

THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN DRIVING MOTIVATION AND IMPROVING ORGANIZATIONAL PERFORMANCE

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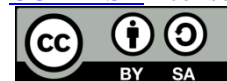
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ABSTRACT

Transformational leadership is a leadership style that focuses on a leader's ability to inspire, motivate, and encourage positive change among organizational members. This study aims to examine the influence of transformational leadership on improving motivation and organizational performance. The research uses a qualitative approach through literature review methods derived from journals, books, and relevant scientific articles. The findings indicate that transformational leadership plays an important role in creating a productive work environment, increasing member loyalty, and fostering higher work enthusiasm. In addition, transformational leaders are able to provide a clear vision, establish good communication, and become role models for organizational members. Therefore, transformational leadership can be considered an effective strategy for improving the quality of human resources and organizational success.

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INTRODUCTION

Leadership is a crucial factor in the success of an organization. A leader's role is not only to organize and supervise, but also to positively influence members within the organization, enabling them to work effectively and achieve shared goals. In the modern era, filled with change and challenges, organizations need leaders who can adapt and encourage their members to develop (Northouse, 2016). One leadership style considered effective in dealing with these conditions is transformational leadership.

Transformational leadership emphasizes the leader's ability to inspire, motivate, and encourage members of the organization to reach their full potential. Transformational leaders focus not only on achieving organizational goals but also on individual development, harmonious working relationships, and the creation of a positive work environment. With motivation and support from the leader, members of the organization feel more valued 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 members within an

organization. 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 boosting employee motivation and performance within an organization. Furthermore, it is hoped that this research will provide an understanding of the importance of implementing transformational leadership in creating effective and productive organizations.

RESEARCH METHODS

This study employed a qualitative research method with a library research approach. This approach involved collecting various data sources, including 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 employee motivation and performance within the organization.

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

RESULTS AND DISCUSSION

Member Motivation in Transformational Leadership

Transformational leadership has a significant impact on increasing employee motivation within an organization. Transformational leaders not only provide work instructions but also inspire their employees through positive attitudes, vision, and communication. Leaders provide moral support and instill self-confidence in their employees, enabling them to feel valued and have a significant role within the organization.

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

Furthermore, a transformational leader is also able to foster a spirit of cooperation and loyalty among members towards 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 in completing tasks. Members become more active, creative, and proactive in facing various organizational challenges. Therefore, 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 positive 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, a transformational leader also sets a good example for members within the organization. The discipline, responsibility, and commitment demonstrated by the leader will influence the members' behavior at work. Members tend to emulate the leader's positive attitude, creating a professional and productive work culture (Yukl, 2013).

A transformational leadership style 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.

Therefore, transformational leadership not only impacts individual members but also the overall development of the organization. Organizations that employ a transformational leadership style tend to perform better than those that employ an authoritarian leadership style.

Implementation of Transformational Leadership in Organizations

Transformational leadership is important to implement in various types of organizations because it can foster positive 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 members within the organization.

In practice, a transformational leader must possess a clear vision and be able to convey that vision to members of the organization. A clear vision will help members understand the organization's goals and increase their enthusiasm for work. Furthermore, leaders must be able to model attitudes and behaviors so that members can emulate the positive values they embody.

The implementation of transformational leadership also requires the leader's ability to understand the characteristics 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 boosting employee motivation and performance,

this leadership style also creates a positive, harmonious work environment oriented toward collective progress.

Barriers to Implementing Transformational Leadership

While 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 members within the organization. If communication is poor, the organization's vision and goals will be difficult for members to understand, which can lower morale.

Furthermore, not all members of an organization 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 the 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 various positive impacts on organizational development. One of the most visible impacts is improving the quality of relationships between leaders and members within the organization. Good relationships foster 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 undoubtedly impacts organizational productivity and 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 change. Organizations led in a transformational manner tend to be better prepared to adapt to technological developments, social change, and global competition. Therefore, organizations can maintain their existence and increase their competitiveness.

Overall , transformational leadership has a significant impact on organizational success. Through motivation, inspiration, effective communication, and caring for its members, organizations can become more effective, productive, and able to achieve their desired goals .

The Influence of Transformational Leadership on Organizational Change

Transformational leadership has a significant impact on the process of change within an organization. In today's modern era, organizations are required to adapt to technological advancements, changing work environments, and increasingly fierce competition. In these circumstances, a transformational leader becomes a crucial figure capable of guiding the organization 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 possess 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 implemented. Furthermore, a transformational leader is able to instill confidence in members that the changes being implemented are aimed at organizational progress and the common good. According to Bass (1985), a transformational leader is able to influence members within an organization through inspiration and motivation, making it easier for members to accept changes. Northouse (2016) also explains that a transformational leader plays a crucial role in creating positive change through idealistic influence and positive working relationships with members within the organization.

In addition to providing motivation , a transformational leader is 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. Therefore, members of the organization do not feel left behind in the face of changing times. This is crucial because organizational change often requires new skills that members must possess.

During the process of organizational change , fear, anxiety, or resistance often arises among members. Some members may feel comfortable with the old system, making it difficult to accept change. Transformational leaders have the ability to address these conditions by establishing 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 empowered to contribute to 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 members within the organization.

A transformational leadership style 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 within the organization 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, a transformational leader is able to create a more harmonious work environment during the change process. Leaders strive to maintain good relationships with members within the organization 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) explains that a harmonious working relationship between leaders and members can increase an organization's effectiveness in achieving shared goals. Wahjosumidjo (2011) also states that leaders who are able to serve as role models and motivators will more easily mobilize members within the organization to face change.

Therefore, it is understandable that transformational leadership plays a crucial role in supporting organizational change. Transformational leaders are able to increase the motivation, readiness, creativity, and loyalty of members within the organization, 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 its success in achieving its goals. Therefore, a transformational leader strives to improve the quality, capabilities, and potential of organizational members so they can perform optimally and professionally. Leaders not only assign tasks to their members but also guide, support, and assist them in their continuous development.

Transformational leaders typically pay attention to the needs and abilities of each member of the organization. Leaders understand that each member has a unique character, abilities, and potential. By understanding these characteristics, leaders can provide appropriate guidance and coaching so that members can develop optimally. A 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 members within the organization, enabling the leader to foster the development of each individual's potential. Furthermore, Northouse (2016) explains that a transformational leader strives to enhance the abilities of members through ongoing motivation, support, and coaching.

In human resource development, a transformational leader also provides opportunities for members to participate in training, education, and activities that can improve their job skills. Through this training and coaching, members of the organization will have better knowledge and skills in carrying out their duties. This undoubtedly 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 among members within an organization. Transformational leaders set a positive example at work, encouraging members to emulate these positive attitudes. Disciplined, honest, and responsible leaders serve as role models for members in carrying out their daily tasks.

According to Hasibuan (2016), good leadership can improve work discipline among members within an organization 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, making them more professional and responsible.

A transformational leadership style also encourages members within the organization 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, a transformational leader is able to create a work environment that supports the learning and self-development of members within the organization. A positive work environment makes members feel comfortable learning new things and collaborating with others. A supportive work environment makes it easier for members to 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 within the organization. With qualified human resources, organizations will more easily achieve their goals and compete with others.

According to Yukl (2013), effective human resource development is greatly influenced by a leader's ability to provide motivation, direction, and development opportunities to members within the organization. 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.

Therefore, it can be concluded that transformational leadership plays a crucial role in human resource development. Transformational leaders are able to enhance the skills, discipline, responsibility, creativity, and self-confidence of organizational members. Through coaching and support, members can develop into qualified 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 members within the organization 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 loyal in carrying out their duties.

According to Bass (1985), transformational leadership can increase the commitment and loyalty of members within an organization 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 their trust and support within the organization.

Member loyalty within an organization can also increase because a transformational leader is able to inspire and motivate members. Leaders not only give orders but also set a good example in their work. This exemplary behavior motivates members to follow their direction and work diligently for the organization's advancement. Leaders who are honest, disciplined, and responsible will be more respected by their 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 others. A harmonious work environment can also reduce internal conflict, which can erode employee loyalty.

According to Wahjosumidjo (2011), a harmonious work environment significantly influences employee morale and loyalty within an organization. Meanwhile, Robbins and Judge (2017) state that employee job satisfaction will increase if an organization has leaders who are able to provide support and appreciation to their employees.

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 within the organization.

Additionally, a transformational leader is able to instill the organization's vision and goals in its members, enabling them to understand its direction and objectives. This understanding fosters a sense of shared responsibility for achieving its goals. Members work not only for their own personal interests but also for the overall advancement of the organization.

In facing various organizational challenges, member loyalty is essential for the organization to continue running smoothly. Transformational leaders are able to maintain the morale and unity of their members despite the challenges they face. With support and motivation from their leaders, members will continue to strive to contribute their best and will not easily leave the organization.

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

Therefore, it is understandable that transformational leadership has a significant impact on member loyalty within an organization. Through effective communication, role modeling, attention to members, and a positive work environment, a transformational leader can increase members' trust, commitment, and loyalty to the organization. This loyalty is crucial for an organization to achieve its goals effectively and sustainably.

Conclusion

Based on the discussion presented, it can be concluded that transformational leadership is a leadership style that can positively influence both members and the organization as a whole.

Transformational leaders serve not only as providers of direction but also as motivators, inspirators, mentors, and role models for members in the organization in achieving shared 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 increasing employee loyalty. With support and attention from leaders, 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 establish good communication, provide motivation, and create a comfortable and conducive work environment for members within the organization.

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.

Therefore, it is understandable that transformational leadership plays a crucial 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 essential for an organization to develop effectively and efficiently and achieve its stated vision and goals.

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