

Transactional Leadership: Employee Performance and Organizational Performance (Literature Review)

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ABSTRACT

The purpose of this scientific article is to search for literature in support of the variables in this scientific article and given results for consideration in future research as research gaps or with different research objects. The research method used is qualitative with literature reviews to get results. The results were obtained Most of the scientific articles of the review literature had a significant effect on the transactional leadership variable with employee performance , as well as the employee performance variable with organizational performance.

INTRODUCTION

Leaders in an organization will direct and run the company, lead employees, and provide targets to be achieved what has been declared by the top or top leaders in an organization or company. There are various styles in leading, one of which is transactional leadership, according to (Burns & Leadership, 1978) transactional leaders recognize and respond to the expectations of their followers by making a close relationship between effort and reward, while according to (Couto, 2007) states in transactional leadership that where the performance of subordinates requires improvement, supervisors have the authority to evaluate, correct, and train them. They are also empowered to recognize excellence when the desired result has been achieved. So as a leader with this style, it can be seen how to lead towards employees. In an organization, employees must have a leadership spirit to manage their members to achieve organizational goals (Susanto & Sawitri, 2022)

Employees must be directly monitored in relation to their performance in an organization or company, based on the results of research from (Brahim et al., 2015) stating that Transactional leadership styles are generally positively and significantly related to the performance associated with offering positive rewards in case of achieving the goals set or offering negative rewards when the offender does not achieve the desired goal, with the results of research that states About the transactional leadership style shows that there is a strong positive influence on the performance of employees in the organization in which they work. The manager must strengthen the role of transactional leadership styles in the organizations he leads to improve and develop leadership styles (Buil, I., Martínez, E., & Matute, 2019), in this study there are transformational leadership variables in other variables.

Employee performance is related to organizational performance, the organization needs employees, employees work as directed by the leadership, whether managers, supervisors or even directors. Organizational performance is formed by the running of employees with ideas and thoughts, achievements, as well as seeing external competitors outside the organization. These two variables according to the results of research from (Muwardi et al., 2020) state that organizations with higher Intellectual Capital (IC), Employee Performance (EP) and Job Performance (JP) are important, research results. Furthermore, research from (Samwel, 2018) states that it shows the existence of a significant positive relationship between employee relations and employee performance and between employee relations and company performance, furthermore there are research results from (Utrilla et al., 2015) that training affects individual performance and organizational performance indicators. Employee performance can be formed if employees have good competence and are motivated to work (Susanto, 2022)

So that in this scientific article from the description above the goal is to see from the literature side the review between the variables found and used to make a view or New reference insights for researchers and their results for other researchers are used for future research in the field of human resources either by quantitative or qualitative methods.

THEORETICAL REVIEW

Transactional Leadership

By emphasizing the interaction between leader and follower, transactional leadership shows how the relationship between leader and follower is based on self-interest (Alrowwad et al., 2020). Still according to (Alrowwad et al., 2020) states that the exchange of employee benefits (psychological or material rewards given by the president to his followers) serves as a guiding principle of business (in its most basic definition) and that this principle can be strengthened by the threat of punishment. According to (Bass, 1995) states that there are three types of transactional leadership in contingency cases, passive management in exceptional cases and active management in exceptional cases.

Employee Performance

Employee performance is an individual's ability to efficiently achieve their own goals (Kreitner & Kinicki, 2007). Employee performance is an individual advantage to efficiently achieve independent goals (Robins et al., 2013). Employee performance determines the direction of organizational success today, so employee performance is very vital in a company (Setyawati et al., 2022)

Organizational Performance

According to (Smriti & Das, 2017) organizational Performance is organizational effectiveness is seen as the ability of the organization to use and process various organizational resources to achieve its goals, while according to (Masa'deh et al., 2018) organization performance is e The effectiveness of all organizational functions together can be a clear definition of organizational effectiveness. Coupled with the accumulation of multidimensional structures influenced by different organizational strategies and functions. The "fit" between the strategic direction of the organization and its resource base determines superior performance. To achieve management performance, a mentoring program is needed in carrying out organizational performance programs (AR, Muhammad Thamrin Saribanon et al., 2023)

METHODOLOGY

This scientific article is used qualitative method by using the review literature of dozens of articles related to the variables in this scientific article, after which it is spelled out Then it is concluded by the author in the form of a perspective in this scientific article. The description of scientific articles as literature in the form of two tables as below:

Table 1. Distribution of Journals and Publishers

Number	Article Name	Writer	Journal	Publisher	Year
1.	Effect of Transformational Leadership and Transactional Leadership on Employee Performance of Konawe Education Department at	(Sundi, 2013)	International Journal of Business and Management Invention Volume 2 Issue 12 December. 2013 PP.50-58	www.ijbmi.org	2013

	Southeast Sulawesi Province ^{*)}				
2.	Knowledge management and organizational performance in the service industry: The role of transformational leadership beyond the effects of transactional leadership	(Birasnav, 2014)	Journal of Business Research 67 (2014) 1622-1629	Elsevier Inc.	2014
3.	The effects of coaching in employees and organizational performance: The Spanish Case	(Utrilla et al., 2015)	Intangible Capital IC, 2015 - 11(2): 166-189	Omnia Science (Omnia Publisher SL)	2015
4.	Effect of Employee Relations on Employee Performance and Organizational Performance-Study of Small Organizations in Tanzania	(Samwel, 2018)	Global Journal of Management and Business Research: A Administration and Management Volume 18 Issue 8 Version 1.0 Year 2018	Global Journals	2018
5.	The effect of organization restructuring on organization performance viewed from employee performance and leadership effectiveness at Maluku provincial education office	(Notanubun et al., 2019)	Journal of Education and Learning (EduLearn) Vol. 13, No. 1, February 2019, pp. 118~124	http://journal.uad.ac.id/index.php/EduLearn	2019
6.	INTANGIBLE RESOURCES AND INSTITUTION PERFORMANCE: THE CONCERN OF INTELLECTUAL CAPITAL, EMPLOYEE PERFORMANCE, JOB SATISFACTION, AND ITS IMPACT ON ORGANIZATION PERFORMANCE	(Muwardi et al., 2020)	International Journal of Innovation Management (2020) 2150009 (21 pages)	World Scientific Publishing Europe Ltd	2020
7.	Investigating employee and organizational performance in a cross-border acquisition – A case of withdrawal behavior	(Tian et al., 2021)	Hum Resour Manage. 2021;1-17	Wiley Periodicals LLC.	2021
8.	Impact of Transformational and Transactional Leadership Styles on Employees' Performance of Banking Sector in Pakistan"	(Naeem & Nawaz, 2017)	Global Journal of Management and Business Research: A Administration and Management Volume 15 Issue 5	Global Journals Inc. (USA)	2015
9.	THE EFFECT OF TRANSACTIONAL LEADERSHIP ON EMPLOYEES PERFORMANCE - CASE	(Brahim et al., 2015)	Economic Review - Journal of Economics and Business, Vol. XIII, Issue 2, November 2015	www.econstor.eu	2015

STUDY OF 5 ALGERIAN BANKING INSTITUTIONS					
10.	Influence of Work Life Balance on Employees Performance: Moderated by Transactional Leadership	(Aslam, 2015)	Journal of Resources Development and Management ISSN 2422-8397 Vol.10, 2015	www.iiste.org	2015
11.	The Effect of Transactional Leadership and Organizational Culture to Employee Performance through Motivation of Employment	(Firmansah et al., 2018)	The International Journal of Social Sciences and Humanities Invention 5(06): 4837-4841, 2018	THEIJSSHI	2018
12.	Impact of transactional Leadership and Transformational Leadership On Employee Performance : A Case of FMCG Industry of Pakistan	(Kalsoom et al., 2018)	Industrial Engineering Letters Vol.8, No.3, 2018	www.iiste.org	2018
13.	Transformational and Transactional Leadership Styles on Employee Performance	(Hoxha & Heimerer, 2019)	International Journal of Humanities and Social Science Invention (IJHSSI) Volume 8 Issue 11 Ser. III November 2019 PP 46-58	ResearchGate	2019
14.	Transactional Leadership, Motivation and Employee Performance	(Wahyuni et al., 2019)	Science, Engineering and Social Science Series Vol. 3, No. 5, 2019	Kemala Publisher	2019
15.	Innovation and intellectual capital as intermediary variables among transformational leadership, transactional leadership, and organizational performance	(Alrowwad et al., 2020)	Journal of Management Development Vol. 39 No. 2, 2020pp. 196-222	Emerald Publishing Limited	2020
16.	Research on Employee Performance through Transactional Leadership and Organizational Commitment: A Case in FPT University Danang	(Tan et al., 2021)	American Journal of Social Sciences and Humanities Vol.6, No.1, 27-38	ResearchGate	2021
17.	Transformational Leadership, Transactional Leadership and Employee performance	(Buil, I., Martínez, E., & Matute, 2019)	Academic Journal of Research and Scientific Publishing Vol 3 Issue 29	AJRSP	2021
18.	Predicting employee performance through transactional leadership and entrepreneur's passion among the employees of Pakistan	(Abdelwahed et al., 2022)	Asia Pacific Management Review xxx (xxxx) xxx	Elsevier B.V	2022
19.	MEDIATING ROLE OF EMPLOYEE COMMITMENT IN THE	(Mahfouz et al., 2022)	Journal of Governance and Regulation / Volume 11, Issue 1,	Virtus Enter Press	2022

	RELATIONSHIP BETWEEN TRANSACTIONAL LEADERSHIP AND EMPLOYEE PERFORMANCE		Special Issue, 2022		
20.	Transformational and Transactional Leadership Styles on Employee Performance	(Kitta & Salim, 2022)	Point of View Research Management 3 (3) 2022. August pp 362 - 376	https://journal.accountingpointofview.id/index.php/povrema	2022

Table 2. Article Categories by Subject

Number	Article Name	Purpose	Findings	Recommendations
1.	Effect of Transformational Leadership and Transactional Leadership on Employee Performance of Konawe Education Department at Southeast Sulawesi Province *)	to evaluate, analyze and empirically prove the influence of transformational and transactional leadership on employee performance in the Konawe District Education Office of Southeast Sulawesi Province.	The effect of transactional leadership on performance by 0.173, partial and simultaneous testing of variables had a positive and significant effect.	Transactional Leadership Variables positive influence with employee performance, as well as transformational leadership variables with positive employee performance variables
2.	Knowledge management and organizational performance in the service industry: The role of transformational leadership beyond the effects of transactional leadership	examines a comprehensive model consisting of various relationships between transformational and transactional leadership, knowledge management processes (KM) and organizational effectiveness	transformational leadership has a strong and positive effect on KM processes and organizational performance once the influence of transactional leadership is controlled. In addition, the KM process partially mediates the relationship between transformational leadership and organizational performance after controlling the transactional leadership effect	Transactional leadership with positive organizational performance, as well as variable knowledge management, and transformational leadership.
3.	The effects of coaching in employees and organizational performance: The Spanish Case	to analyze the impact of training on personal development and organizational effectiveness.	Training affects individual performance and organizational performance indicators. In addition, the theory of social exchange and resource-oriented perspectives are an appropriate framework for studying the influence of training.	Training with variable organization performance has a positive effect and employees performance is positive with organization performance.
4.	Effect of Employee	to test the impact of employee relationships on employee and	indicates the existence of a significant positive	Positive employee

<p>Relations on Employee Performance and Organizational Performance-Study of Small Organizations in Tanzania</p>	<p>organizational performance while identifying the different types of employee relationships used by small organizations in Tanzania.</p>	<p>relationship between employee relations and employee performance and between employee relations and company performance</p>	<p>performance with organizational performance, also with employee relationships positively affects</p>
<p>5. The effect of organization restructuring on organization performance viewed from employee performance and leadership effectiveness at Maluku provincial education office</p>	<p>a comprehensive analysis of the impact of organizational changes on organizational outcomes, either directly or indirectly, collected through survey methods.</p>	<p>that organizational restructuring has a direct impact on organizational performance. Another finding is that restructuring has an indirect influence on company performance through employee effectiveness and management effectiveness. The effect of improving organizational performance due to organizational changes carried out in the Maluku Regency Education Office results in behavior changes where education office employees can improve individual efficiency and work with management efficiently. and efficient structure. This has implications for improving organizational effectiveness</p>	<p>Organization restructuring has no influence with organization performance and employee performance, but the variables of organization performance and employee performance have a positive influence.</p>
<p>6. INTANGIBLE RESOURCES AND INSTITUTION PERFORMANCE: THE CONCERN OF INTELLECTUAL CAPITAL, EMPLOYEE PERFORMANCE, JOB SATISFACTION, AND ITS IMPACT ON ORGANIZATION PERFORMANCE</p>	<p>to test the relationship between intangible assets, employee performance and job satisfaction (JS) by using a structural model. This research examines the practical and theoretical foundations of this organizational performance paradigm. This study also aims to find out whether there is a relationship between these aspects in the context of the performance of non-profit organizations in Indonesia.</p>	<p>indicates that organizations with higher levels of intellectual capital (IC), employee performance (EP) and work performance (JP) are important predictors of organizational performance in this sample. Similarly, JS and IC predict EPs. It is recognized that emotional intelligence, such as satisfaction and dissatisfaction, is an important stimulus that requires a tendency to action</p>	<p>Positive employee performance with organization performance, as well as with other variables</p>
<p>7. Investigating employee and organizational performance in a cross-border acquisition—A case of withdrawal behaviour</p>	<p>presents an empirical study of the determining factors and consequences of employee departure and their impact on willingness to share tacit knowledge, knowledge transfer and cross-border acquisition activities in the context of the Chinese takeover in the UK</p>	<p>Employee withdrawal behavior negatively affects employees' willingness to share information secretly. The results further confirm that the will has a positive effect on the transfer of knowledge, which in turn has a positive effect on cross-border performance. Our paper complements the PMS literature by</p>	<p>Empirical studies of organizational and employee performance have a negative effect through employee self-esteem.</p>

			improving understanding of the processes by which HR systems influence outcomes at various levels of analysis in relation to cross-border acquisitions	
8.	Impact of Transformational and Transactional Leadership Styles on Employees' Performance of Banking Sector in Pakistan"	Identifying fundamental tools for organizational development through the use of leadership skills with two independent variables consisting of transactional and transformational leadership skills and the dependent variable is employee effectiveness	Impact on employee performance and organizational performance outcomes, so although the banking sector in Pakistan is growing, you need to know the impact of transactional and transformational leadership on employee performance, and they face critical constraints	Transformational and Transactional Leadership Styles have a critical impact on employee performance
9.	THE EFFECT OF TRANSACTIONAL LEADERSHIP ON EMPLOYEES PERFORMANCE - CASE STUDY OF 5 ALGERIAN BANKING INSTITUTIONS	to find out the relationship between transactional leadership style and employee performance. Leadership is recommended to leaders.	Leadership is recommended to leaders.	Transactional leadership with Employees Performance
10.	Influence of Work Life Balance on Employees Performance: Moderated by Transactional Leadership	assessing the impact of work-life balance on worker performance in Pakistan's education sector. The study also examines the effect of transactional leadership moderation on the relationship between work-life balance and employee performance	Transactional leadership has a significant moderation effect	Transactional Leadership as a moderation variable
11.	The Effect of Transactional Leadership and Organizational Culture to Employee Performance through Motivation of Employment	to determine the influence of transactional leadership, organizational culture and work motivation on the performance of officers of the Single Engineering Marta Police	Transactional leadership has a very weak and insignificant influence on employee performance, meaning that the current transactional leadership style is influenced by other factors,	Transactional leadership is not significant to Employee Performance
12.	Impact of transactional Leadership and Transformational Leadership On Employee Performance : A Case of FMCG Industry of Pakistan	looking at two leadership styles that affect employee performance in Pakistan's FMCG industry	Transactional leadership styles have a strong positive correlation with employee performance	Positive transactional leadership style with Employee Performance
13	Transformational and Transactional Leadership Styles on Employee Performance	to test the impact of leadership styles, transformational and transactional leadership, on employee effectiveness	transactional management styles, including conditional rewards, management Active and passive exceptions do not significantly predict employee performance	Transactional management style is insignificant to employee performance

14.	Transactional Leadership, Motivation and Employee Performance	to explain and analyze the effect of transactional leadership on employee performance by using motivation as an intermediate variable	When transactional leadership and organizational culture are supported by high work motivation, then the company can improve its performance.	Transactional leadership positively influences employee performance with other variables that follow such as organizational culture and work motivation
15.	Innovation and intellectual capital as intermediary variables among transformational leadership, transactional leadership, and organizational performance	to test the mediating effect of intellectual capital and innovation on the relationship between transformational and transactional leadership and organizational performance in Jordanian banks in the city of Irbid.	Transformational and transactional leadership is positively related to organizational performance. The findings also support the notion that intellectual capital and innovation play a mediating role in transformational and transactional leadership and organizational effectiveness.	Transformational and transactional leadership positively relate to organizational performance
16.	Research on Employee Performance through Transactional Leadership and Organizational Commitment: A Case in FPT University Danang	To find out the influence between transactional leadership and organizational commitment with employee performance	Transactional Leadership and Organizational Commitment affect with Employee Performance	Transactional Leadership with employee performance positive with other variables organizational commitment
17.	Transformational Leadership, Transactional Leadership and Employee performance	to test the relationship between independent and dependent variables. The first relationship between transformational leadership and employee performance. Another relationship discussed in this article is between transactional leadership and employee performance	Transactional leadership shows that there is a strong positive influence on the performance of employees in the organizations in which they work. The manager must strengthen the role of transactional leadership styles in the organizations he leads in order to improve and develop leadership styles	Transformational Leadership, with Employee Performance and Transactional Leadership with Employee performance significant
18.	Predicting employee performance through transactional leadership and entrepreneur's passion among the employees of Pakistan	to test the influence of transactional leadership style (TLS) and entrepreneurial spirit (ETP) on employee performance (EP) and the role of passion mediation between TLS and EP in Pakistan	indicates a positive and significant influence of TLS and ETP on EP. Thus, ETP is recognized as an intermediary between TLS and EP	Positive influence between Transactional Leadership and Entrepreneurial Spirit with Employee Performance
19.	MEDIATING ROLE OF EMPLOYEE COMMITMENT IN THE RELATIONSHIP	to test the importance of employee engagement as a mediator in the relationship between transactional leadership style and employee	Transactional leadership styles were found to be insignificant in predicting employee performance, whereas employee	Transactional leadership style found insignificant in predicting

BETWEEN TRANSACTIONAL LEADERSHIP EMPLOYEE PERFORMANCE	AND	performance in construction workers in Malaysia	commitments significantly interfered with employee performance. Meanwhile, Advertising Leadership has a great influence on employee engagement, while employee engagement fully conveys the relationship between transactional leadership and employee performance.	employee performance
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20. Transformational and Transactional Leadership Styles on Employee Performance	and Leadership	to find out and analyze the effect of changes and transaction management styles on employee performance at Bank BNI Maros Branch	Transactional leadership significantly affects employee performance	Transactional Leadership significant employee performance	with
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RESULTS

It can be seen that from the description above, there are several scientific articles related to this scientific article where, according to the article (Kitta & Salim, 2022) states Transactional Leadership significant with employee performance, furthermore from the scientific article owned (Mahfouz et al., 2022) states that transactional leadership style is found to be insignificant in predicting employee performance, furthermore there are research results from scientific articles belonging to (Abdelwahed et al., 2022) which state that Positive influence between Transactional Leadership and Entrepreneurial Spirit with Employee Performance. In addition, there are research results that state Transformational Leadership, with Employee Performance insignificant, and Transactional Leadership with Employee performance significant (Buil, I., Martínez, E., & Matute, 2019), further stating the results of the study that Transactional Leadership with employee performance is positive with other variables organizational commitment (Tan et al., 2021).

Furthermore, the results of research from (Alrowwad et al., 2020) state that transformational and transactional leadership is positively related to organizational performance, then there are research results stating Transactional leadership positively influences employee performance with other variables that follow such as organizational culture and work motivation (Wahyuni et al., 2019), there are also states from the results of the study that transactional management style is not significant to employee performance (Hoxha & Heimerer, 2019); (Candra Susanto & Henokh Parmenas, 2021); (Nuraeni et al., 2022).

Related to organizational performance variables, there are research results that state that empirical organizational and employee performance studies have a negative effect through employee withdrawal (Tian et al., 2021), then from the results of the study (Muwardi et al., 2020) stated that Employee Performance

is positive with organization performance, as well as with other variables, then the results of research that states transactional leadership with positive organizational performance, as well as knowledge management variables, and transformational leadership (Birasnav, 2014). Also stated from the results of the study that training with organizational performance variables has a positive effect and positive employee performance with organization performance (Utrilla et al., 2015), as well as research results that state positive employee performance with organizational performance, also with employee relationships have a positive effect.

DISCUSSION

There are several research results that state that are insignificant such as from the article owned (Abdelwahed et al., 2022) leadership style is not significant to employee performance and also from (Hoxha & Heimerer, 2019) states that transactional management style is not significant to employee performance, furthermore (Buil, I., Martínez, E., & Matute, 2019) and (Tan et al., 2021) stated that Transactional Leadership has a significant effect on Employee performance.

Organizational and employee performance have a negative effect through employee withdrawal (Tian et al., 2021);(Buda Prasada & Sawitri, 2019), subsequently (Birasnav, 2014), (Utrilla et al., 2015) and (Muwardi et al., 2020) stated that employee performance is positive and significant to organizational performance. Then Most of the above descriptions state positive and significant for transactional leadership variables with employee performance, and employee performance with organizational performance.

CONCLUSIONS

This study aims to find literature in support of variables in this scientific article and given results for consideration in future research as research gaps or with objects different research. The recommendations in this study can be used to broaden horizons, especially in the field of human resources related to the variables featured in this article.

FURTHER STUDY

Need continuity after this article with the same variables or with other variables and objects to be used

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