JRSSEM 2025, Vol. 05, No. 03
E-ISSN: 2807 - 6311, P-ISSN: 2807 - 6494

The Influence of Transformational Leadership on Employee Performance Through Knowledge Sharing: A Study of Hospital Cleaning Service Staff

Nurida Abdul Kadir, Siti Istikhoroh, Mohamad Afrizal Miradji
Universitas PGRI Adi Buana, Indonesia
Email: nuridaabdul497@gmail.com, Istikhoroh_siti@unipasby.ac.id, afrizal@unipasby.ac.id

Abstract. In the hospital service sector, cleaning service personnel play a vital role in maintaining hygiene standards and overall service quality. This study aims to analyze the influence of transformational leadership on knowledge sharing as a mechanism to improve the performance of hospital cleaning service employees at PT ISS Indonesia, Surabaya Branch. The research method used is a quantitative approach with an explanatory research design. Data were obtained through questionnaires distributed to 109 respondents, determined using the Slovin formula. Data analysis was performed using the Structural Equation Modeling (SEM) method with SmartPLS 3.0 software. The results of the study show that (1) transformational leadership has a significant effect on knowledge sharing, (2) knowledge sharing has a significant effect on employee performance, (3) transformational leadership has a significant effect on employee performance, and (4) knowledge sharing significantly mediates the relationship between transformational leadership and employee performance. These findings confirm that transformational leadership not only has a direct impact on performance but also enhances it through a culture of knowledge sharing. The implications of this study highlight the importance of implementing a transformational leadership style that promotes openness, trust, and a culture of information sharing within the operational work environment. This approach can continuously improve the effectiveness, service quality, and productivity of cleaning service employees.

Keywords: Transformational leadership, knowledge sharing, employee performance, cleaning service, hospital.

INTRODUCTION

Human resources are the most important assets in an organization, including those in the service sector that rely heavily on service quality (Aryee et al., 2016). In hospitals, cleaning service personnel play a strategic role in ensuring cleanliness, safety, and comfort in the work environment (Joshi et al., 2018). Their performance is not only related to the physical condition of hospital spaces but also serves as an indicator of healthcare quality and the overall image of the institution (Fatima et al., 2018). Employee performance can be measured through quality, quantity, punctuality, attendance, and teamwork ability (Evwierhurhoma & Oga, 2023). The factors that affect performance are complex, encompassing internal aspects such as motivation, competence, and job satisfaction, as well as external aspects such as leadership, organizational culture, and management systems (Aljumah, 2023).

In human resource management practice, performance appraisals function not only as evaluation instruments but also as bases for strategic decision-making related to promotion, compensation, and career development (Opoku et al., 2024). A fair, transparent, and relevant appraisal system can increase employee motivation and productivity (Dangol, 2021). However, a recurring challenge is the gap between organizational expectations and employee perceptions (Ospina, 2019). Previous research has shown that employee participation in the performance appraisal process increases acceptance of results and reinforces a sense of fairness (Buckner, 2023). In addition, psychological factors such as work engagement and psychological well-being play essential roles in encouraging employees to perform optimally, especially in a dynamic post-pandemic work environment (Manuti, 2022).

Within this context, leadership emerges as one of the most decisive external factors. Transformational leadership is one of the most effective approaches to inspiring, motivating, and empowering employees (Ghasabeh et al., 2015). Transformational leaders do not merely provide instructions but also articulate vision, foster trust, and stimulate creativity and innovation (Gupta, 2025). The main components of this leadership style include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Khan et al., 2022). With these characteristics, transformational leadership can create a work climate conducive to collaboration and knowledge sharing (Kim & Park, 2020).

One important mechanism facilitated by transformational leadership is knowledge sharing. Knowledge sharing refers to the exchange of information, experiences, and skills among individuals in an organization, encompassing both tacit and explicit forms (Lei et al., 2021). This process involves two dimensions: knowledge donating (the willingness to share knowledge) and knowledge collecting (efforts to obtain knowledge from others) (Nodari et al., 2016). The practice of knowledge sharing has been proven to strengthen individual and team competencies, reduce trial and error, and accelerate problem-solving (Janus, 2016).

Previous studies have demonstrated that knowledge sharing can mediate the relationship between transformational leadership and employee performance (Dwivedi et al., 2020). Zhu, Xu, and Wang (2022) affirm that transformational leadership promotes openness, trust, and collaboration, which ultimately enhance performance through knowledge sharing mechanisms. Darvishmotevali et al. (2022) also found that effective knowledge distribution improves employee efficiency, innovation, and adaptability. This indicates that knowledge sharing is not merely an additional activity but a key mechanism linking leadership style to performance outcomes.

However, most research on the relationship between transformational leadership, knowledge sharing, and employee performance has focused on formal or managerial sectors such as education, banking, or technology (Dwivedi et al., 2020). Few studies have specifically examined this phenomenon in the fieldwork sector (frontline jobs), such as cleaning services. This type of work is operational, repetitive, yet vital to maintaining hospitals' primary functions. Performance gaps often occur, including discrepancies between standard operating procedures (SOPs) and actual practices, limited training, weak interdepartmental communication, and low coordination with medical teams. These issues directly affect hospital service quality and user satisfaction (Meesala & Paul, 2018).

PT ISS Indonesia Surabaya Branch, as one of the cleaning service providers, faces similar challenges (Santoso, 2021). Although the company aims to become the best integrated facility service provider in Indonesia, preliminary observations and internal evaluations reveal persistent issues with service consistency and adherence to hygiene protocols in partner hospitals. Feedback from hospital management highlights discrepancies between expected cleanliness standards and actual field performance, particularly in high-traffic and infection-sensitive areas (Joppolo & Romano, 2017). Quantitatively, internal quality audit reports from the first quarter of 2025 showed that approximately 18% of routine inspections recorded minor non-conformities related to incomplete cleaning procedures or delayed response times (Glevitzky et al., 2025).

These findings suggest a gap between the company's operational standards and on-ground execution, which may stem from insufficient inter-employee communication,

inadequate procedural knowledge transfer, or limited supervisory engagement. This demonstrates a clear gap between expected standards and actual performance in the field. Therefore, this study addresses a critical research gap by examining the role of transformational leadership and knowledge sharing in enhancing cleaning service employee performance within hospital environments—a context largely overlooked in existing leadership and organizational behavior literature. Unlike previous studies focusing predominantly on knowledge workers or managerial employees, this research explores how leadership practices can foster a culture of knowledge sharing among frontline operational staff, whose work is repetitive yet fundamental to public health safety.

The novelty of this study lies in its application of the transformational leadership–knowledge sharing–performance framework to a blue-collar, service-oriented workforce, providing new empirical evidence on how intangible leadership behaviors can translate into tangible improvements in hygiene service quality and employee effectiveness in healthcare settings. A leadership strategy is needed that can encourage cleaning service employees to become more engaged, motivated, and embedded in a culture of knowledge sharing to improve work quality.

Based on this discussion, this research aims to address the identified gap concerning the role of transformational leadership and knowledge sharing in enhancing the performance of hospital cleaning service employees. Specifically, this study seeks to analyze: (1) the influence of transformational leadership on knowledge sharing, (2) the influence of knowledge sharing on employee performance, (3) the influence of transformational leadership on employee performance, and (4) the mediating role of knowledge sharing in the relationship between transformational leadership and employee performance. Thus, this research is expected to make a theoretical contribution by expanding studies of leadership, knowledge sharing, and performance in operational work contexts, while providing practical implications for hospital management and cleaning service providers in designing effective leadership strategies to sustainably enhance staff performance.

MATERIALS AND METHODS

This study uses a quantitative approach with the type of explanatory research. Explanatory research was chosen because it is suitable to explain the causal relationship between variables through hypothesis testing (Singarimbun & Effendi, 2014). The researcher wanted to know the extent to which transformational leadership affects knowledge sharing and employee performance, as well as how knowledge sharing mediates these relationships. The quantitative approach is used because it allows the measurement of variables objectively using the numbers from the questionnaire results, which are then processed into statistical data to draw conclusions (Arikunto, 2015). The focus of the research is directed at cleaning service personnel at hospitals who are clients of PT ISS Indonesia Surabaya Branch, because this group relatively lacks attention in academic studies even though it has a vital contribution to the quality of health services.

The research population is defined as the whole of research subjects that have certain characteristics (Sugiyono, 2016). In this study, the population is all cleaning service employees of PT ISS Indonesia Surabaya Branch which is 150 people. Since the population is relatively limited, sample size is determined by the Slovin formula at an error rate of 5%. Based on this

calculation, a sample of 109 respondents was obtained.

The sampling technique used is stratified random sampling. This technique was chosen so that each group in the population—for example, based on gender, age, or length of service—had a proportionate chance of being represented in the sample. This is important considering that the characteristics of cleaning services are quite diverse, ranging from new employees to those who have been working for a long time, which can affect their perception of leadership, knowledge sharing, and performance. Thus, the samples taken are truly representative of the population conditions (Wibisono, 2013).

This research involves three main variables, namely:

1. Variable Independent (X): Transformational Leadership

   Referring to Bass and Avolio's (1994) theory, this variable is measured with four dimensions:

   a) Idealized Influence (leader becomes role model),
   b) Inspirational Motivation (leaders motivate through vision and work ethic),
   c) Intellectual Stimulation (leaders encourage creativity and innovation),
   d) Individualized Consideration (leaders give personal attention).

2. Mediation Variable (Z): Knowledge Sharing

   Referring to Wang & Noe (2010), knowledge sharing consists of two main indicators:

   a) Knowledge Donating (willingness to share knowledge, experience, and ideas),
   b) Knowledge Gathering (an effort to gain knowledge from colleagues through consultation or discussion).

3. Dependent Variable (Y): Employee Performance

   Measured by the indicators presented by Bernardin & Russell (2003), namely:

   a) Quality of Work,
   b) Quantity of Work (quantity of work completed),
   c) Timeliness (timeliness of job completion),
   d) Attendance (attendance and discipline level),
   e) Cooperation (the ability to work together in a team).

The main instrument in this study is a questionnaire which is compiled based on the indicators of each variable. The questionnaire is in the form of closed-ended questions with a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. The use of the Likert scale was chosen because it was able to measure respondents' attitudes, opinions, and perceptions in a structured manner (Sugiyono, 2016).

The questionnaire was distributed through Google Form to facilitate data collection, considering that respondents were spread across several hospitals. Each variable indicator is represented by several question items that have been adjusted from previous research instruments so that the validity of the content is more guaranteed. For example, the idealized influence indicator was measured by the question of the extent to which the boss was an example in maintaining discipline, while the knowledge donating indicator was measured by the question about the willingness of employees to share work experience with colleagues.

Primary data was obtained directly from the questionnaire filled out by respondents. Meanwhile, secondary data was collected through literature studies in the form of textbooks, scientific journals, and previous research reports relevant to the topics of leadership, knowledge sharing, and employee performance. The combination of these two types of data helps to

strengthen the validity of the research, both from the empirical and theoretical sides.

The collected data was analyzed in two stages. First, descriptive analysis to describe the respondent's profile and provide a summary of the questionnaire's answers. This analysis includes frequency distribution, percentages, mean values, and standard deviations.

Second, inferential analysis was carried out using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) through SmartPLS 3.0 software. This method was chosen because it is more flexible in analyzing models with latent variables that have many indicators, does not require data to be normally distributed, and is able to be used even though the sample size is relatively small (Ghozali & Latan, 2014).

Model evaluation is carried out in two stages:

1. Outer Model: tests convergent validity, discriminant validity, and instrument reliability through composite reliability and Cronbach alpha.
2. Inner Model: tests the strength of the relationship between latent variables by looking at the values of R^2, Q^2, f^2, and path coefficient using a bootstrapping test. The research hypothesis is accepted if the t-statistical value is greater than 1.96 and the p-value is less than 0.05.

With this approach, the research can comprehensively examine the direct and indirect influence of transformational leadership on employee performance through knowledge sharing mechanisms.

RESULTS AND DISCUSSION

In this study, the analysis of Partial Least Squares (PLS) was tested using SmartPLS software version 3.0. According to Ghozali & Latan, (2017), PLS analysis involves the evaluation of measurement models (outer models) and structural models (inner models). In this study, hypothesis testing using PLS analysis techniques with the smartPLS 3.0 program. Here is the schematic of the PLS model used in the analysis.

Evaluation of Measurement Models (Outer Model)

The evaluation of the external model was carried out by considering four external model measurement criteria, namely Convergent Validity, Discriminant Validity, Composite Reliability and Cronbach Alpha. The details of this research model can be seen in the image below:

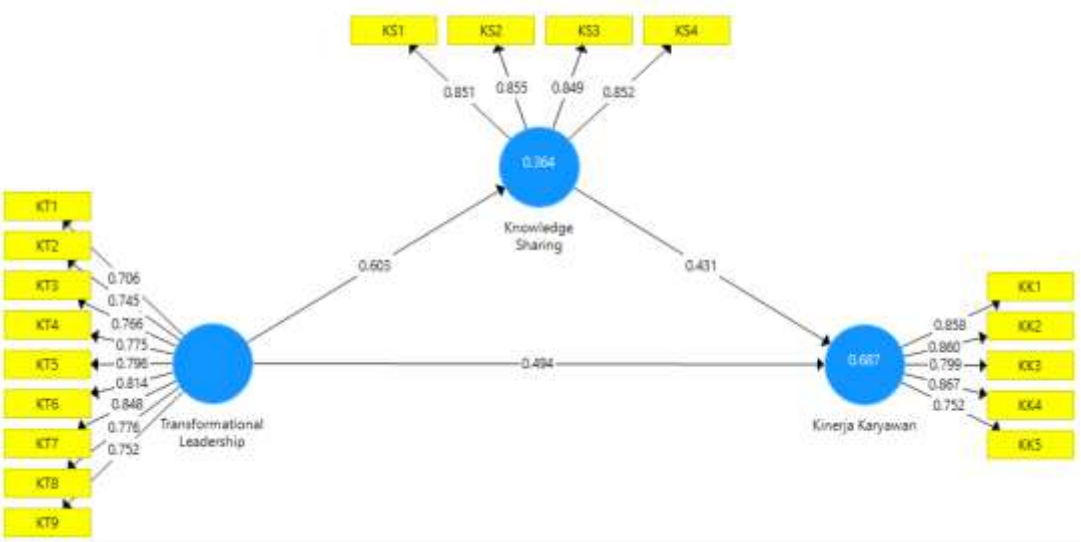


Figure 1. Outer Model

Source: Primary Data Processed (2025)

a. Convergent Validity

Evaluating convergent validity, we refer to the value of outer loading or load factor. An indicator is considered to meet convergent validity well if the outer loading value > 0.7. The following is the outer loading value of each indicator in the research variable:

Tabel 1. Outer Loading

	Employee Performance	*Knowledge Sharing*	*Transformational Leadership*
KK1	**0,858**		
KK2	**0,860**		
KK3	**0,799**		
KK4	**0,867**		
KK5	**0,752**		
KS1		**0,851**	
KS2		**0,855**	
KS3		**0,849**	
KS4		**0,852**	
KT1			**0,706**
KT2			**0,745**
KT3			**0,766**
KT4			**0,775**
KT5			**0,796**
KT6			**0,814**
KT7			**0,848**
KT8			**0,776**
KT9			**0,752**

Source: Primary Data processed (2025)

Based on the results of the measurement of outer loading on the reflective indicator, it can be concluded that the research indicator has met the criteria to be used as a variable measurement indicator because it has an outer loading value that exceeds 0.7 (outer loading >

0.7). Therefore, all indicators are considered feasible and valid for use in further research analysis. This conclusion shows that the indicators used in the study have a strong correlation with the variables being measured, so they can be relied upon to represent the concept or construct being studied. The high level of validity of the indicators also provides additional confidence in the results of the analysis to be carried out, strengthening the methodological basis of the research. Thus, this study has a strong and reliable basis in producing findings or conclusions related to the variables being studied.

Tabel 2. Average Variance Extracted (AVE)

	***Average Variance Extracted* (AVE)**
Employee Performance	**0,686**
Knowledge Sharing	**0,725**
Transformational Leadership	**0,603**

Source: Primary Data processed (2025)

Based on the table above, it can be seen that all research variables have achieved a standard AVE value above 0.5 (AVE > 0.5). The transformational leadership variable (X) has an AVE of 0.603, the knowledge sharing variable (Z) has an AVE of 0.725, and the employee performance variable (Y) has an AVE of 0.686. By paying attention to the AVE value for each variable, it can be concluded that all variables meet the criteria of discriminant validity with AVE values exceeding 0.5. Therefore, each variable shows good discriminant validity.

b. Composite Reliability

The next assessment is the composite reliability of the indicator blocks that measure each construct. A construct is considered reliable if its composite reliability value exceeds 0.70 (Ghozali & Latan, 2017). The results of the following outer model show the composite reliability values for each construct:

Tabel 3. Composite Reliability

	Composite Reliability
Employee Performance	**0,916**
Knowledge Sharing	**0,913**
Transformational Leadership	**0,932**

Source: Primary Data processed (2025)

According to table 3, it shows satisfactory composite reliability results, namely the transformational leadership variable (X) with a value of 0.932, the knowledge sharing variable (Z) has a composite reliability value of 0.913, and the employee performance variable (Y) with a value of 0.916. These results show that the value of all variables is >0.7, where this study variable can have high reliability.

c. Cronbach Alpha

The reliability test using the composite reliability above can be strengthened by using Cronbach's alpha value. A variable is considered reliable or meets Cronbach's alpha criteria if its value > 0.7 (Ghozali & Latan, 2017):

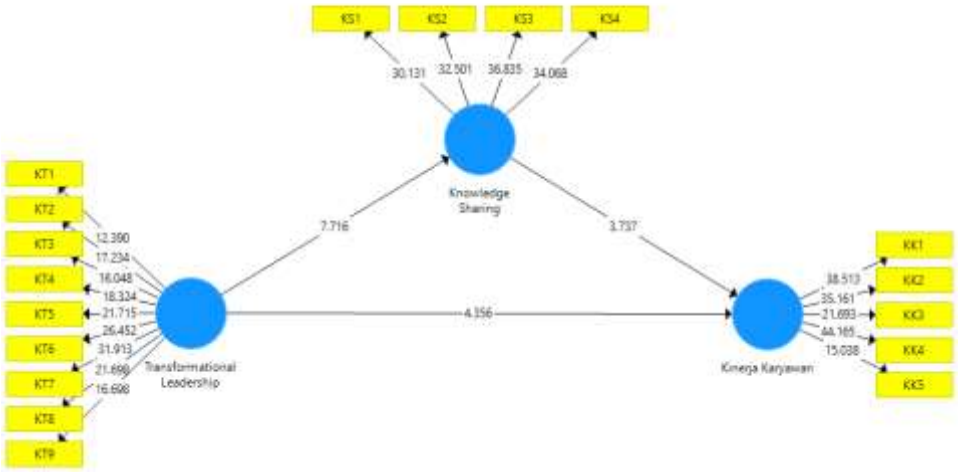
Tabel 4. Cronbach Alpha

	Cronbach's Alpha
Employee Performance	**0,885**
Knowledge Sharing	**0,874**
Transformational Leadership	**0,917**

Source: Primary Data processed (2025)

According to the data in Table 4, it can be seen that Cronbach's alpha value for each research variable is > 0.7. Thus, these results show that each study variable meets the requirements of Cronbach's alpha value, which indicates that the overall variable has a high level of reliability.

Evaluation of Structural Models (Inner Model)



Gambar 2. Inner Model

Source: Primary Data Processed (2025)

a. Path Coefficient Test

Path coefficient evaluation aims to assess the strength of an effect or influence of an independent variable on a dependent variable, while coefficient determination (R-Square) is used to measure how much an endogenous variable is influenced by other variables. According to Chin, it suggests that an R-Square value above 0.67 for endogenous latent variables in structural models indicates the influence of exogenous variables on endogenous variables that are influenced in the good category. Values between 0.33 to 0.67 are categorized as moderate, and between 0.19 to 0.33 as weak (Ghozali & Latan, 2017).

Based on the internal model schema depicted in figure 4.2 above, it is clear that the highest path coefficient value indicates the influence of transformational leadership on knowledge sharing of 7,716. The influence of transformational leadership on employee performance was 4,356. The smallest influence was knowledge sharing on employee performance of 3,737. These results show that all variables in this model have a path coefficient with a positive value. This shows that the greater the value of the path coefficient of the independent variable on the dependent variable, the stronger the influence of the independent

variable on the dependent variable.

b. Coefficient of Determination Test (R2)

The following is obtained the R-Square value as follows:

Table 5. R-Square Values

	R-Square	*R-Square Adjusted*
Employee Performance	0,687	0,681
Knowledge Sharing	0,364	0,358

Source: Primary Data processed (2025)

According to the data measurement in the table above, it is shown that the R-square value (R^2) for the employee performance variable is 0.687, which indicates that transformational leadership and knowledge sharing can explain the variation in employee performance variables by 68.7%. Meanwhile, the R-square value (R^2) for the knowledge sharing variable was 0.364, which shows that the transformational leadership tested in this study can explain the variation in knowledge sharing by 36.4%.

c. Q-Square Test

The evaluation of goodness of fit can be seen from the Q-Square value. Q-Square has a similar interpretation to coefficient determination (R-Square) in regression analysis, where the higher the Q-Square value, the better or better the model is with the data:

$$Q^2 = 1 - \{(1 - R_1^2)x\,(1 - R_2^2)$$
$$Q^2 = 1 - \{(1 - 0{,}687^2)x\,(1 - 0{,}364^2)\}$$
$$Q^2 = 1 - \{(1 - 0{,}472)x\,(1 - 0{,}132)\}$$
$$Q^2 = 1 - \{(0{,}528)x\,(0{,}868)\}$$
$$Q^2 = 1 - 0{,}458$$
$$Q^2 = 0{,}542$$

Based on the calculation above, the Q-Squared (Q2) value is 0.542. This shows that 54.2% of the variance in the research data can be explained by the research model, while the remaining 45.8% is attributed to external factors that are not included in this model. Therefore, based on these results, it can be concluded that the research model shows a good fit.

Hypothesis Test

Based on the data analysis carried out, the results are used to overcome the hypothesis in this study. Hypothesis testing involves examining T-Statistics and P-Values < 0.05 (Sarstedt et al., 2019). The following are the results of the hypothesis test obtained through the inner model:

Table 6. Hypothetical Results

Hypothesis	Relationships Between Variables	*Original Sample* (O)	*Sample Mean* (M)	*T-Statistics* (|O/STDEV|)	*P-Values*
H1	***Transformational Leadership -> Knowledge Sharing***	0,603	0,609	7,851	**0,000**
H2	***Knowledge Sharing* - > Employee Performance**	0,431	0,438	3,569	**0,000**

H3	***Transformational Leadership* -> Employee Performance**	0,494	0,486	4,142	**0,000**
H4	***Transformational Leadership* -> *Knowledge Sharing* -> Employee Performance**	0,260	0,268	3,020	**0,003**

Source: Primary Data processed (2025)

The following is a summary of the hypothesis results:

a. Hypothesis 1

The results showed that the relationship between Transformational Leadership and Knowledge Sharing had an Original Sample value of 0.603 and a Sample Mean of 0.609, with a T-statistic of 7.851 and a P-Value of 0.000. A statistical T-value that is larger than the table T (7.851 > 1.97) and a P-Value that is smaller than the alpha standard of 5% (0.000 < 0.05) indicate that there is a significant influence of Transformational Leadership on Knowledge Sharing. A positive path coefficient value indicates that the better the implementation of Transformational Leadership, the higher the level of Knowledge Sharing in the organization. Thus, the first hypothesis (H1) is accepted.

b. Hypothesis 2

The results showed that the relationship between Knowledge Sharing and Employee Performance had an Original Sample value of 0.431 and a Sample Mean of 0.438, with a statistical T of 3.569 and a P-Value of 0.000. Since the T statistic is larger than the T table (3.569 > 1.97) and the P-Value is smaller than 0.05, it can be concluded that Knowledge Sharing has a significant effect on Employee Performance. This positive coefficient shows that the more intensive Knowledge Sharing, the higher the Employee Performance. Therefore, the second hypothesis (H2) is accepted.

c. Hypothesis 3

The results showed that the direct relationship between Transformational Leadership and Employee Performance showed an Original Sample value of 0.494 and a Sample Mean of 0.486, with a statistical T of 4.142 and a P-Value of 0.000. Because the T value is greater than the T of the table (4.142 > 1.97) and the P-Value < 0.05, Transformational Leadership has been proven to have a significant effect on Employee Performance. The positive coefficient indicates that the better the Transformational Leadership, the higher the Employee Performance. Thus, the third hypothesis (H3) is accepted.

d. Hypothesis 4

The results showed that the relationship between Transformational Leadership and Employee Performance mediated by Knowledge Sharing obtained an Original Sample value of 0.260 and a Sample Mean of 0.268, with a T-statistic of 3.020 and a P-Value of 0.003. Since the T value is greater than the T of the table (3.020 > 1.97) and the P-Value < 0.05, this mediation pathway is significant. This means that Knowledge Sharing is able to mediate the relationship between Transformational Leadership and Employee Performance in a positive way. Thus, the fourth hypothesis (H4) is also accepted.

Discussion

The Influence of Transformational Leadership on Knowledge Sharing

The results of the study show that transformational leadership has a positive and

significant effect on knowledge sharing. These findings are in line with Bass & Riggio's (2021) theory which emphasizes that transformational leaders are able to create a work climate that is open, trustful, and supportive of collaboration. Leaders who are able to provide vision, inspiration, and personal attention encourage employees to feel valued and more willing to share their work experience and knowledge.

The field context shows that the majority of cleaning service employees at PT ISS Indonesia Surabaya Branch have a high school level and more than two years of work experience. This factor makes them master technical skills, but still require leadership encouragement to actively share knowledge. The presence of leaders who are able to provide an example of discipline, build communication, and open up space for new ideas has been proven to improve the practice of knowledge sharing.

These results are consistent with previous research that found a positive influence of transformational leadership on knowledge-sharing behavior (Sudibjo & Prameswari, 2021; Kim & Park, 2020; Le & Lei, 2017). Thus, it can be concluded that transformational leadership is an important catalyst for transforming individual experiences into collective assets through knowledge sharing.

The Effect of Knowledge Sharing on Employee Performance

This research also proves that knowledge sharing has a positive and significant effect on employee performance. The more intensive the practice of sharing knowledge, the higher the level of work effectiveness, quality of work results, and punctuality of task completion. In practice, knowledge sharing allows employees to reduce work errors, speed up problem-solving, and increase adaptability to the demands of work in hospitals.

The context of cleaning services shows that interactions between employees in sharing experiences about cleaning techniques, hygiene standards, or hospital-specific procedures, are able to improve individual and team performance. Employees who are active in knowledge gathering through asking questions or consulting with colleagues also tend to master the correct work procedures faster.

These findings support previous research by Novian & Yuniadi (2018) and Resti & Hamidah (2018) which stated that a culture of knowledge sharing can improve employees' innovation skills and performance. Similarly, Arisanto (2017) proved that knowledge sharing has a significant effect on performance in the energy sector, while Erwina & Mira (2019) found a similar thing in the drinking water sector.

The Influence of Transformational Leadership on Employee Performance

In addition to through mediation mechanisms, this study also found the direct influence of transformational leadership on employee performance. Leaders who are able to provide clear direction, rewards, and personal attention have been proven to increase employee motivation, discipline, and loyalty at work.

In the context of cleaning services, transformational leadership plays an important role in maintaining hospital hygiene standards. Leaders who consistently lead by example of discipline and effective communication can encourage employees to complete tasks on time and to standards. These results are in line with the research of Wahyudi Budi (2016) and Nguyen & Malik (2021) which shows that transformational leadership has a positive impact

on performance, both directly and indirectly.

The Role of Knowledge Sharing Mediation

This study also confirms that knowledge sharing mediates the relationship between transformational leadership and employee performance. This means that transformational leadership not only affects performance directly, but also strengthens performance through a culture of knowledge sharing. Leaders who are able to create an open and collaborative work climate encourage employees to share information with each other, which ultimately improves the quality of cleaning services.

These findings are consistent with research by Alshahrani et al. (2022) who stated that transformational leadership improves knowledge sharing behaviors which leads to improved performance. Shafiq et al. (2021) also emphasized that knowledge sharing significantly mediates the relationship between transformational leadership and performance. In the context of PT ISS Indonesia, this practice is relevant to bridge the gap between operational standards (SOPs) and actual work practices in the field.

Theoretical and Practical Implications

Theoretically, this study strengthens the causal relationship model between transformational leadership, knowledge sharing, and performance. The results show that inspiring and participatory leadership practices have a significant effect on the culture of knowledge sharing, which in turn strengthens organizational performance.

Practically, the results of this study provide important input for the management of PT ISS Indonesia and similar service organizations. The application of transformational leadership at the supervisor or field coordinator level can encourage the creation of a culture of knowledge sharing. This is especially important in operational work such as cleaning services, where small mistakes can have a big impact on the quality of hospital services. By strengthening a culture of sharing, organizations can increase the effectiveness, efficiency, and satisfaction of service users.

CONCLUSION

The study reveals that transformational leadership has a significant direct and indirect effect on hospital cleaning service employees' performance, with knowledge sharing functioning as a vital mediating factor that enhances work quality, punctuality, and teamwork. Leaders who exhibit transformational qualities—trust-building, communication, and inspiration—create open and collaborative environments that stimulate active knowledge exchanges among employees. For PT ISS Indonesia Surabaya Branch, fostering such leadership through modeled behavior, participatory communication, and recognition systems can strengthen employee engagement and institutionalize knowledge sharing as part of organizational culture. Training programs should integrate leadership, collaboration, and innovation skills to support adaptability and sustained performance. Theoretically, this research highlights knowledge sharing as a strategic conduit linking leadership behavior and performance within underexplored operational contexts. Future research could extend this scope by examining additional service industries or mediating variables such as work motivation, organizational commitment, and job satisfaction to generate broader and more

nuanced insights.

REFERENCES

Aljumah, A. (2023). The impact of extrinsic and intrinsic motivation on job satisfaction: The mediating role of transactional leadership. *Cogent Business & Management, 10*(3), 2270813.

Arikunto, S. (2015). *Prosedur penelitian suatu pendekatan praktik.* Jakarta: Rineka Cipta.

Aryee, S., Walumbwa, F. O., Seidu, E. Y. M., & Otaye, L. E. (2016). Developing and leveraging human capital resource to promote service quality: Testing a theory of performance. *Journal of Management, 42*(2), 480–499.

Bass, B. M., & Riggio, R. E. (2021). *Transformational leadership.* Psychology Press.

Bernardin, H. J., & Russell, J. E. A. (2003). *Human resource management: An experiential approach.* New York: McGraw-Hill.

Buckner, C. S. (2023). *Exploring employees' perceived fairness and effectiveness of the performance appraisal process and the influence on employee retention* [Doctoral dissertation, The University of Southern Mississippi].

Dangol, P. (2021). Role of performance appraisal system and its impact on employees motivation. *Quantitative Economics and Management Studies, 2*(1), 13–26.

Darvishmotevali, M., Altinay, L., & Köseoglu, M. A. (2022). The link between transformational leadership and employee performance: The mediating role of knowledge sharing. *Service Industries Journal, 42*(1–2), 56–75.

Dwivedi, P., Chaturvedi, V., & Vashist, J. K. (2020). Transformational leadership and employee efficiency: Knowledge sharing as mediator. *Benchmarking: An International Journal, 27*(4), 1571–1590.

Evwierhurhoma, D. E., & Oga, K. C. (2023). Enhancing employees' punctuality: The role of high performance work system. *International Journal of Management Sciences, 11*(10), 149–156.

Fatima, T., Malik, S. A., & Shabbir, A. (2018). Hospital healthcare service quality, patient satisfaction and loyalty: An investigation in context of private healthcare systems. *International Journal of Quality & Reliability Management, 35*(6), 1195–1214.

Ghasabeh, M. S., Soosay, C., & Reaiche, C. (2015). The emerging role of transformational leadership. *The Journal of Developing Areas, 49*(6), 459–467.

Ghozali, I., & Latan, H. (2014). *Partial least square: Konsep, metode dan aplikasi menggunakan program WarpPLS 5.0.* Semarang: Badan Penerbit Universitas Diponegoro.

Glevitzky, M., Glevitzky, I., Mucea-Ștef, P., & Popa, M. (2025). The "Daily Challenge" tool: A practical approach for managing non-conformities in industry. *Sustainability, 17*(13), 5918.

Gupta, P. (2025). Transformational leadership: Inspiring change and innovation. *International Journal of Science and Research (IJSR), 14*(2), 504–509.

Janus, S. S. (2016). *Becoming a knowledge-sharing organization: A handbook for scaling up solutions through knowledge capturing and sharing.* World Bank Publications.

Joppolo, C. M., & Romano, F. (2017). HVAC system design in healthcare facilities and control of aerosol contaminants: Issues, tools, and experiments. In *Indoor air quality in healthcare*

facilities (pp. 83–94). Springer.

Joshi, S. C., Diwan, V., Joshi, R., Sharma, M., Pathak, A., Shah, H., Tamhankar, A. J., & Stålsby Lundborg, C. (2018). "How can the patients remain safe, if we are not safe and protected from the infections"? A qualitative exploration among health-care workers about challenges of maintaining hospital cleanliness in a resource limited tertiary setting in rural India. *International Journal of Environmental Research and Public Health, 15*(9), 1942.

Khan, I. U., Amin, R. U., & Saif, N. (2022). Individualized consideration and idealized influence of transformational leadership: Mediating role of inspirational motivation and intellectual stimulation. *International Journal of Leadership in Education,* 1–11.

Kim, E.-J., & Park, S. (2020). Transformational leadership, knowledge sharing, organizational climate and learning: An empirical study. *Leadership & Organization Development Journal, 41*(6), 761–775.

Le, P. B., & Lei, H. (2017). The effects of transformational leadership and organizational justice on knowledge sharing. *Journal of Knowledge Management, 21*(6), 1622–1644.

Lei, H., Gui, L., & Le, P. B. (2021). Linking transformational leadership and frugal innovation: The mediating role of tacit and explicit knowledge sharing. *Journal of Knowledge Management, 25*(7), 1832–1852.

Manuti, A. (2022). Performance and well-being in changing work environments: Pursuing a sustainable career in translation in post-pandemic times. In *The psychology of translation* (pp. 130–154). Routledge.

Meesala, A., & Paul, J. (2018). Service quality, consumer satisfaction and loyalty in hospitals: Thinking for the future. *Journal of Retailing and Consumer Services, 40,* 261–269.

Nguyen, M., Malik, A., & Sharma, P. (2021). How to motivate employees to engage in online knowledge sharing? Differences between posters and lurkers. *Journal of Knowledge Management, 25*(7), 1811–1831.

Nodari, F., Oliveira, M., & Maçada, A. C. G. (2016). Organizational performance through the donation and collection of interorganizational knowledge. *VINE Journal of Information and Knowledge Management Systems, 46*(1), 85–103.

Opoku, V., Osman, A., & Kyeraa, A. (2024). The impact of performance appraisal systems on employee motivation and organizational success: A comprehensive review of best practices and challenges. *Convergence Chronicles, 5*(5), 83–92.

Ospina, S. M. (2019). *Illusions of opportunity: Employee expectations and workplace inequality.* Cornell University Press.

Sudibjo, N., & Prameswari, R. K. (2021). The effects of knowledge sharing and person–organization fit on the relationship between transformational leadership and innovative work behavior. *Heliyon, 7*(6), e07200.

Zhu, Y., Xu, S., & Wang, C. (2022). The role of knowledge sharing in the relationship between transformational leadership and employee performance. *Journal of Business Research, 139,* 101–112.