

# Transformational Leadership and Career Development on Hospital Nurse Performance

**Muhammad Irfan Daud**<sup>1</sup>

**Ramadhan Malik Assidik**<sup>2</sup>

**Kartono**<sup>3</sup>

Universitas Swadaya Gunung Jati Cirebon, Indonesia<sup>1,2,3</sup>

Email: : Irfandaud011247@gmail.com, rmalikassidik@gmail.com, kartono@ugj.ac.id

\*Correspondence: Irfandaud011247@gmail.com

**ABSTRACT:** The purpose of this study is to determine the relationship between transformational leadership and career development on the performance of hospital employees. Hospitals are complex organizations that require effective leadership and appropriate career development to achieve optimal performance. This research focuses on the role of transformational leadership in improving hospital employee performance and how career development mediates the relationship between transformational leadership and hospital employee performance. This study involved 150 respondents who were nurses in hospitals. The research method used is a quantitative method with data collection through questionnaire distribution. The respondents of this study are hospital employees at various levels, ranging from medical staff to senior management. The results of this study make practical and theoretical contributions to the development of hospital management and provide recommendations to practitioners and policymakers to optimize the performance of hospital staff through the application of transformational leadership and effective career development. The results of the study show that there is a significant influence of these two factors on the performance of hospital employees. First, transformational leadership has been proven to have a positive impact on the performance of hospital employees. Second, career development also has a significant influence on the performance of hospital nurses

**Keywords:** Transformational leadership, career development, hospital employee performance

## INTRODUCTION

In an organization, human resources are one of the important things to consider. Responsible and professional human resource management will certainly help the company's organization run and can be a factor in the success of the Company's business. Human Resources is tasked with managing a system to achieve the goals of a company or organization, and several aspects that are very important

so that the system can function and in its management such as the work environment needs to be considered, leadership, career development, motivation, and other aspects that support employee performance in a company.

In the hospital world, transformational leadership and career development are two important factors that improve organizational performance and success. Leaders, as

the vanguard of organizational culture and ethos, have a significant influence in driving such transformative change (Labrague et al., 2020). Transformational leadership that goes beyond traditional managerial approaches, focuses on inspiring and motivating followers to reach their full potential and achieve outstanding results (Anderson, 2017). Leaders who use this style are characterized by charisma, a convincing vision of the future, and the ability to inspire and motivate others to contribute to a shared vision. They encourage creativity and innovation, stimulate their followers intellectually, and provide consideration of people by addressing unique needs and concerns (Hughes et al., 2018). This leadership style is based on a reward and punishment system in which leaders give clear instructions, set performance expectations, and use unexpected rewards to motivate and supervise team members (Khairy et al., 2023). Transformational leadership significantly influences performance by fostering motivation, engagement, and shared vision among team members. The inclusive and supportive environment created by transformational leaders increases employee engagement, while the drive for creativity and innovation contributes to improved problem-solving and performance (Mahmood et al., 2019). According to him, leadership must have the nature or characteristics of interaction between humans or subordinates to achieve the goals that have been made into the vision and mission of an organization (Heyler & Martin, 2018). In line with the statement (van Assen, 2020), he said that the definition of leadership has four

important implications, including the fact that leadership is a process, meaning that activities to achieve goals are carried out gradually and gradually continuously. According to Jackson (Armansyah, 2020), (Jintar & Paramita, 2023) the performance stated is basically what employees do or do not do. The concept of career development competencies includes the knowledge and skills individuals need to independently and rationally select, prepare, compare, evaluate, and manage various roles and experiences throughout their lives (Jang, H.J. 2018). It represents a fundamental competency that is important for an individual's entire lifespan, influencing changes in behavior, values, and attitudes related to their careers (Seongok et al., 2020). This study uses career development competencies as a bound variable, a prominent indicator commonly used to evaluate the effectiveness of career development (Park & Chung, 2022).

Career Development can also have a significant impact on the performance of Hospital employees. With development and training opportunities, employees can improve their knowledge, skills, and competencies in their respective fields of work. This can increase their confidence, motivation, and ability to provide quality services to patients. In addition, structured career development can also provide a clear career path for employees, motivating them to achieve higher career goals. Then it was stated that the improvement of employee performance can also be influenced by the role of Career Development. This was expressed by (Ramadhona et al., 2022). which states that career development has a relatively

large influence on improving the performance of nurses in hospitals. Another study by (Wong et al., 2014) explored the impact of Career Development on Nurse Performance in hospitals. The results of the study show that the existence of a good career development program positively affects the performance of nurses. Career development provides opportunities for nurses to improve their clinical skills, knowledge, and responsibility in providing quality care services to patients.

At the same time, career development provides opportunities for employees to improve their abilities and skills, so as to improve the efficiency and quality of hospital services. Understanding the importance of transformational leadership and career development in hospitals can help identify effective management policies and practices to improve employee performance.

This study seeks to discuss the influence of transformational leadership and career development on the performance of hospital employees, the role of perception of respondents from regional hospitals engaged in the health sector. The number of nurses from Indramayu Hospital is 421 people, with the number of nurses who are a sample of the population as many as 150 people. The type of research used in this study is quantitative research. This research is also included in the category of associative causal research. Associative causal research is research that aims to analyze the relationship between one variable and another, or the influence of one variable on another.

## **Literature Review**

### **Transformational Leadership**

Change must start from the highest level (leader) because the leader is a role model in an organization. The importance of transformative style is also highlighted in (Northouse, 2021). The concept of transformational leadership was initially initiated by Downton and later further developed by McGregor Burns, a sociologist in the field of politics (Suharja: 2021). Transformational leadership has a stronger correlation with lower employee turnover, higher productivity, and higher employee satisfaction than transactional leadership (Judge & Robbins, 2017). (Bernard M, & Ronald E: cited by Suharja (2021), transformational leadership emphasizes the intrinsic motivation of organizational members, and transformational leadership models emphasize the personal growth of people in an organization. According to Agustina et al (Putra & Sudibya, 2019), transformational leadership can increase employee work motivation. According to (Maamari & Saheb, 2018), leadership is the art of communicating the vision clearly and empowering employees to achieve organizational goals.

### **Career Development**

A career development program that aligns with the company's needs and skills development can really help employees fulfill their roles (Muhlis, 2018). Developing an optimal work system is the first step towards effective human resource management in the workplace (Muryani et al., 2022). Developing skills for a given task, establishing a performance management and reward system, and providing motivation are signs of a high-performance work system (Denok, et al.,

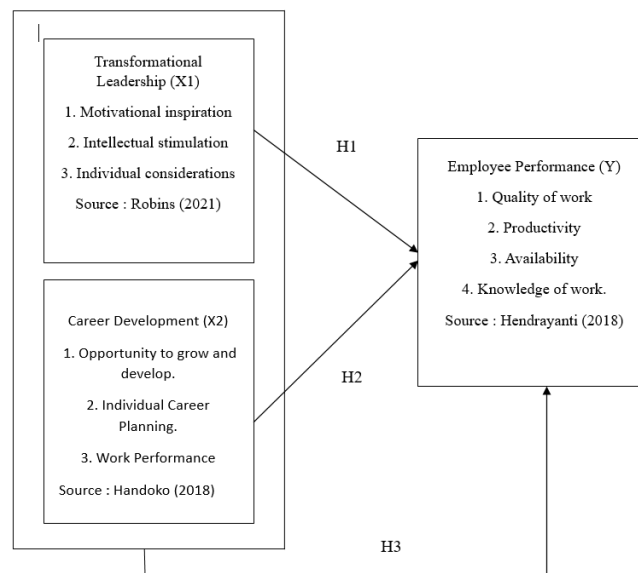
2021). (Busro, 2018) states that paying attention to career development can increase the creativity and effectiveness of human resources and help companies achieve their goals. (Habibulloh, 2019) Transformational leadership and career development are two interrelated things in influencing employee performance. Professional behavior includes professionalism, interests, feelings, and beliefs. Career interventions involve activities such as exploration and career planning (Deng et al., 2022).

### Employee Performance

The performance of an organization in a hospital depends on the performance of nurses. To find out the performance of nurses, it is necessary to conduct a performance assessment (Agustini et al, 2023). According to (Sagara, et al. 2020), a

person with a high performer is more effective than a low performer in achieving predetermined goals and has not met the set standards. The performance of employees of an agency is very important because it determines whether the performance of the agency is effective or not (Frimayasa & Lawu, 2020). According to (Busro, 2018), performance is a task that can be performed by employees individually or in groups in an organization in accordance with the authority and responsibilities given to them by the organization to achieve the organization's vision, mission, and goals. When it comes to employees, leadership has a significant influence on the performance of nurses (Hossain et al., 2021).

### Conceptual Framework



### Research hypothesis

Hypothesis 1: Transformational leadership has an effect on the performance of hospital employees.  
 Hypothesis 2: Career Development has an effect on the performance of hospital nurses.

Hypothesis 3: Transformational Leadership and Career Development interact with each other and contribute to the performance of Hospital employees together.

Previous Research Overview: Previous studies have extensively

examined the role of transformational leadership and career development in organizational performance, particularly in healthcare settings. Labrague et al. (2020) emphasized the significant role of transformational leadership in fostering a positive organizational culture and ethos, highlighting how leaders who inspire and motivate their teams can drive transformative change and enhance overall performance. Anderson (2017) delved into the characteristics of transformational leaders, noting their charisma, vision, and ability to inspire and motivate followers, which encourages creativity and innovation, subsequently improving employee performance. Hughes et al. (2018) underscored the importance of intellectual stimulation and individualized consideration provided by transformational leaders, demonstrating that such leaders address the unique needs and concerns of their followers, resulting in higher engagement and performance.

This study uniquely examines the synergistic effect of transformational leadership and career development on hospital nurse performance within the context of Indonesian hospitals. While previous research has explored these variables separately, this study integrates both to analyze their combined impact on employee performance. By involving 150 respondents across different hospital roles and employing a quantitative approach, this research provides novel insights into the interplay between leadership styles and career development in enhancing hospital staff performance, offering practical recommendations for hospital

management and policy-making in similar healthcare settings.

## RESEARCH METHODOLOGY

This study aims to find out the causal relationship between two or more variables, this study uses associative research techniques. The causal relationship investigated in this study is transformational leadership and career development on the performance of hospital employees. The research population consisted of employees of Indramayu Hospital and used random sampling techniques.

This method was chosen based on the characteristics of respondents found at a certain time and place, (Sugiyono, 2013). Validity and reliability tests were carried out to test the validity of research instruments (questionnaires) used to collect data on research variables. To avoid skewed and inefficient measurements, the smallest squares multiple regression method is used. A normality test was also carried out to find out if the research data was normally distributed. A multicollinearity test was also carried out to determine the correlation between independent variables.

## RESULT AND DISCUSSION

The identification of respondents in this study was differentiated based on several characteristics of the respondents, including gender, age, and education level. The following is an explanation of the characteristics of the respondents and the analysis of the relationship between the respondents and the variables studied:

**Table 1. Characteristics of Respondents Based on Gender, Age, Education and**

Characteristics of Respondents	Employment Period	
	In Picture	Percentage
<b>Gender</b>		
Man	48	32%
Woman	102	68%
<b>Age</b>		
< 25 years	5	3,3%
26-35 years old	70	46,7%
36-45 Year	54	36%
> 45 years	21	14%
<b>Education</b>		
High school	1	0,7%
Diploma (D3)	46	30,7%
Bachelor (S1)	103	68,7%
<b>Working period</b>		
<2 years	5	3,3%
1 - 5 years	54	36%
6 - 10 years	46	30,7%
> 10 years	45	30%

Source: Data processed in 2024

Based on table 1, the majority of individuals are female, namely 102 respondents or 68%. In terms of age, the largest number of respondents was in the age group of 26-35 years, which was 70 people or 46.7%. In terms of education, the majority of respondents

have a bachelor's degree (S1) as many as 103 people or 68.7%. Finally, regarding the working period, the majority of respondents have worked for 1-5 years, as many as 54 people or 36%. The results of the validity test are presented in Table 2 as follows:

**Table 2 Results of the Validity Test of Research Instruments**

Question Points	Transformational Leadership	Career Development	Nurse Performance
1	0,864	0,674	0,653
2	0,821	0,817	0,633
3	0,806	0,899	0,588
4	0,831'	0,913	0,690
5	0,820	0,890	

Source : Primary data processed in 2024

This study conducted a survey of 150 nurses of Indramayu Hospital to obtain a critical value of r using the calculation of degrees of freedom (df) = n-2 = 148, with a significance level ( $\alpha$ ) of 0.05. Based on the product moment correlation coefficient table, a critical value (r table) of 0.160 was obtained. The

results of the validity test showed that all research instruments obtained a value (r calculate) greater than the critical value (r table). Therefore, it can be concluded that the entire statement is considered valid. The results of the reliability test of transformational leadership, career development, and nurse performance

variables are explained in the following table 3:

**Table 3 Results of Reliability Test of Research Instruments**

No.	Variable	Cronbach's Alpha Values
1	Transformational Leadership (X1)	0,886
2	Career Development (X2)	0,898
3	Nurse Performance (Y)	0,439

Source : Data processed in 2024

Based on the results of table 2 of the reliability test, the transformational leadership variable (X1) produced a Cronbach's Alpha value of 0.886, the career development variable (X2) produced a Cronbach's Alpha value of 0.898, and the nurse performance variable (Y) produced a Cronbach's Alpha value of 0.439. So it

can be stated that all instruments are reliable because they have a Cronbach's Alpha value greater than 0.60. The results of the multicollinearity and normality test of transformational leadership variables, career development, and nurse performance are explained in the following table 4:

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
(Constant)	8,993	1,096		9,376	,000
Transformational Leadership (X1)	,010	,054	-,004	-,049	,961
Career Development (X2)	,250	,053	,283	3,208	,002

**Table 4. Multicollinearity and Normality Test Results**

Source : Data processed in 2024

Based on table 2, all research variables have a VIF value of 1.247 > 10 and a tolerance value of less than 0.10 indicates the absence of multicollinearity. The Kolmogorov-Smirnov test produced a value of 0.63 with a significance level of 0.200 greater than 0.05. Therefore, it can be

concluded that the data is normally distributed. Results of linear regression test

Multiple and partial tests (t-test) of transformational leadership, career development, and nurse performance variables are described in Table 5 below:

**Table 5 Partial Test ( t Test )**

Variable	Tolerance	VIF
Transformational Leadership (X1)	0,802	1,247
Career Development (X2)	0,802	1,247

Kolmogorov-Smirnov : 0.63 Aaymp.Sig. (2-tailed) : 0.200

a. Dependent Variable: Nurse Performance  
Hypothesis Testing 1

Table 5 shows that the sig value for the influence of transformational leadership variables (X1) on nurse performance (Y) is 0.961 > 0.05 and the

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t-value is  $-0.049 < t$  table 1.655 so it can be concluded that H1 Transformational Leadership has an effect on the performance of hospital nurses.

Table 5 shows that the value of the  $g$ is for the influence of the career development variable (X2) on the performance of nurses (Y) is  $0.02 < 0.05$  and the t-value is calculated  $3.208 > t$

table 1.655, so it can be concluded that H2 Career Development has an effect on the performance of hospital nurses. The results of the multiple linear regression test and hypothesis testing with the F test of transformational leadership, career development, and nurse performance variables are explained in the following table 6:

**Table 6 Test Results F**

	Type	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	37,489	2	18,744	6,329	,002b
	Residual	435,344	147	2,962		
	Total	472,833	149			

a. Dependent Variable: Nurse Performance

b. Predictors: (Constant), Career Development, Transformational Leadership

**Hypothesis Testing 3**

Based on the results of the SPSS output, the Calculated F Value was obtained of 6.329 and the significance value (Sig.) was 0.002. The F value is calculated  $6.329 > \text{the F table is } 3.061$  and the significance value is  $0.000 < 0.05$ , it can be concluded that the transformational leadership and career development variables have a simultaneous effect on the performance of nurses.

**The Influence of Transformational Leadership (X1) on Nurse Performance (Y)**

This study shows that transformational leadership has a positive and significant influence on the performance of hospital employees. Transformational leadership, which involves inspiring and motivating employees and changes aimed at achieving superior results, has a crucial role in improving employee

performance. This leadership style can create a motivating, innovative, and focused work environment on quality services. (Gunawan et al., 2022). Transformational leaders are also able to form an organizational culture that is oriented towards service quality and continuous improvement. Therefore, transformational leadership can have a significant impact on the performance of hospital employees. Furthermore, in the research, Marnis (2018) said that transformational leadership is influential in improving performance by focusing on employee behavior.

**The Effect of Career Development (X2) on Nurse Performance (Y)**

The results of the study also show that career development has a significant influence on the performance of hospital nurses. This is in line with what was stated by Li, et al. (2017) that career development is positively related to performance work and well-



beingWith development and training opportunities, nurses can improve their knowledge, skills, and competencies in their respective fields of work. This can increase their confidence, motivation, and ability to provide quality services to patients. In addition, structured career development can also provide a clear career path for nurses, which will motivate them to achieve higher career goals. Therefore, career development has a positive impact on the performance of hospital nurses.

### **The Influence of Transformational Leadership (X1) and Career Development (X2) on Nurse Performance (Y)**

This study also revealed that both factors, namely transformational leadership and career development, together have a positive influence on the performance of hospital employees. Transformational leadership that motivates and inspires employees, as well as career development that provides opportunities for employees to improve their skills and competencies, works synergistically to create conditions that encourage employees to develop themselves and achieve optimal performance. In the context of hospitals, the combination of these two factors can create a motivating, innovative, and focused work environment on quality services, which will ultimately have a positive impact on the performance of hospital employees.

### **CONCLUSION**

Based on research conducted on the relationship between transformational leadership, career development, and hospital employee

performance. The results of the study show that there is a significant influence of these two factors on the performance of hospital employees.

First, transformational leadership has been proven to have a positive impact on the performance of hospital employees. This leadership style involves inspiration, motivation, and change aimed at achieving superior results. Leaders who apply transformational leadership are able to create a work environment that is motivating, innovative, and focused on quality service. Thus, transformational leadership plays an important role in improving the performance of hospital employees.

Second, career development also has a significant influence on the performance of hospital nurses. Through training, experience, and development opportunities, nurses can improve their knowledge, skills, and competencies. This has an impact on improving the quality of services provided to patients. With a clear career path in place, nurses are also motivated to achieve higher career goals, which ultimately improves their performance. In addition, this study shows that transformational leadership and career development interact with each other and have a positive impact on the performance of hospital employees together. Transformational leadership creates a motivating and innovative work environment, while career development provides opportunities for employees to develop their skills and competencies. The combination of these two factors creates conditions that encourage employees to develop

themselves and achieve optimal performance.

In conclusion, transformational leadership and career development have a significant impact on the performance of hospital employees. The implementation of transformational leadership and effective career development can improve employee motivation, skills, and competencies, as well as create a work environment that is motivating and focused on quality service. These findings make practical and theoretical contributions to the development of hospital management, as well as provide recommendations to practitioners and policymakers to optimize the performance of hospital employees through the application of transformational leadership and effective career development.

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