

The Role of Transformational Leadership Style and Coworkers in Improving Employee Performance with Organizational Values as a Moderating Variable (Case Study of Sultan Agung Islamic Hospital Semarang)

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Abstract. *Employee performance is a crucial element in achieving various organizational goals, particularly in the healthcare sector, as seen at Sultan Agung Islamic Hospital in Semarang. Two key factors significantly influence employee performance: transformational leadership and coworker engagement from coworkers. Transformational leadership, identified through a leader's ability to inspire and motivate team members, has been shown to foster a positive work environment and increase employee commitment. A study by Wang et al. (2022) demonstrated a positive relationship between transformational leadership and employee performance, demonstrating that leaders who clearly communicate the organization's vision and goals have the potential to enhance employee morale. Furthermore, coworker engagement from coworkers plays a crucial role in driving individual performance. Kahn et al. (2021) emphasized that social support from coworkers can serve as a buffer against stress experienced at work, which can ultimately contribute to improved performance. Given that the work environment at Sultan Agung Islamic Hospital often involves high pressure and significant responsibilities, coworker relationships with coworkers are vital. This study aims to explore how these two factors Transformational Leadership Style and Coworker Relationships with Coworkers interact and influence each other in an effort to improve Employee Performance. Furthermore, organizational values also function as a moderating variable that can influence the relationship between Transformational Leadership Style and Employee Performance. Schein (2021) explains that a strong organizational culture and values can strengthen leadership effectiveness and, in turn, improve individual performance. Therefore, it is crucial to understand how organizational values can moderate the relationship between Transformational Leadership Style and Employee Performance, particularly in the context of Sultan Agung Islamic Hospital Semarang. It is hoped that this research can provide new and in-depth insights into the complex interactions between these three factors, as well as present practical recommendations that can be applied to improve Employee Performance in the hospital environment.*

Keywords: Coworkers; Leadership; Performance; Transformational.

1. Introduction

Employee Performance Employee performance is a crucial element in achieving various organizational goals, particularly in the healthcare sector, as seen at Sultan Agung Islamic Hospital in Semarang. Two key factors significantly influence employee performance: transformational leadership and coworker engagement from coworkers.

Transformational leadership, identified through a leader's ability to inspire and motivate team members, has been shown to foster a positive work environment and increase employee commitment (Bass & Riggio, 2020). A study by Wang et al. (2022) demonstrated a positive relationship between transformational leadership and employee performance, demonstrating that leaders who clearly communicate the organization's vision and goals have the potential to enhance employee morale. Furthermore, coworker engagement from coworkers plays a crucial role in driving individual performance.

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2. Research Methods

In this study, the researcher adopted a quantitative approach complemented by a survey design as the data collection method. This quantitative approach was appropriate because it provided the researcher with the opportunity to statistically measure various variables related to Transformational Leadership Style, Coworker Relationships, and employee performance.

According to Creswell (2014), the main objective of quantitative research is to test hypothesis. Which has formulated previously with utilizing measurable and analyzable data. In the context of this research, the hypothesis to be tested is regarding the influence of Transformational Leadership Style and Coworker Relationships on improving Employee Performance, with organizational values serving as a moderating variable.

The data collected through this survey will then be statistically analyzed, hopefully yielding valid and reliable conclusions regarding the relationships between the variables studied. Therefore, this research is expected to make a significant contribution to understanding the factors influencing employee performance in an organizational context.

3. Results and Discussion

3.1. Descriptive Analysis

The descriptive analysis in this study aims to present comprehensive information about the population being studied. The results of the descriptive analysis are presented in tables and graphs. Descriptive analysis plays a significant role in the context of quantitative research.

Armstrong (2022),

Table Descriptive analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Standard Deviation
TRANSFORMATIONAL LEADERSHIP STYLE	30	15	25	20.00	2,364
<i>Coworker</i>	30	32	45	38.50	3,589
EMPLOYEE PERFORMANCE	30	45	65	55.70	4,935
ORGANIZATION VALUES	30	54	78	65.00	6,649
Valid N (listwise)	30				

1. Transformational Leadership Style: N = 30, minimum score 15 and maximum 25. The mean value of 20.00 indicates that respondents tend to give a fairly good assessment of the Transformational Leadership Style. The standard deviation of 2.364 indicates a relatively small spread of data, so that respondents' answers are quite homogeneous.
2. Coworker: N = 30, minimum score 32 and maximum 45. The mean of 38.50 indicates that Coworker is rated well by respondents. The standard deviation of 3.589 indicates that the variation in answers is still moderate.
3. Employee Performance: N = 30, minimum score 45 and maximum 65. The mean of 55.70 indicates that Employee Performance is in the good to good category. The standard deviation of 4.935 indicates a greater variation in answers than the two previous variables.
4. Organizational values: N = 30, minimum score 54 and maximum 78. The mean of 65.00 indicates that the implementation of organizational values is considered good by respondents. The standard deviation of 6.649 is the largest among other variables, so that respondents' perceptions of organizational values are more diverse.

3.2. Validity Test

Reliability testing will be conducted by calculating Cronbach's Alpha. In this context, the value obtained must be above 0.7 to be considered reliable, as referenced by Tavakol & Dennick (2011). The results of these two tests—validity and reliability—will provide a strong foundation for further data analysis.

Table Validity test			
correlation			
Variables	Statistics		
		TOTAL	INFORMATION
X1.1	Pearson Correlation	.821**	VALID
	Sig. (2-tailed)	.000	

	N	30	
X1.2	Pearson Correlation	.562**	VALID
	Sig. (2-tailed)	.001	
	N	30	
X1.3	Pearson Correlation	.775**	VALID
	Sig. (2-tailed)	.000	
	N	30	
X1.4	Pearson Correlation	.753**	VALID
	Sig. (2-tailed)	.000	

	N	30	
X1.5	Pearson Correlation	.743**	VALID
	Sig. (2-tailed)	.000	
	N	30	
X2.1	Pearson Correlation	.733**	VALID
	Sig. (2-tailed)	.000	
	N	30	

X2.2	Pearson Correlation	.563**	VALID
	Sig. (2-tailed)	.001	
	N	30	
X2.3	Pearson Correlation	.679**	VALID
	Sig. (2-tailed)	.000	
	N	30	
X2.4	Pearson Correlation	.563**	VALID
	Sig. (2-tailed)	.001	
	N	30	
X2.5	Pearson Correlation	.626**	VALID
	Sig. (2-tailed)	.000	
	N	30	
X2.6	Pearson Correlation	.603**	VALID
	Sig. (2-tailed)	.000	
	N	30	
X2.7	Pearson Correlation	.401*	VALID
	Sig. (2-tailed)	.028	

	N	30	
X2.8	Pearson Correlation	.446*	VALID
	Sig. (2-tailed)	.014	
	N	30	
X2.9	Pearson Correlation	.470**	VALID
	Sig. (2-tailed)	.009	
	N	30	
Y1	Pearson Correlation	.478**	VALID
	Sig. (2-tailed)	.008	
	N	30	
Y2	Pearson Correlation	.636**	VALID
	Sig. (2-tailed)	.000	
	N	30	
Y3	Pearson Correlation	.494**	VALID
	Sig. (2-tailed)	.006	
	N	30	
Y4	Pearson Correlation	.545**	VALID

	Sig. (2-tailed)	.002	
	N	30	
Y5	Pearson Correlation	.563**	VALID
	Sig. (2-tailed)	.001	
	N	30	
Y6	Pearson Correlation	.621**	VALID
	Sig. (2-tailed)	.000	
	N	30	
Y7	Pearson Correlation	.607**	VALID
	Sig. (2-tailed)	.000	
	N	30	
Y8	Pearson Correlation	.514**	VALID
	Sig. (2-tailed)	.004	
	N	30	
Y9	Pearson Correlation	.563**	VALID
	Sig. (2-tailed)	.001	
	N	30	

Y10	Pearson Correlation	.499**	VALID
	Sig. (2-tailed)	.005	
	N	30	
Y11	Pearson Correlation	.662**	VALID
	Sig. (2-tailed)	.000	
	N	30	
Y12	Pearson Correlation	.497**	VALID
	Sig. (2-tailed)	.005	
	N	30	
Y13	Pearson Correlation	.674**	VALID
	Sig. (2-tailed)	.000	
	N	30	

Source: Processed primary data, 2026.

Based on the validity test results, all question items in Variables X1, X2, and Y were declared valid because they had a calculated r value greater than the table r (0.361) and a significance value less than 0.05. Thus, all questionnaire items were suitable for use as research instruments and could be continued to reliability tests and subsequent research analysis.

3.3. Reliability Test

Reliability testing is a test conducted to determine the extent to which a research instrument is capable of producing consistent measurements. According to Tavakol and Dennick (2011), reliability relates to an instrument's ability to measure consistently. In

research using questionnaires with multiple items, reliability can be used to determine internal consistency between items measuring the same construct. One common method for measuring reliability is Cronbach's Alpha.

Table

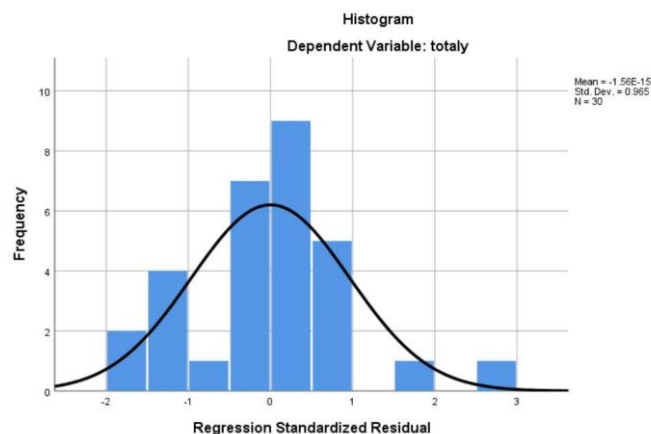
Reliability test



Cronbach's Alpha	N of Items
.855	5

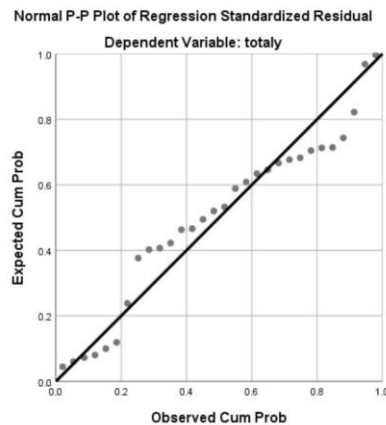
Based on the Reliability Statistics table, a Cronbach's Alpha value of 0.965 was obtained for 43 items. Because the Cronbach's Alpha value is greater than 0.70, the research instrument is considered reliable and has very high internal consistency. Therefore, all items in the questionnaire are suitable for use in research data collection.

Table Reliability Test Diagram



Based on the histogram of the Regression Standardized Residual, it can be seen that the residual distribution pattern forms a bell-shaped curve and is spread relatively symmetrically around the zero value. Furthermore, the average residual standard deviation value of 0.965 is close to one. Therefore, it can be concluded that the residual data is normally distributed, thus meeting the normality assumption in the regression model.

Table p-plot test



Based on the results of the Normal PP Plot, it can be concluded that the residual data follows a normal distribution because the points are spread around the diagonal line and do not form an extremely deviant pattern. Thus, the regression model meets the assumption of normality and is suitable for further analysis.

3.4. Multicollinearity test

The multicollinearity test aims to determine whether there is a high relationship or correlation between independent variables in a regression model, according to Sriningsih, Hatidja, and Prang (2018).

Table Multicollinearity test

Coefficients ^a								
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error					Tolerance	VIF
1	(Constant)	12.308	4.804		2.562	.016		
	totalx1	1.143	.299	.547	3.817	.001	.397	2.518
	totalx2	.534	.197	.388	2.706	.012	.397	2.518

a. Dependent Variable: totaly

Based on Table 4.4.1 multicollinearity test, Transformational Leadership Style Variable (X1) has a Tolerance value of 0.397 and VIF of 2.518, while Coworker Variable (X2) has a Tolerance value of 0.397 and VIF of 2.518. All variables have a Tolerance value > 0.10 and $VIF < 10$. Therefore, it can be concluded that the regression model does not experience multicollinearity, so the multicollinearity assumption has been met and the regression model is suitable for use for hypothesis testing.

a. Kolmogorov-Smirnov test

The Kolmogorov-Smirnov test is a method used to test data normality, namely to determine whether research data has a normal distribution. According to Mishra et al. (2019), normality testing is necessary to determine whether data meets the assumption of a normal distribution, which is a requirement for using several statistical analysis methods. One method that can be used to test normality is the Kolmogorov-Smirnov test.

Table Kolmogorov-Smirnov test

NPar Tests		
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.31663098
Most Extreme Differences	Absolute	.149
	Positive	.149
	Negative	-.139
Test Statistic		.149
Asymp. Sig. (2-tailed)		.086 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

The Kolmogorov-Smirnov test results show a significance value (Asymp. Sig.) of 0.086, which is greater than 0.05 ($0.086 > 0.05$). Thus, H_0 is accepted, indicating a normal distribution of the residual data. This means that the regression model meets the normality assumption, allowing the regression analysis to proceed as there are no violations of the residual normality assumption.

b. t-test (partial)

The t-test is a test used to determine the partial effect of each independent variable on the dependent variable. The t-test is performed by comparing the significance value or calculated t-value with predetermined testing criteria. In multiple regression analysis, the t-test is used to determine whether each independent variable individually has a significant effect on the dependent variable.

The basis for decision-making in the t-test is that if the significance value is <0.05 , then the independent variable has a partial significant effect on the dependent variable. Conversely, if the significance value is >0.05 , then the independent variable does not have a partial significant effect on the dependent variable.

Table Coefficients^a

Model	Unstandardized Coefficients		Standardized	t	Sig.
	Error	B Std.	Beta Coefficients		
1 (Constant)	.947	1,586		.597	.552
Total x1	.421	.138	.444	3.103	.003
Total x2	.553	.170	.596	3,261	.002
X1x2	.028	.012	.303	2,333	.028

a. Dependent Variable: total

Based on the results of the t-test in the Coefficients table, the following results were obtained.

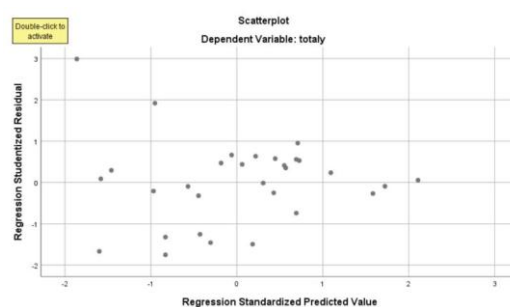
1. The Influence of Transformational Leadership Style (X1) on Employee Performance (Y). The Transformational Leadership Style variable (X1) has a regression coefficient value (B) of 0.421, a calculated t value of 3.103, and a significance value of 0.003. Because the significance value is smaller than 0.05 ($0.003 < 0.05$), the Transformational Leadership Style has a positive and significant effect on Employee Performance. This means that the better the Transformational Leadership Style applied, the higher the Employee Performance. Thus, H1 is accepted.
2. The Influence of Coworker (X2) on Employee Performance (Y). The Coworker variable (X2) has a regression coefficient (B) of 0.553, a t-value of 3.261, and a significance value of 0.002. Because the significance value is less than 0.05 ($0.002 < 0.05$), Coworker has a positive and significant effect on Employee Performance. This shows that good Coworker (Working Relationships) between coworkers can improve Employee Performance. Thus, H2 is accepted.
3. The Influence of Organizational Values as an Interaction Variable (X1×X2) on Employee Performance (Y). The interaction variable X1×X2 has a regression coefficient (B) value of 0.028, a calculated t value of 2.333, and a significance value of 0.028. Because the

significance value is less than 0.05 ($0.028 < 0.05$), the interaction variable $X1 \times X2$ has a positive and significant effect on Employee Performance (Y).

Performance. This shows that there is an effect of organizational values between Transformational Leadership Style and Coworker in increasing

Employee Performance In other words, the influence of Transformational Leadership Style on Employee Performance will be stronger if supported by good relationships between coworkers.

Table Scatterplot Test



Based on the scatterplot, there are no signs of heteroscedasticity in the regression model. This is indicated by the random distribution of the residual points and their lack of any particular pattern. Thus, the assumption of homoscedasticity has been met, making the regression model suitable for further analysis.

4. Conclusion

Transformational Based on research conducted at Sultan Agung Islamic Hospital in Semarang, it can be concluded that transformational leadership and support from coworkers significantly influence employee performance. The transformational leadership demonstrated by hospital leaders creates a positive work environment, where employees feel motivated and inspired to give their best. This reflects how leaders who are able to foster a clear vision and mission, as well as provide appropriate direction, can influence employee morale. For example, a leader who actively involves employees in decision-making and recognizes their contributions will foster a greater sense of ownership and responsibility among them. This aligns with previous findings that suggest transformational leadership contributes to improved individual and team performance (Bass & Riggio, 2020). In study This, values organization function in as Moderating variables. Which strengthen connection between style leadership. *Transformational* and Employee Performance. The analysis shows that when organizational values are well implemented, the positive impact of Transformational Leadership Style on Employee Performance is stronger. For example, if

values such as integrity, collaboration, and innovation are well internalized, employees will be more likely to behave in accordance with those values, which in turn can improve their performance. This indicates that strong organizational values can be an additional driver in creating a productive work culture (Schein, 2021). When employees feel that they work in an environment that values these values, they will be more motivated to work harder and contribute more. Furthermore, coworking has been shown to play a significant role in improving employee performance. When employees feel supported by their colleagues, they tend to be more committed and contribute optimally. For example, in situations where an employee faces challenges or difficulties, support from colleagues can provide much-needed morale and practical encouragement. Previous research has shown that good interpersonal relationships in the workplace can increase job satisfaction and productivity (Bakker & Demerouti, 2020). In this context, the importance of building good Coworker among employees cannot be ignored, because this can create a conducive and mutually supportive working atmosphere. Thus, it can be concluded that to improve Employee Performance at Sultan Agung Islamic Hospital Semarang, synergy is needed between Transformational Leadership Style, Coworker, and the implementation of strong organizational values. All of these factors interact and contribute to the achievement of organizational goals. It is important for management to understand that Employee Performance is not only the result of individual efforts, but also the result of collaboration and social interactions that occur in the work environment.

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