



## Transformational Leadership as a Key Factor in Improving the Performance of Healthcare Organizations

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### ABSTRACT

The performance of healthcare organizations is significantly influenced by the quality of leadership applied. This study aims to comprehensively examine the role of transformational leadership in improving healthcare organizational performance through a systematic literature review approach. The literature search was conducted through Google Scholar, PubMed, ScienceDirect, and ResearchGate using the keywords "transformational leadership" and "healthcare organizational performance." Of the 358 articles found, only 10 articles published between 2019 and 2024 met the inclusion criteria and were subjected to further analysis. The results of the study indicate that transformational leadership contributes significantly to increased productivity, loyalty, innovative work behavior, and employee commitment in various healthcare institutions, including hospitals, community health centers, and health offices. This leadership style has been shown to encourage the formation of a collaborative work culture and is oriented towards quality service, although its influence is not always direct because it is mediated by factors such as organizational culture, job satisfaction, and self-efficacy. These findings confirm that the implementation of transformational leadership, supported by a solid organizational system, is an effective strategy for improving performance and quality of service in the healthcare sector.

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### INTRODUCTION

Health organizations are institutions that play an important role in efforts to improve the degree of public health through promotive, preventive, curative, and rehabilitative services. Health organizations include various government and private institutions that contribute to maintaining and improving public health. In Indonesia, the form of health organizations includes hospitals, health centers, and clinics that have the responsibility to provide quality and equitable services. (Madya Marampa & Ramba, 2024)

In a health organization, the performance and quality of an organization are influenced by internal factors and external factors. The factor that is considered to determine the quality of an organization is the leadership factor. Leadership style is considered by many circles as the main determinant of the success or failure of an organization. In addition, the leader is also expected to be able to be an inspiration for his subordinates for efficient performance quality towards the expected organizational goals. The leadership style factor in government organizations becomes very important when the members of the organization have high dynamics in their activities so that the leader is able to influence the members of the organization to be serious about achieving the organization's goals. The concept of leadership is inseparable from how a leader's leadership style can well understand the consequences, conditions and goals of the organization being led. (Amir et al., 2021)

Leadership style is how a person seeks to influence the behavior of others according to their views. Each leader in an organization has a different leadership style. According to Pawerangi, (2023) a leader's leadership style will determine the organization's strategy for the future and future. Effective leadership can increase productivity, job satisfaction, and growth, as well as make it easier to adapt to changes in the organizational environment. Thus, choosing the right and appropriate leadership style is essential to help the company achieve its goals. Healthcare organizations should adopt a transformational leadership style because this style is able to encourage positive change, increase employee work motivation, and foster commitment to the organization's vision and mission in an effort to improve health services. (Bass & Riggio, n.d.) (Amang, 2023)

Transformational leadership is the most commonly used leadership style in organizations because it is thought to help improve employee performance and satisfaction. Transformational leadership is considered superior to other leadership models. Transformational leadership is the process of influencing individuals to achieve organizational goals by putting the interests of the organization first. Transformational leaders have the ability to inspire their followers to put aside their personal interests for the good of the organization and they are able to have a tremendous influence on their followers. Robbins and Judge state that transformational leaders are leaders who inspire their followers to put aside their personal interests for the good of the organization and they are able to have tremendous influence on their followers. (Rizky Aulia & Dwiantoro, n.d.)

Previous research has also researched the influence of transformational leadership on performance in the health sector. Amrullah (2022) explained that transformational leadership applied together with work involvement has a significant impact on improving the performance of nurses at the Harapan and Doa Hospital in Bengkulu City. This shows that leadership that is able to provide inspiration, direction, and support can increase the morale of health workers so that their performance is more optimal. Other research conducted at the Dr. Cipto Mangunkusumo Hospital in Jakarta also strengthens these findings. The results of research by Universitas Pahlawan (2023) prove that transformational leadership, organizational culture, and job satisfaction have a real influence on employee performance. This means that the application of transformational leadership styles not only affects individual motivation, but can also create a more positive and productive work environment. Thus, various studies confirm that transformational leadership is an important factor in improving the performance of health workers and the performance of the organization as a whole (Amrullah, 2022) (Romlah & Widyastuti, 2024).

## RESEARCH METHODS

This study uses the literature review method to systematically examine various research results that discuss the influence of transformational leadership style in improving the performance of health organizations. The literature search process was conducted through several leading academic databases such as Google Scholar, PubMed, ScienceDirect, and ResearchGate using the keywords "transformational leadership," "health organization performance," and "leadership influence." From the initial search results, 358 scientific articles were found that were relevant to the topic of this research. Furthermore, a selection process was carried out based on inclusion criteria, namely: articles published between 2019–2024, focusing on the context of health organizations, and containing empirical data or conceptual analysis that supports the relationship between transformational leadership styles and organizational performance. After going through the screening stage, only 10 articles met the criteria and were used for further analysis.

The analysis stage is carried out by reading in depth each selected article to identify the research objectives, methods used, main results, and implications for improving the performance of health organizations. All the data obtained are then synthesized to find patterns of findings, similarities, differences, and research gaps in this field. This approach is expected to provide a comprehensive overview of the role of transformational leadership styles in improving the effectiveness and performance of healthcare organizations as a whole.

## RESEARCH RESULTS

Yes	Journal Title	Writer	Research Methods	Key Results
1	The Influence of Transformational Leadership Style on BPJS Kesehatan Employee Performance (Diana et al., 2025)	Antis Diana Eka Putri, Ayu Julia Windari, Naura Hanifah, Hera Ajeng Kartika, Novia Kencana	Descriptive qualitative, case study with in-depth interview and content analysis	Transformational leadership increases productivity, work engagement, and loyalty of BPJS employees. Employees feel more valued and motivated under inspirational

				leaders.
2	The Influence of Transformational Leadership and Organizational Culture on the Performance of Nurses in Hospitals in Improving the Quality of Healthcare Services	Ayu Anggraeni Dyah Purbasari (Anggraeni & Purbasari, 2025)	Systematic Literature Review (SLR), a qualitative approach	Transformational leadership has a significant effect on nurse performance through motivation, job satisfaction, and loyalty. Collaborative organizational culture amplifies these effects, lowers turnover, and improves service quality.
3	The Influence of Transformational Leadership and Affective Commitment on Employee Performance with Self-Efficacy as a Mediation Variable at the Siak Regency Health Office	Wahyudin Manurung, Adolf Bastian, Jeni Wardi (Stuttgart et al., 2022)	Quantitative, Partial Least Squares (PLS) analysis of 69 Health Office employees	Transformational leadership affects self-efficacy and employee performance. Self-efficacy mediates positively but not significantly. Affective commitment and transformational leadership are key factors in improving performance.
4	The Influence of Transformational and Transactional Leadership on Organizational Culture, Work Motivation, Organizational Commitment and Employee Performance	Ida Siswatiningsih, Kusdi Raharjo, Arik Prasetya (Siswatiningsih et al., n.d.)	Quantitative, Structural Equation Modeling (SEM), 130 respondents of Muhammadiyah Ahmad Dahlan Kediri Hospital	Transformational leadership has a positive effect on organizational culture and organizational commitment, but it is not significant on work motivation and performance. Organizational culture and commitment have a significant effect on increased motivation and performance.
5	The Influence of Transformational Leadership and Work Involvement on Nurse Performance at Harapan and Doa Hospital in Bengkulu City	Abbas (Amrullah, 2022)	Quantitative, multiple regression analysis, 100 nurses	Transformational leadership and work engagement have a significant positive effect on nurse performance, both simultaneously and partially. However, work involvement has a more dominant influence than transformational leadership.
6	The Influence of Transformational	Joni Yusufa, Khristin	Quantitative, data collection through	The transformational leadership style has a

	Leadership Style on Employee Innovative Work Behavior in One of the Hospitals in Cilegon City	Ferrosnita, Yoke Pribadi Kornarius, Angela Caroline, Agus Gunawan (Yusufa et al., n.d.)	questionnaires and literature studies; analysis with SPSS	positive and significant effect on the innovative work behavior of hospital employees. Transformational leaders create a conducive work environment that encourages employee creativity and innovation.
7	The Influence of Transformational Leadership Style, Work Motivation, and Job Satisfaction on the Performance of Employees of RSKIA PKU Muhammadiyah Yogyakarta	Indah Aristinawati, Ema Nurmaya, Fitroh Adhilla (Aristinawati et al., 2024)	Quantitative, multiple linear regression analysis, t-test, and determination coefficients with 115 non-medical respondents	The results showed that transformational leadership styles had no significant effect on employee performance. Job satisfaction is the dominant factor that affects performance. It is recommended that hospitals increase job satisfaction to improve employee performance.
8	The Influence of Transformational Leadership and Achievement Motivation on the Performance of Pekanbaru City Health Office Employees	Shasqia Husnul Savira, Alum Kusumah, Rahayu Setianingsih, Ridwan Mahmudi (Kusumah et al., 2022)	Quantitatively, using validity, reliability, multiple linear regression, t-test, and $R^2$ tests on 80 respondents	Transformational leadership has a significant effect on employee performance, while motivation to excel does not have a significant effect. Transformational leaders are able to increase the loyalty and work discipline of employees of the Health Office.
9	The Influence of Transformational Leadership Style, Organizational Culture, and K3 Program on Employee Job Satisfaction of PT Aromaduta Rasaprima in Denpasar	I Gst. Ayu Ngr. Pradnya Kurniawati, Ni Ketut Sariyathi (Gst Ayu Ngr Pradnya Kurniawati & Ketut Sariyathi, 2015)	Quantitative, census method with 94 respondents; Multiple linear regression analysis and confirmatory factor analysis	Transformational leadership style, organizational culture, and K3 programs simultaneously have a significant positive effect on job satisfaction. Transformational leadership style is the most dominant variable in influencing job satisfaction.
10	The Influence of Transformational Leadership Style, Motivation, and Compensation on	Chess Widayati, Thea H. Rahardjo, Melly Febriyanti ( Febriyanti et al., 2017)	Descriptive quantitative with 95 respondents; Structural Equation Model (SEM)	Transformational leadership and compensation have a significant positive effect on employee

Employee Performance at PT Hanken Indonesia Cibitung	analysis using Smart-PLS	performance, while motivation is insignificant. Inspirational leaders increase employee morale and productivity.
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## DISCUSSION

Transformational leadership is a modern theory of leadership where an idea was originally developed by James McGroger Burns, he said that clear transformational leadership is where a leadership process and its subordinates always strive to achieve a higher level of morality and motivation than before. According to Wutun, transformational leadership has a concept from Bass. Where this bass is one of the leadership concepts that can explain in more detail or appropriately describe the behavior patterns of leadership of superiors that actually exist and are able to contain behavior patterns from other leadership theories. Wutun also stated that leaders always strive to expand and increase needs that go beyond personal interests and aim to push such changes towards interests. Transformational leadership can also be defined as leadership where leaders use charisma, besides that they can also use intellectual stimulation to carry out transformations and revive their organizations. Transformational leadership present in the life of the world of leadership can be the answer to various kinds of problems about the challenges of today's times. Where in this day and age there are many changes. It is no longer an age when man can accept everything that befalls him, but in the present age it is very different from in the past because in this day and age many people criticize and ask for what they deserve from what they have given humanity. Therefore, transformational leadership in this day and age is not only based on the need for self-esteem, but can also foster awareness of the existence of leaders to take over in doing their best in accordance with the study of management and leadership development that views people, performance, and organizational growth as mutually influential sides.

Transformational leadership has a great influence on improving performance and quality of services in healthcare organizations. Leaders with this style are able to inspire, motivate, and build a work culture that is oriented towards safety and quality of patient service. Research by Syabanasyah, Rachmawati, and Hartono (2023), shows that transformational leadership has a direct effect on patient safety culture and efforts to improve patient safety in hospitals. The results of the study confirm that the higher the application of transformational leadership, the stronger the safety culture and commitment of health workers in providing the best service. (Hamdan et al., 2024)

A clear example of the influence of transformational leadership in health organizations in Indonesia is in the service of BPJS Kesehatan, where often employees have to deal with patients with various administrative complaints, the support of leaders in the form of guidance and appreciation such as transformational leadership is very necessary so that employees remain motivated and do not easily experience work fatigue. By understanding and providing support according to the needs of each employee, leaders can increase their sense of loyalty as well as involvement in the work. (Diana et al., 2025)

Various literature reviews show that transformational leadership styles have an important role in improving organizational performance, especially in the health sector. In general, leaders with transformational characters who are able to provide vision, inspiration, and individual attention to their subordinates have been proven to increase employee productivity, loyalty, and work engagement. A study by Putri et al. (2025) confirms that transformational leadership increases employee productivity and motivation at BPJS Kesehatan through a work atmosphere that is more respectful and empowering for employees. Similar results were found by Amrullah (2022), which showed that transformational leadership and work involvement had a significant positive effect on the performance of nurses at the Harapan and Doa Hospital in Bengkulu City, although work involvement had a more dominant influence.

In addition to improving performance, transformational leadership has also been proven to encourage innovative work behaviors. Research by Joni Yusufa et al. (2023) shows that transformational leaders are able to create a work environment conducive to the creativity and innovation of hospital employees. This shows that a visionary and inspirational leadership style not only improves work results, but also forms an innovative culture that thrives Research by Purbasari (2025) and Kurniawati & Sariyathi (2015) also emphasizes that organizational culture and job satisfaction are important factors that strengthen the influence of transformational leadership on employee performance. Leaders who are able to foster a collaborative culture and pay attention to employee well-being tend to get more optimal work results.

Nevertheless, some studies show that the influence of transformational leadership on performance is not always directly significant. Indah Aristinawati et al. (2024) found that transformational leadership style does not have a significant effect on employee performance at RSKIA PKU Muhammadiyah Yogyakarta, because job satisfaction is the dominant factor that affects performance. These results show that even though leaders have an inspirational style, employee performance improvement still depends on a system of rewards, compensation, and a supportive work environment. The same thing was conveyed by Siswatiningsih et al. (2018), who found that transformational leadership does not have a direct effect on work motivation and performance, but rather through increased commitment and organizational culture.

Other research also shows that there are mediating variables such as self-efficacy that help strengthen the relationship between transformational leadership and performance. Manurung et al. (2022) stated that self-efficacy plays a positive, although insignificant, mediator, which means that employee confidence helps channel the influence of leadership on performance. On the other hand, research by Savira et al. (2022) confirms that transformational leadership is able to increase loyalty and work discipline, although achievement motivation does not have a significant influence on performance.

Overall, the results of the study show that transformational leadership is an important factor in improving employee performance, innovation, and job satisfaction. Transformational leaders who are able to provide inspiration, emotional support, and intellectual stimulation can strengthen commitment as well. build a positive work culture. However, the effectiveness of this leadership style is highly dependent on the support of organizational systems such as work culture, compensation, and employee well-being. Thus, the application of transformational leadership in healthcare organizations can be an effective strategy to build high-performance, innovative, and quality-oriented human resources.

## CONCLUSION

Transformational leadership styles have a strong and significant influence on improving the performance of healthcare organizations. Transformational leaders are able to inspire, motivate, and give individual attention to their subordinates so that a positive, innovative, and collaborative work environment is created. This leadership style not only has an impact on increasing employee productivity and loyalty, but also contributes to improving the quality of service and patient safety in healthcare organizations. However, the effectiveness of transformational leadership cannot stand alone because it is still influenced by other factors such as organizational culture, compensation system, job satisfaction, and employee commitment. The influence of transformational leadership can be mediated by self-efficacy and work motivation, so its implementation needs to be supported by a strong organizational system so that results are optimal and sustainable.

## SUGGESTION

Leaders need to improve communication and empathy skills in order to be able to understand the needs of their subordinates and foster a high spirit of teamwork. Regular transformational leadership training is also recommended to strengthen vision, integrity, and collaborative spirit in the work environment. The government is expected to play a role by providing policies and programs for human resource development in the health sector through transformational-based leadership and management training. In addition, further research is suggested to expand the study with quantitative and longitudinal approaches in order to measure more deeply the long-term impact of transformational leadership on improving the performance and culture of health organizations.

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