

TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP'S EFFECTS ON EMPLOYEES' PERFORMANCE AND MEDIATING ROLE OF JOB SATISFACTION A STUDY OF PRIVATE AND PUBLIC HOSPITALS IN KHAIRPUR, PAKISTAN

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Abstract

This research study aims to demonstrate that different styles of leadership, specifically transformational and transactional, positively impact employee performance. Additionally, we sought to determine whether job satisfaction serves as a mediating factor. Data was collected from six private and public hospitals in Khairpur Mir's. The findings demonstrate that both transactional and transformational leadership styles have a notable positive correlation with employee performance; however, the transactional leadership style exhibited a greater level of significance compared to transformational leadership. Additionally, our findings indicate that job satisfaction does not serve as a mediator in the relationship between transactional leadership and employee performance. Nevertheless, job satisfaction does correlate with employee performance and transformational leadership.

INTRODUCTION

In the current scenario of competitive environments, the organizations expanded universally and faced a lot of barriers or challenges to meet their preferred motives and chased to be more effective than others. A leader plays a vital role in the accomplishment of these objectives and increases the performance of employees by satisfying them with their job. consequently, it also has captured researchers' attention for many eras; however, they have been unable to emphasize a particular definition. Evidence exists that various researchers have examined different characteristics of leadership.

Leadership is the main pillar of trust that comes from others' respect (Mintzberg, 2010). A research conducted on leadership and their different styles recommended that efficient leaders are those who use

their influence for the advancement of their followers and organizations as well (Jamaludin, 2011). According to Lievens et al. (1997), leadership is one of the key components in enhancing production and innovation. Leadership is directly associated with the different performances to which individuals are committed Raelin (2011). Most significant aspect of leaders is their impactful personality, which positively correlates with the job satisfaction of their followers and overall performance of employee (Lian et al., 2011).

Hambley et al. (2007). While numerous approaches of theory analyze the leadership. Transactional leadership is utilized when an organization offers rewards, including recognition, salary increases, and

advancement of jobs for high achievers, while imposing sanctions on underperformers (Bass, 1998). Transactional leadership encompasses trading agreements that incentivize effort, provide rewards for improved performance, and recognize accomplishments. Conversely, transformational leadership offers a vision and a logic of purpose, cultivates pride, and promotes esteem and trust (Bass, 1990). The moral values of their subordinates connect with transformative leadership. Most scholars emphasized transformational leadership, but a few recognized the need for transactional leadership (Krishnan, 2011).

Egan (1995) asserts that transformational leadership is more operational than transactional leadership, irrespective of the organizational type. The approach adopted by leaders is influenced by their individual abilities, preferences, and experience. However, the transactional leadership style adversely impacts the organization's output (Bass, 1999). In ambiguous situations, a leader should adopt a transformational style to discern the critical factors and select the appropriate approach for the context (Somech & Wenderow, 2006). Transformational leadership positively influences self-knowledge, thereby elevating performance expectations values related to the financial outcomes of team(s) (Avolio, 1988). Analyzing and providing evidence in support of transactional leadership, Afolabi, Obude, Okediji, & Ezeh (2008) noted that this approach is more successful when the organization wants to reach its goals and objectives. On the other hand, transformational leaders can sometimes exploit employees by using the position to accomplish their personal aims; supervisors play a significant part in job satisfaction and give innovative directions of thinking (Franke & Felfe, 2011). Moreover, transformational leadership brings staff members. (Lok, 1999) The job satisfaction shows the strongest link with the leadership style.

However, the results indicated that there is a stronger correlation between transformative leadership style and job satisfaction. Charles and colleagues, 2007 Assessing job satisfaction is contingent upon how employees perceive their roles; thus, their viewpoint is linked to factors such as work-related prestige, career advancement, and self-esteem. The transformational leadership plays a crucial role in addressing these

dimensions (Bogler, 2001). While a majority of studies focus on transformational leadership, there is a notable lack of research regarding the leadership styles employed in the health sector in Pakistan. This study seeks to identify effective leadership styles within Pakistan's health sector, considering that the cultural context is characterized by significant power distance, which tends to favor autocratic decision-making approaches. Despite the significant power distance present in Pakistani society, there is a notable lack of individualism (Routamaa & Hautala, 2008). Transactional leadership is more effective in various states beyond North America, such as Pakistan, India, Nigeria, and Japan (Jeger, 1986). Ahmed (1996) Pakistan, renowned for its bureaucratic state, employs policies of command and control. Consequently, transactional leadership may be more operational within the specific culture. However, this research's principal objective is to categorize the genuine styles of leadership in the educational sector that contribute to enhanced job satisfaction, ultimately leading to improved employee performance.

REVIEW OF LITERATURE

a) Transactional leadership

Adopting the appropriate leadership style helps one guarantee the success of the firm. Examining, praising, and evaluating leaders do not really guarantee honesty from their followers in this situation; hence, transformative leadership becomes useless (Parry & Thomson, 2002). The leaders can engage in transactional leadership. Since transactional leadership addresses the interaction between a leader and his followers, "transaction" literally means "exchange." According to Kuhnert & Lewis (1987), a transactional leadership trait is shared between the follower and leader, intended consequences by accomplishing the leader's expectations and the interests of their followers, which entails pledges entrenched by respectfulness and trustworthiness. Effective leaders, according to Bass (2000), satisfy the needs of their dependents by giving the contingent motivations, honor, and promise to those who have fulfilled the obligations of leaders.

Researchers from several years ago premeditated in various ways with many factors, with an eye on transactional leadership. After researching the

relationships between transactional and transformational leadership in predicting employee performance, Howell & Merenda (1999) found that the transactional leadership style is a better predictor of the success of the workers or followers. Working in an unstable context, Bass, Avolio, Jung, & Berson (2003) conducted research for a military unit and showed that transactional leadership improves performance among the soldiers. Relatively weakly linked to performance, the transactional leadership style is optimistically linked to views of the politics of organizations (Gadot, 2007). Rejas, Ponce, Almonte, & Ponce (2006) showed that transactional leadership dominates transformational and laissez-faire approaches. Transactional leadership is favorably correlated with personality traits, agreeableness, and conscientiousness; this is mediated by a perceived good working environment (Hoogh, Hartog, & Koopman, 2005).

Stated differently, transactional leadership motivates followers to operate in line with the opportunities of the leaders and receive promotions and rewards. There is enough support in the leadership literature to make transactional leadership more successful (Avolio, Bass, & Jung, 1999). Therefore, proper use of contingent compensation is a necessary response to build hopes with followers in terms of the performance of employees. An important component of transactional leadership style is helping the followers or workers to be so aware of job responsibilities and acknowledge the objectives to reach projected degrees of performance (Lo, Ramayah, & Min, 2009). Janssen & Yperen (2004) admitted that by improving creative job performance and job happiness, transactional leadership helps efficiency. The research thus reveals that transactional leadership significantly influences work happiness and employee performance.

Culture is a fundamental characteristic that distinguishes each country. Researchers examined the contemporary phenomenon across various cultures, highlighting how cultural ethics influence the relationship between variables. The influence of cultures on leadership is highlighted by Bass, Avolio, and Suny (1993), indicating that culture impacts leadership to the same extent that management affects culture. The study compared the leadership styles of German and US employees of telecommunications,

suggesting that USA respondents ranked higher than their German counterparts on two dimensions of transformational leadership: inspirational motivation and charisma. Ardichvili and Kuchinke (2002) conducted a comparison of cultural values and leadership styles among leader(s) and their followers across four different states. Their findings indicate that the Republic of Georgia exhibits a higher level of transformational leadership across four dimensions compared to the other countries studied. Additionally, they observed elevated levels of transactional leadership in different former four states of the USSR.

Disparities of culture among nations are frequently assessed by Geert Hofstede. The cultural factor includes power distance, individuality, ambiguity avoidance, and long-term orientation. Pakistan exhibits a significant distance of power and a pronounced tendency towards uncertainty avoidance. High power distance is characterized by practices that foster centralization, scams, discrimination, and gender disparities in administrative roles. According to Islam (2004), this cultural framework is rooted in an autocratic style where those in power are deemed infallible and are afforded privileges, resulting in increased centralization. Conversely, strong uncertainty avoidance is indicative of heightened stress, aggression, and adherence to rules and regulations, which engenders fear and apprehension in ambiguous situations (Hofstede, 1991). In researching various leadership styles within organizations, a researcher must consider the cultural differences across the globe.

H1: Transactional leadership is connected with the performance of employees.

a) Transformational leadership

Leadership encompasses two primary dimensions: transactional and transformational leadership, as identified by Adnan and Mubarak (2010). Transformational leadership is characterized by the ability to engender valuable and positive change among followers. A leader of this nature emphasizes "transforming" individuals to support one another, foster encouragement, promote harmony, and prioritize the organization as a whole. Lievens, Geit, and Coetsier (1997), along with Berson, Shamir, Avolio, and Popper (2001), assert that

transformational leadership facilitates organizational innovations in a competitive landscape. A transformational leader can facilitate these changes by emphasizing the growth of a vision and motivating workers to strive for it. The concept of transformational leadership includes four dimensions: charm, inspiration, individual consideration, and intellectual stimulation.

Most senior researchers claimed that the transformational style of leadership might be the best indicator of employee success, linking it to job happiness and employee performance. Without imposing additional stress, transformational culture improves the performance of the company as well as that of the employee (Bass & avolio 1993). Lyons & Schneider, 2009, also give direction to their subordinates towards the goals of the company (Metcalf & Metcalfe, 2005).

Previous studies show that under transformational leaders, followers are driven and devoted, which helps them to be satisfied with their careers (Givens, 2008). Transformational leaders thus defy the ideas of organizational development (Bass & Steidlmeier, 2006). Bass (1998) Research demonstrates that transformational leadership outperforms transactional leadership in a wide range of industries, including the military, technology, hospitals, and learning environments.

The perspective that transformational leadership is the sole factor contributing to increased productivity of employee, while they regard transactional leadership as obsolete (Masi and Cook 2000). Culture significantly influences the leadership styles prevalent in different countries, as it differentiates the members of one group from another. Culture and leadership style are interrelated. Dickson, Hartog, and Mitchelson (2003) as well as Byrne and Bradley (2007) have emphasized the significance of culture, positing that societal cultures are indicative of the most effective leadership styles. Hofstede (1980) conducted research on Pakistani culture, noting a high level of power distance and significant uncertainty avoidance. While the avoidance of uncertainty is characterized by the degrees to which cultural followers experience insecurity in the face of unknown situations (Hofstede, 1997). Lok (2003) posited that in environments characterized by power distance and bureaucratic culture, organizations tend to adopt a

pronounced autocratic leadership style. Bass and Avolio (1993) clearly indicated that culture directs the effectiveness of both transactional and transformational leadership within organizations.

H2: Performance of employees is associated with transformational leadership.

A) Job Satisfaction

For years, the researchers have placed significant emphasis on job satisfaction. The researchers examined various aspects and elements of job satisfaction in their own unique way. Hoppock (1935) originally launched the concepts of job satisfaction as a theoretical construct in his book (Young & Tsu, 2010). McNamara (1999) Job satisfaction is defined as "an individual's emotional response or mental state concerning the characteristics of their employment". Job satisfaction can be affected by numerous aspects, such as quality of the relationship with one's manager or supervisor, the condition of physical work environments, and the extent of work fulfillment. Bekele & G.M. (2011) The employee examines the factors contributing to his job satisfaction (Commander and Dinesh, 2011) and experiences a degree of contentment. Nazir (1998) Positive relationships with colleagues enhance job satisfaction.

For organizations to compete in the global markets, a crucial factor is employee job satisfaction and the establishment of engaging relationships between leaders and subordinates, which fosters innovation and drives business growth (Fatima, Bushra & Usman, 2011). An increase in assistance from peers reduces ambiguity role and conflict role, hence enhancing job satisfaction (Goldstein, 1984). Job satisfaction is a critical element for contemporary organizations, and extensive study has been conducted to enhance it. To promote job satisfaction and increase commitment among employees, the firm must adopt transformational leadership, as suggested by researchers (Koh, 1995). Krishnan (2005) articulates that transformational leadership is a pivotal determinant of elevated job satisfaction, thereby enhancing the performance of employees. Schaubroeck, Lam (2007) posits that a favorable correlation exists between transformative leadership and employee performance, which subsequently enhances the performance of the team. Transformational leadership is successful in two

methods: it fosters passion and encourages a sense of vision, resulting in increased job satisfaction, which positively influences employee performance (Kennedy, 2002).

The transactional leadership enhances the performance of employee by improving followers' job satisfaction (Janssen and Yperen, 2004). Kahai, Sosik & Avolo (2004): Both participative and directive leadership styles can enhance employee participation, subsequently improving performance. It is identifying job satisfaction as a mediator between transactional and transformational styles of leadership, asserting that these leadership styles establish a strong correlation with the performance of employee (Liang, Ghan, Lin, and Huang 2011). Adnan & Mubarak (2010) While researcher scholars explored various leadership aspects and their effects on job satisfaction and performance of employee, significant attention to the context of Pakistani culture remains to be addressed.

H3a: Job satisfaction has a role as a mediator between transformational leadership and employee performance.

H3b: job satisfaction has the role of mediator between transactional leadership and performance of employee.

Employee Performance

Habib (2010) Since the onset of the world, the primary challenge for managers has been to master various ways to enhance corporate performance. Job happiness is crucial for organizational strength and significantly impacts employee performance. The term "performance" refers to the person's capacity to be inspired, motivated, innovative, and resolute in attaining organizational objectives (Walumbwa & Hartnell, 2011). A prior study has demonstrated a positive correlation between employee satisfaction and organizational performance, indicating that contented employees are very productive than their less satisfied humans (Ostroff, 1992). Leadership correlates with the performance of employee (Harris, 2000). Correlation between leadership and performance has garnered significant attention (Gadot, 2006). Transformational leadership is connected with their skills of subordinates and job

value in assessing the performance of employee (Walumbwa, Avolio, and Zhu 2008). They arranged trainings for their employees, organized meetings with their coworkers, and solicited responses, ultimately enhancing employee productivity. Researchers have examined the performance of employee in relation to extraverted leadership, yielding intriguing results: employee performance improves under extraverted leadership when individuals exhibit passivity. If the environment of the workplace is proactive, the outcome will be contrary (Grant, 2011).

Researchers have analyzed employee performance using a variety of factors. According to one researcher, contented workers perform better and are less likely to consider leaving the company (Opren, 1986). Because they realize that happy workers will perform better, businesses also set up training sessions for their staff to increase job satisfaction (Jones, 2004).

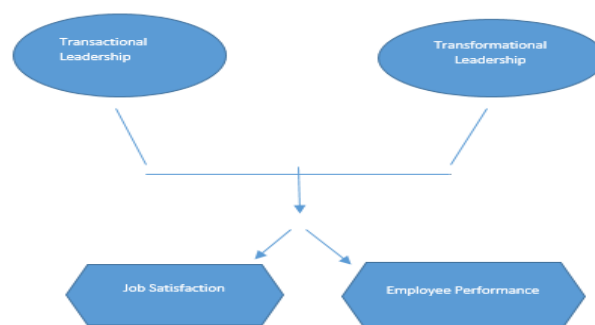
Su, Baird, and Blair (2009) defined a key factor in determining how satisfied employees are with an organization as how productive they will be. This is because a manager's support style plays a huge role in improving employee performance, as does the transmission of organizational framework cultural norms to a person's ways of life within the organization.

III. RESEARCH METHODOLOGY

Measures: A (MLQ), which was adapted from Avolio & Bass (2004), was used to gather data on leadership style. Graen and Uhl-Bien (1996) It included three questions about transformational leadership and two questions from the LMX-7. A multifactor leadership questionnaire with two questions, created by Avolio and Bass (2004), was also used to quantify transactional leadership. Brayfield and Rothe (1951) questioned the relationship between employee performance and job satisfaction. A five-point Likert scale was adopted, where one denoted strong agreement and five denoted extreme disagreements. Respondents who worked at both public and private hospitals were individually given the questionnaires.

Participants: A total of 250 surveys were sent to private and public hospitals staff members; 124 of these were returned, yielding a 49.6% response rate.)

a) Research Model



Sample: Participants included employees working in private and public hospitals positioned in Khairpur.

The Table Shows Sample Compositions.

Gender

	Description	Frequency	Percentage
01	Male	97	79
02	Female	25	21

Age

01	18-25	27	22
02	26-30	34	28
03	31-35	39	32
04	36-40	13	11
05	Above 40	9	7

Tenure

01	1	8	20
02	2-3	21	30
03	4-6	53	34
04	7-9		11
05	10-12		5

Qualification

01	Matric	40	7
02	Intermediate	36	17
03	Bachelor	42	43
04	Masters	14	33
05	MS/MPhil/PhD	6	40

THE RESULTS

Table number 1: Correlation coefficient matrix

Correlation

	LDTR	LDTS	JS	EP
LDTR	1	.200*	.103	.274**
LDTS	.200*	1	.738**	.184*
JS	.103	.738**	1	.139
EP	.274**	.184*	.139	1

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

n=122

According to the correlation matrix, there is a substantial correlation between employee performance and transactional leadership. 274** Similarly, transformational leadership has a positive correlation with the performance of a team. 184*

Table number 2: Regression analysis

Model	T	Sig
LDTR	3.121	.001
LDTS	2.039	.044

Employee Performance: Dependent Variable

R²

Transformational Leadership 34%

The results of the Job Satisfaction Transformational Leadership mediated regression approach. This

research study used 55%, which indicates that 88% has an effect on the dependent variable. However, because of a few unidentified factors, just 12% of the variation remained unclear.

Model	Beta	In t	Sig
1 LDTR	.264	2.990	.003
LDTS	.161	1.202	.232

Employee performance is a dependent variable.

a) Analysis

H1: Transactional leadership is connected with the performance of employees.

The correlation analysis table above clearly demonstrates that TL is positively correlated with the performance of the employee. Additionally, the t-value in the regression analysis is more than 2 (specifically, 3.121).

indicating that transactional leadership is positively associated in a lump sum. The results of the regression analysis showed that the R-squared value is .88%, which is important when considering the employee performance (H1-Accepted).

H2: Employee performance is correlated with transformational leadership (TL).

The results clearly show that while less than TL, transformational leadership is connected with the performance of employees. Transformational leadership is weakly linked with the performance of employee according to the above-mentioned table of correlation analysis; when the value of t in regression analysis is more than 2 (i.e., 2.039), the lump sum Transformational leadership is positively but a little connected with the performance of employees.

(Hypothesis Number 2—Accepted.)

Hypothesis Number 3a: Job satisfaction is mediating between transactional leadership and performance of the employee.

The result proves that if transformational leadership is implemented, job satisfaction is not a cause in the performance of employee because the JS value of t increases over 2. Accordingly, JS is not establishing a

mediation function between transactional leadership and worker performance.

(Rejection of H3a)

Hypothesis Number 3b: Job satisfaction helps to explain how transformational leadership affects employee performance. The results revealed that work satisfaction acts as a mediator between transforming leadership and employee outcomes as the value of t dropped below 2. Performance.

(Hypothesis Number 4: Accepted.)

Discussions

This research aimed to ascertain whether transactional or transformational leadership styles enhance the performance of private and public hospitals in Khairpur. The findings reveal that Hypothesis 1 (H1) has a strong positive link with employees' performance. The significance level of transformational leadership was positive but weaker at .18*), whereas transactional leadership is more effective concerning employee performance in the context of Pakistani culture, characterized by high power distance and uncertainty. In this bureaucratic society, where autocratic leadership has historically prevailed, Ahmed (1996) noted that Pakistan operates under a command-and-control framework.

Consequently, employees are accustomed to transactional leadership styles and expect their leaders to be strict and adhere to rules and regulations. As a result, most private organizations prefer to motivate the employees through the transactional rewards such as promotion, bonus, and penalties. Currently, the trend is gradually shifting towards the transformational leadership approach, as previously noted. A correlation of 18* is observed between transformational leadership style and employee performance; however, this performance level is lower than that associated with transactional leadership, as employees often feel more secure when their leader refrains from implementing punitive measures.

The third hypothesis (H3a) is not accepted, nevertheless, as the organization's main goal is to reach its aims without regard for employee satisfaction. Job satisfaction has no mediation effect in this regard. Results unequivocally show that although workers are not happy with their jobs, their output level rises due to their fear of being penalized should their responsibilities go unfinished. Another

cause could be staff members hoping for bonuses or promotions. The hypothesis (H3b) suggests that employees' performance as 0.73** reveals a transformational leadership relationship mediated between them. If we eliminated job satisfaction between them, the value of t drops to 2; that is the indicator of the relevance of job satisfaction between transformative leaders and employees' performance.

This analysis indicates that while employees are content with transformational leadership, their performance remains subpar. The findings suggest that when employees perceive their leader as supportive and consistently encouraging, they may become complacent, resulting in diminished productivity levels. Another important finding from the results is that the R-squared value for transactional leadership is 55%, showing that most educators in our study mainly focus on transactional leadership, while just 34% use transformational leadership, and just 12% consider other factors that affect employee performance. The study's results clearly showed that leadership has a significant impact on employee performance, which is crucial in determining employee efficacy. Therefore, organizations must meticulously evaluate the type of leadership they should implement to enhance employee performance.

The findings suggest that adopting a transactional leadership style may augment performance; however, additional practices should be introduced to also elevate job satisfaction.

Implications

This study is crucial for managers of private and private hospitals or institutions in monitoring or supervising staff, as it may assist them in comprehending and implementing an appropriate style of leadership to enhance the performance of followers. The organization must use a mix of transactional and transformational leadership styles depending on the situation and tasks of the employee. Following data analysis, it is advised that for every day work, organizations should implement a transactional leadership style, while a transformational leadership style should be employed in situations involving complexity and interrelated duties. In the context of Pakistani culture, it is recommended that newcomers or those operating within the health sector prioritize

transactional leadership to enhance employee performance levels.

Limitation and Future Research

Apart from the particular objections against survey measures, there are additional major restrictions on the current study that show this research project is not totally conclusive.

This study predominantly examines commercial institutions or organizations, neglecting the several government entities operating in Pakistan, which may yield divergent outcomes due to environmental variances. The disparity between privately and publicly owned organizations may influence leadership styles differently, and there may be significant characteristics absent that positively affect employee performance. Thus, these features should be taken into account throughout the next studies to produce more worthwhile findings. Moreover, even if staff of a commercial company collected all the samples using questionnaires, there was no control over the consistency of the survey administration methodology.

Inconsistent data may arise from factors such as respondents' lack of seriousness, preoccupation with work, or apprehension regarding information confidentiality, which might introduce bias during questionnaire completion. The absence of biases or consistency in sampling may have augmented measurement inaccuracy in data processing. Despite these limitations, the present study provides guidelines for future research exploring various leadership styles that may enhance employee performance within a company. Our examination focuses just on two leadership styles: transactional and transformational. Researchers may also examine additional styles, such as laissez-faire and servant leadership, to identify the most effective approach for boosting employee performance.

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