5.0 era.	Qualitative – Literature review (2015–2025).	Transformational leadership through four dimensions increases the motivation and productivity of millennial employees by creating an innovative, collaborative, and meaningful work environment.

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13.	Maria Dwi Puspasari (2023)	The Application of Transformational Leadership in Modern Madrasah Management	Explaining and analysing the application of transformational leadership in the management of modern madrasahs to improve the quality of education and adapt to the changing times.	Qualitative with case studies through interviews, observations, and document analysis in several modern madrasahs.	Transformational leadership plays an important role in creating responsive, inclusive, and innovative madrasahs by increasing teacher and student motivation, parent participation, and academic achievement.
14.	Cristia Anggriani, Ferdinand, & Peridawaty (2022)	The Influence of Transformational Leadership on Employee Performance with Work Motivation as a Mediating Variable at Federal International Finance (FIF) Palangka Raya	Understanding the influence of transformational leadership on employee performance, as well as the role of work motivation as a mediating variable.	Quantitative with a survey of 38 FIF Palangka Raya employees; data analysed using Partial Least Square (PLS) with SmartPLS.	Transformational leadership has a direct and indirect positive effect through work motivation on employee performance, with the research model explaining 92.3% of performance variation.
15.	Tuti Nurhaningsih Santoso & Didin Hikmah Perkasa (2024)	The Role of Transformational Leadership Style in International Organisational Development	Explaining the role of transformational leadership in the development of international organisations facing cross-cultural challenges, global structures, and organisational change.	Literature review from journals and books (2019–2024) related to transformational leadership and international organisational development.	Transformational leadership plays an important role in managing change, improving human resource performance, unifying global vision, building cross-cultural collaboration, and encouraging organisational innovation.
16.	Rayyan Aqila Praditya (2022)	The Mediating Role of Organisational Culture in the Relationship between Transformational Leadership and Organisational Effectiveness: A Mini Review	Reviewing the influence of transformational leadership on organisational effectiveness with organisational culture as a mediating variable.	Mini review of previous studies discussing transformational leadership, organisational culture, and organisational effectiveness.	Transformational leadership enhances organisational culture, which in turn strengthens organisational effectiveness; inspirational motivation is more effective through the mediation of organisational culture.
17.	Rosita Pratiwi Junaidi, Fitria Agustina, Mohammad Abbas	Implementation of Leadership Ethics and Transformational Leadership on	Explaining the influence of leadership ethics and transformational	Literature review of previous theories and research on	Leadership ethics and transformational leadership increase motivation, innovation, work

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	Sastrodiputro, Mochammad Isa Anshori (2023)	Employee Performance (Literature Study)	leadership on employee performance in modern organisations.	leadership ethics, transformational leadership, and employee performance.	enthusiasm, and employee loyalty, thereby positively impacting individual and organisational performance.
18.	Hadi Suweko & Luky Dwiantoro (2020)	Transformational Leadership in Improving Nurse Job Satisfaction: Literature Review	Understanding transformational leadership behaviour that improves nurse job satisfaction in hospitals.	Literature review of articles from PubMed, ScienceDirect, and Google Scholar (2008–2019) related to transformational leadership and nurse job satisfaction.	Transformational leadership through four dimensions (charismatic, inspirational motivation, intellectual stimulation, and individual consideration) increases job satisfaction, motivation, and the quality of nursing services.
19.	Hani Handoko & Fandy Tjiptono (1996)	Transformational Leadership and Empowerment	Explaining transformational leadership as a modern model relevant to addressing business change and its relationship to employee empowerment.	A literature review of classical leadership theory and transformational concepts, focusing on individual potential development and empowerment.	Transformational leadership inspires, motivates, and empowers subordinates through four key dimensions (ideal influence, inspirational motivation, intellectual stimulation, individual consideration), thereby enhancing organisational effectiveness and adaptability.
20.	Ade Imam Suhakim & Yuan Badrianto (2021)	The Influence of Transformational Leadership Style, Job Satisfaction, and Organisational Commitment on Turnover Intention	Analysing the influence of transformational leadership, job satisfaction, and organisational commitment on employees' turnover intention at PT. Pembangunan Deltamas.	A survey of 50 permanent employees using a Likert questionnaire was analysed using multiple linear regression (SPSS 22).	Transformational leadership reduces turnover intention, while job satisfaction and organisational commitment influence turnover intention; together, these three variables significantly explain 88.9% of the variation in turnover intention.

DISCUSSION

This discussion serves to analyse and synthesise key findings from the 20 journals reviewed, grouping them according to central themes to provide a comprehensive understanding of the role and mechanisms of Transformational Leadership (TL) in various organisational contexts.

Consistency of the Concept and Dimensions of Transformational Leadership

Fundamentally, all of the literature reviewed shows consistency in defining TL through its four core dimensions (Four I's): Idealised Influence, Inspirational Motivation, Intellectual Stimulation, and Individualised Consideration (Individualised Consideration) (Sinaga, Aprilinda, & Budiman, 2021; Handoko & Tjiptono, 1996). This consistency confirms that TL is not merely a style, but a structured framework for motivating followers to achieve the organisational vision.

Direct and Significant Influence on Performance and Productivity

The most prominent and consistent finding across studies is that KT has a positive and significant influence on Employee/Teacher Performance and Productivity.

- ✓ In the business sector, KT directly improves Individual and Organisational Productivity (Sutrisno et al., 2023; Zul Asman & Zahara Tussoleha Rony, 2023) and Employee Performance (Febriyanti, Zulaihati, & Sumiati, 2021; Fathiyah, Andriani, & Fitriaty, 2022).
- ✓ In the education sector, KT for school principals has been proven effective in improving Teacher Performance (Febriyanti, Zulaihati, & Sumiati, 2021; Wote & Patalatu, 2019) and the Work Ethic of Teachers and Staff (Fadhilah, Suryadi, & Abubakar, 2020), demonstrating the universality of KT's influence.

Key Mediating Role (Motivation, Satisfaction, and Organisational Culture)

This discussion also highlights the mechanism of how KT works, namely through the role of mediating variables that strengthen the relationship between KT and performance:

- ✓ Work Motivation and Job Satisfaction have been proven to be the main bridges. KT not only directly influences performance, but also significantly increases Job Satisfaction (Pambudi, Mukzam, & Nurtjahjono, 2016) and Work Motivation (Anggriani, Ferdinand, & Peridawaty, 2022). This increase in satisfaction and motivation then becomes a catalyst that drives further performance improvement.
- ✓ Organisational Culture also plays a crucial role. Transformational Leadership (through ideal influence and inspirational motivation) has been proven to shape a positive Organisational Culture, and it is this culture that mediates the relationship between KT and Organisational Effectiveness (Praditya, 2022).

Mitigating Contemporary Human Resource (HR) Challenges

KT has proven to be an effective solution to current HR challenges:

- ✓ Reducing Turnover Intention: A quantitative study conducted by Suhakim & Badrianto (2021) at PT. Pembangunan Deltamas clearly shows that KT has a negative and significant effect on Turnover Intention, confirming its role in retaining valuable employees.
- ✓ Developing HR and Managing Millennials: KT is key to HR development in educational institutions through motivation and skill development (Variania, Al Qadri, & Nellitawati, 2024), and is relevant for managing Millennial Employees in the Industry 5.0 era by meeting their needs for collaboration and meaning in work (Alfian Fadilah & Kamilia, 2024).

Relevance of Specific Contexts

Case studies demonstrate the relevance of KT in various sectors:

- ✓ Education (School Principals): KT School Principals are highly effective in improving teacher quality by acting as communicators, counsellors, and consultants (Al Faruq & Supriyanto, 2020), as well as bringing about positive changes in the management of Modern Madrasahs (Puspasari, 2023).
- ✓ Health (Nurses): A literature review by Suwoko & Dwiantoroa (2020) confirms that KT is a leadership style that is expected to improve nurse job satisfaction, which is a critical issue in the health sector.

CONCLUSION

Based on a synthesis of 20 reviewed journals, it can be concluded that Transformational Leadership (TL) is the most relevant, effective, and universal leadership model for dealing with the complexity and dynamics of modern organisations, ranging from the business sector to education.

1. TL is the Main Driver of Performance: TL consistently shows a positive and significant relationship with improvements in Employee/Teacher Performance, Productivity, and Work Ethic in various contexts (Sutrisno et al., 2023; Febriyanti et al., 2021).
 2. Mechanism Works through Psychological Mediation: The effectiveness of KT is strongly supported by its ability to mediate Job Satisfaction and Work Motivation, which act as the main bridge between leader behaviour and employee work outcomes (Pambudi et al., 2016; Anggriani et al., 2022). Additionally, KT plays a role in building an effective organisational culture (Praditya, 2022).
 3. Critical Solution for Human Resources: KT plays a vital role in mitigating human resource risks, proven effective in reducing Turnover Intention (Suhakim & Badrianto, 2021) and continuously Developing Human Resource Capacity (Variania et al., 2024), making it key to organisational sustainability.
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RECOMMENDATIONS

Based on the findings that have been synthesised, the following recommendations are intended for organisational practitioners and future researchers:

1. Recommendations for Practitioners and Organisations
 - ✓ Focus on Four-Dimensional KT Training: Organisations are advised to develop leadership training programmes that explicitly teach the four core dimensions of KT, particularly Individual Attention and Inspirational Motivation. This is crucial for developing leaders' competencies in managing Millennial employees who seek meaning and collaboration (Alfian Fadilah & Kamilia, 2024).
 - ✓ KT as a Retention Strategy: Management should view KT not merely as a performance improvement tool, but as a key strategy for employee retention. Improving KT should be a key indicator for reducing turnover intention, especially in industries with high employee turnover rates (Suhakim & Badrianto, 2021).
 - ✓ Leadership in Schools/Madrasahs: School and madrasah principals need to strengthen their roles as Communicators, Counsellors, and Consultants to ensure that KT has a maximum impact on improving the quality and professionalism of teachers (Al Faruq & Supriyanto, 2020; Puspasari, 2023).

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