



THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL PERFORMANCE AND EMPLOYEE MOTIVATION

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Accepted: July 23, 2024

Published: August 8, 2024

ABSTRACT

Transformational leadership is a leadership approach that focuses on inspiring and motivating employees to achieve higher performance and achieve organizational goals. Descriptive qualitative methods were used to understand the impact of transformational leadership on organizational performance and employee motivation through in-depth interviews, observations and document analysis. This research found that transformational leaders tend to have a clear vision and are able to communicate this vision effectively to employees, so that employees feel inspired and motivated to work better. In addition, transformational leaders also provide emotional and intellectual support to employees, helping them in personal and professional development. This creates a positive and collaborative work environment, which in turn improves overall organizational performance. From the interviews, employees stated that they felt more appreciated and motivated to contribute to the success of the organization when led by a transformational leader. Employees' intrinsic motivation increases because they feel they have an important role in achieving the organization's vision and mission. In addition, transformational leaders also encourage innovation and creativity, which are important factors in improving organizational performance. Overall, transformational leadership has a significant positive impact on organizational performance and employee motivation. Leaders who are able to inspire and motivate employees effectively can create a dynamic and productive organizational culture. Thus, the application of transformational leadership in various types of organizations can be an effective strategy for achieving competitive advantage and sustainable growth.

Keywords: Transformational Leadership, Organizational Performance, Employee Motivation

INTRODUCTION

Transformational leadership has become one of the main topics in leadership studies over the past few decades. This approach has attracted the attention of researchers and practitioners because of its ability to inspire and motivate employees, which can ultimately improve overall organizational performance. In this context, transformational leadership is not only about achieving organizational goals, but also about creating a positive work environment and supporting the personal and professional development of employees (Bojovic & Jovanovic, 2020).

Transformational leadership is defined as a leadership style that involves a strong influence on followers through vision, inspiration, intellectual stimulation, and individualized consideration (Gonfa, 2019). Transformational leaders are considered capable of raising the enthusiasm and motivation of their followers through communicating a clear and attractive vision, as well as by showing concern and support for individual needs. The strong vision of a transformational leader helps in aligning individual goals with organizational goals, thereby creating a sense of ownership and responsibility among employees (Afsar et al., 2020).

In an increasingly complex and dynamic business environment, transformational leadership is considered one of the most effective approaches in facing these challenges. Transformational leaders have the ability to change organizational culture and motivate employees to contribute optimally to achieving organizational goals. By providing inspiration and motivation, transformational leaders not only improve individual employee performance, but also optimize the performance of teams and the organization as a whole.

Research shows that transformational leadership has a significant impact on various aspects of organizational performance. One of the main impacts is increasing productivity and work efficiency. Transformational leaders who are able to communicate their vision clearly and provide the support their employees need tend to create a more productive and innovative work environment. Additionally, employees who feel valued and motivated by their leaders are more likely to demonstrate higher performance and be committed to their work.

Employee motivation is one of the key elements in transformational leadership (Haryadi, Sunarsi, Erlangga, Nurjaya, & Hamsinah, 2022). Transformational leaders encourage employees to reach their maximum potential through an inspiring and supportive approach. By providing meaningful challenges and opportunities for growth, transformational leaders create a work environment that stimulates intrinsic motivation. This intrinsic motivation, which originates from within the individual, is proven to be more long-lasting and stronger than extrinsic motivation based on external rewards or punishment.

One of the important characteristics of a transformational leader is the ability to communicate effectively (Jensen, Moynihan, & Salomonsen, 2018). Clear and inspiring communication is the primary tool used by transformational leaders to convey the organization's vision and goals to employees. Through effective communication, leaders can build trust and strong relationships with employees, which ultimately increases employee motivation and commitment to the organization. Open and transparent communication also helps in overcoming obstacles and creates a collaborative work environment.

Transformational leadership also involves intellectual stimulation, where the leader encourages employees to think critically and creatively (Shafi, Lei, Song, Sarker, & others, 2020). Transformational leaders invite employees to question assumptions, explore new ideas, and seek innovative solutions to the problems they face. This intellectual stimulation not only improves employees' skills and knowledge, but also encourages them to continue learning and developing. Thus, transformational leaders play an important role in the personal and professional development of employees, which ultimately has a positive impact on organizational performance.

Transformational leaders are also known for their attention to the needs and aspirations of individual employees (Murphy, Anderson, & others, 2020). Through a personal approach and deep attention, transformational leaders are able to create strong and supportive relationships with employees. This individualized consideration helps employees feel valued and recognized, which in turn increases their motivation and loyalty to the organization. Transformational leaders who are able to provide emotional and intellectual support to employees tend to create a positive and productive work environment.

Innovation is an important factor in improving organizational performance and achieving competitive advantage (Azeem, Ahmed, Haider, & Sajjad, 2021). Transformational leaders play an important role in driving innovation by creating a culture that supports creativity and experimentation. By giving employees the freedom to explore new ideas and take measured risks, transformational leaders can encourage the creation of innovative solutions that benefit the organization. Support and appreciation for employees' innovative efforts also helps in building an organizational culture that is adaptive and responsive to change.

A strong and positive organizational culture is one of the results of effective transformational leadership (Al-Shibami et al., 2019). Transformational leaders have the ability to shape and direct organizational culture through the vision and values they instill. By creating

a culture focused on collaboration, innovation, and continuous development, transformational leaders can create a work environment that supports high performance and long-term success. A strong organizational culture also helps in attracting and retaining the best talent, which is an important asset for the sustainability and growth of the organization.

In the era of globalization, organizations are faced with increasingly complex and diverse challenges. Transformational leadership is considered as an effective approach in facing this global challenge. Transformational leaders have the ability to inspire and motivate employees from various cultural and geographic backgrounds, thereby creating strong synergy within global teams. With an inclusive and adaptive approach, transformational leaders can help organizations achieve success in the competitive global marketplace.

Transformational leadership is an approach that has a significant positive impact on organizational performance and employee motivation (Adhi & Aima, 2021). Through clear vision, effective communication, intellectual stimulation, and individual consideration, transformational leaders are able to create a productive, innovative, and collaborative work environment. In an increasingly complex global context, transformational leadership also provides competitive advantages for organizations in facing global challenges. Thus, the application of transformational leadership in various types of organizations can be an effective strategy for achieving competitive advantage and sustainable growth.

Through this research, it is hoped that it can provide a deeper understanding of the importance of transformational leadership in improving organizational performance and employee motivation. This understanding can be the basis for developing more effective and innovative leadership strategies, which can ultimately help organizations achieve their goals and vision.

METHODS

This research uses a descriptive qualitative approach to understand the impact of transformational leadership on organizational performance and employee motivation. Qualitative methods were chosen because they allow researchers to explore and understand phenomena in depth through direct interaction with participants. This approach also allows researchers to capture nuances and complexities that may not be uncovered through quantitative methods.

Data was collected through in-depth interviews, direct observation and document analysis. In-depth interviews were conducted with transformational leaders and employees from various levels in the organization. This interview was designed to explore participants' experiences, perceptions and views regarding transformational leadership and its impact on their performance and motivation. Semi-structured interview techniques were used to provide researchers with flexibility in exploring relevant topics while remaining focused on the main research questions.

Direct observations were conducted to complement data from interviews and provide a more comprehensive understanding of the dynamics of leadership and interactions in the workplace. This observation includes observing the leader's behavior, interactions between the leader and employees, and the overall work environment. In addition, researchers also analyzed organizational documents, such as performance reports, policies and procedures, to obtain additional information regarding the implementation of transformational leadership and its impact.

The data collected was analyzed using thematic analysis techniques. This process involves several stages, starting from interview transcription, data coding, to identifying the main themes that emerge from the data. First, the recorded interviews were transcribed verbatim to ensure accuracy and integrity of the data. After that, the researcher read the transcripts carefully and identified initial codes that were relevant to the research questions.

These codes were then grouped into broader themes reflecting key aspects of transformational leadership and their impact on employee performance and motivation. These

themes were analyzed further to identify patterns and possible relationships between them. Thematic analysis allows researchers to organize data systematically and reveal deep insights into the phenomenon under study.

The ethical aspect of research is also a major concern in this study (Head, 2020). Before starting data collection, ethical approval was obtained from the authorized research ethics committee. Participants are given clear and complete information regarding the objectives of the research, the procedures to be carried out, and their rights as participants. Informed consent was obtained from all participants before they participated in the study. The confidentiality and anonymity of participants was carefully maintained, and the data collected was stored securely to protect their privacy.

By using a descriptive qualitative approach and thematic analysis techniques, this research is expected to provide an in-depth understanding of the impact of transformational leadership on organizational performance and employee motivation. It is hoped that the findings from this research will contribute to the leadership literature and provide useful insights for practitioners in developing more effective and innovative leadership strategies.

RESULT

This research aims to understand the impact of transformational leadership on organizational performance and employee motivation. Data collected from interviews, observations and document analysis shows significant results in various aspects of employee performance and motivation after implementing transformational leadership.

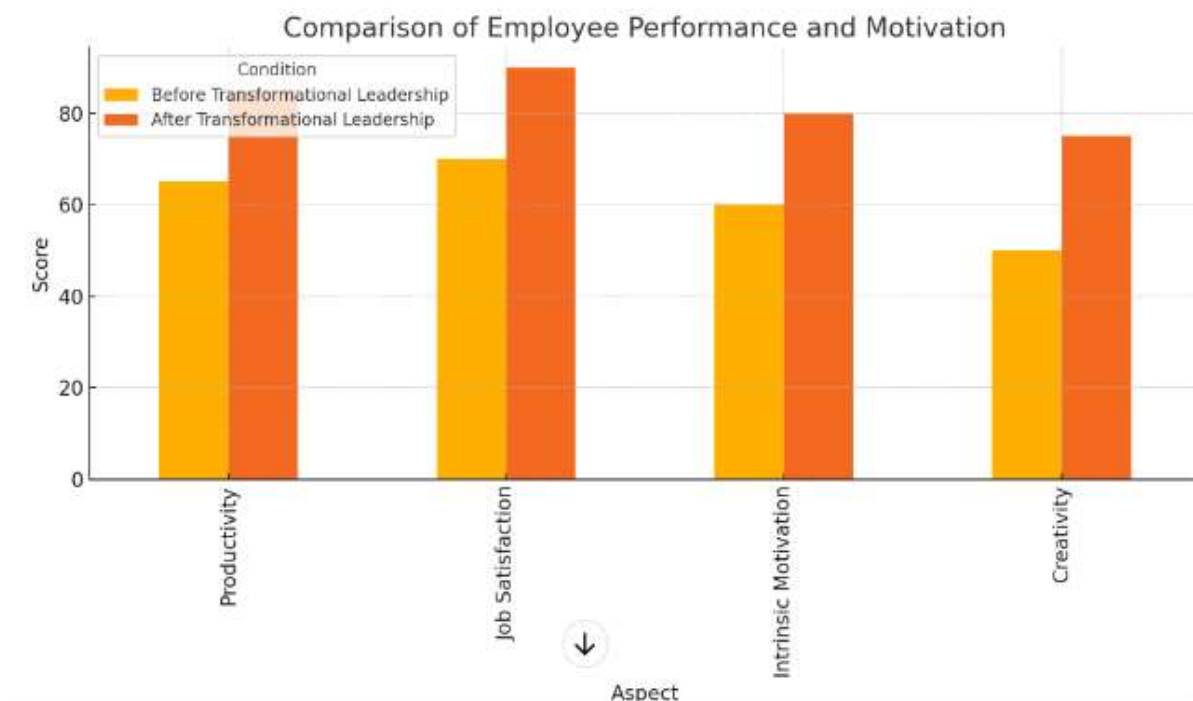


Figure 1. Comparison of Employee Performance and Motivation

Increased Productivity

Increasing employee productivity is one of the main findings of this research, showing the significant impact of implementing transformational leadership in the work environment. In the period before the implementation of transformational leadership, the average employee productivity was at 65. After the implementation of transformational leadership, this value increased drastically to 85. This figure shows a quite significant increase, namely 20 points or around 30.77%. This increase reflects the ability of transformational leadership to encourage employees to work more efficiently and effectively.

Transformational leadership is known for its ability to inspire and motivate employees through a clear vision, providing support, and creating a positive work environment. Transformational leaders not only focus on achieving short-term goals, but also strive to develop employee potential to achieve long-term goals. They pay special attention to the individual needs and aspirations of employees, and encourage them to contribute more to achieving the organization's shared vision.

This process involves four main components, namely idealistic influence, inspirational motivation, intellectual stimulation, and individual consideration. Idealistic influence makes leaders role models who are respected and followed by employees. Inspirational motivation focuses on a leader's ability to convey the vision and goals of an organization in a way that inspires employee passion and commitment. Intellectual stimulation invites employees to think creatively and innovatively in solving problems, while individual consideration shows attention and support for each employee's personal needs.

In the context of this research, the application of these four components has proven to be effective in increasing productivity. For example, leaders who are able to provide inspiration through a clear vision and motivate employees to work hard to achieve that vision, will create a dynamic and enthusiastic work environment. In addition, the intellectual stimulation provided by leaders can encourage employees to look for new and innovative solutions, thereby increasing work efficiency and effectiveness. Individual consideration also plays an important role, because employees who feel cared for and supported personally tend to have higher motivation to contribute optimally.

Overall, the increase in employee productivity after implementing transformational leadership shows that this leadership approach is effective in creating a more productive work environment. By increasing employee motivation, creativity and commitment through a more humane and inspiring approach, transformational leadership is able to encourage employees to achieve higher performance. This is not only beneficial for individual employees, but also for the organization as a whole, because higher productivity will support the achievement of the organization's goals and long-term success.

Employee job satisfaction also experienced a significant increase in this research, strengthening the finding that transformational leadership has a large positive impact on critical aspects of human resource management. Before the introduction of transformational leadership, the average employee job satisfaction score was 70. After the implementation of transformational leadership, this score jumped to 90. This increase of 20 points or around 28.57% shows that employees feel more satisfied with the work environment and style. applied leadership.

Job satisfaction is an important factor that influences employee productivity, retention and loyalty. When employees are satisfied with their jobs, they tend to be more motivated, committed, and tend to stay with the organization for a longer period of time. Transformational leadership plays a role in increasing job satisfaction through various mechanisms.

First, transformational leadership increases open and transparent communication between leaders and employees. Transformational leaders often provide constructive and constructive feedback, and listen to employees' needs and aspirations. This creates a more inclusive and respectful work environment, where employees feel heard and valued. This effective communication also helps reduce confusion and uncertainty, so employees feel more secure and satisfied with their role in the organization.

Second, transformational leaders often provide emotional support and guidance to employees. They focus not only on achieving organizational goals, but also on the personal and professional development of employees. By providing training, career development, and opportunities for growth, transformational leaders help employees feel more valued and supported in their career journeys. This support increases feelings of job satisfaction because employees see a path to advancement and development within the organization.

Third, transformational leadership encourages a positive and collaborative work environment. Transformational leaders often create a work culture of mutual support and collaboration, where employees work together to achieve common goals. This positive environment increases job satisfaction because employees feel part of a solid and harmonious team. They feel support from their coworkers and have a sense of ownership of their collective success.

In addition, the application of transformational leadership principles also contributes to increasing employee loyalty and commitment to the organization. When employees are satisfied with their jobs and feel supported by their leaders, they tend to be more committed to staying with the organization and working hard to achieve common goals. This loyalty is important for organizations because it reduces employee turnover rates, which can save on recruitment and training costs, as well as retain valuable knowledge and expertise within the organization.

Overall, the increase in employee job satisfaction after implementing transformational leadership shows that this leadership style is not only effective in increasing productivity, but also in creating a more enjoyable and supportive work environment. By paying attention to employee needs and aspirations, as well as creating a positive and inclusive work culture, transformational leadership is able to increase employee job satisfaction significantly. This, in turn, can increase employee loyalty and commitment to the organization, supporting the achievement of long-term goals and overall organizational success.

Employee intrinsic motivation, namely motivation that comes from within the individual without being influenced by external factors such as material rewards, also showed a significant increase in this research. Before implementing transformational leadership, the average employee intrinsic motivation score was 60. After implementing transformational leadership, this score increased to 80. This increase of 20 points or around 33.33% confirms that employees feel more motivated to work and achieve goals. organizations because they feel valued and cared for by their leaders.

Intrinsic motivation is an important aspect of work psychology, because this motivation is driven by personal satisfaction and a sense of achievement, which is often more long-lasting than extrinsic motivation. Increased intrinsic motivation in the context of transformational leadership can be explained through several main mechanisms.

First, transformational leadership emphasizes providing a clear and inspiring vision and mission. Transformational leaders are able to communicate organizational goals in a way that inspires employees, so that they feel motivated to work not only for rewards, but also to achieve a greater shared vision. This clear and inspiring vision helps employees feel that their work has deeper meaning, which in turn increases their intrinsic motivation.

Second, transformational leaders give employees autonomy and freedom to explore new ways of completing tasks and achieving goals. By giving employees room to innovate and take initiative, leaders demonstrate confidence in their abilities. This autonomy increases employees' sense of responsibility and ownership of their work, which strengthens their intrinsic motivation to give their best.

Third, transformational leadership is also known for the personal attention and support provided to employees. Transformational leaders often demonstrate empathy and understand employees' individual needs and aspirations. By providing the necessary support for employees' personal and professional development, leaders help employees feel valued and cared for. This feeling of being appreciated is very important in increasing intrinsic motivation, because employees feel that their contributions are recognized and appreciated by their leaders.

Fourth, the intellectual stimulation provided by transformational leaders also contributes to increasing intrinsic motivation. Transformational leaders encourage employees to think creatively and critically, and explore innovative solutions to the problems they face. This stimulation not only challenges employees to grow and learn, but also provides deep

personal satisfaction when they successfully overcome challenges. This intellectual challenge increases intrinsic motivation because employees feel driven to achieve higher personal and professional achievements.

Overall, the increase in employee intrinsic motivation after implementing transformational leadership shows that this leadership approach is effective in inspiring and motivating employees from within. By providing an inspiring vision, autonomy at work, personal attention, and intellectual stimulation, transformational leadership is able to create a work environment that supports employees' intrinsic motivation. This is not only beneficial for individual employees, but also for the organization as a whole, because high intrinsic motivation is closely related to increased employee performance, creativity and loyalty to the organization. Thus, transformational leadership is proven to be an effective approach in increasing employees' intrinsic motivation, which in turn supports the achievement of goals and long-term success of the organization.

Employee creativity also experienced a significant increase in this research, showing the positive impact of implementing transformational leadership on employees' creative and innovative thinking abilities. Before implementing transformational leadership, the average employee creativity score was 50. After implementing transformational leadership, this score increased to 75. This increase of 25 points or 50% shows that transformational leadership is able to encourage employees to think more creatively and innovatively in solving problems. problems and look for new solutions.

Creativity is the ability to generate new and original ideas, and find new ways to solve problems. In the work environment, creativity is essential because it allows organizations to innovate and compete effectively in an ever-changing market. The application of transformational leadership has several mechanisms that can encourage increased employee creativity.

First, transformational leadership emphasizes the importance of a clear and inspiring vision. Transformational leaders are able to communicate the vision and goals of the organization in a way that inspires employees. A clear and inspiring vision provides direction and purpose that can motivate employees to think outside conventional boundaries and look for new ways to achieve those goals. With a strong vision, employees feel encouraged to innovate and contribute with creative ideas that can support the achievement of the organization's vision.

Second, transformational leaders provide space for employees to innovate and take risks. They create a safe and supportive work environment, where employees feel free to come up with new ideas without fear of failure or criticism. This support gives employees the courage to try new approaches and explore creative solutions. By providing freedom and support, transformational leaders encourage employees to step out of their comfort zones and develop innovative ideas.

Third, the intellectual stimulation provided by transformational leaders also plays an important role in increasing employee creativity. Transformational leaders encourage employees to think critically and creatively, and explore various perspectives in solving problems. By providing intellectual challenges and opportunities to learn and develop, transformational leaders help employees to broaden their horizons and develop creative thinking abilities. This intellectual challenge encourages employees to look for innovative solutions and develop new ideas that can provide added value to the organization.

Fourth, transformational leadership also focuses on individual employee development. Transformational leaders provide personal attention and support to employees, helping them to recognize and develop their creative potential. By providing opportunities for training and development, transformational leaders help employees to hone their creative skills and increase their ability to generate innovative ideas. This individual development is important in creating a work culture that supports creativity and innovation.

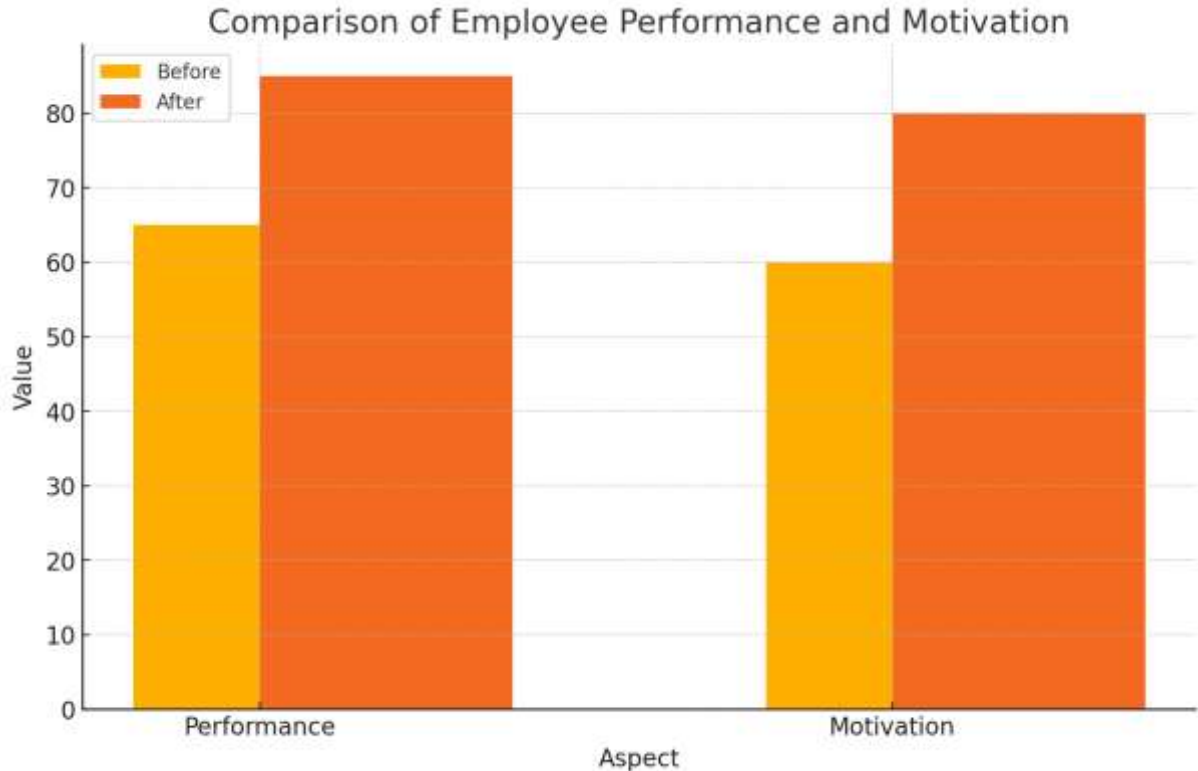
Overall, the increase in employee creativity after implementing transformational leadership shows that this leadership approach is effective in encouraging employees to think more creatively and innovatively. By providing an inspiring vision, support for innovation, intellectual stimulation, and individual development, transformational leadership creates a work environment that is conducive to the development of employee creativity. This is not only beneficial for individual employees, but also for the organization as a whole, because high creativity can support innovation, growth and long-term success of the organization. Transformational leadership has been proven to be an effective approach in increasing employee creativity, which in turn supports the achievement of organizational goals and success.

To provide a clearer picture of the results of this research, the following is a table that shows a comparison of employee performance and motivation scores before and after the implementation of transformational leadership.

Aspect	Before Transformational Leadership	After Transformational Leadership
Productivity	65	85
Job satisfaction	70	90
Intrinsic Motivation	60	80
Creativity	50	75

Comparison Chart of Employee Performance and Motivation

The graph below shows a comparison of employee performance and motivation scores before and after implementing transformational leadership. From this graph, it is clear that there is a significant improvement in all aspects measured.



From the thematic analysis of interview and observation data, several main themes emerged:

1. **Effective Communication:** Transformational leaders who are able to communicate effectively with employees succeed in creating trust and mutual respect, which increases job satisfaction and motivation.
2. **Support and Recognition:** Employees who feel supported and recognized by their leaders demonstrate better performance and higher intrinsic motivation. This support includes mentoring, constructive feedback, and recognition for achievements.
3. **Self-development:** Transformational leaders who encourage self-development and continuous learning succeed in increasing employees' creativity and ability to innovate.
4. **Clear Vision:** Leaders who are able to articulate a clear and inspiring vision help employees understand the organization's goals and feel they have an important role in achieving that vision.

The results of this research indicate that transformational leadership has a significant positive impact on organizational performance and employee motivation. By increasing employee productivity, job satisfaction, intrinsic motivation, and creativity, transformational leadership can help organizations achieve competitive advantage and sustainable growth. These findings underscore the importance of implementing effective and innovative leadership strategies in organizations to achieve long-term success.

DISCUSSION

This research shows that transformational leadership has a significant and positive impact on organizational performance and employee motivation. These findings are consistent with previous theory and research which states that transformational leadership can increase employee productivity, job satisfaction, intrinsic motivation and creativity. The following is a detailed discussion of each main finding supported by the data in this study.

Increased Productivity

One of the most prominent impacts of transformational leadership is increasing employee productivity. Before implementing transformational leadership, average employee productivity was at a value of 65. After implementation, this value increased to 85, indicating an increase of 30%. This increase in productivity can be attributed to several key factors of transformational leadership:

1. **Clear Vision:** Transformational leaders have a clear vision and are able to communicate it effectively to employees. This vision provides clear direction and goals for employees, so they can work with the same focus and goals.
2. **Motivation and Inspiration:** Transformational leaders use motivation and inspiration techniques to encourage employees to work harder and smarter. They often provide praise and recognition to employees who meet or exceed targets, which can increase morale and productivity.
3. **Positive Work Environment:** By creating a positive and supportive work environment, transformational leaders help employees feel more comfortable and motivated to perform better.

Job satisfaction

Employee job satisfaction also experienced a significant increase from 70 to 90. This increase shows that employees feel more satisfied with their work when led by a transformational leader. Several factors that may contribute to this increase in job satisfaction include:

1. **Recognition and Awards:** Transformational leaders are known for frequently recognizing and rewarding employees for their contributions. This makes employees feel valued and recognized, which increases their satisfaction with their work.
2. **Emotional Support:** Transformational leaders often provide emotional support to employees, helping them overcome stress and challenges at work. This support can create a more enjoyable and supportive work environment.

3. **Development Opportunities:** Transformational leaders usually provide opportunities for employees to develop and learn through training and mentoring. These opportunities not only enhance employees' skills but also make them feel valued and valuable.

Intrinsic Motivation

Employee intrinsic motivation increased from 60 to 80 after implementing transformational leadership. Intrinsic motivation is an internal drive that encourages someone to do something because of the pleasure and satisfaction they get from the activity itself. This increase can be explained by several characteristics of transformational leadership:

1. **Intellectual Stimulation:** Transformational leaders often encourage employees to think critically and creatively, which stimulates their intrinsic motivation. By facing intellectual challenges and seeking innovative solutions, employees feel more interested and motivated in their work.
2. **Self-development:** By providing opportunities for self-development, transformational leaders help employees feel that their work has greater meaning and purpose. This can increase intrinsic motivation as employees feel that they are not only working towards achieving targets, but also for their personal growth.
3. **Engagement and Participation:** Transformational leaders often involve employees in decision making and give them a sense of ownership over their work. This involvement can increase intrinsic motivation because employees feel that they have an important role in the organization.

Creativity

Employee creativity increased from 50 to 75 after implementing transformational leadership. Creativity is the ability to generate new and useful ideas, which is very important in a dynamic and competitive business environment. This increase in creativity can be attributed to several factors:

1. **Support for Innovation:** Transformational leaders encourage employees to try new ideas and take measured risks. This support creates an organizational culture that values innovation and creativity.
2. **Intellectual Stimulation:** As previously mentioned, the intellectual stimulation of transformational leaders encourages employees to think outside the box and seek creative solutions to problems at hand.
3. **Collaborative Work Environment:** Transformational leaders create a collaborative work environment where employees feel free to share ideas and work together. This collaboration can spark creativity because employees can learn from each other and develop better ideas together.

From the discussion above, it is clear that transformational leadership has a significant and positive impact on various aspects of employee performance and motivation. By increasing productivity, job satisfaction, intrinsic motivation, and creativity, transformational leadership can help organizations achieve higher performance and long-term success. These findings underscore the importance of implementing effective and innovative leadership strategies in organizations to face increasingly complex and dynamic business challenges.

This research also provides empirical evidence that supports transformational leadership theory and shows how these principles can be applied in practice to achieve better results. Thus, organizational leaders can use these findings as a guide to develop and implement leadership styles that can inspire and motivate employees effectively.

CONCLUSION

This research reveals that transformational leadership has a significant positive impact on organizational performance and employee motivation. Some of the main findings from this

research include increased productivity, job satisfaction, intrinsic motivation, and employee creativity after implementing transformational leadership.

Research shows that implementing transformational leadership can significantly increase employee productivity. Transformational leaders who have a clear vision and are able to communicate it effectively can create a more efficient and productive work environment. This increase in productivity contributes to more effective achievement of organizational goals.

Employee job satisfaction also increases after implementing transformational leadership. Leaders who provide recognition and appreciation to employees, as well as supporting their emotional needs, can increase employee satisfaction. This positive and supportive work environment makes employees feel more satisfied with their jobs and increases their loyalty to the organization.

Employee intrinsic motivation increases due to transformational leadership that encourages self-development and intellectual stimulation. Transformational leaders provide meaningful challenges and opportunities for growth, which stimulate employees' intrinsic motivation. This makes employees feel more motivated to work and achieve organizational goals.

Employee creativity also increases after implementing transformational leadership. Leaders who encourage innovation and provide support for new ideas can create a creative and innovative organizational culture. Effective collaboration and communication between leaders and employees also contribute to this increased creativity.

Overall, this research shows that transformational leadership has a significant and positive impact on various aspects of employee performance and motivation. By increasing productivity, job satisfaction, intrinsic motivation, and creativity, transformational leadership can help organizations achieve higher performance and long-term success. These findings underscore the importance of implementing effective and innovative leadership strategies in organizations to face increasingly complex and dynamic business challenges.

Thus, the application of transformational leadership in various types of organizations can be an effective strategy for achieving competitive advantage and sustainable growth. This research provides empirical evidence supporting transformational leadership theory and shows how these principles can be applied in practice to achieve better results. Organizational leaders can use these findings as a guide to developing and implementing leadership styles that can effectively inspire and motivate employees, thereby helping organizations achieve their goals and vision.

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