
Unraveling Employee Performance DNA: Transformational Millennial Leadership, Training, and Compensation through Motivation Hormones at the Regional General Hospital of the Regency

Muhammad Bayu¹, Eka Hadiwijaya², Iskandar³, Omar Dhani⁴

¹Master's Postgraduate Program, Universitas Muhammadiyah Berau, East Kalimantan, Indonesia

²Master's Postgraduate Program, Universitas Muhammadiyah Berau, East Kalimantan, Indonesia

³Faculty of Economics and Business, Universitas Kutai Kartanegara, East Kalimantan, Indonesia

⁴Master's Postgraduate Program, Universitas Muhammadiyah Berau, East Kalimantan, Indonesia

doi.org/10.51505/IJEBMR.2025.9116

URL: <https://doi.org/10.51505/IJEBMR.2025.9116>

Received: Dec 26, 2024

Accepted: Jan 09, 2025

Online Published: Jan 26, 2025

Abstract

This study aims to analyze the effect of Transformational Millennial Leadership, Training, and Compensation on Employee Performance through Motivation at the Dr. Abdul Riva'i Regional General Hospital in Berau Regency. The research utilizes Structural Equation Modeling (SEM) analysis tools with Analysis Moment of Structural (AMOS) software to analyze data from 360 respondents out of a total of 718 employees. The findings indicate that Transformational Millennial Leadership has a positive and significant effect on employee performance through the moderating variable of motivation hormones. In other words, transformational millennial leadership, work motivation, and employee performance are closely interconnected within public organizations such as regional general hospitals.

Keywords: Transformational Millennial Leadership, Training, Compensation, and Motivation

1. Introduction

Hospitals are organizations that serve public health, and in the process, they face unique challenges in managing, motivating, and improving employee performance. The demand for high-quality service, operational efficiency, and adaptation to new technologies requires innovative and effective human resource management approaches. The development of human resources (HR) in the public sector (regional general hospitals) has become increasingly crucial in today's digital and competitive era. One aspect that draws attention is the emergence of the millennial generation in leadership positions, which brings new styles and approaches to managing organizations. In addition to leadership, a fair compensation system, relevant training programs, and motivation are key factors that influence employee performance. Previous research has shown that public expectations regarding hospital services have not yet been met, such as fluctuating community satisfaction indexes and employee satisfaction indexes that remain below standards.

This study aims to examine the relationships and effects between the variables of Transformational Millennial Leadership, Training, and Compensation on Employee Performance. By understanding these dynamics, it is hoped that the results of the study will provide valuable insights for policymakers and managers in the public health sector in designing more effective and sustainable human resource development strategies.

2. Literature review

2.1. Human Resource Management (HRM) in the Public Health Sector

Human Resource Management (HRM) in the public sector, particularly in the health field, faces unique challenges that differ from those in the private sector. The basic theory of HRM in the public sector focuses on managing the workforce to achieve the goals of public organizations that are oriented toward public service rather than profit. In the health sector, this is crucial for improving the efficiency and quality of medical services to the community. The public sector is distinctive in its human resource management due to its broad responsibility for public service delivery and the management of public interests. In this context, HR policies and regulations become essential instruments that govern the interaction between the government as the manager and employees as providers of public services (Robinson, S., & Hadji, M., 2017).

2.2. Employee Performance

Performance is essentially the quality and quantity of work achieved by an employee in carrying out their tasks according to the responsibilities assigned to them (Gibson, et al., 2011). Performance is influenced by two factors: individual factors and organizational environmental factors. Sedarmayanti (2017) identifies several factors that affect performance, including: attitude and mentality (work motivation, work discipline, and work ethics), education, skills, leadership management, income level, salary and health, social security, work climate, facilities and infrastructure, technology, and opportunities for achievement. According to Gibson et al. (2011), there are several indicators of performance, including: employee work quantity, employee work quality, employee work efficiency, employee work attitude, employee work quality standards, and work ability.

Previous studies that serve as references indicate that performance is influenced by several factors. For example, the study by Yuliharsasi, Suryanti, & Kistiyanto (2022) concluded that transformational leadership style has an effect on employee performance. The study by Sibarani, Sadalia, & Nazaruddin (2023) concluded that training has an effect on performance. Amaliyah's study (2021) indicated that compensation influences employee performance, and the research by Farisi, Irnawati, & Fahmi (2020) concluded that motivation affects employee performance.

2.3. Several Factors Influencing Employee Performance

2.3.1. Transformational Millennial Leadership

The concept of transformational leadership was popularized by James MacGregor Burns (1979), who defined leadership as the ability of an individual to persuade followers to act in order to

achieve specific goals that embody the values, motivations, desires, needs, aspirations, and expectations of both leaders and followers. Subsequently, this concept of transformational leadership the concept was further developed by Bernard M. Bass in 1985. According to Bass, transformational leadership involves efforts by leaders to transform followers from one level of needs to a higher level of needs, according to Abraham Maslow's motivation theory (Wirawan, 2013). According to Bass and Avolio, as cited by Yukl (2010), transformational leadership has four key indicators: Charismatic (Idealized influence), Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. Several previous studies serve as references indicating that transformational leadership affects employee performance, including studies by Yuliharsasi, Suryanti & Kistiyanto (2022), Firmansayah & Lestariningsih (2023), and Nasrip, Kirana & Hadi (2023).

Thus, millennial transformational leadership is a combination of millennial leadership and transformational leadership, where the millennial generation is characterized by inclusiveness, innovation, creativity, collaboration, and the use of technology. The millennial generation tends to prefer a transformational leadership style (Yohanes, 2023). According to Bernard M. Bass (1985), the concept of transformational leadership aims to elevate followers from one level of needs to a higher level, based on Abraham Maslow's motivation theory.

2.3.2. Training

Training essentially influences employee performance in healthcare organizations (Aksu, A., & Caliskan, A., 2016; 558-571). This study provides valuable insights into how training can enhance the quality of medical services and the overall performance of hospitals or community health centers. The continuous improvement of the workforce's skills impacts the overall performance of the organization (Pritchard, R.D., & Ashwood, E.D., 2019; 231-245). Similarly, Hargreaves, A., & Fink, D. (2017; 234-241) argue that the importance of training in creating sustainable leadership in the healthcare sector leads to improved healthcare service quality at the organizational level.

2.3.3. Compensation

Compensation, according to R. Wayne Mondy (2008), is the total reward received by employees in exchange for the services they have provided. Compensation can be in the form of both financial and non-financial rewards. Deci, E.L., & Ryan, R.M. (2008; 182-185) explain that compensation can affect both intrinsic and extrinsic motivation, as well as its impact on individual performance within an organization, including in the healthcare sector. Another study conducted by Manzoor, F., & Qureshi, M. (2015; 1-11) showed a positive relationship between fair compensation and improved employee performance in healthcare organizations, providing important evidence for the public sector. Similarly, Aghazadeh, S.M. (2003; 59-70) concluded that compensation structures in public hospitals influence organizational performance and provide insights into the factors affecting workforce retention in the healthcare sector.

2.3.4. Motivation

Motivation is the willingness to exert a high level of effort toward organizational goals, conditioned by the ability of that effort to fulfill certain individual needs (Robbins, 2015). Maslow proposed that humans are motivated by five levels of basic needs arranged hierarchically: physiological needs, safety needs, love and belonging needs, esteem needs, and self-actualization needs. Deci, E.L., & Ryan, R.M. (2008; 182-185) state that intrinsic motivation, which is related to internal satisfaction such as providing good service to patients, can enhance performance in the healthcare context. Similarly, the study by Manzoor, F., & Qureshi, M. (2015) shows that adequate motivation, whether through compensation or recognition, can improve employee performance in hospitals and other healthcare organizations.

3. Method

This study employs a quantitative approach to test hypotheses regarding the relationships between the variables and their impact on employee performance. By understanding these dynamics, it is hoped that the results of the research will provide valuable insights for policymakers and managers in the public health sector in designing more effective and sustainable human resource development strategies.

The method used in this research is a literature review. A literature review is an evaluation, critique, and synthesis of previous studies, aimed at identifying the main ideas of a research topic in order to develop new hypotheses and models for further research (Snyder, 2019; Kitchenham et al., 2009).

The literature review also provides a comprehensive overview of topics and methods, synthesizing previous studies as a knowledge base (Paul & Criado, 2020; Linnenluecke et al., 2020). In this study, we reviewed 64 articles related to the determinants of regional inequality. The determinants of regional inequality that we reviewed include economic growth, infrastructure, human resources, investment, decentralization, economic openness, population, and spending on pro-poor growth functions.

4. Results

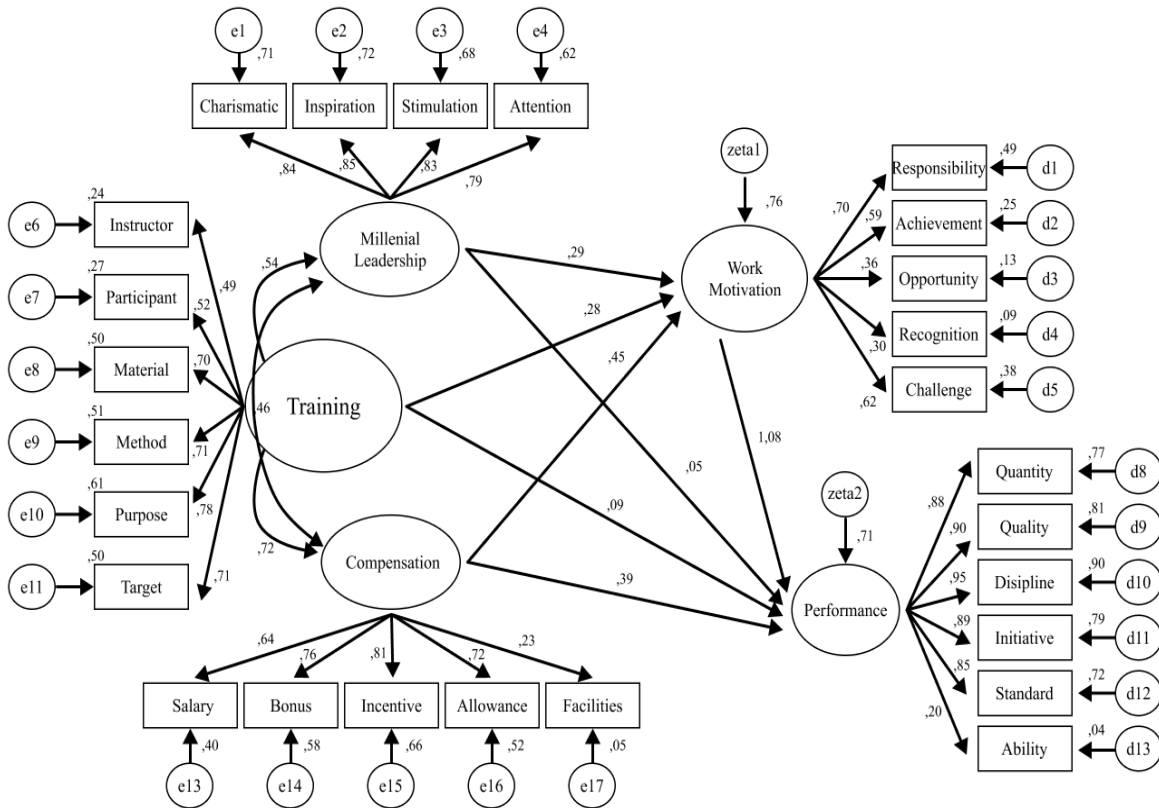
Based on the analysis in this study, the results indicate that the variables of transformational millennial leadership, training, and compensation influence employee motivation and performance.

Table 1. Structural Model Results of SEM

Intervariable Relationship	Coefficient	P-Value	Description
Millenial Leadership Transformation(X1) > Performance (Y)	-0.05	0.637	Non Significant
Training (X2) > Performance (Y)	0.09	0.484	Non Significant
Compensation (X3) > Performance (Y)	-0.39	0.03	Significant
Millenial Leadership Transformation(X1) > Motivation (Z)	0.29	***	Significant
Training (X2) > Motivation (Z)	0.28	0.004	Significant
Compensation (X3) > Motivation (Z)	0.45	0.002	Significant
Motivation (Z) > Performance (Y)	1.08	***	Significant

Source: Primary Data, processed (2024)

Figure 1. Results of Sem Test



5. Discussion

5.1 Transformational Millennial Leadership and Work Motivation

The analysis results show that the better the influence of transformational millennial leadership, the higher the work motivation. This indicates that improvements in transformational millennial leadership, particularly in the aspect of inspiration, will lead to increased work motivation, especially in terms of employee responsibility. The findings of this study align with and support the results of previous empirical research referenced in this study, such as the studies conducted by Yuliharsasi, Suryanti & Kistiyanto (2022), Firmansayah & Lestariningsih (2023), and Nasrip, Kirana & Hadi (2023). Transformational Millennial Leadership and Work Motivation are two critical factors that influence performance in organizations, including in public service sectors like regional general hospitals.

Transformational leadership refers to a leadership style that can inspire, motivate, and empower team members to achieve higher goals. On the other hand, work motivation refers to the internal drive that influences employees to perform their tasks to the best of their ability. In the context of regional general hospitals (RSUD) at the district level, these factors are highly relevant as they are directly linked to the quality of healthcare services provided to the community. Transformational millennial leadership has a significant impact on work motivation in regional general hospitals. Leaders who are capable of inspiring and empowering employees, while creating a positive work environment, will enhance motivation and staff performance, ultimately contributing to improved healthcare service quality. Therefore, the development of transformational millennial leadership in hospitals should be a primary focus to create a more effective and responsive organization that meets the needs of the community.

5.2 Training, Compensation, and Work Motivation

The analysis results show that the correlation coefficient between training and work motivation is 0.28, with a p-value of 0.004. Since the p-value is less than 0.05, this indicates that training has a significant positive effect on work motivation. This means that as the value of training increases, work motivation also increases, with an average performance qualification for training of 3.29 and an average performance qualification for motivation of 3.66. The findings of this study are in line with and support the results of previous empirical research used as references in this study, namely research conducted by Wahyudi, Susbiyani & Qomaiyah (2021), as well as Murni (2022).

Training, compensation, and work motivation are essential elements that influence the performance of individuals and organizations in the public sector, particularly in district public hospitals. As a public institution, a hospital is not only responsible for providing quality healthcare services but must also be capable of managing human resources effectively to enhance performance and patient satisfaction. Training and compensation are closely related to work motivation. Good training can provide a sense of achievement and improve employees' skills, which in turn boosts their motivation to perform better. Fair compensation, which is aligned with performance, also provides a positive drive for employees to increase productivity.

High work motivation is created when employees feel valued and receive the support they need to grow.

Training, compensation, and work motivation interact with each other in improving employee performance at district public hospitals. Effective training can enhance employees' skills, while fair and adequate compensation can increase satisfaction and work motivation. Therefore, hospital management needs to design appropriate training programs and fair compensation systems to improve work motivation, which ultimately contributes to enhancing the quality of service to patients.

5.3. Transformational Millennial Leadership, Work Motivation, and Employee Performance

The analysis results show that the effect of transformational millennial leadership on work motivation, with the coefficient of indirect influence between transformational millennial leadership (X1) and work motivation (Z) through performance (Y), is obtained with an indirect influence coefficient of 0.313 (the coefficient of transformational millennial leadership influence on motivation multiplied by the correlation coefficient between work motivation and performance). Since both the direct effects (transformational millennial leadership to work motivation and work motivation to performance) are significant, it can be concluded that there is a significant indirect effect of transformational millennial leadership on performance through work motivation. This means that as transformational millennial leadership increases, performance will also improve if work motivation also increases.

Transformational millennial leadership plays a crucial role in motivating employees to deliver their best performance. Transformational leaders can create an environment that supports employee development, which not only enhances their intrinsic motivation but also improves overall organizational performance. This is highly relevant in district public hospitals, where every member of the medical and non-medical teams plays an important role in providing quality healthcare services.

The findings of this study are in line with and support the results of previous empirical research used as references in this study, namely the research conducted by Nasrip, Kirana, & Hadi (2023) and Firmansyah and Lestariningsih (2023). Both of these studies concluded that transformational leadership has a positive and significant effect on employee performance through work motivation as an intervening variable. Similarly, the study by Avolio and Bass (1991) showed that transformational leadership can enhance employees' intrinsic motivation, which directly impacts the improvement of their performance. When employees feel valued and empowered, they will work harder to achieve organizational goals. On the other hand, low work motivation or unappreciated contributions from employees can reduce individual performance and, ultimately, the quality of hospital services.

6. Conclusion

Transformational millennial leadership, work motivation, and employee performance are fundamentally closely interconnected in public organizations such as district public hospitals. Effective leaders can enhance employees' work motivation through inspiring and empowering approaches, which in turn will improve their performance. Therefore, hospitals need to ensure that the leadership applied is transformational and provide various resources to improve employee motivation and performance, so that they can deliver quality healthcare services to the community.

References

- Aghazadeh, S.M. (2003). Hospital management and organizational performance: The role of compensation. *Journal of Health and Human Services Administration*, 26(1), 59-70.
- Aksu, A., & Caliskan, A. (2016). The effects of training on employee performance in healthcare organizations. *Journal of Health Management*, 18(4), 558-571.
- Amaliyah, R. S. (2021). Pengaruh Kecerdasan Emosi, Kecerdasan Spiritual, Penilaian Kinerja Khusus, Pendidikan Dan Pelatihan, Serta Motivasi Terhadap Kinerja Guru (Sensus Pada Guru Tetap Yayasan Tarbiyatul Islamiyah Condong Kecamatan Cibeureum Kota Tasikmalaya), (Doctoral Dissertation, Universitas Siliwangi). *Jurnal eprint unsil*. 19 januari 2023 p, 81-87.ee
- Anggela, D., Afuan, M., & Dika, R. P. (2024). Pengaruh Pelatihan Dan Pengembangan Karir Terhadap Kinerja Karyawan Dengan Disiplin Kerja Sebagai Variabel Intervening Pada Dinas Perpustakaan Dan Kearsipan Kabupaten Pesisir Selatan. *Jurnal Bisnis Digital J-BisDig*, 2(1), 213-225.
- Avolio, B. J., & Bass, B. M. (1991). The full range of leadership development: Basic principles and applications. In *Proceedings of the International Conference on Transformational Leadership*. San Diego, CA.
- Bimantara, A. I., Widagdo, B., & Marsudi, M. (2021). Effect of Training on Employee Performance with Work Motivation as Intervening Variable:(Study on Employees of PT Pertamina Fuel Terminal Tuban). *Jurnal Manajemen Bisnis dan Kewirausahaan*, 1(04), 317-326.
- Deci, E.L., & Ryan, R.M. (2008). Self-determination theory: A macro theory of human motivation, development, and health. *Canadian Psychology/Psychologie Canadienne*, 49(3), 182-185.
- Dessler, G., 2017. *Human Resource Management*, 15th Edition, Boston, USA: Pearson Education, Inc. Dessler, Gary, 2017. *Manajemen Sumber Daya Manusia*, Edisi 14, Indonesia: Salemba Empat.
- De Waal, A. (2018). Increasing organisational attractiveness: The role of the HPO and happiness at work frameworks. *Journal of organizational effectiveness: people and performance*, 5(2), 124-141.
- Edy, S., (2016). *Manajemen sumber daya manusia*. Kencana Prenada Media Group, Jakarta.
- Farisi, S., Irnawati, J., & Fahmi, M. (2020), Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Karyawan, *Jurnal Humaniora*, Vol. 4, No. 1, April 2020: 15-33Hal 15-3.3

- Firmansyah, A. D., & Lestariningsih, M., 2023, Pengaruh Kepemimpinan Transformasional Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Motivasi Sebagai Variabel Intervening Pada Pt Herbivor Satu Nusa, Jurnal Ilmu dan Riset Manajemen vol 12 no 3 (2023) h. 1-18
- Flippo, E.B.,2002, Manajemen Sumber Daya Manusia, Jakarta: Raja Grafindo.
- Gibson, J.L, Ivancevich, J.M, Donnelly, J.H, Konopaske, R., 2011, Organizations: Behavior, Structure and Processes, McGraw-Hill Education.
- Hargreaves, A., & Fink, D. (2017). Sustainable leadership in the health sector: training for the future. *International Journal of Health Policy*, 8(5), 234-241.
- Hasana, N., & Helmi, S. (2023). Pengaruh Gaya Kepemimpinan Transformasional, Motivasi Kerja dan Disiplin Kerja terhadap Kinerja Karyawan PT Kereta Api Indonesia (Persero) Divisi Regional III Palembang. *SEIKO: Journal of Management & Business*, 6(2).
- Hasibuan, S.P, 2012. Manajemen SDM. Edisi Revisi, Cetakan Ke Tigabelas. Jakarta: Bumi Aksara.
- Irianto, J. (2011). Manajemen sumber daya manusia sektor publik di Indonesia: pengantar pengembangan model MSDM sektor publik. *Jurnal Masyarakat, Kebudayaan dan Politik*, 24(4), 281-291.
- Kosdianti, L., Sunardi, D., Ekonomi, F., & Pamulang, U. (2021). Pengaruh pelatihan terhadap kinerja karyawan pada PT. Satria Piranti Perkasa di Kota Tangerang. *Jurnal Arastirma*, 1(1), 141-150.
- Ma'arif, Y. I. (2022). Pengaruh Kompensasi dan Budaya Organisasi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Percetakan Buku CV. Angka Solo (Doctoral dissertation, Universitas Muhammadiyah Surakarta).
- Mangkunegara A. P. (2006). *Evaluasi Kinerja SDM*. Jakarta: Eresco.
- Mangkunegara A. P., (2013). *Manajemen Sumber Daya Manusia Perusahaan*, Bandung.
- Manzoor, F., & Qureshi, M. (2015). Impact of compensation on employee performance in healthcare organizations. *International Journal of Economics, Commerce and Management*, 3(10), 1-11.
- Mathis, R.L, Jackson, J.H., (2006). *Human Resource Management: Manajemen Sumber Daya Manusia*. Terjemahan Dian Angelia. Jakarta: Salemba.
- Maulidar, A. (2021). Pengaruh Kecerdasan Spiritual Dan Kompensasi Tenaga Kerja Terhadap Kinerja Karyawan Bank Syariah Indonesia Kantor Cabang Daud Beureueh 1 (Doctoral dissertation, UIN Ar-Raniry).
- Mondy R Wayne,(2008). *Manajemen Sumber Daya Manusia*, Jakarta, Erlangga.
- Murni, D. (2022). Pengaruh Diklat dan Disiplin Kerja terhadap Kinerja Karyawan dengan Motivasi Kerja Sebagai Pemediasi. *Journal of Business and Economics (JBE) UPI YPTK*, 7(1), 53-60.
- Nasrip, M., Kirana, K. C., & Hadi, S. (2023). Analisis Personality, Burnout Syndrome dan Gaya Kepemimpinan Transformasional terhadap Kinerja Karyawan Melalui Motivasi Kerja sebagai Variabel Intervening di Dinas Pendidikan Pemuda dan Olahraga Kabupaten Bantul. *Reslaj: Religion Education Social Laa Roiba Journal*, 5(2), 637-651.
- Notoatmodjo, S, (2009). *Pengembangan Sumber Daya Manusia*. Jakarta: Rineka Cipta.

- Octavia, A. N., Sihite, M. G., & Al Ardi, N. D. (2023). Pengaruh Lingkungan Kerja, Kompensasi Dan Motivasi Terhadap Kinerja Karyawan Pada Badan Pengelolaan Keuangan Dan Asset Daerah Kabupaten Pematang. *Jurnal Ekonomi, Manajemen Pariwisata dan Perhotelan*, 2(1), 483-491.
- Pritchard, R.D., & Ashwood, E.D., (2019). Organizational performance and training. *Journal of Applied Psychology*, 104(2), 231-245.
- Putra, M. A. K. (2022). Pengaruh Kompensasi Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Intervening (Doctoral dissertation, Universitas Muhammadiyah Malang).
- Ratnasari, S. L., Sinaga, E. P., & Hadi, M. A. (2021). Pengaruh pelatihan, kompetensi, disiplin kerja, komitmen organisasional, dan stres kerja terhadap kinerja aparatur sipil negara. *Jurnal Trias Politika*, 5(2), 128-140.
- Rivai, V. (2016). Manajemen sumber daya manusia untuk perusahaan.
- Rivai V. Zainal & Segala E. J., (2011). Manajemen sumber daya manusia untuk perusahaan: dari teori ke praktek.
- Robbins, S. P. (2015). *Perilaku Organisasi*, Jakarta: Salemba Empat.
- Robinson, S., & Hadji, M. (2017). *Public management reform in the AsiaPacific region: The pursuit of better government*. Routledge.
- Robinson, S.P., & Judge, T.A. (2019). *Organizational behavior* (18th ed.). Pearson.
- Satibi, I. (2023). *Manajemen Publik Dalam Perspektif Teoritik dan Empirik*.
- Sedarmayanti, S. (2017). *Perencanaan dan Pengembangan SDM untuk Meningkatkan Kompetensi, Kinerja, dan Produktivitas Kerja*. Bandung: Penerbit PT. Refika Aditama.
- Sibarani, E., Sadalia, I., & Nazaruddin, N. (2023). The effect of employee engagement and training on employee performance through organizational commitment. *International Journal on Social Science, Economics and Art*, 12(4), 178-188.
- Simamora, H., 2004, *Manajemen Sumber Daya Manusia*, Yogyakarta: STIE YKPN
- Sugiono, E., Darmadi, D., & Efendi, S. (2021). Pengaruh Kompensasi, Gaya Kepemimpinan dan Kompetensi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Pada Pusdatin Kementan RI. *Jurnal Manajemen Dan Bisnis Indonesia*, 7(2), 132-149
- Sultan, I. F. (2021). Pengaruh kompensasi dan kepemimpinan terhadap kinerja dimediasi oleh motivasi karyawan PT. Trikarya Cemerlan (TKC) pada Nipah Mall Makassar. *Journal of Management*, 4(2), 340-354.
- Syesilia, D., & Arif, M. S. (2021). Pengaruh Etos Kerja, Pelatihan Kerja, dan Disiplin Kerja Terhadap Kinerja Karyawan PT. Bumi Menara Internusa. *Implementasi Manajemen & Kewirausahaan*, 1(2), 126-140.
- Tontowi Jauhar Arif, 2016, *Penelitian Kuantitatif dan Analisa Data Menggunakan SEM (SPSS-AMOS 20)*, Pustaka Radja, Surabaya.
- Wahyudi, H., Susbiyani, A., & Qomariah, N. (2021). Pengaruh Diklat Dan Komitmen Organisasi Terhadap Kinerja Dengan Motivasi Sebagai Variabel Intervening Pada Pejabat Struktural Pemerintah Kabupaten.... *Jurnal Sains Manajemen Dan Bisnis Indonesia*, 11(2), 108-123.
- Widodo, S. E. (2023). *Manajemen pengembangan sumber daya manusia*.
- Wirawan, D. (2013). *Kepemimpinan: Teori, psikologi, perilaku organisasi, Aplikasi dan Penelitian*. Jakarta: PT. Rajagrafindo Persada.

- Yulisharsasi, Y., Surjanti, J., & Kistyanto, A. (2022). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Melalui Etika Kerja Islam. *Asas Wa Tandhim: Jurnal Hukum, Pendidikan Dan Sosial Keagamaan*, 1(2), 137-154.
- Yulk, G., 2010, Transformation of Local Leadership— Narratives on changed Interaction, *Open Journal of Leadership*, Vol.4 No.4, November 25, 2015.
- Yunita, N. D., & Darmastuti, I. (2024). Analisis Pengaruh Kepemimpinan Transformasional terhadap Kinerja Karyawan melalui Efikasi Diri sebagai Variabel Mediasi (Studi pada Karyawan Bappeda Provinsi Jawa Tengah) (Doctoral dissertation, UNDIP: Fakultas Ekonomika dan Bisnis).
- Yuniyanto, M., Budiarto, W., & Winarko, R. (2023). Pengaruh Kompensasi Dan Kompetensi Sumber Daya Manusia Terhadap Kinerja Karyawan Sumenep Dengan Motivasi Kerja Sebagai Variabel Intervening (Studi Pada Dinas Pekerjaan Umum Dan Penataan Ruang Kabupaten Sumenep). *Journal of Management and Creative Business*, 1(4), 55-74.