

## **TRANSFORMATIONAL LEADERSHIP IN IMPROVING THE MOTIVATION AND PERFORMANCE OF ORGANIZATIONAL MEMBERS**

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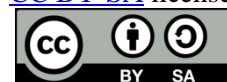
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### **ABSTRACT**

Transformational leadership is a leadership style that focuses on the leader's ability to inspire, motivate, and encourage positive change in organizational members. This study aims to examine the effect of transformational leadership on increasing the motivation and performance of organizational members. The method used in this study is a qualitative approach with literature study techniques from various journals, books, and relevant scientific articles. The results of the study indicate that transformational leadership has an important role in creating a productive work environment, increasing member loyalty, and building higher work morale. In addition, transformational leaders are able to provide a clear vision, build good communication, and be a role model for organizational members. Thus, transformational leadership can be an effective strategy in improving the quality of human resources and organizational success.

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## **INTRODUCTION**

Leadership is one of the important factors in the success of an organization. A leader is not only responsible for organizing and supervising, but is also able to provide positive influence to members of the organization so that they can work effectively and achieve common goals. In the modern era full of changes and challenges, organizations need leaders who are able to adapt and encourage their members to grow. (Northouse, 2016). One of the leadership styles that is considered effective in facing these conditions is transformational leadership.

Transformational leadership is a leadership style that emphasizes the leader's ability to inspire, motivate, and encourage organizational members to reach their full potential. Transformational leaders not only focus on achieving organizational targets but also pay attention to individual development, harmonious working relationships, and the creation of a positive work environment. With motivation and support from leaders, organizational members will feel more appreciated and have high work morale (Bass, 1985).

In practice, transformational leadership has several key characteristics, such as idealized influence, inspirational motivation, intellectual stimulation, and individualized attention.

These characteristics can help increase the loyalty , creativity , and performance of organizational members . Therefore , this leadership style is widely applied in various fields , including education , businesses , and social organizations .

Based on this description , this study aims to examine how transformational leadership plays a role in improving the motivation and performance of organizational members . Furthermore , this study is also expected to provide an understanding of the importance of implementing transformational leadership in creating effective and productive organizations .

## **RESEARCH METHODS**

This study uses *a* qualitative research method with a library research approach . This approach was carried out by collecting various data sources in the form of books , scientific journals , articles , and other references related to transformational leadership .

Data collection techniques were conducted through searching and reviewing literature relevant to the research topic . The data obtained were then analyzed descriptively to understand the concept of transformational leadership and its influence on the motivation and performance of organizational members .

This method was chosen because it provides a deep understanding of the theory and application of transformational leadership based on previous research . Therefore , this research is expected to produce conclusions consistent with existing scientific studies .

## **RESULTS AND DISCUSSION**

### **Member Motivation in Transformational Leadership**

Transformational leadership has a great influence on increasing the motivation of members in an organization . Transformational leaders not only provide work instructions , but are also able to be a source of inspiration for members through positive attitude , vision , and communication . Leaders provide moral encouragement and instill confidence in members so that they feel valued and have an important role in the organization .

In practice , transformational leaders demonstrate concern for the individual needs of their members. This concern can take the form of support , appreciation for work results , and opportunities to develop their skills . With this attention , organizational members will feel more comfortable and motivated to perform optimally ( Robbins & Judge, 2017) .

Furthermore , transformational leaders are also able to build a spirit of cooperation and loyalty among members toward the organization . Members work not only out of obligation but also out of a sense of responsibility and a desire to achieve shared goals . This creates a more conducive , harmonious , and productive work environment .

Increased motivation will result in increased member enthusiasm for completing tasks . Members become more active , creative , and proactive in facing various organizational challenges . Thus , transformational leadership can be a crucial factor in improving the quality of human resources within an organization .

### **Organizational Performance**

The application of transformational leadership has a positive impact on improving organizational performance . Transformational leaders are able to create a work culture that is disciplined , responsible , and oriented towards achieving organizational goals . Organizational members are motivated to work more effectively due to clear direction and a good working relationship between leaders and members .

Good organizational performance is evident in increased work productivity , service quality , and the organization's ability to achieve established targets . Transformational leaders are able to encourage members to work collaboratively and support each other in completing tasks . This makes work processes more efficient and focused .

Furthermore , transformational leaders also set a good example for organizational members . The discipline , responsibility , and commitment demonstrated by leaders will influence their members' work behavior . Members tend to emulate the leader's positive attitude , creating a professional and productive work culture ( Yukl, 2013 ).

Transformational leadership also encourages members to boldly express new ideas and innovations . Open communication makes members feel valued and more confident in contributing to the organization . This innovation is a crucial factor in improving the quality and competitiveness of an organization .

Thus , transformational leadership not only influences individual members but also the development of the organization as a whole . Organizations that implement a transformational leadership style tend to perform better than organizations that use an authoritarian leadership style .

### **Implementation of Transformational Leadership in Organizations**

Transformational leadership is important to implement in various types of organizations because it can create good working relationships between leaders and members . Transformational leaders strive to build open communication , provide motivation , and create a work environment that supports the development of organizational members .

In its application , transformational leaders must have a clear vision and be able to convey that vision to organizational members . A clear vision will help members understand the purpose of the organization and increase their enthusiasm in work . In addition , leaders must also be able to be role models in attitude and behavior so that members can emulate the positive values that are applied .

The application of transformational leadership also requires the leader 's ability to understand the character and needs of each member . Leaders must be able to provide an appropriate approach so that members feel cared for and appreciated . A good relationship between leaders and members strengthens cooperation within the organization .

In today's modern era , organizations need leaders who can effectively navigate change and challenges . Transformational leadership is a relevant leadership style because it fosters innovation , creativity , and the ability of members to adapt to changing times .

Through the application of transformational leadership, organizations can achieve their goals more effectively and efficiently. In addition to increasing employee motivation and performance, this leadership style can also create a positive, harmonious, and progress-oriented work environment.

### **Barriers to Implementing Transformational Leadership**

Although transformational leadership has many advantages, its implementation faces several obstacles that can impact its effectiveness. One major obstacle is the leader's lack of ability to build effective communication with organizational members. If communication is poor, the organization's vision and goals will be difficult for members to understand, which can reduce work morale.

Furthermore, not all organizational members are ready to embrace change. Transformational leadership is synonymous with organizational renewal and development, so some members may find it difficult to adapt to new systems or policies. This can create resistance that impacts the organization's work processes (Wibowo, 2022).

Another obstacle is a lack of organizational support, such as a work culture that remains authoritarian and closed. An organizational culture that doesn't support openness and collaboration can hinder leaders from implementing transformational values. Therefore, a shared commitment is needed for transformational leadership to function optimally.

In addition to internal organizational factors, obstacles can also stem from limited human resources and organizational facilities. Lack of training, staff development, and limited work facilities can impact the success of implementing transformational leadership. Therefore, organizations need to provide adequate support to achieve leadership goals.

### **The Positive Impact of Transformational Leadership on Organizations**

Transformational leadership has a variety of positive impacts on organizational development. One of the most visible impacts is improving the quality of relationships between leaders and organizational members. Good relationships create a sense of mutual trust, respect, and support in the work environment.

Furthermore, transformational leadership can increase members' sense of responsibility for assigned tasks. Members become more disciplined, highly committed, and strive to deliver the best possible results for the organization. This, in turn, contributes to increased productivity and organizational effectiveness.

Another positive impact is increased member creativity and innovation. Transformational leaders provide space for members to express ideas, opinions, and solutions to various organizational problems. This creates a dynamic work environment and encourages new innovations that benefit the organization's progress (Priansa, 2021).

Transformational leadership also helps organizations face challenges and changing times. Organizations led in a transformational manner tend to be better prepared to adapt to technological developments, social change, and global competition. Thus, organizations can maintain their existence and increase their competitiveness.

Overall , transformational leadership has a great influence on organizational success . Through motivation , inspiration , good communication , and attention to members , organizations can grow to be more effective , productive , and able to achieve the expected goals .

### **The Influence of Transformational Leadership on Organizational Change**

Transformational leadership has a significant impact on the process of change within organizations . In today's modern era , organizations are required to adapt to technological developments , changing work environments , and increasingly fierce competition . In these circumstances , transformational leaders become crucial figures capable of guiding organizations toward positive change . Transformational leaders focus not only on achieving targets but also strive to build the mental readiness and capabilities of organizational members to face change .

Transformational leaders typically have a clear vision for the organization's future . This vision is conveyed to members through effective communication , ensuring they understand the shared goals . With a clear vision , members are more motivated to support the changes being made . Furthermore , transformational leaders are able to instill confidence in members that the changes being made are aimed at the organization's advancement and shared well - being .

According to Bass (1985), transformational leaders are able to influence organizational members through inspiration and motivation so that members more easily accept the changes that occur . Northouse (2016) also explains that transformational leaders play an important role in creating positive change through idealized influence and good working relationships with organizational members .

In addition to providing motivation , transformational leaders are also able to enhance the capabilities of organizational members to prepare them for change . Leaders provide support , training , and opportunities for members to develop their skills and creativity . This ensures that members do not feel left behind in the face of changing times . This is important because organizational change often requires new skills that members must possess .

In the process of organizational change , fear , anxiety , or resistance often arises from organizational members . Some members may feel comfortable with the old system , making it difficult to accept change . Transformational leaders have the ability to overcome these conditions by building open communication and providing members with an understanding of the importance of change . Leaders also strive to involve members in the decision -making process so that members feel valued and have a role in organizational change .

According to Robbins and Judge (2017), effective communication is crucial in reducing member resistance to organizational change . Meanwhile , Yukl (2013) states that the success of organizational change is influenced by the leader's ability to build trust and commitment among organizational members .

Transformational leadership can also create a more innovative and adaptive organizational culture . Leaders encourage members to boldly express ideas , concepts , and solutions to various organizational problems . With freedom of thought and support from leaders , members become more creative in their work . This undoubtedly has a positive impact on organizational development , as various innovations emerge that can improve the quality of the organization's work .

Furthermore, transformational leaders are able to create a more harmonious work environment during the change process. Leaders strive to maintain good relationships with organizational members and pay attention to their needs. This attitude makes members feel valued, leading to greater loyalty and support for organizational policies. A harmonious work environment can also reduce internal conflict that often arises from organizational change.

Rivai (2014) explained that a harmonious working relationship between leaders and members can increase the effectiveness of the organization in achieving common goals. Wahjosumidjo (2011) also stated that leaders who are able to be role models and motivators will more easily mobilize organizational members in the face of change.

Thus, it is understandable that transformational leadership plays a crucial role in supporting organizational change. Transformational leaders can increase the motivation, readiness, creativity, and loyalty of organizational members, enabling the change process to proceed effectively. Transformational leadership also helps organizations become more adaptive to changing times and able to face future challenges.

### **The Role of Transformational Leadership in Human Resource Development**

Transformational leadership plays a crucial role in human resource development within an organization. Human resources are an organization's primary asset, determining success in achieving its goals. Therefore, transformational leaders strive to improve the quality, capabilities, and potential of organizational members so they can perform optimally and professionally. Leaders not only assign tasks to members but also guide, support, and assist them in their continued development.

Transformational leaders typically pay attention to the needs and abilities of each member of the organization. Leaders understand that each member has a different character, abilities, and potential. By understanding these conditions, leaders can provide appropriate guidance and coaching so that members can develop optimally. The leader's caring and attentive attitude makes members feel valued and motivated to improve themselves.

According to Bass (1985), one of the main characteristics of transformational leadership is individual attention to organizational members so that leaders are able to help develop the potential of each individual. Furthermore, Northouse (2016) explains that transformational leaders strive to improve the abilities of members through motivation, support, and ongoing coaching.

In developing human resources, transformational leaders also provide opportunities for members to participate in training, education, and activities that can improve their job skills. Through this training and coaching, organizational members will have better knowledge and skills in carrying out their duties. This, in turn, has a positive impact on the quality of work and the overall productivity of the organization.

In addition to improving work skills, transformational leadership can also foster discipline and responsibility in organizational members. Transformational leaders set a positive example at work, encouraging members to emulate these positive attitudes. Leaders who are disciplined, honest, and responsible will serve as role models for organizational members in carrying out their daily tasks.

According to Hasibuan (2016), good leadership can improve the work discipline of organizational members through exemplary behavior and effective supervision . Meanwhile , Rivai (2014) states that leaders play a crucial role in shaping the character and work ethic of organizational members to be more professional and responsible .

Transformational leadership also encourages organizational members to be more confident in developing their abilities . Leaders provide moral support and recognition for their members' work , making them feel valued and motivated to continue developing . High self - confidence makes members more confident in expressing ideas , making decisions , and facing challenges in their work .

Furthermore , transformational leaders are able to create a work environment that supports the learning and self -development of organizational members . A positive work environment makes members feel comfortable learning new things and collaborating with others . With a supportive work environment , organizational members will more easily develop creativity and innovation in their work .

In an era of globalization and rapid technological development , organizations require qualified human resources capable of adapting to change . Transformational leadership is an effective solution to these challenges because leaders are able to foster a spirit of learning and self - development among members . With qualified human resources , organizations will more easily achieve their goals and compete with other organizations .

According to Yukl (2013), effective human resource development is greatly influenced by the leader 's ability to provide motivation , direction , and development opportunities to organizational members . Robbins and Judge (2017) also explain that organizations with inspiring leaders tend to have members who are more productive , creative , and ready to face change .

Thus , it can be concluded that transformational leadership plays a crucial role in human resource development . Transformational leaders can enhance the abilities , discipline , responsibility , creativity , and self- confidence of organizational members . Through the guidance and support provided , organizational members can develop into high -quality human resources capable of making the best possible contribution to the organization .

### **The Impact of Transformational Leadership on Organizational Member Loyalty**

Transformational leadership has a significant impact on member loyalty within an organization . Member loyalty is a crucial factor in determining organizational success , as loyal members work responsibly , uphold the organization 's reputation , and strive to contribute their best to achieving its goals . Transformational leaders are able to create a sense of belonging within the organization , making members feel like they are an important part of it .

Transformational leaders typically build positive relationships with organizational members through open communication , respect , and attention to their needs . These attitudes make members feel respected and cared for , fostering a sense of well -being at work . When members feel valued by their leaders , they develop a stronger emotional bond with the organization and are more committed to their work .

According to Bass (1985), transformational leadership can increase the commitment and loyalty of organizational members through motivation and good interpersonal relationships. Furthermore, Rivai (2014) explains that leaders who are able to build harmonious relationships with members will more easily gain the trust and support of organizational members.

Organizational member loyalty can also increase because transformational leaders are able to inspire and motivate members. Leaders not only give orders but also set a good example in their work. This example motivates members to follow the leader's direction and work diligently for the organization's progress. Leaders who are honest, disciplined, and responsible will be more respected by members.

Furthermore, transformational leadership can create a comfortable and conducive work environment. A positive work environment makes employees feel at home within the organization and makes it easier to collaborate with other members. A harmonious work environment can also reduce internal conflict, which can decrease employee loyalty.

According to Wahjosumidjo (2011), a harmonious work environment is very influential on the morale and loyalty of organizational members. Meanwhile, Robbins and Judge (2017) stated that members' job satisfaction will increase when the organization has leaders who are able to provide support and appreciation to members.

Transformational leaders also provide opportunities for members to develop and demonstrate their abilities. These opportunities make members feel trusted and valued by the organization. When members are given space to develop, they develop a greater sense of responsibility towards the organization and strive to deliver their best work. This, in turn, positively impacts member loyalty.

In addition, transformational leaders are able to instill the organization's vision and goals in members, enabling them to understand the organization's direction and objectives. This understanding fosters a sense of shared responsibility for achieving organizational goals. Members work not only for their own personal interests, but also for the advancement of the organization as a whole.

In facing various organizational challenges, member loyalty is essential for the organization to run well. Transformational leaders are able to maintain the spirit and unity of members even though the organization faces various difficulties. With the support and motivation from the leader, the members of the organization will still try to give the best contribution and will not easily leave the organization.

According to Yukl (2013), organizational member loyalty is influenced by the leader's ability to build trust, motivation, and positive working relationships. Northouse (2016) also explains that transformational leadership is able to create long-term member commitment to the organization through the inspirational influence provided by the leader.

Thus, it is understandable that transformational leadership has a significant impact on the loyalty of organizational members. Through good communication, role models, attention to members, and a positive work environment, transformational leaders are able to increase members' trust, commitment, and loyalty to the organization. This loyalty is a crucial asset for organizations to achieve their goals effectively and sustainably.

## Conclusion

Based on the discussion that has been presented, it can be concluded that transformational leadership is a leadership style that is able to have a positive influence on members and the organization as a whole. Transformational leaders not only act as givers of instructions, but also as motivators, inspirers, guides, and role models for organizational members in achieving common goals.

Transformational leadership has been proven to increase employee motivation, improve organizational performance, build harmonious social relationships, and encourage creativity and innovation in the workplace. Furthermore, transformational leadership plays a crucial role in addressing organizational change, developing human resources, and enhancing employee loyalty. With leadership support and attention, employees become more confident, disciplined, responsible, and highly motivated.

In its implementation, transformational leadership does face several obstacles, such as a lack of effective communication, resistance to change, and limited organizational resources. However, these obstacles can be overcome if leaders are able to build good communication, provide motivation, and create a comfortable and conducive work environment for organizational members.

Transformational leadership is a highly relevant leadership approach in the modern era because it helps organizations navigate changing times and constantly evolving challenges. Transformational leaders are able to create positive change within an organization through a clear vision, leading by example, and the ability to build collaboration among members.

Thus, it can be understood that transformational leadership plays a very important role in improving the quality of human resources and organizational progress. Organizations that implement transformational leadership tend to have members who are more productive, loyal, creative, and ready to face change. Therefore, the application of transformational leadership is very necessary for the organization to develop effectively, efficiently, and be able to achieve the vision and goals that have been set.

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