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## The Impact of Transformational and Transactional Leadership on Employee Performance

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<b>Abstract</b>	Transformational leadership is a dynamic approach that motivates individuals to work together in achieving organizational goals. It emerges whenever someone exhibits the ability to guide others' behaviors towards a common objective. This leadership style enables leaders to inspire their subordinates positively. The objective of implementing transformational leadership is to improve employee performance within the banking industry in North Sulawesi, Indonesia. The study focuses on three banks, namely Bank BRI, BNI, and BSG, which have branches throughout the North Sulawesi region. A total of 176 employees participated as respondents. Following the collection of data, an analytical method known as Partially Least Squares Structural Equation Modelling (PLS-SEM) was employed for the purpose of analysis. The results provide empirical evidence that transformational leadership has a positive influence on employee performance, particularly in the realms of individual consideration and individual inspiration. Nevertheless, dimensions such as intellectual stimulation and inspirational motivation do not exhibit a significant correlation with performance-related activities. Moreover, the contingent reward aspect of transactional leadership does not demonstrate a significant impact on employee performance.
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### 1. INTRODUCTION

In today's globalized landscape, the necessity for a knowledgeable workforce is paramount across diverse sectors, spanning both governmental and private industries. Thus, the presence of human resources characterized by robust work ethics, educational attainment, and skill proficiency is indispensable. These individuals not only contribute to the dissemination of knowledge but also play a pivotal role in providing mentorship, education, and guidance to others within the organization. However, while skill acquisition is undoubtedly crucial, the attainment of high performance necessitates more than just technical expertise. It requires employees to harbor a fervent desire and unwavering enthusiasm for excellence, recognizing that organizational advancement is intrinsically tied to the caliber of its personnel.

Within this framework, leadership emerges as a pivotal internal factor exerting significant influence over an organization's ability to achieve its objectives. Effective and efficient human resource

management is imperative in harnessing the potential of employees and aligning their efforts with organizational goals. Therefore, fostering a conducive leadership environment is critical in nurturing a culture of excellence and driving sustained organizational success.

According to Bass (1985, as cited in Yukl, 2006), leaders possess the capacity to embody two distinct leadership styles – transformational and transactional – within a single individual. By employing Bass's (1985) model, a deeper understanding of the nuanced and comprehensive effects of different leadership styles can be attained. Leaders have the flexibility to utilize both transformational and transactional leadership styles to inspire their teams to surpass expectations or achieve entirely new organizational objectives. Transformational leadership serves to motivate subordinates to transcend their limitations, instilling confidence and self-assurance among team members, thereby enhancing overall performance. Conversely, transactional leadership involves motivating subordinates through agreements, such as salary increments and promotions, thus fostering a more transactional relationship between leaders and their teams.

The term "employee performance" refers to the quality of work exhibited by an employee in executing their assigned tasks and achieving the desired outcomes within the stipulated timeframes. It involves the fulfilment of organizational objectives while operating within the legal frameworks and upholding the moral and ethical principles (Felgate, 2020). Therefore, there is a strong correlation between individual performance and institutional success, as the former directly influences the latter. The performance of employees serves as a barometer of job satisfaction, with high-performing individuals significantly enhancing the quality of work output.

The banking sector occupies a pivotal position within the financial industry, serving as a vital conduit for savings and offering capital support to businesses within the community. In North Sulawesi, where economic growth outpaces the national average, the banking industry assumes heightened importance in driving the region's economic prosperity. With nearly all major Indonesian banks establishing branches in North Sulawesi, competition within the banking sector has intensified, necessitating the preservation of competitive advantages. As previously stated, enhanced individual performance is a key factor in achieving favorable organizational outcomes (Katou, 2015).

As indicated by Yukl (2006) and Rawung et al. (2015), leadership styles, particularly transformational and transactional leadership, wield considerable influence over various organizational facets, including employee performance. Consequently, enhancing the performance of bank employees in North Sulawesi necessitates the cultivation of both transformational and transactional leadership styles. Expanding on the research framework proposed by Rawung et al. (2015), this study embraces a model that deconstructs the dimensions of transformational and transactional leadership styles into research variables. This methodological approach is adopted to elucidate which specific dimensions exert significant impacts on performance. By dissecting these leadership styles into their constituent elements, a more granular understanding of their effects on employee performance can be achieved, thereby offering valuable insights for organizational enhancement.

This research builds upon the findings of Rawung et al. (2015) by adopting a dimensional approach to transformational and transactional leadership, which is commonly referred to as second-order constructs (see Hair et al., 2011). However, the transformational and transactional leadership dimensions are employed to predict employee performance in the banking sector. The banking sector is of significant importance in maintaining the economy. However, the attention of leadership factors that have contrasting styles but exist within the leader-to-employee performance relationship has not been well captured, especially for banks in North Sulawesi. Similar research reviews more performance predicted by leadership, but still reveals more leadership with only one style (see Kumar et al., 2021; Tolu et al., 2021; Mangundap et al., 2022; Nuhiya et al., 2024; Mandagi et al., 2023; Koyongian, 2020). Thus, the purpose of this research is to examine the transformational leadership style and transactional leadership on employee performance in the banking sector in North Sulawesi.

## **2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **Transformational leadership and employee performance**

Bass (1985, as cited in Yukl, 2006) delves deeper into the concept of transformational leadership, highlighting its objective of motivating subordinates to surpass organizational performance standards. In line with this, Yukl (2006) proposes several methods through which transformational leaders can effectively motivate their subordinates. Firstly, they can cultivate a deeper understanding among employees regarding the significance of performance, thereby instilling a sense of purpose and dedication to achieving excellence. Secondly, transformational leaders encourage employees to prioritize group interests over individual pursuits, fostering a collaborative environment where collective success takes precedence. Lastly, they address employees' higher-order needs, such as pride and self-actualization, by providing opportunities for personal growth and fulfillment within the organizational context. By employing these strategies, transformational leaders inspire their subordinates to strive for greater heights and contribute meaningfully to organizational success.

Bass (1985; 1990, as cited in Yukl, 2006) delineates four pivotal dimensions of transformational leadership: sources of motivation, sources of inspiration, sources of individual consideration, and sources of intellectual stimulation. According to Yukl (2006) and Northouse (1997), an inspirational source, often epitomized as a charismatic leader, embodies exemplary moral values and commands respect and trust from subordinates, serving as a beacon of guidance and inspiration. Transformational leaders captivate their followers by articulating a compelling vision of the future, igniting enthusiasm and commitment towards shared goals. Intellectual stimulation, an integral facet of transformational leadership, nurtures creativity and innovation within the workforce, empowering employees to devise novel solutions and approaches to organizational challenges (Northouse, 1997). A leader who demonstrates individual consideration cultivates a nurturing work environment, proactively addressing the concerns and needs of employees. Such leaders function as mentors, advisors, and consultants, fostering a culture of support and collaboration (Yukl, 2006; Northouse, 1997; Gultom &

Ferinia, 2023; Kainde & Mandagi, 2023). Through the embodiment of these dimensions, transformational leaders wield significant influence in driving organizational success and fostering a culture of excellence and innovation.

Performance serves as a tangible reflection of work output, characterized by the comparison of achieved outcomes against established standards (Dessler, 1997), thereby spotlighting the culmination of work efforts. It stands as a universal benchmark for gauging operational efficacy within organizational settings, grounded in predefined norms and evaluative criteria. Performance encapsulates the spectrum of human behavior within an organizational context, aligned with stipulated behavioral benchmarks aimed at realizing desired outcomes. As elucidated by Robbins (2003: 93), employee performance emerges as a product of the dynamic interplay between individual ability and motivational factors. The overarching success or failure of an organization hinges upon the collective performance levels exhibited by individual employees and cohesive groups. Performance serves as an indicator of how effectively an individual fulfills job responsibilities with precision and efficacy. Therefore, to cultivate the desired level of employee performance, leaders adopting a transformational leadership approach strive to inspire individuals to reach their full potential. Each facet of the transformational leadership style is envisaged to serve as a catalyst, motivating employees to surpass predefined expectations, as postulated by Deluga (1990). Through the deliberate cultivation of a transformational leadership ethos, leaders aim to foster a culture of excellence, driving sustained organizational growth and success.

**H1:** Transformational leadership dimensions positively influence employee performance.

### **Transactional leadership and Employee Performance**

According to Bass (1985, as referenced in Yukl, 2006), transactional leadership operates through a mutually beneficial exchange between leaders and subordinates. In this leadership style, leaders motivate their subordinates by establishing clear and implicit agreements. For instance, within the framework of transactional leadership, employees are assigned specific job objectives. Upon successful completion, they receive rewards or incentives from the leader as a form of recognition. Conversely, if the predetermined objectives are not met, the leader may take evaluative actions, which could include implementing sanctions to address the shortfall.

Bass (1985; 1990, as cited in Yukl, 2006) provides further insights into the transactional leadership paradigm, delineating its two primary dimensions: contingent reward and exception management. Contingent reward encompasses a reciprocal interaction between leaders and subordinates, wherein rewards are offered in exchange for agreed-upon tasks or accomplishments (Northouse, 1997). Northouse (1997) expands on this concept, illustrating how contingent reward allows leaders to negotiate agreements with employees regarding their responsibilities and the corresponding rewards upon successful completion. Conversely, exception management involves leaders addressing and rectifying employees' mistakes or deviations from established norms (Northouse, 1997; Bass, Avolio, Jung, & Berson, 2003). This multifaceted approach to leadership underscores the importance of

clear expectations and accountability in fostering productive relationships between leaders and their teams.

According to Northouse (1997) and Yukl (2006), transactional leaders exhibit distinct characteristics, they possess a deep understanding of employees' aspirations and effectively communicate the rewards awaiting those who meet the company's expectations. This communication serves as a motivational tool, incentivizing employees to strive for excellence and align their efforts with organizational objectives.

Transactional leaders engage in a reciprocal exchange wherein employees' efforts are met with corresponding rewards. This transactional approach fosters a sense of fairness and accountability within the organizational framework, as employees recognize the direct correlation between their contributions and the rewards they receive.

They address employees' needs in accordance with the value of their contributions. By acknowledging the significance of employees' efforts, transactional leaders ensure that rewards and incentives are commensurate with the level of performance demonstrated by individuals or teams.

Deluga (1990) further expounds on the transactional leadership paradigm, emphasizing its contractual nature. According to Deluga (1990), transactional leaders view the leader-subordinate relationship through the lens of a contractual agreement. Implicit or explicit, this agreement entails a mutual understanding wherein employees are rewarded for adhering to their responsibilities. Conversely, those who breach this agreement may face sanctions or corrective actions. This contractual approach underscores the importance of clarity, consistency, and accountability in fostering productive relationships and driving organizational success.

In contrast to the transformational leadership approach, transactional leadership operates on the premise of a contractual association between leaders and subordinates, devoid of emotional bonds. In this paradigm, leaders typically view employees' knowledge as organizational assets rather than personal attributes. As suggested by Petigrew and Mechanic (1972; 1962, as referenced in Deluga, 1990), subordinates' information and expertise are negotiable commodities that can be leveraged to establish agreements. The primary objective is to optimize employees' capabilities through a binding contractual framework. Within this framework, successful performance is rewarded with incentives outlined in the agreement, such as bonuses, salary increments, promotions, and other tangible benefits. This transactional approach underscores the importance of formalized agreements and structured relationships in driving employee performance and organizational success.

**H2:** Transactional leadership dimensions positively influence employee performance.

### 3. RESEARCH METHOD

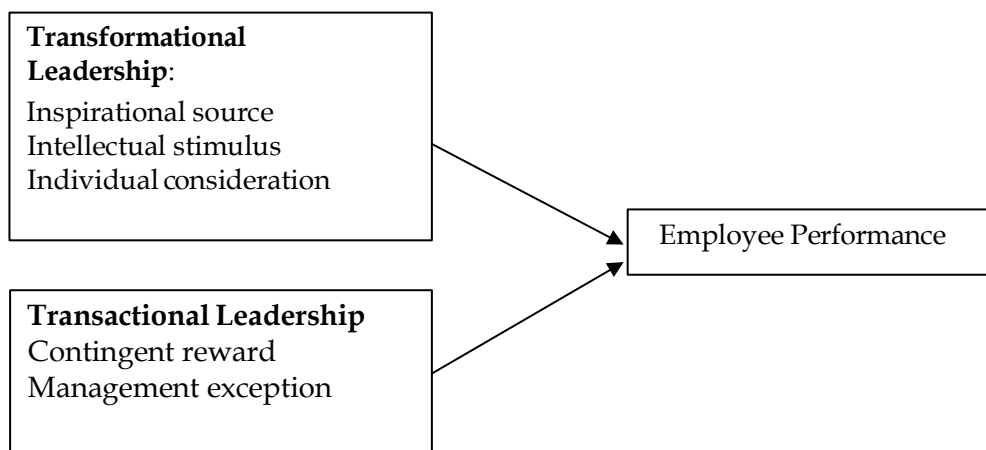
A study was carried out within a banking institution situated in North Sulawesi, Indonesia. The rationale behind selecting North Sulawesi for this research stems from its remarkable development. North Sulawesi stands out as one of the regions experiencing significant economic advancement. As per data sourced from the North Sulawesi Statistical Agency (2023), the economic growth rate of North Sulawesi stands at 5.48%, surpassing the national economic growth rate of Indonesia, which is recorded at 5.04%.

The sampling process adhered to specific criteria. Firstly, the selected banking company needed to have a minimum establishment period of three years and a widespread presence across North Sulawesi, Indonesia. Among the eligible banks were Bank Negara Indonesia (BNI), Bank Rakyat Indonesia (BRI), Bank Mandiri, Bank BSG, and Bank BCA. Through a random selection process, three banks were chosen: Bank BNI, Bank BRI, and Bank BSG.

Secondly, to represent Bank BNI, the main branch in Manado city was selected, while Bank BRI was represented by its main branch in Manado city, and Bank BSG was represented by the main branch of Bank Sulutgo, also located in Manado city. The choice of Manado Branch was based on its central authority over other branches and its diverse employee composition from various departments.

Lastly, employees were randomly selected as sample respondents from each representative bank. A total of 176 respondents were collected from all selected branches. The sample of 176 data points is deemed sufficient for the purposes of this study, which employs the partially least squares structural equation model (PLS-SEM) analysis tool. PLS-SEM is a robust analytical tool that produces reliable statistical values, even when utilizing a relatively low sample size (Hair et al., 2017). Consequently, 176 samples were deemed sufficient for the purposes of this study.

**Figure 1.**  
Research Model and Measurement



The research utilized instruments that have been previously validated in other studies. Each construct was evaluated through multiple questions. The questionnaire employed a 5-point Likert scale (ranging from 1 = seldom/rarely to 5 = very often/almost always). Transformational and transactional leadership styles were assessed using the MLQ-1995 self-report instrument, known for its relevance to leaders from both an employee perspective and for self-assessment, as noted by Bass et al. (2003). Transformational leadership dimensions—sources of inspiration, intellectual stimulation, individualized consideration, and sources of motivation—were each evaluated using four-item questions. Similarly, the transactional leadership style, encompassing contingent reward and management by exception (active and passive), was assessed through four-item questions for each dimension. Employee performance was gauged using a 10-item instrument adapted from Sumual (2015), deemed suitable for both individual and organizational analysis.

#### **4. RESULTS AND DISCUSSIONS**

In this study, the data analysis method employed is partial least squares structural equation modeling (PLS-SEM) utilizing SmartPLS 3.2.9. PLS-SEM was selected due to its robustness against classical assumption issues and its suitability for addressing measurement problems, as highlighted by Hair et al. (2011). The validation process with PLS involves evaluating construct validity (convergent and discriminant validity) and composite reliability, followed by hypothesis testing.

##### **Validity and reliability**

Validity tests are conducted to ascertain the degree to which measurement instruments accurately reflect theoretical constructs based on empirical evidence (Hair et al., 2010; Cooper & Schindler, 2008). The validation process revealed that out of the 28 questions initially considered, 12 had to be excluded due to various issues, resulting in only 16 questions being retained for this study. Some questions were omitted because their factor loading values failed to meet the minimum threshold for validity (0.5), and/or due to cross-loading problems (Hair et al., 2010). From the findings, it becomes evident that the only valid dimension of transactional leadership is contingent reward. However, the factor loadings of the dimensions related to exceptional management fell below the minimum threshold of 0.5, indicating a need for their exclusion from hypothesis testing.

To assess convergent validity, a test is conducted to examine the correlation among the research constructs. The key indicators utilized in this assessment include the factor loadings aggregated within each construct and the Average Variance Extracted (AVE) values. AVE values are deemed satisfactory if they meet or exceed the minimum threshold of 0.5 (Hair et al., 2010; 2011). As demonstrated by Hair et al. (2011), composite reliability is considered the most suitable method for evaluating internal consistency in reliability testing within PLS-SEM, as it provides an accurate reflection of the reliability of the research constructs. Ideally, the composite reliability value should be equal to or greater than 0.7 (Hair et al., 2011). The comprehensive results of the convergent validity and reliability tests are presented in Table 1.

**Table 1.**

Validity and Reliability

Variable	Remaining item	Factor Loading	AVE	Reliability
Inspirational source	2	0.684 – 0.833	0.584	0,849
Intellectual stimulus	2	0.701 – 0.834	0.626	0,833
Individual Consideration	3	0.670 – 0.871	0.532	0,858
Motivational Source	2	0.644 – 0.917	0.598	0,870
Contingent reward	2	0.623 – 0.854	0.539	0,839
Employee performance	5	0.717 – 0.802	0.570	0,835

Source: SmartPLS 3.2.9 output

As indicated in Table 1, all research variables exhibit factor loading values exceeding the acceptable threshold of 0.5 (Hair et al., 2010). Additionally, the cumulative Average Variance Extracted (AVE) values for each construct surpass the recommended minimum of 0.5 (Hair et al., 2010; 2011). Similarly, the reliability tests, as depicted in Table 2, reveal that all variables demonstrate composite reliability values exceeding 0.7, indicative of strong reliability (Hair et al., 2011).

Hypothesis testing is conducted to examine the cause-effect relationships (causality) between variables in the model, using the critical ratio (CR) as a key metric. In PLS-SEM, the CR is referred to as the t-stat value. A t-stat value exceeding 1.96 (significant at the 5% level, two-tailed) and exhibiting a positive relationship (as hypothesized) indicates support for the hypothesis. The outcomes of the hypothesis testing are depicted in table 2.

**Table 2.**

The outcomes of the hypothesis result

				Original Sample	Mean	SD	T-Stat	P-Values
Inspirational Performance	Source	->	Employee	0.427	0.415	0.110	2.332	0.000
Intellectual Performance	Stimulus	->	Employee	0.306	0.302	0.148	3.118	0.000
Individual Performance	Consideration	->	Employee	0.064	0.055	0.086	0.607	0.710
Motivational Performance	Source	->	Employee	0.086	0.090	0.091	0.817	1.190
Contingent Performance	Reward	->	Employee	-0.044	-0.033	0.096	0.148	0.328

Source: SmartPLS 3.2.9 output

From table 2, it is evident that the first hypothesis, which posits that all dimensions of transformational leadership positively influence employee performance, receives only partial support. Specifically, individual inspiration and intellectual stimulus are supported as their t-statistics exceed 1.96, while individual consideration and source of motivation fall below this threshold. Similarly, hypothesis two receives partial support, as the CR value for the contingent rewards variable is less than 1.96.



The findings of this study both affirm and refine previous research. Some of the notable insights corroborated by our findings include those articulated by Yukl (2006), who suggests that transformational leadership is more effective in fostering enduring relationships between employees and employers. Conversely, transactional leadership tends to cultivate short-term relationships between the two parties.

This study underscores the notion that within banking firms, particularly in North Sulawesi Province, fostering an inspirational source to make emotional connection to enhance individual performance is attainable when leaders embody personal charisma, thereby garnering respect from subordinates. Furthermore, leaders must prioritize intellectual stimulus, cultivate a supportive work environment, and serve as mentors (Yukl, 2006), all of which contribute to fostering an emotional bond conducive to sustaining and fostering a well-designed environment.

The dimension of individual consideration pertains to a leader's ability to foster a supportive and positive work environment (Yukl, 2006). It is unfortunate that this factor does not significantly impact employee performance by fostering a sense of familiarity established by the leader. Furthermore, the dimension of motivational sourcing did not yield a significant effect on employee performance. This outcome indicates that the leader may have lacked effective communication skills in conveying the organisation's vision, which may have resulted in employees not fully comprehending the intent and objectives of the vision.

The dimension of contingent reward within transactional leadership exhibits a similar outcome to the two dimensions of transformational leadership, failing to yield a positive impact. Kohn (1993) highlights a robust correlation between the implementation of sanctions and contingent rewards. He posits that the anticipation of a reward from management serves as a form of sanction. Moreover, Kohn elucidates those rewards may blur the line for employees, making it challenging to discern whether failure to meet objectives will result in punishment. Additionally, Kohn underscores that contingent rewards have the potential to erode the rapport between leaders and followers and foster discord if not managed judiciously.

## 5. CONCLUSION

Transformational leadership, as evidenced by the inspirational source and intellectual stimulation, was found to be an effective motivator for employees, whereas the dimensions of motivation and individual consideration were not found to have a significant impact on employee performance. Furthermore, the contingent reward dimension of transactional leadership was also found to be ineffective in the context of the bank industry in North Sulawesi.

Yukl (2006) posits that transformational leadership is more effective than transactional leadership because it is sufficiently powerful to establish long-term relationships between employees and employers. Furthermore, Deluga (1990) and Xue et al. (2010) emphasise that a transformational leadership style can establish emotional bonds between superiors and subordinates. However, a

transactional leadership style is only capable of building short-term relationships between employees and employers. In other words, the findings of this research indicate that a long-term inspirational source and intellectual stimulation can facilitate increased employee performance through the establishment of a strong emotional bond between employees or superiors and subordinates. This result does not necessarily negate the role of other dimensions of transformational leadership. While the effect is not significant, transformational leadership can still assist in improving employee performance when employed in conjunction with other leadership styles.

The dimension of transactional leadership, represented by contingent reward, yields similar outcomes to the two dimensions of transformational leadership (individual consideration and motivational source) that lack positive impact. Kohn (1993) demonstrated a significant correlation between enforcing penalties and contingent reward. He elucidated that expecting a reward from management constitutes a form of sanction. Moreover, Kohn posited that the act of rewarding might blur an employee's perception regarding whether they would face punishment for failing to meet targets. Furthermore, Kohn elucidated that contingent reward has the potential to disrupt healthy leader-follower relationships and foster discord if not executed with caution.

The findings of this research may have implications for policies or forms of change in the management style of the banking sector in North Sulawesi, which is more inclined to transformational leadership. It is also important for management to recognize that the promise of incentives, salary increases and other forms of remuneration may not always be perceived positively by the employee. While it is not inherently wrong to prioritize transactional leadership styles in the short term, there is evidence to suggest that an emotional approach, whereby leaders inspire and teach, may be more successful in retaining talent in the long term.

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