

THE ROLE OF *TRANSFORMATIONAL LEADERSHIP* AND *PERFORMANCE INCENTIVES* ON *JOB PERFORMANCE* MEDIATED BY *MEDIATING WORK ENGAGEMENT* IN HOSPITALS

Ing Kadir^{1*}, Abdul Haeba Ramli²

Fakultas Ekonomi dan Bisnis, Universitas Esa Unggul, Jakarta, Indonesia

*Corresponding author. ingka1979@student.esaunggul.ac.id

ABSTRACT

This study aims to determine the effect of *performance incentives* and *transformational leadership* on *job performance* both directly and indirectly by mediating *work engagement* in Civil Servants working at Government Hospitals in Kabupaten Tangerang. The research was conducted quantitatively using the *Structural Equational Model* (SEM) method. The study was conducted in 2023 with a focus on Civil Servant respondents who have worked for at least 3 years at a Government Hospital within Tangerang Regency. The results showed that *performance incentives* affect *work engagement* and *job performance* both directly and indirectly. The results showed that to improve *job performance*, hospital management must be able to create a comfortable environment both regarding work and with fellow colleagues so as to increase *work engagement*, and pay attention to the provision of *performance incentives* as motivating. While the findings in this study are transformational leadership in government hospitals does not have a direct effect on job performance but has an effect on mediating work engagement.

Keywords :*transformational leadership, performance incentives, work engagement, job performance, Hospital.*

INTRODUCTION

As a health service institution that provides individual health services in full, the Hospital is expected to provide inpatient, outpatient, and emergency services with the aim of being able to provide the best service that can satisfy its customers in this case patients (Ministry of Health of the Republic of Indonesia, 2009). To support the best service, one of the policies carried out is to improve employee *performance* by providing support in the form of *incentives* aimed at motivation (Popa & Popescu, 2013; Ioannis *et al.*, 2016; Kitsios & Kamariotou, 2021). The incentives are known as *performance incentives*. Because of the importance of this incentive, some researchers make it a major factor in improving *job performance* (Hur *et al.*, 2021). Of course, organizations hope that the achievement of *employee job performance* will affect and support the success and sustainability of company or organizational performance.

The success of an organization depends on the type of leader whether it is able to influence its followers to improve *work engagement* and *job performance*. One leadership model that is often

researched is *transformational leadership* which aims to motivate and inspire to be the best and develop employees' intellectual skills in order to improve *their* job performance (Wang & Howell, 2010; Klaic *et al.*, 2018).

In a study conducted by Prince *et al.* (2018) found that *performance incentives* are used as a practice to attract, motivate and retain employees and can directly affect *job performance*. In accordance with the opinion of Selviaridis & Valk (2019) that *inappropriate performance incentives* can affect *job performance* where unproductive behavior and negative effects can arise. In practice incentives are used as financial rewards for performance (Prince *et al.*, 2020). And *performance incentives* can also be used as a strategy in achieving organizational goals, including in the field of Health. Where *performance incentives* can be a form of appreciation to patients with the aim of improving health behaviors, such as smoking cessation and medication adherence (Juliano *et al.*, 2006; Hur *et al.*, 2021). While the application in the field of management, *performance incentives* can be in the form of bonuses because the work reaches targets (Lazear, 1996; Hur *et al.*, 2021). Employees who receive *performance incentives* will think about being able to make money more often than employees who only receive a fixed salary, thus becoming an impetus for employees to improve their performance (Hur & Nordgren, 2016; Hur *et al.*, 2021).

The behavior of a transformational leadership leader can play a role in increasing *work engagement* and creating a sense of psychological security because of clear, fair, caring rules and giving praise to employees who perform well (Amor *et al.*, 2020). Related to research conducted by Anindita *et al.* (2020); Chughtai & Buckley (2008) suggest *work engagement* as one of the factors that can improve employee performance and help companies gain a competitive advantage because it can encourage employees to explore, learn new skills and process new information. Similarly, Amor *et al.* 2020 also revealed that competitive advantage for organizations will achieve profitable results if they have a workforce that feels tied to their work. *Work engagement* is divided into three parts, namely strength, commitment and absorption which become physical, cognitive and emotional motivation so that *job performance* can be achieved (Schaufeli *et al.*, 2002; Asghar *et al.*, 2020)

In addition to the above variables that can affect *job performance*, the results of a study conducted by Bakker *et al.* (2022) also shows that *work engagement* can affect *job performance*. This finding confirms the results of Ramli's (2019) research which shows that *the work engagement* of employees of private hospitals in DKI Jakarta province is also able to affect their performance. So this study aims to analyze the influence of *transformational leadership* and *performance incentives* on *job performance* through *work engagement* as an intermediate variable carried out in the hospital industry in Tangerang Regency, especially government hospitals. Where the performance of services at the hospital has become a hot news in the mass media because of the many complaints of people who get these health services. Therefore, as

urgency in this study is to see what factors can affect the performance of hospital employees who are the spearhead in serving the community.

In several previous studies that discussed *performance incentives* such as those conducted by Prince *et al.* (2018) with study populations are companies in China, India and the United States, Kitsios & Kamariotou, (2021) with employee populations in public hospitals in Greece and research conducted by Ramli *et al.* (2020) conducted at private hospitals in the Jakarta area. So the author adds *the performance incentives* variable as an independent variable along with *transformational leadership* which will be analyzed for its effect on *work engagement* and *job performance* with a research sample of civil servants at government hospitals in the Tangerang Regency area as a research gap,.

LIBRARY SURVEY

Transformational Leadership

According to Ng (2017) and Gui *et al.* (2020) *Transformational leadership* is a leadership style that can influence followers to overcome their personal interests. The specific leadership style used by superiors to motivate subordinates to advance to higher levels by inspiring them, offering intellectual challenges and paying attention to their individual needs is known as *the transformational leadership* style (Kishen *et al.*, 2020). Leadership style by providing work inspiration, morale, confidence, and leadership with a view to motivating staff, trying to pave the way for staff success by creating change, innovation and entrepreneurial skills is a *transformational leadership* style (Gunawan *et al.*, 2020). In line with the opinion that the transformational leadership style prioritizes top-down inspiration, charisma and performance that exceeds expectations (Yang *et al.*, 2021). The transformational leadership style is described as a leader who has an ideal influence and motivates inspiration by using charisma and communication to staff (Bass *et al.*, 1985; Oubrich *et al.*, 2021)

Interaction between superiors and subordinates is needed where superiors by using their abilities and powers can motivate their subordinates so that they can improve performance or exceed the target. As is known that *transformational leadership* is a leadership style that prioritizes change. This allows subordinates to know the purpose of their work, activate the needs of subordinates at a higher level, build mutual trust between leaders and members, and encourage subordinates to prioritize organizational interests over personal interests (Ding & Lin, 2021). *Transformational leadership* shows how a leader through charisma, inspirational motivation, intellectual stimulation, and/or individual consideration motivates his followers to prioritize group goals over personal goals (Bakker *et al.*, 2022).

Performance Incentives

Performance incentives according to Prince *et al.* (2018) is an effort to motivate the improvement of human resources that can affect the company's performance. Definition of *performance incentives* according to Selviaridis & Spring (2018); Selviaridis & Valk (2019) is a financial compensation to suppliers for the achievement of agreed results. *Performance incentives* is an income formula that combines all elements of cost elements by applying a revenue limit within a certain period of time but there will be unexpected cost adjustments at certain time limits and adjusted to interest rate limit regulations such as inflation rates and incentive-based regulations (Matschoss *et al.*, 2019).

Speaking in a context related to performance, *performance incentives* are a motivational tool to be able to distinguish types of individuals with different levels of *intrinsic* motivation in doing their work that can affect a person's level of performance and cheating (Alan *et al.*, 2019). Another opinion about *performance incentives* is the financial rewards given to someone to motivate performance improvement by aligning the interests between employees and business policy holders and also to motivate the improvement of human resources that can affect company performance (Prince *et al.*, 2020). Rewarding someone who is considered to meet or exceed certain performance standards in their duties is also known as *performance incentives* (Hur *et al.*, 2021).

Work Engagement

Van Mierlo & Bakker, (2018) states that work engagement is involvement in one's work that can be seen and observed by others who are shown an active and positive psychological state or a more passive or negative psychological state. Agree with the previous definition that work engagement is a positive psychological concept defined as positive, satisfying and work-related thoughts characterized by passion, dedication (engaged and enthusiastic) and full concentration and pleasure in their work (Schaufeli *et al.*, 2002; Tissue *et al.*, 2020; Borst *et al.*, 2020; Saks, 2022). As for according to Rich, (2010) and Meyers *et al.* (2020), that *work engagement* is a feeling of connectedness to the role in the job so that the individual involved can develop a broader perception of his job description, not only focusing on physical effort but also emotionally connected.

Work engagement is also known as employee engagement which is defined as a positive and fulfilling work-related state of mind, characterized by enthusiasm (being energized, mentally resilient, striving at work and persevering), dedication (feeling important, there is pride in their work, being very enthusiastic, inspiring, and accepting challenges) and absorption (full concentration and focus in work) (Robijn *et al.*, 2020). In line with the previous opinion, *that work engagement* according to Amor *et al.* 2020 is a workforce involved in the organization to get profitable results is one of the competitive advantages for the organization. According to Rich (2010); Saks (2022) *work engagement* is defined as utilizing individuals according to their duties in the organization by being involved physically, cognitively (able to connect, assess and

consider an event) and emotionally in carrying out their duties. Such behavior can encourage *affective work engagement characterized by high levels of energy (strength), enthusiasm about work (dedication), and full involvement in work activities*(Bakker *et al.*, 2022).

Job Performance

The definition of *job performance* according to Kim *et al.* (2019) are employee activities and behaviors recognized as part of the job that are considered as the result of disciplinary decisions or awards. *Job performance* is a criterion set through subjective and objective assessment methods where subjective methods are based on criteria such as peer rating, self, or supervision, while objective criteria methods include productivity indices of the amount of output produced within a certain time limit (Kishen *et al.*, 2020). In industrial and organizational psychology, *job performance*, also known as *employee job performance*, is concerned with what workers do by utilizing the skills, knowledge and dedication needed and producing better work (Novarian & Ramli, 2020). It is also in accordance with the opinion that *employee job performance* in an organization reflects their knowledge, skills, behavior, and ethical values. This is the ability of employees to achieve organizational expectations (Darvishmotevali & Ali, 2020)

Job performance can be defined as the evaluation of results referring to what employees do or how they behave while working while from the perspective of results refers to the results of employee behavior, so aspects of behavior and performance results are interrelated. Overall, performance refers to the execution of the tasks assigned to the person and is a collection of individual behaviors in relation to the work assigned (Darvishmotevali & Ali, 2020). In line with the opinion of López-Cabarcos *et al.* (2022) That *job performance* is a behavior related to achievement in meeting organizational performance expectations with several evaluative components in it. *Job performance* is a reflection of performance and performance, which is defined performance is the ability of individuals who carry out a given task, of what is done and how to complete a task, while *performance* is defined as the controlled actions or behaviors of individuals who have relevant organizational abilities and goals, where job performance is carried out according to the job description meets Required criteria that can help achieve organizational goals (Panjaitan & Kustiawan, 2022).

HYPOTHETICAL RELATIONSHIPS BETWEEN VARIABLES

The Relationship between *Transformational Leadership* and *Work Engagement*

The *transformational leadership* style can help maintain *work engagement* according to a study conducted by Breevaart & Bakker (2018). Then the results of the research of Gui *et al.* (2020) Revealing *transformational leadership* is very influential on *work engagement* in collectivity culture. Furthermore, the study conducted by Amor *et al.* (2020) *Transformational leadership* as a significant predictor of *work engagement* in the context of the Spanish tourism sector is able to create conditions for workplace empowerment. Research conducted by Carasco-Saul *et al.* (2015) through a review of several literatures and Gameda & Lee (2020) found that

transformational leadership affects *work engagement*. This is in line with the findings of research from Sidauruk & Anindita (2022), which also shows that *the work engagement* of an organization in the health sector can be influenced by *good transformational leadership*. To influence individual *work engagement*, the application of *transformational leadership* style is used to identify individual qualities then provide motivation, influence and stimulation to increase confidence in working to achieve meaningful work goals (Bakker *et al.*, 2022). Based on the statement above, the research that can be submitted is as follows:

H1: *Transformational Leadership* positively affects *Work Engagement*.

The Relationship between *Transformational Leadership* and *Job Performance*

The *transformational leadership style* is more appropriate and influential to ensure the feelings, values and perceptions of optimistic employees in *their job performance* and achieve organizational goals (Torlak & Kuzey, 2019). Research Gui *et al.* (2020) *Transformational leadership* can affect *job performance* in individualistic cultures. *Job performance* increases through the positive influence of *transformational leadership* which is also supported by employee job satisfaction (Kishen *et al.*, 2020). The strong character of *transformational leadership* is able to inspire, motivate and stimulate intellectually to improve *individual job performance* (Bakker *et al.*, 2022). *Transformational leadership* can produce *optimal job performance* in management practices with a people-oriented orientation (López-Cabarcos *et al.*, 2022). Based on previous research, the following hypothesis was proposed:

H2. *Transformational Leadership* has a positive effect on *Job Performance* .

The relationship between *Performance Incentives* and *Work Engagement*

Lavigna Research, (2013); Borst *et al.* (2019) *Performance incentives* as a high formalization in the bureaucracy can increase the effect of *employee work engagement*. The results of the research of Hur *et al.* (2021) *Performance incentives* increase *individual work engagement* that is relevant to the task compared to personal bonding that is not relevant to the task. Previous research has shown that employees who are paid for team performance have higher levels of social interaction and cooperation compared to those paid for individual performance, suggesting that exposure to performance incentives can increase social interaction. The study specifically examined whether employees who received *performance incentives* at their jobs were more likely to prioritize their *work engagement* over personal bonding. So from the hypothesis above can be concluded as follows :

H3. *Performance Incentives* have a positive effect on *work engagement*.

The Relationship between *Performance Incentives* and *Job Performance*

Performance incentives affect *employee performance* because interest in the organization is influenced by how much reward is offered (Jiang *et al.*, 2012; Prince *et al.*, 2018). *Performance incentives* have a positive effect shown by the behavioral response of suppliers to achieve *performance targets* (Selviaridis & Valk, 2019). According to Ramli *et al.* (2020) Increased

performance incentives for employees have a positive and significant effect on *job performance*. Research Shah *et al.* (2016); Kitsios & Kamariotou (2021) concluded that development in health jobs is influenced by recognition and rewards and *incentives*. The provision of *appropriate incentives* is an absolute requirement to achieve higher standards in organizational effectiveness to improve *employee job performance* (Ioannis *et al.*, 2016; Kitsios & Kamariotou, 2021). So from the hypothesis above can be concluded as follows :

H4. *Performance Incentives* berpengaruh terhadap *Job Performance*.

The relationship between *Work Engagement* and *Job Performance*

Engaged employees increase *work engagement* through the creation of their jobs and personal resources and transfer their engagement to others (van Mierlo & Bakker, 2018). Studies conducted by Dewi *et al.* (2020) Shows that *work engagement* has a positive and significant effect on *job performance* in employees of steel billet and iron rod factories. Cloud *et al.* (2020) found that higher *work engagement* can improve *job performance*. The findings of Borst *et al.* (2019) revealed that *work engagement* is a very important predictor of *job performance* in the roles and extras of civil and semipublic employees.

Work engagement is seen as the quality of employees in the workplace because they are psychologically able to identify with their work and emotionally they are innovative and thoughtful (Gemedda & Lee, 2020). It is related to employee well-being as well as individual, team, and organizational performance. Furthermore, it is related to the career advancement of employees as it is related to the improvement of employability. Thus, investing in work engagement for the benefit of the organization and current and future employees (Robijn *et al.*, 2020). Research conducted by Tisu *et al.* (2020) Employees from private companies located in western Romania, ranging from telecommunications services, the automotive industry, to medical revealed that *work engagement* has a positive effect on *job performance*. The results of the same study were also put forward by Asghar *et al.* (2020) that *work engagement* has a positive effect on *job performance*. From some of the studies above, the following hypothesis was proposed::

H5. *Work Engagement* has a positive effect on *Job Performance*.

The mediating role of *Work Engagement* on the relationship between *Performance Incentives* and *transformational leadership* with *Job Performance*

Kim & Kang Research, (2013); Hooi, (2019) suggests that providing appropriate *performance incentives* is one strategy in shaping employee behavior and attitudes, increasing *work engagement* and motivating employees harder for the sake of the organization so as to support *job performance improvement*. Positive reactions to *performance incentives* can improve *job performance* by mediating *work engagement* (Leung *et al.*, 2011; Abugre & Nasere, 2020). Goyal & Patwardhan's research, (2021) on the service industry in India concluded that the

performance shown by employees is due to increased *engagement* in their organizations due to the influence of the application of appropriate incentives.

Transformational leadership improves *job performance* through *work engagement* according to a study conducted by Ng (2017) and Gui *et al.* (2020) with research samples on the hospitality business. *The engagement* of a *transformational leader* can affect the *work engagement* of his followers with positive results and is relevant to the organization, namely *performance* to increase (Gutermann *et al.*, 2017). Research conducted by Bakker *et al.* (2022) 66 Navy cadets from the Military University College in Norway suggested that *transformational leadership* inspires and encourages *work engagement* so that *performance* increases. From some of the studies above, the following hypothesis was proposed::

H6. *Work Engagement* has a positive effect on mediating the relationship between *performance incentives* and *Job Performance*.

H7. *Work Engagement* positively mediates the relationship between *transformational leadership* and *job performance*

Based on the framework of the hypothesis above, as the research model can be illustrated in figure 1 below:

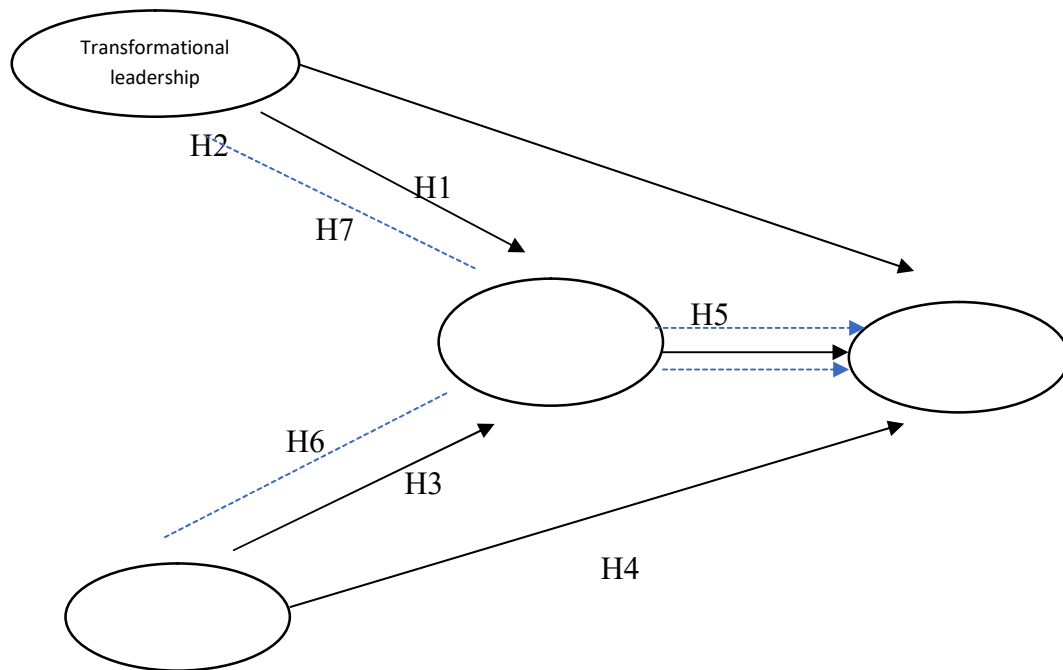


Figure 1. Research Model Framework.

RESEARCH METHODOLOGY

The research was conducted quantitatively using the SEM (*Structural Equation Model*) method as data analysis, while the software used in data processing is Smart PLS 3 (Partial Least

Square). Hair *et al.* (2014) explains that it uses PLS-SEM to analyze the model and evaluate *the outer model* and *inner model*. The outer model evaluation consists of *Convergent Validity* with a *loading factor value* of > 0.70 , *Average Variance Extracted* with an AVE value of > 0.5 , *Deskriminan Validity* with a *cross loading* value of > 0.70 and *Composite Reliability* with a value of > 0.70 . Meanwhile, the inner model evaluation consists of R-Square with R-Square value criteria of 0.75 (strong), 0.50 (moderate), 0.25 (weak), significance test (hypothesis testing) with P Value value < 0.05 with the aim of testing the influence of independent variables on dependent variables.

Data collection in this study used survey method by distributing questionnaires online using *google form*. The measurement uses a Likert scale with a range of 1-5 where respondents are asked to indicate their level of agreement from strongly disagree to strongly agree from all statements to quantify the variable under study (Joshi *et al.*, 2015). The total measurement to be used amounted to 33 statements, so the sample needed was at least 165 to 330 respondents (Hair *et al.*, 2017).

Statement related to variable *transformational leadership* (TFL) adopted from Bakker *et al.* (2022); Amor *et al.* (2020); Risambessy *et al.* (2012) consists of 7 statements. For *the variable work engagement* (WE) adopted from Bakker *et al.* (2022); Asghar *et al.* (2020); Amor *et al.* (2020); Bakker & Demerouti, (2008) consists of 10 statements to measure the extent of employee attachment to their work. As for *the job performance* (JP) variable adopted from Bakker *et al.* (2022); Asghar *et al.* (2020); Lee *et al.* (2011) It consists of 8 statements intended to measure how high the performance of civil servants. And variable *performance incentives* (PI) were adopted from Hur *et al.* (2021); Ramli *et al.* (2020); Hur & Nordgren, (2016) which consists of 8 statements intended to see the extent of their influence on the performance of these civil servants.

The population in this study is Civil Servants (PNS) who work in the general hospitals of the government of Tangerang Regency, namely RSUD Balaraja and RSUD Kab. Tangerang which are type B hospitals and RSUD Pakuhaji which are type C. In this study the author collected as many as 210 samples so that they met the minimum number of respondents. The sampling technique uses the *purposive sampling* method, which is a sampling method determined by the author himself with various criteria (Sugiyono, 2017). The criteria for respondents in this study are: (1) Civil Servants; (2) have worked for more than 3 years; (3) in direct contact with the patient/patient's family; (4) be willing and easy to meet; (5) Non-medical paramedics and administrative personnel.

RESULT

Respondents in this study involved 210 samples, consisting of 84 male respondents (40%) and 126 female respondents (60%). This is in accordance with the proportion of employees working

in hospitals more female nurses than male nurses. By age group, 32.4% of respondents were aged 21 – 30 years, 33.3% were aged 31 – 40 years, 31.4% were aged 41 – 50 years and 2.9% were over 51 years old and over with married status 72.4% unmarried 22.9% and widows or widowers 4.8%. In terms of education, of the 210 respondents, 23.3% graduated from high school or equivalent, 36.7% had a diploma, 37.1% had an S1 degree and 2.9% had an S2 graduate. High school graduates or equivalent usually serve as administrative personnel in the inpatient and outpatient rooms, as well as officers in pharmacy graduates of SMF who all intersect with patients or patients' families. Based on the length of service, 52.9% have worked between 3 – 10 years, 41% have worked between 10 – 20 years and 6.2% have worked for more than 20 years. Details related to the respondent data can be seen in appendix 4.

The data processing process begins with testing the validity and reliability of the 210 data obtained. The stages of analyzing *the outer model (measurement model)* by conducting a validity test or *convergent validity* are measuring validity by looking at the *outer loading* and *Average Variance Extracted (AVE)* values in each of these indicators. Based on the output of SmartPLS 3 that all indicators of *transformational leadership, performance incentives, work engagement* and *job performance* have an *outer loading value* of > 0.7 and $AVE > 0.5$ so that it is declared valid (Sarstedt *et al.*, 2020). From the calculation of *construct reliability (CR)* and *Average Variance Extracted (AVE)*, namely *transformational leadership* (CR = 0.972; AVE = 0.832), *performance incentives* (CR = 0.926; AVE = 0.610), *work engagement* (CR = 0.971; AVE = 0.769) and *job performance* (CR = 0.975; AVE = 0.832). Measurement of validity and reliability tests referring to Hair *et al.* (2017) where it can be declared valid if it produces a *composite reliability (CR)* value of > 0.7 and *Cronbach's alpha (CA)* > 0.7 so that all of them are declared reliable (Hair *et al.*, 2017). The results of the validity and reliability test in this study using 33 indicators that are declared valid and reliable can be seen in annex 5.

The next stage is analyzing *the inner model (structural model)* which begins with testing the *R-Square* value to find out how much the independent variable (exogenous) affects the dependent variable (endogenous). The value of *R-Square* can be grouped with the criteria of 0.75 value categorized as strong, 0.50 value categorized moderate and 0.25 value categorized as weak (Hair *et al.*, 2014). From the processed results using SmartPLS 3, the *R-Square job performance* value is 0.761, the figure shows the influence of *transformational leadership, performance incentives and work engagement* of civil servants by 76.1% on *job performance* included in the strong model category. While the *R-Square value of work engagement* is 0.664, which means that the influence of *transformational leadership and performance incentives* of 66.4% on *work engagement* is also included in the strong model category. *The fit model* is said to be good if the value of the SRMR (*standardized root mean square residual*) value is less than 0.08. In this study, the results of the fit model testing obtained an SRMR value of 0.071 so that the relationship observed in this study was appropriate and could be continued to the submission of hypotheses. In the hypothesis test through *bootstrapping*, you will see *the path coefficient*

values, namely *the original sample*, *T statistics* and *P value*. The results of research related to testing this hypothesis will be shown in figure 2 below.

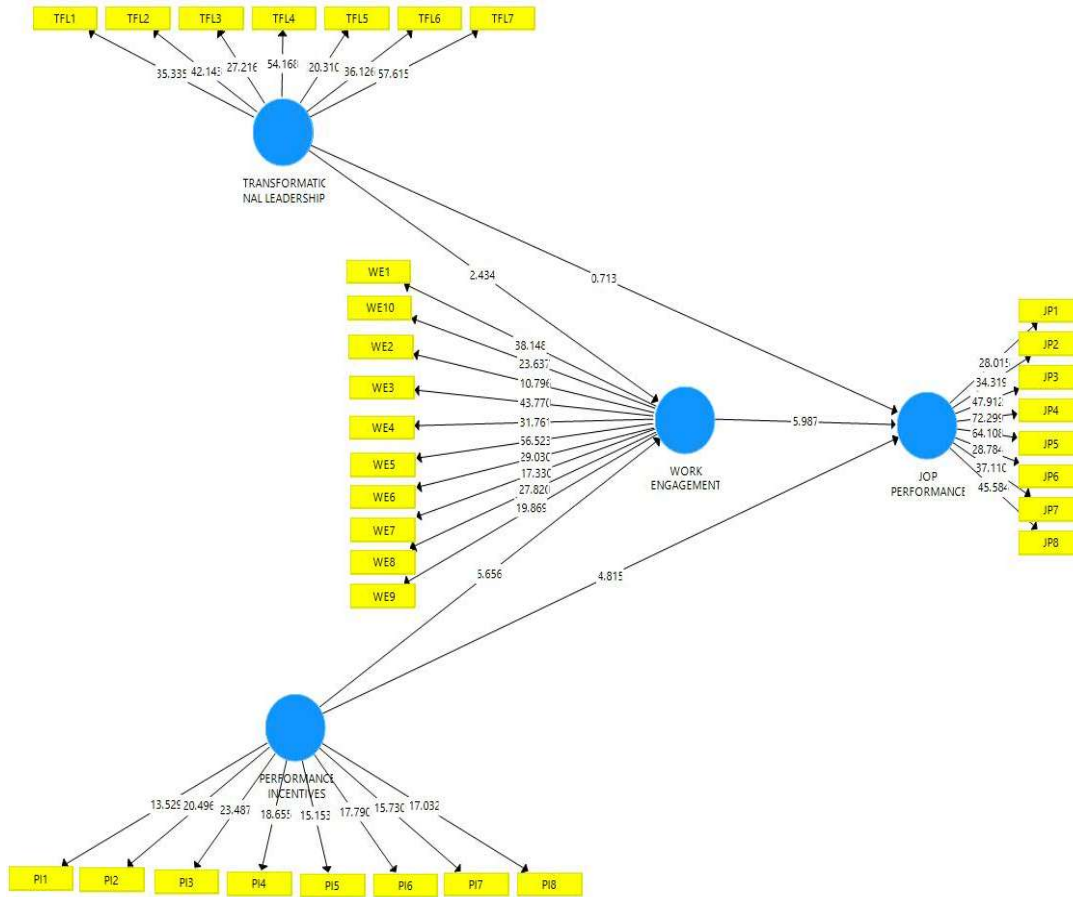


Figure2. Path Diagram T-Value.

Based on the T-Value diagram path in figure 2 above, it can be concluded that the results of testing the hypothesis of the research model are described in table 1 below as follows:

Table 1 Research Model Hypothesis Test Results.

Hypothesis	Hypothesis Statement	Original Sample	T Statistics (>1,96)	P Values (<0,05)	Information

H1	<i>Transformational leadership has a positive effect on work engagement.</i>	0,227	2,434	0,016	The data support the hypothesis
H2	<i>Transformational leadership has a positive effect on job performance.</i>	-0,051	0,713	0,477	The data do not support the hypothesis
H3	<i>Performance incentives have a positive effect on work engagement.</i>	0,650	6,656	0,000	The data support the hypothesis
H4	<i>Performance incentives have a positive effect on job performance.</i>	0,449	4,815	0,000	The data support the hypothesis
H5	<i>Work engagement has a positive effect on job performance.</i>	0,507	5,987	0,000	The data support the hypothesis
H6	<i>Work engagement positively mediates the relationship between performance incentives and job performance.</i>	0,329	4,372	0,000	The data support the hypothesis
H7	<i>Work engagement positively mediates the relationship between transformational leadership and job performance.</i>	0,115	2,111	0,036	The data support the hypothesis

Source : data processing results in SEM SmartPLS 3 (2023)

Based on the data in table 1 above, it is known that of the seven hypotheses that have a *T-statistic value* above 1.96 and a P-value less than 0.05 are H1, H3, H4, H5, H6, H7, meaning that the data in the study supports the hypothesis. While H2 has a *T-statistic value* below 1.96 which is 0.713 and a P-value of 0.477 above 0.05 value, it shows that the data does not support the hypothesis. The data that does not support this is related to the influence of *transformational leadership* on the *job performance* of civil servants who work at government hospitals in Tangerang Regency. For complete information about the SEM-PLS Analysis of this research can be seen in Appendix 5.

DISCUSSION

This study analyzes the relationship between *transformational leadership*, *work engagement*, *performance incentives* and *job performance* in Civil Servants at Government Hospitals in Tangerang Regency. This study explores the effect of *transformational leadership* and *performance incentives* and on *job performance* both directly and mediated by *work engagement*. In figure 1 and figure 2 it can be seen that *transformational leadership* and *performance incentives* are independent variables, while *work engagement* and *job performance* are dependent variables.

The results of the first study prove that *transformational leadership* has a positive effect on *work engagement*. Leaders who are able to be role models and always pay attention to the needs and abilities of their staff can increase the morale of their staff in doing their work. The discovery with results that support hypothesis one was made by Sidauruk & Anindita (2022) on the management staff of a type C hospital in Tangerang. The same findings were also obtained in a study conducted by Amor *et al.* (2020) by conducting research on the tourism sector in Spain and the findings of Breevaart & Bakker (2018) who examined elementary school teachers in the Netherlands. The above findings are also supported by the study of Carasco-Saul *et al.* (2015) through several literature reviews.

The second found that *transformational leadership* in the Tangerang Regency government hospital proved to have no effect on *job performance*. This is not in line with the results of previous research studies (*e.g.*, Lee *et al.*, 2011; Ng, 2017; Kishen *et al.*, 2020; López-Cabarcos *et al.*, 2022). From the results of field observations, it was found that the increase in *job performance* as civil servants, non-doctor paramedics and administrative personnel was not related to the behavior of the leadership. It can be explained that in government hospitals have *Standard Operating Procedures (SOPs)* and *Renstra (strategic plans)* with results-oriented or targets to be achieved by the organization so that it can measure the *performance* of staff in completing work according to plans, targets and rules that apply in the workplace. And as civil servants, non-doctor paramedics and administrative personnel have become a work team with the same vision and mission to improve organizational performance so that it is not related to *the leader's transformational leadership* ability.

The results of the third study prove that *performance incentives* have a positive effect on *work engagement*. This can be explained that staff have an excited feeling when going to work, when doing work and are proud of their work (Asghar *et al.*, 2020), because of *performance incentives* as a high formalization of bureaucracy (Lavigna, 2013; Borst *et al.*, 2019) in this case related to providing incentives, compensation or appropriate rewards as motivation so as to increase the effect of *work engagement* of staff.

Furthermore, the fourth result proves that *performance incentives* have a positive effect on *job performance* (e.g., Jiang *et al.*, 2012; Prince *et al.*, 2018; Selviaridis & Valk, 2019; Ramli *et al.*, 2020). How much *performance incentives* civil servants receive today greatly affects *employee performance* (Jiang *et al.*, 2012; Prince *et al.*, 2018). Where *the performance incentives* received by civil servants have a positive effect with an increase in *job performance* shown by behavioral responses such as completing work according to plan and applicable rules to achieve targets (Selviaridis & Valk, 2019). Development in health jobs is influenced by recognition and rewards as well as *incentives* (Shah *et al.*, 2016; Kitsios & Kamariotou, 2021), as an absolute requirement to achieve higher standards in organizational effectiveness to improve *employee job performance* (Ioannis *et al.*, 2016; Kitsios & Kamariotou, 2021).

The five studies prove that *work engagement* has a positive effect on *job performance* according to the results in table 1 where civil servants feel excited and proud of their work so that it has positive implications for their performance (e.g., Dewi *et al.*, 2020; Asghar *et al.*, 2020; Tissue *et al.*, 2020; Robijn *et al.*, 2020). *Work engagement* is a very important predictor of *job performance* in the role and extra role as a civil servant in increasing productivity and efforts to complete their duties (Borst *et al.*, 2019). Government employees in the service sector are required to be creative, proficient in their work and responsive in dealing with public complaints. The level of *work engagement in an employee* through job creation and personal resources (van Mierlo & Bakker, 2018), being able to identify with their work and emotionally they are innovative and wise (Gameda & Lee, 2020), passionate at work and highly concentrated can distinguish it from the *performance* of other employees (Awan *et al.*, 2020).

Furthermore, the sixth finding proves that the mediating role of *work engagement* has a positive effect on the relationship between *performance incentives* to *job performance* in civil servants in hospitals. Big and strong motivation will increase *job performance*. Giving rewards such as salaries, bonuses or incentives can motivate employees to work harder for the achievement of organizational goals (e.g., Abugre & Nasere, 2020; Kim & Kang, 2013; Hooi, 2019). *The job performance* of Civil Servants in Tangerang Regency can currently be measured using the Tangerang Regency website known as SIM-ASN containing data on the employees concerned and SIPENDEKAR (Information System for Dedication and Performance Assessment of Apartur). The employee concerned is obliged to upload what he did on that day because the input results are connected to the amount of incentives that will be received the following month. It

can be concluded that *the performance incentives* of Civil Servants working in hospitals can improve *job performance* through *mediating work engagement*.

The seventh study result, namely *work engagement*, has a positive influence by mediating the relationship between *transformational leadership* and *job performance* (Gemeda & Lee, 2020). A *transformational leadership style* with innovative work behaviors such as being able to engage in necessary changes, being a role model and inspiring so as to encourage employees to increase productivity and effort in completing their work. The results found in this study where the sample is Civil Servants who work in government hospitals in Tangerang Regency that *transformational leadership* has a positive effect indirectly on *job performance* with the role of *work engagement* as mediation (Gutermann *et al.*, 2017).

CONCLUSION

The results of this study can prove that *transformational leadership* has a positive effect on *work engagement*. *Transformational leadership* does not affect *job performance* but mediated by *work engagement* there is an influence between *transformational leadership* and *job performance*. *Performance incentives* have a positive effect on *work engagement*. *Performance incentives* positively affect *job performance* directly or indirectly with the role of *mediating work engagement*. *Performance incentives* have a positive influence on *job performance* where these employees will spend more time with their organization to achieve more optimal results than with their families (Hur *et al.*, 2021)

The limitation of this study is that it focuses on Civil Servants only while there are other groups of permanent employees who have also worked in government hospitals for a long time who are also recipients of *performance incentives* of different magnitudes (Leung *et al.*, 2011). This study is also limited to examining the effect of *performance incentives* and *transformational leadership* on *job performance* mediated by *work engagement*. Therefore, further research is recommended to further examine other permanent employee groups such as P3K employees (Government Employees with Work Agreements) and BLUD employees (Regional Public Service Agencies). Further suggestions for future research to add other variables that can affect *job performance* to optimize these variables by including other variables in the research construct such as *perceived job performance* such as research conducted by Peng *et al.* (2020), and researching other leadership styles such as *transactional leadership* (Torlak & Kuzey, 2019).

The managerial implications of this study are to improve *job performance* at government hospitals in the Tangerang regency area, what must be done is to make employees feel excited while working and proud of their work and provide rewards as motivation for staff self-development. Leadership support that pays attention to the needs and abilities of staff and rewards and punishments that have been clearly communicated.

brand loyalty

BIBLIOGRAPHY

- Abugre, J. B., & Nasere, D. (2020). Do high-performance work systems mediate the relationship between HR practices and employee performance in multinational corporations (MNCs) in developing economies? *African Journal of Economic and Management Studies*, 11(4), 541–557. <https://doi.org/10.1108/AJEMS-01-2019-0028>
- Alan, S., Ertac, S., & Gumren, M. (2019). Cheating and incentives in a performance context: Evidence from a field experiment on children. *Journal of Economic Behavior and Organization*, xxx. <https://doi.org/10.1016/j.jebo.2019.03.015>
- Amor, A. M., Vázquez, J. P. A., & Faña, J. A. (2020). Transformational leadership and work engagement: Exploring the mediating role of structural empowerment. *European Management Journal*, 38(1), 169–178. <https://doi.org/10.1016/j.emj.2019.06.007>
- Anindita, S. R., Kishen, & Syah, T. Y. R. (2020). The Transformational Leadership Effect On Job Satisfaction And Job Performance. *Journal of Multidisciplinary Academic*, 4(1), 47–51. <https://www.kemalapublisher.com/index.php/JoMA/article/view/429>
- Asghar, M., Gull, N., Tayyab, M., Zhijie, S., & Tao, X. (2020). Polychronicity at work: Work engagement as a mediator of the relationships between job outcomes. *Journal of Hospitality and Tourism Management*, 45(February), 470–478. <https://doi.org/10.1016/j.jhtm.2020.10.002>
- Awan, S. H., Habib, N., Shoaib Akhtar, C., & Naveed, S. (2020). Effectiveness of Performance Management System for Employee Performance Through Engagement. *SAGE Open*, 10(4). <https://doi.org/10.1177/2158244020969383>
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209–223. <https://doi.org/10.1108/13620430810870476>
- Bakker, A. B., Hetland, J., Kjellevoid Olsen, O., & Espevik, R. (2022). Daily transformational leadership: A source of inspiration for follower performance? *European Management Journal*, January. <https://doi.org/10.1016/j.emj.2022.04.004>
- Bass, B. M., Avolio, B. J., & Binghamton, S.-. (1985). *Transformational Leadership and Organizational Culture*.
- Borst, R. T., Kruyen, P. M., Lako, C. J., & de Vries, M. S. (2019). The Attitudinal, Behavioral, and Performance Outcomes of Work Engagement: A Comparative Meta-Analysis Across the Public, Semipublic, and Private Sector. *Review of Public Personnel Administration*, 40(4), 1–28. <https://doi.org/10.1177/0734371X19840399>
- Breevaart, K., & Bakker, A. B. (2018). Daily job demands and employee work engagement: The role of daily transformational leadership behavior. *Journal of Occupational Health Psychology*, 23(3), 338–349. <https://doi.org/10.1037/ocp0000082>
- Carasco-Saul, M., Kim, W., & Kim, T. (2015). Leadership and Employee Engagement: Proposing Research Agendas Through a Review of Literature. *Human Resource Development Review*, 14(1), 38–63. <https://doi.org/10.1177/1534484314560406>
- Chughtai, A. A., & Buckley, F. (2008). Work Engagement and its Relationship with State and Trait Trust: A Conceptual Analysis. *Ph.D. Thesis, Central-South University of Technology*,

China, 76(3), 61–64.

- Darvishmotevali, M., & Ali, F. (2020). Job insecurity, subjective well-being and job performance: The moderating role of psychological capital. *International Journal of Hospitality Management*, 87(February 2019), 102462. <https://doi.org/10.1016/j.ijhm.2020.102462>
- Dewi, Y. T., Susanti, E., & Anindita, R. (2020). The Role of Psychological Capital, Subjective Well-Being, and Work Engagement in Improving the Performance of Manufacturing Industry Employees. *Budapest International Research and Critics Institute Journal*, 1, 27532–27544. <https://doi.org/10.33258/birci.v5i3.6808>
- Ding, H., & Lin, X. (2021). Individual-focused transformational leadership and employee strengths use: the roles of positive affect and core self-evaluation. *Personnel Review*, 50(3), 1022–1037. <https://doi.org/10.1108/PR-10-2019-0541>
- Gemeda, H. K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon*, 6(4), e03699. <https://doi.org/10.1016/j.heliyon.2020.e03699>
- Goyal, C., & Patwardhan, M. (2021). Strengthening work engagement through high-performance human resource practices. *International Journal of Productivity and Performance Management*, 70(8), 2052–2069. <https://doi.org/10.1108/IJPPM-03-2020-0098>
- Gui, C., Luo, A., Zhang, P., & Deng, A. (2020). A meta-analysis of transformational leadership in hospitality research. *International Journal of Contemporary Hospitality Management*, 32(6), 2137–2154. <https://doi.org/10.1108/IJCHM-05-2019-0507>
- Gunawan, R. I., Syah, T. Y. R., & Fajarwati, D. (2020). Transformational Leadership Role in Human Resource Effectiveness. *Journal of Multidisciplinary Academic*, 4(6), 412–415.
- Gutermann, D., Lehmann-Willenbrock, N., Boer, D., Born, M., & Voelpel, S. C. (2017). How Leaders Affect Followers' Work Engagement and Performance: Integrating Leader–Member Exchange and Crossover Theory. In *British Journal of Management* (Vol. 28, Issue 2, pp. 299–314). <https://doi.org/10.1111/1467-8551.12214>
- Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, 26(2), 106–121. <https://doi.org/10.1108/EBR-10-2013-0128>
- Hair, J., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107. <https://doi.org/10.1504/ijmda.2017.10008574>
- Hooi, L. W. (2019). Firm performance: is organizational learning capability the magic wand? *International Journal of Productivity and Performance Management*, 68(8), 1411–1433. <https://doi.org/10.1108/IJPPM-01-2019-0023>
- Hur, J. D., Lee-Yoon, A., & Whillans, A. V. (2021). Are they useful? The effects of performance incentives on the prioritization of work versus personal ties. *Organizational Behavior and Human Decision Processes*, 165(May), 103–114. <https://doi.org/10.1016/j.obhdp.2021.04.010>

- Hur, J. D., & Nordgren, L. F. (2016). Paying for performance: Performance incentives increase desire for the reward object. *Journal of Personality and Social Psychology*, *111*(3), 301–316. <https://doi.org/10.1037/pspa0000059>
- Ioannis, R., George, A., Nikolaos, B., Konstantinos, B., & Petros, K. (2016). Best Practices for Motivation and their Implementation in the Greek Public Sector for Increasing Efficiency. *Academic Journal of Interdisciplinary Studies*, December. <https://doi.org/10.5901/ajis.2016.v5n3s1p144>
- Jiang, K., Lepak, D. P., & Han, K. (2012). Clarifying the Construct of Human Resource Systems: Relating Human Resource Management to Employee Performance. *Human Resource Management Review*, *22*, 73–85.
- Joshi, A., Kale, S., Chandel, S., & Pal, D. (2015). Likert Scale: Explored and Explained. *British Journal of Applied Science & Technology*, *7*(4), 396–403. <https://doi.org/10.9734/bjast/2015/14975>
- Juliano, L. M., Donny, E. C., Houtsmuller, E. J., & Stitzer, M. L. (2006). Experimental evidence for a causal relationship between smoking lapse and relapse. *Journal of Abnormal Psychology*, *115*(1), 166–173. <https://doi.org/10.1037/0021-843X.115.1.166>
- Kementrian Kesehatan RI. (2009). UU no. 44 Tahun 2009 Tentang RS. *Undang-Undang Republik Indonesia*, *1*, 41. <https://peraturan.go.id/common/dokumen/ln/2009/uu0442009.pdf>
- Kim, H., & Kang, S.-C. (2013). Strategic HR functions and firm performance: The moderating effects of high-involvement work practices. *Asia Pacific Journal of Management*, *30*(1), 91–113. <https://doi.org/10.1007/s10490-011-9264-6>
- Kim, M., Lee, J., & Kim, J. (2019). the Role of Grit in Enhancing Job Performance of Frontline Employees: the Moderating Role of Organizational Tenure. *Advances in Hospitality and Leisure*, *15*, 61–84. <https://doi.org/10.1108/S1745-354220190000015004>
- Kishen, Syah, T. Y. R., & Anindita, R. (2020). The Transformational Leadership Effect on Job Satisfaction and Job Performance. *Journal of Multidisciplinary Academic*, *04*(01).
- Kitsios, F., & Kamariotou, M. (2021). Job satisfaction behind motivation: An empirical study in public health workers. *Heliyon*, *7*(4), e06857. <https://doi.org/10.1016/j.heliyon.2021.e06857>
- Klaic, A., Burtscher, M. J., & Jonas, K. (2018). Person-supervisor fit, needs-supplies fit, and team fit as mediators of the relationship between dual-focused transformational leadership and well-being in scientific teams. *European Journal of Work and Organizational Psychology*, *27*(5), 669–682. <https://doi.org/10.1080/1359432X.2018.1502174>
- Lavigna, R. J. (2013). Engaging Government Employees: Motivate and Inspire Your People to Achieve Superior Performance. *The Journal of Applied Management and Entrepreneurship*, *19*(1), 121–123. <https://doi.org/10.9774/gleaf.3709.2014.ja.00010>
- Lazar, E. P. (1996). Performance Pay and Productivity. *Weatherwise*, *49*(5), 48–52. <https://doi.org/10.1080/00431672.1996.9925437>
- Lee, Y. K., Kim, Y. S., Son, M. H., & Lee, D. J. (2011). Do emotions play a mediating role in the relationship between owner leadership styles and manager customer orientation, and

- performance in service environment? *International Journal of Hospitality Management*, 30(4), 942–952. <https://doi.org/10.1016/j.ijhm.2011.02.002>
- Leung, K., Wang, Z., & Hon, A. H. Y. (2011). Moderating effects on the compensation gap between locals and expatriates in China: A multi-level analysis. *Journal of International Management*, 17(1), 54–67. <https://doi.org/10.1016/j.intman.2010.12.002>
- López-Cabarcos, M. A., Vázquez-Rodríguez, P., & Quiñoá-Piñeiro, L. M. (2022). An approach to employees' job performance through work environmental variables and leadership behaviours. *Journal of Business Research*, 140, 361–369. <https://doi.org/10.1016/j.jbusres.2021.11.006>
- Matschoss, P., Bayer, B., Thomas, H., & Marian, A. (2019). The German incentive regulation and its practical impact on the grid integration of renewable energy systems. *Renewable Energy*, 134, 727–738. <https://doi.org/10.1016/j.renene.2018.10.103>
- Meyers, M. C., Kooij, D., Kroon, B., de Reuver, R., & van Woerkom, M. (2020). Organizational Support for Strengths Use, Work Engagement, and Contextual Performance: The Moderating Role of Age. *Applied Research in Quality of Life*, 15(2), 485–502. <https://doi.org/10.1007/s11482-018-9702-4>
- Ng, T. W. H. (2017). Transformational leadership and performance outcomes: Analyses of multiple mediation pathways. *Leadership Quarterly*, 28(3), 385–417. <https://doi.org/10.1016/j.leaqua.2016.11.008>
- Novarian, F., & Ramli, A. H. (2020). *The Mediating Role of Job Satisfaction in the Hospital*. 151(Icmae), 293–297. <https://doi.org/10.2991/aeblr.k.200915.066>
- Oubrich, M., Hakmaoui, A., Benhayoun, L., Solberg Söilen, K., & Abdulkader, B. (2021). Impacts of leadership style, organizational design and HRM practices on knowledge hiding: The indirect roles of organizational justice and competitive work environment. *Journal of Business Research*, 137(September), 488–499. <https://doi.org/10.1016/j.jbusres.2021.08.045>
- Panjaitan, W., & Kustiawan, U. (2022). When Occupational Self Efficacy and Intrinsic Motivation Influence on Job Satisfaction and Job Performance. *Ijd-Demos*, 4(1), 42–53. <https://doi.org/10.37950/ijd.v4i1.188>
- Peng, X., Lee, S., & Lu, Z. (2020). Employees' perceived job performance, organizational identification, and pro-environmental behaviors in the hotel industry. *International Journal of Hospitality Management*, 90(April 2019), 102632. <https://doi.org/10.1016/j.ijhm.2020.102632>
- Popa, I., & Popescu, D. (2013). Motivation in the Context of Global Economic Crisis. *Journal of Eastern Europe Research in Business & Economics*, 2013, 1–13. <https://doi.org/10.5171/2013.923384>
- Prince, N. R., Bruce Prince, J., & Kabst, R. (2020). National culture and incentives: Are incentive practices always good? *Journal of World Business*, 55(3). <https://doi.org/10.1016/j.jwb.2020.101075>
- Prince, N. R., Prince, J. B., & Kabst, R. (2018). Incentive pay configurations: the influence of national culture. *Evidence-Based HRM*, 6(2), 187–202. <https://doi.org/10.1108/EBHRM-12->

2017-0059

- Ramli, A. H. (2019). Work Environment, Job Satisfaction and Employee Performance in Health Services. *Business and Entrepreneurial Review*, 19(1), 29–42. <https://doi.org/10.25105/ber.v19i1.5343>
- Ramli, A. H., Edward, J., & Milton, A. (2020). Compensation , Job Satisfaction Affects Employee Performance in Healthcare. *Australian Business & Psychology Review*, 12(2), 178, 183–184.
- Rich, bruce louis. (2010). Job Engagement: Antecedents and Effects on Job Performance. *Academy of Management Journal*, 53(3), 617–635.
- Risambessy, A., Swasto, B., Thoyib, A., & Astuti, E. S. (2012). the Influence of Transformational Leadership Style, Motivation, Burnout towards Job Satisfaction and Employee Performance. *Journal of Basic and Applied Scientific Research*, 2(09), 8833–8842. <https://doi.org/10.30996/jmm17.v7i01.3542>
- Robijn, W., Euwema, M. C., Schaufeli, W. B., & Deprez, J. (2020). Leaders, teams and work engagement: a basic needs perspective. *Career Development International*, 25(4), 373–388. <https://doi.org/10.1108/CDI-06-2019-0150>
- Saks, A. M. (2022). Caring human resources management and employee engagement. *Human Resource Management Review*, 32(3), 100835. <https://doi.org/10.1016/j.hrmr.2021.100835>
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2020). Partial Least Squares Structural Equation Modeling. In *Handbook of Market Research* (Issue July). <https://doi.org/10.1007/978-3-319-05542-8>
- Schaufeli, W. B., Salanova, M., Gonzales-Roma, V., & Bakker, A. B. (2002). The Measurement of Engagement and Burnout:A Two Sample Confirmatory Factor Analitic Approach. *Journal of Happiness Studies*, 3, 71–92. <https://doi.org/10.9790/487x-1810041925>
- Selviaridis, K., & Spring, M. (2018). Supply chain alignment as process: contracting, learning and pay for performance. *International Journal of Operation and Production Management*, 0144–3577.
- Selviaridis, K., & Valk, W. van der. (2019). Framing contractual performance incentives : effects on supplier behaviour. *International Journal of Operation and Production Management*, 0144–3577. <https://doi.org/10.1108/IJOPM-10-2017-0586>
- Shah, S. M., Zaidi, S., Ahmed, J., & Ur Rehman, S. (2016). Motivation and retention of physicians in primary healthcare facilities: A qualitative study from Abbottabad, Pakistan. *International Journal of Health Policy and Management*, 5(8), 467–475. <https://doi.org/10.15171/ijhpm.2016.38>
- Sidauruk, T. M., & Anindita, R. (2022). Dampak Kepemimpinan Transformasional dan Pengaturan Kerja Fleksibel terhadap Komitmen Organisasional di RS saat Pandemi Covid 19. *Jurnal Manajemen Kesehatan Yayasan RS.Dr. Soetomo*, 8(1), 60. <https://doi.org/10.29241/jmk.v8i1.894>
- Sugiyono. (2017). *Metode Penelitian Kuantitatif Kualitatif dan r & d*. 380.
- Tisu, L., Lupşa, D., Virgă, D., & Rusu, A. (2020). Personality characteristics, job performance

- and mental health the mediating role of work engagement. *Personality and Individual Differences*, 153(July 2019), 109644. <https://doi.org/10.1016/j.paid.2019.109644>
- Torlak, N. G., & Kuzey, C. (2019). Leadership, job satisfaction and performance links in private education institutes of Pakistan. *International Journal of Productivity and Performance Management*, 68(2), 276–295. <https://doi.org/10.1108/IJPPM-05-2018-0182>
- van Mierlo, H., & Bakker, A. B. (2018). Crossover of engagement in groups. *Career Development International*, 23(1), 106–118. <https://doi.org/10.1108/CDI-03-2017-0060>
- Wang, X. H., & Howell, J. M. (2010). Exploring the Dual-Level Effects of Transformational Leadership on Followers. *Journal of Applied Psychology*, 95(6), 1134–1144. <https://doi.org/10.1037/a0020754>
- Yang, M., Luu, T. T., & Qian, D. (2021). Dual-focused transformational leadership and service innovation in hospitality organisations: A multilevel investigation. *International Journal of Hospitality Management*, 98(February). <https://doi.org/10.1016/j.ijhm.2021.103035>