

ABSTRACT

This study aims to bridge the research gap identified in previous studies regarding the inconsistent role of transformational leadership in influencing employee performance and the related phenomena. The study adopts leadership theory as the theoretical lens guiding the development of the variables: transformational leadership, high-performance work system, knowledge sharing, and employee performance. The empirical model was tested on 199 employees of Bank Mandiri in Semarang City, Central Java, using AMOS 24 software. The findings indicate that transformational leadership, high-performance work system, and knowledge sharing have a positive effect on employee performance. This suggests that these factors foster an inspiring, productive, and collaborative work environment, which encourages employees to work more effectively. The study contributes to a deeper understanding of how transformational leadership influences employee performance by considering the mediating roles of the high-performance work system and knowledge sharing.

Keyword: *Transformational leadership, employee performance, high-performance work system, leadership theory*

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