

SYSTEMATIC LITERATURE: THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN IMPROVING EMPLOYEE PRODUCTIVITY AND RETENTION IN THE FREELANCE DAILY WORKER SYSTEM IN THE MANUFACTURING INDUSTRY

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ABSTRACT

This study examines the role of transformational leadership in enhancing productivity and retention among freelance manufacturing workers, addressing the challenges of job instability and low engagement in gig-based employment systems. The research problem focuses on how transformational leadership can mitigate these issues by fostering intrinsic motivation, work engagement, and organizational commitment. The objectives include analyzing the impact of transformational leadership on worker performance, identifying mediating factors like work-life balance, and providing actionable strategies for leaders in the manufacturing sector. A systematic literature review was conducted using the PRISMA method, analyzing six peer-reviewed articles from databases such as Scopus and Web of Science (2019–2023). Key findings reveal that transformational leadership significantly boosts productivity by inspiring workers, providing clear vision, and offering individualized support. Mediating factors like intrinsic motivation and work-life balance were critical in improving retention, while organizational commitment further strengthened performance outcomes. The study highlights the importance of adaptive leadership styles, digital tools for engagement, and inclusive recognition programs to sustain freelance worker loyalty. Practical implications include recommendations for leadership training programs and the integration of technology to enhance communication and feedback. Theoretically, the study contributes to understanding how transformational leadership can be tailored to non-traditional work arrangements. By addressing the unique needs of freelance workers, this research offers a framework for manufacturing firms to improve productivity and reduce turnover in an evolving labor market.

KEYWORDS

Transformational Leadership, Employee Productivity, Manufacturing Industry, Intrinsic Motivation, Work Engagement.



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INTRODUCTION

Transformational leaders have become an increasingly important research focus in the context of organizational management. In an era of fast-paced business dynamics and fierce competition, leaders' ability to inspire, motivate, and steer organizational members toward a larger vision has been recognized as a key factor in achieving organizational success (Alhamidi, 2022; Fadilah et al., 2023). In the context of the manufacturing industry, where operational complexity, technological innovation, and rapidly changing market demands become daily challenges, the role of transformational leaders is becoming increasingly important.

In a freelance day worker system, challenges related to employee productivity and retention are often a major issue. Freelance day laborers tend to face uncertainty regarding job stability and compensation, which can affect their loyalty and performance. Therefore, a

leadership approach is needed that can increase intrinsic motivation and employee attachment to the organization (Kholifah & Fadli, 2022; Mendez & Busenbark, 2020).

Various studies have shown that transformational leadership has a significant role in increasing employee productivity and retention. For example, a study by Caillier (2021) found that transformational leaders are able to create a positive work environment through effective communication, rewarding, and emotional support. On the other hand, Lee et al. (2022) show that the application of this leadership style can increase employee engagement, which directly contributes to a reduction in turnover.

This article explores the impact of transformational leadership styles on various aspects of organizational performance, including operational efficiency and product innovation, particularly in the manufacturing sector. Through case study analysis, the study also highlights contextual factors that can moderate the relationship between transformational leadership and organizational performance in the manufacturing industry (Saira et al., 2021; Scheuer et al., 2023).

In the context of manufacturing, transformational leaders not only play a role in building employee motivation and engagement, but also in driving innovation and operational efficiency (Kapur, 2018; Khan et al., 2020; Sihite et al., 2023). This leadership style can create an organizational culture that is adaptive to change, thus allowing the company to remain competitive amid evolving market dynamics. A study by Wang et al. (2023) shows that transformational leaders in the manufacturing industry are successful in enhancing product innovation by encouraging collaboration between teams and supporting the exploration of new ideas (Krishna et al., 2022; Tian et al., 2020).

In addition, transformational approaches are also effective in addressing challenges related to operational complexity (SSRN, 2023). Through a clear vision and employee empowerment, leaders can improve coordination between departments, reduce inefficiencies, and ensure that production processes run optimally (Alexopoulos et al., 2021; Nene, 2023). This is in line with the findings of Zhang & Li (2023), who stated that organizations with transformational leaders are better able to achieve cost and time efficiency without sacrificing product quality.

Contextual factors such as organizational culture, hierarchical structure, and technology adoption rates also play an important role in determining the extent to which transformational leadership can impact organizational performance. For example, in organizations with more flexible structures, transformational leaders' influence on innovation tends to be greater than in highly bureaucratic organizations. External factors such as market pressures and industry regulations can also moderate this relationship, so it is important to understand the specific context in which transformational leadership is applied (KPMG, 2023).

Support from internal and external stakeholders is also a key element in optimizing the influence of transformational leadership. Leaders who are able to build trust with employees, business partners, and regulators can create a collaborative work environment that is adaptive to change. In this context, leadership training and competency development programs are a strategic step to ensure leaders have the relevant skills to deal with complex business dynamics.

Furthermore, measuring the impact of transformational leadership requires a holistic approach, including performance evaluations based on quantitative indicators such as increased productivity and decreased employee turnover rates, as well as qualitative indicators such as

job satisfaction and organizational commitment. Future research can delve deeper into how integration between transformational leadership and digital technologies, such as the use of big data and artificial intelligence, can create a sustainable competitive advantage.

Through this research, it is hoped that a deeper understanding can be gained of how transformational leaders can adapt to the unique needs and challenges of the manufacturing sector, as well as how they can maximize the potential of employees and the organization. Thus, the results of this study are expected to contribute not only to the academic literature but also to managerial practice in the manufacturing industry.

In addition, the understanding of transformational leadership in the manufacturing sector can be expanded by looking at intercultural dynamics and globalization. Leaders in the industry must be able to manage cultural diversity and facilitate effective cross-cultural communication to create synergies between international teams. This approach not only improves operational efficiency but also encourages innovation through diverse perspectives.

The use of digital technologies such as the Internet of Things (IoT) and automation in the manufacturing sector opens new opportunities for transformational leaders to drive organizational transformation. Visionary leaders can leverage these technologies to create more efficient production processes, reduce waste, and improve sustainability. Additionally, employee involvement in the new technology adoption process can increase a sense of belonging and commitment to change.

Furthermore, collaboration with academia, governments, and non-governmental organizations can strengthen the position of the manufacturing sector in the face of global challenges, such as the energy crisis and environmental sustainability demands. By building strategic partnerships, transformational leaders can drive innovation and create a positive impact not only for their organization but also for society at large. With the integration of these approaches, research on transformational leadership in the manufacturing sector can provide practical guidance for creating resilient, adaptive, and sustainable organizations in the face of the challenges of the future.

This study explores the role of transformational leadership in enhancing productivity and retention among freelance daily workers in the manufacturing industry, aiming to provide strategic HR recommendations. The research addresses three key questions: how transformational leadership boosts productivity, the factors affecting its relationship with employee retention, and its role in promoting work-life balance for freelance workers.

The study offers both theoretical and practical benefits. Theoretically, it contributes to academic literature on transformational leadership for freelance workers, examines its link to motivation and engagement, and analyzes mediating variables like work-life balance. Practically, it guides manufacturing leaders in adopting transformational leadership, supports manager training programs, and suggests strategies to foster collaboration and innovation in the workplace.

RESEARCH METHOD

In this literature review, reliable scientific databases such as Scopus, Web of Science, ScienceDirect, ProQuest, and Google Scholar were used. The literature search was conducted for 4 days from December 24 – December 27, 2024 with search keywords, namely:

"Transformational leadership", "productivity", "employee retention", "gig workers", "freelance system", "manufacturing industry".

Data Analysis

The method used is the Preferred Reporting Items for Systematic Review and MetaAnalytic (PRISMA) method. The inclusion criteria applied are as follows: 1) documents published in the last four years (2019–2023); 2) types of documents in the form of journal articles; 3) focus on the quality of service of engineering consultant employees; and 4) articles in English. Meanwhile, the exclusion criteria include: 1) articles in the form of peer reviews, reviews, meta-analysis, or development of measurement tools; 2) use a language other than English; and 3) duplicate articles. After screening based on the criteria of the year of publication (2020–2023), type of document (journal article), English, research topics related to the quality of service of engineering consultant employees, subjects in the field of engineering, and ensuring that they are not duplicates from various databases, further screening is carried out based on titles and abstracts to obtain articles relevant to the topic.

From several sources of the library database, a total of 17 articles were obtained, 11 articles from the Web of Science and 6 articles from Scopus. After filtering the titles and abstracts related to relevant articles, a total of 7 articles were obtained with details of 5 articles from the Web of Science and 2 articles from Scopus. At the stage of screening titles and abstracts, it was found that 8 articles were not relevant to the Role of Transformational Leadership and 1 article in the form of meta-analysis, review, and construction and development of measurement tools. Furthermore, screening was carried out based on the complete manuscript of the article and then 2 articles were issued because it was inaccessible, so that the total number of articles that could be filtered based on the complete manuscript became 7 articles. There was 1 article that was issued because the results of the research were not relevant to the purpose of the research. Thus, a total of 6 articles were selected to be further studied in this systematic literature review study with details of 5 articles from the Web of Science and 1 article from Scopus.

RESULT AND DISCUSSION

Table 1 General Description of the Journal

	Journal Identity	Variabel	Method	Result
a	Title: <i>Pengaruh Kepemimpinan Transformasional dan OCB terhadap Kinerja Karyawan melalui Motivasi sebagai Variabel Intervening pada UMKM</i>	- Transformational Leadership - Organizational Citizenship Behavior (OCB) -Motivation -Employee Performance	a. Data collection with questionnaires b. Sample: 96 UMKN employees and linear regression analysis	The results of the research from the researcher are: 1. Transformational leadership and OCB are positively related to motivation. 2. Transformational leadership and OCB are positively related to performance.
b	Researcher R. Saputro, et al. (2021)			3. Motivation has a positive and significant

Journal Identity	Variabel	Method	Result
c. Year : 2021			relationship to employee performance.
a. Title: <i>Pengaruh Kepemimpinan Transformasional dan Keterlibatan Kerja terhadap Produktivitas Kerja Karyawan pada PT Cipta Niaga Semesta Kupang</i>	-Transformational Leadership- Work Engagement- Employee Work Productivity	a. Quantitative approach b. Sample: 48 respondents c. Berganda line liner regresi analysis	The results of the research from the researcher are: 1. Transformational leadership has a positive and significant effect on employee work productivity. 2. Work involvement has a positive and significant effect on employee work productivity. 3. Simultaneously, both variables have a significant effect on employee work productivity.
b. Researcher : Yovita Klaudia Ngora, et al. (2023)			
c. Year : 2021			
a. Title : <i>Strategi Kepemimpinan Transformasional dalam Meningkatkan Kinerja Karyawan pada Perusahaan Manufaktur</i>	-Transformational Leadership- Employee Performance	a. Qualitative approach b. Case Study of Large Manufacturing Companies in Indonesia c. In-depth interviews, field observations	The results of the research from the researcher are: 1. Transformational leaders are able to motivate, inspire, and empower employees, thereby significantly improving performance and productivity. 2. Implementation of a clear vision, individual attention, and employee innovation and creativity encouragement.
b. Researcher : Amelia Intan Prasasti, et al.			
c. Year : 2023			
a. Title: <i>Pengaruh Kepemimpinan Transformasional dan Work Life Balance terhadap</i>	-Transformational Leadership- Work Life Balance- Attachment-	a. Quantitative approach b. Data collection through	The results of the research from the researcher are: 1. Transformational leadership and work-

Journal Identity	Variabel	Method	Result
<i>Keterikatan Kerja dan Kinerja Karyawan</i>	Employee Performance	questionnaire s c. Berganda line liner regresi analysis	life balance have a significant positive effect on work attachment and employee performance. 2. Work attachment mediates the relationship between transformational leadership and employee performance.
b Researcher : Nurul Hidayah, et al.			
c Year :2024			
a Title : <i>Pengaruh Kepemimpinan Transformasional dan Motivasi Kerja terhadap Kinerja Karyawan</i>	-Transformational Leadership- Work Motivation- Employee Performance	a. Quantitative approach b. Sample: 50 employees c. Simple linear regression analysis	1. Transformational leadership and work motivation together have a positive and significant effect on employee performance. 2. Work motivation mediates the relationship between transformational leadership and employee performance.
b Researcher : Ahmad Fauzi, et al.			
c Year : 2023			
a Title: <i>Pengaruh Kepemimpinan Transformasional terhadap Kinerja Karyawan dengan Komitmen Organisasi sebagai Variabel Intervening</i>	-Transformational Leadership- Organizational Commitment- Employee Performance	a. Quantitative approach b. Data collection through surveys c. Path analysis	1. Transformational leadership has a significant and positive effect on employee performance with organizational commitment as an intervening variable. 2. Organizational commitment mediates the relationship between transformational leadership and employee performance.

As a result of a literature review of six articles, the author found that there is an influence that occurs on the Role of Transformational Leadership on Employee Productivity and Retention. There are several factors that cause some of the results of the Transformational Leadership Role to be different. Each research result found there are different factors.

The first finding presented by R, Saputro, et al. (2021) This study highlights the role of transformational leadership in influencing employee motivation and performance, with organizational civic behavior (OCB) as an important element. The researchers found that leaders who have the ability to inspire, provide clear direction, and value individuals, directly increase employee work motivation. High motivation allows employees to show their best performance. Additionally, the organization's civic behavior—such as assisting colleagues outside of primary tasks—contributes to the creation of a conducive work environment. Key factors supporting this study include inspiration-based leadership, proactive employee engagement, and intrinsic motivation strengthened through interpersonal relationships in the workplace.

Then in the second finding by Yovita Klaudia Ngora, et al (2023) This study discusses the influence of transformational leadership on employee work productivity, with work involvement as a connecting factor. The findings show that leaders who are able to provide clear direction, individualized attention, and inspiration encourage employees to be more emotionally and intellectually engaged in their work. A high level of work engagement allows employees to increase their productivity, both in time efficiency and the quality of work output. Key factors that support these outcomes include effective communication between leaders and teams, appreciation for individual contributions, and the creation of a work environment that supports the development of employees' potential.

The third finding by Amelia Intan Prasasti, et al. (2023) In this study, it was found that transformational leadership strategies directly affect employee performance through three main components: inspirational vision, individual attention, and innovation drive. Leaders who are able to articulate company goals clearly create confidence and direction for employees. Additionally, individual attention, such as providing constructive feedback, encourages a sense of appreciation among employees. The drive for innovation is also a key driver, enabling employees to deliver creative ideas that support operational efficiency. Key supporting factors include visionary communication, personal support, and a work culture that prioritizes creativity and collaboration.

The same is true of the fourth finding by Nurul Hidayah, et al. (2024) The results of this study show that transformational leadership and work-life balance together affect work attachment, which ultimately has a positive impact on employee performance. Leaders who provide personal support and create a work-life balance can increase employee involvement. When employees feel cared for and have enough time for their personal lives, they tend to be more enthusiastic and passionate about work. Key factors supporting these findings include flexibility in work arrangements, leaders' attention to employees' personal needs, and emotional engagement created through positive interactions in the workplace.

The fifth finding by Ahmad Fauzi, et al. (2023) This study explains that work motivation is an important element in the relationship between transformational leadership and employee performance. Leaders who are able to provide inspiration, reward, and personal support increase employees' intrinsic motivation, making them more motivated to achieve work goals. High work motivation encourages employees to show greater initiative and responsibility for their tasks. Supporting factors of this study include a visionary leadership style, appreciation

for individual achievement, and the development of positive interpersonal relationships in the workplace.

in the sixth finding by Rina Marlina, et al. (2024) This study shows that organizational commitment plays a significant mediating role in the relationship between transformational leadership and employee performance. Transformational leaders who pay attention to employee personal development create higher loyalty and dedication. A strong organizational commitment increases employees' sense of ownership of the company, making them more motivated to make maximum contributions. Supporting factors in this study were clear communication between leaders and employees, rewards for individual contributions, and support for employee career development.

Discussion

This literature aims to find out what are the factors that affect the Role of Transformational Leadership on Employee Productivity and Retention. This study reviews a variety of literature that focuses on the role of transformational leadership in improving employee productivity and retention in the freelance daily worker system in the manufacturing industry. The uncertain dynamics of a freelance daily job require a leadership style that is able to inspire, empower, and create an emotional attachment with workers. In this context, transformational leadership is proving to be an effective approach to addressing these challenges.

Motivation is a key element that is often used as a mediating variable in previous studies. Research by R. Saputro, et al. (2021) shows that transformational leaders are able to increase employee intrinsic motivation by providing clear direction, personal rewards, and positive interpersonal relationships. In a freelance daily worker system, where employee loyalty is often low due to the unstable nature of work, intrinsic motivation plays a crucial role in maintaining optimal performance.

This motivation is also influenced by leadership behaviors that are based on individual inspiration and attention. Leaders who are able to show concern for the personal and professional needs of workers create a sense of appreciation, which has a positive impact on their work performance. In addition, enhanced intrinsic motivation through transformational leadership allows freelancers to make maximum contributions, despite the limitations of unsustainable work systems.

Employee engagement is another significant factor in explaining the influence of transformational leadership on employee productivity. Research by Yovita Klaudia Ngora, et al. (2023) highlights that transformational leaders are able to create emotional and intellectual engagement of workers through effective communication and appreciation for individual contributions. A high level of work engagement results in better performance, not only in time efficiency but also in job quality.

In the freelance day worker system, work engagement is often a challenge due to the unsustainable nature of work and a lack of certainty about the future. However, transformational leadership can address these challenges by building deep relationships between leaders and workers, creating a sense of belonging and responsibility to the organization.

Transformational leaders are often known for their ability to articulate a clear and inspiring vision. Research by Amelia Intan Prasasti, et al. (2023) confirms that an inspirational vision provides direction and meaning for employees, especially in the context of manufacturing that is full of pressure to meet production targets. A clear vision allows workers to understand how their contributions play a role in achieving organizational goals, thereby boosting their morale.

In addition, transformational leaders are also able to encourage innovation by creating a work environment that supports creativity. In a freelance day worker system, innovation is often hampered by time and resource constraints. However, with a transformational approach, workers are encouraged to think creatively and take the initiative in overcoming operational challenges.

Work-life balance is also an important factor that contributes to employee retention. Research by Nurul Hidayah, et al. (2024) shows that transformational leaders who care about employee welfare are able to create more harmonious working relationships. In a freelance day worker system, where work pressure is often high, attention to the personal needs of workers can increase their engagement and loyalty.

Transformational leaders who provide flexibility in work arrangements, support personal needs, and create an inclusive work environment allow workers to feel valued and supported. This not only increases job satisfaction but also reduces the turnover rate of freelance daily workers.

Research by Rina Marlina, et al. (2024) shows that organizational commitment plays a significant mediating role in the relationship between transformational leadership and employee performance. Leaders who support career development and reward individual achievements are able to increase employee loyalty to the organization.

In the context of freelance day laborers, organizational commitment is often low due to the non-permanent nature of the job. However, with a transformational leadership style, workers can feel more connected to the organization's vision and goals, which ultimately increases their dedication to the work.

Furthermore, transformational leadership approaches can be implemented through effective and transparent communication. Leaders who consistently provide clear direction, communicate the organization's long-term goals, and involve freelancers in strategic decision-making can create a greater sense of engagement. This is important to overcome the challenge of maintaining the motivation of workers with non-permanent work status.

Additionally, the use of digital technologies, such as app-based workforce management platforms, can support transformational leaders in building closer relationships with freelancers. Through this technology, leaders can easily provide feedback, track performance, as well as offer relevant online training to upskill workers. This approach not only increases productivity but also provides added value for workers who feel more empowered.

In addition, creating a culture of appreciation, both financial and non-financial, can be a key strategy to increase the attachment of freelance day laborers. Recognition of their contributions through monthly awards, certificates, or more stable job opportunities can increase a sense of pride and loyalty to the organization.

In the long run, the application of inclusive and adaptive transformational leadership to freelancers has the potential to create a positive impact not only on individual performance but also on the organization's reputation. By treating freelancers as strategic assets, organizations can build a better image as employers, attract high-quality workers, and create a work environment that is oriented towards sustainability and shared well-being.

CONCLUSION

The study demonstrates that transformational leadership significantly enhances employee productivity and retention within the freelance daily worker system in the manufacturing industry by fostering intrinsic motivation, work engagement, and organizational commitment. Leaders' inspirational vision provides clear direction, while promoting work-life balance strengthens employee loyalty, enabling organizations to stay competitive through increased innovation and operational efficiency amid evolving market conditions. The study recommends implementing transformational leadership training programs and integrating digital technologies to amplify leadership effectiveness and better prepare organizations for future challenges. Future research could explore how specific digital tools and platforms can be tailored to support transformational leadership practices and further improve workforce outcomes in diverse manufacturing contexts.

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