
The Effect Of Transformational Leadership On Employee Performance And Organizational Commitment

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Abstract

Leadership plays an important role in determining organizational success in achieving its goals. In today's dynamic business environment, organizations require adaptive leadership capable of improving employee performance and organizational commitment. This study aims to analyze the effect of transformational leadership on employee performance and organizational commitment. This study employed a qualitative approach using a literature review method. Data were collected from scientific sources, including books, national and international journals, and relevant academic publications. The selected literature was analyzed descriptively to identify patterns and relationships between transformational leadership, employee performance, and organizational commitment. The findings indicate that transformational leadership has a positive and significant effect on employee performance and organizational commitment. Through its four main dimensions, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, transformational leadership creates a conducive work environment and encourages employees to perform beyond expectations. The study also found that the influence of transformational leadership can occur directly or indirectly through mediating variables such as organizational commitment, employee engagement, employee empowerment, self-efficacy, and organizational citizenship behavior. In conclusion, transformational leadership is an effective strategy for improving employee performance, strengthening organizational commitment, and supporting sustainable organizational success.

Keywords: Transformational Leadership, Employee Performance, Organizational Commitment

INTRODUCTION

Leadership is an important factor in determining an organization's success in achieving its established goals. A leader is not only responsible for supervision and control functions but also serves as the primary driving force capable of influencing employees' behavior, attitudes, and performance. Organizational success largely depends on the leader's ability to manage human resources effectively and to create a conducive, productive, and adaptive work environment.

Amid globalization and the increasingly complex dynamics of the business environment, organizations are required to continuously innovate and adapt. This condition demands leaders who are not only administrative in nature but also capable of acting as change agents who can lead organizations toward competitive advantage. Therefore, the implementation of an adaptive and inspirational leadership style has become increasingly important.

One relevant leadership approach is transformational leadership. Transformational leadership is a leadership style that emphasizes a leader's ability to inspire and motivate subordinates to achieve higher levels of performance through changes in values, attitudes, and behavior. This concept was first introduced by Burns (1978) and further developed by Bass (1985), who emphasized the importance of the reciprocal relationship between leaders and subordinates in enhancing work motivation and organizational commitment.

Transformational leadership consists of four main dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These four dimensions play an important role in shaping positive work behavior, enhancing creativity, and encouraging innovation within organizations. Numerous studies have shown that transformational leadership has a significant effect on employee performance, job satisfaction, organizational commitment, and employee loyalty.

However, in practice, not all organizations are able to implement transformational leadership effectively. Various challenges remain, including leaders' limited ability to inspire subordinates, ineffective communication, and insufficient attention to employees' individual development. These conditions may result in lower employee performance and weaker organizational commitment. Therefore, this study aims to analyze the effect of transformational leadership on employee performance and organizational commitment. The findings of this study are expected to contribute to the development of management science and serve as a reference for organizations in implementing effective leadership strategies.

RESEARCH METHODS

This study employed a qualitative approach using the literature review method. This approach was used to conceptually examine transformational leadership and its influence on employee performance and organizational commitment based on theories and findings from previous studies. The research data were obtained from various scholarly sources, including books, national and international journals, and academic publications relevant to the research topic.

The population of this study consisted of all literature discussing transformational leadership, employee performance, and organizational commitment. The research sample was selected using purposive sampling with the following criteria: (1) literature discussing transformational leadership; (2) literature related to employee performance and organizational commitment; (3) literature originating from credible sources such as SINTA- or Scopus-indexed journals; and (4) relevant and recent publications.

The research instrument in this literature review was the researcher as the human instrument, who was responsible for collecting, identifying, and analyzing the data. Supporting tools included literature recording forms, summary tables of previous studies, and reference management software such as Mendeley or Zotero.

The data collection procedure was conducted through several stages, namely identifying the research topic and keywords, searching the literature through scientific databases such as Google Scholar and ScienceDirect, selecting the literature based on the research criteria, classifying the data according to themes and variables, and analyzing the literature to identify patterns of relationships among variables.

The research variables consisted of independent and dependent variables. The independent variable was transformational leadership (X), measured through the indicators of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The dependent variables consisted of employee performance (Y1), measured by the indicators of work quality, work quantity, timeliness, and effectiveness, and organizational commitment (Y2), which included affective commitment, continuance commitment, and normative commitment.

The data analysis technique employed qualitative descriptive analysis through three stages: data reduction, data presentation, and conclusion drawing. The analysis was conducted to identify and interpret the influence of transformational leadership on employee performance and organizational commitment based on the findings of previous studies.

RESULTS AND DISCUSSION

Research Results

The results of the literature review from various scholarly sources identified the main findings regarding the influence of transformational leadership on employee performance and organizational commitment. The literature was selected based on the following criteria: (1) sources consisting of nationally and internationally indexed journals, academic books, and relevant previous studies; (2) published between 2014 and 2024; and (3) discussing the relationship between transformational

leadership and employee performance and/or organizational commitment. The literature search was conducted through Google Scholar, ScienceDirect, and Garuda using the keywords "transformational leadership," "employee performance," and "organizational commitment." Literature that was irrelevant or methodologically invalid was excluded.

The Influence of Transformational Leadership on Employee Performance

Based on the literature review, transformational leadership has a positive and significant influence on employee performance, both directly and indirectly through mediating variables such as organizational commitment, employee engagement, and employee empowerment. Adiningsih (2024), in a study of employees at PT Blue Bird Tbk., found both direct and indirect positive effects through organizational commitment, while Herlyna (2025), in a study at PT Hop Lun Indonesia, highlighted the roles of employee engagement and employee empowerment. Sabrinasyah et al. (2024), at BSI KCP Medan Adam Malik, also confirmed the influence through organizational commitment as an intervening variable. Kurniawan et al. (2025) further reported that transformational leadership, organizational support, and person-job fit collectively improve employee performance. Arwita et al. (2025), in the Department of Cooperatives, SMEs, and Trade of Badung Regency, found positive effects on employee performance, self-efficacy, and organizational commitment. Budiman (2024) also confirmed the positive influence on employee performance through organizational commitment and organizational culture.

The Influence of Transformational Leadership on Organizational Commitment

The literature review indicates that transformational leadership plays an important role in enhancing organizational commitment. Gunawan and Astuti (2025), in a study of Generation Z employees in Yogyakarta, emphasized the importance of individualized consideration and intellectual stimulation in strengthening organizational commitment. Oktaviani (2025), at PT Dikstra Cipta Solusi, found that the work environment moderates the influence of transformational leadership on employee performance. Ariani and Suyana (2023) found a positive and significant influence on organizational commitment among Generation Z employees. Mahyuni (2023) reported that the higher the implementation of transformational leadership, the higher the organizational commitment of employees. Mahdi (2024), at PT Dasaplast Nusantara, found that transformational leadership and job satisfaction positively influence organizational commitment, which subsequently affects employee performance. Riyanto (2025) also found that transformational leadership, organizational commitment, and work motivation influence human resource performance. Arifin and Narmaditya (2024) confirmed a positive influence on employee performance through organizational citizenship behavior (OCB).

Discussion

Transformational Leadership and Employee Performance

The findings indicate that transformational leadership plays a strategic role in improving employee performance. The inspirational motivation dimension is capable of encouraging employees' work enthusiasm and achievement of organizational targets. However, this influence is not always consistent, as it may be affected by organizational culture, individual resistance to change, working conditions, industry characteristics, and employee profiles. This review also has limitations because it relies on literature published within the last ten years, and the majority of the studies were conducted in Indonesia. The intellectual stimulation dimension promotes creativity and innovation, consistent with the theory proposed by Bass (1985). Meanwhile, individualized consideration enhances employees' self-confidence and job satisfaction, which ultimately contributes to improved performance. These findings are consistent with the studies of Adiningsih (2024), Herlyna (2025), Sabrinasyah et al. (2024), Budiman (2024), and Arwita et al. (2025).

Transformational Leadership and Organizational Commitment

Transformational leadership has a positive influence on organizational commitment. Leaders who serve as role models (idealized influence) and provide inspirational motivation are able to foster employees' trust and loyalty toward the organization. Gunawan and Astuti (2025), Ariani and Suyana (2023), and Mahdi (2024) demonstrated this positive influence, particularly among Generation Z

employees. Mahyuni (2023) and Riyanto (2025) also showed that an increase in transformational leadership is directly associated with an increase in organizational commitment. The findings of Arifin and Narmaditya (2024) further reinforce that transformational leadership and organizational commitment jointly influence employee performance through organizational citizenship behavior (OCB).

Theoretical and Practical Implications

Theoretically, these findings reinforce the transformational leadership theory developed by Burns (1978) and Bass (1985), while expanding the understanding of its application in various organizational contexts in Indonesia. The influence of transformational leadership occurs both directly and indirectly through mediating variables such as organizational commitment, employee engagement, employee empowerment, and organizational citizenship behavior. Practically, organizations should develop leadership programs that focus on transformational competencies through effective communication training, motivational practices, and attention to employees' individual needs. Organizations should also pay attention to organizational culture, the work environment, and fair reward systems, as these factors may strengthen or weaken the influence of transformational leadership on employee performance and organizational commitment.

CONCLUSION

Based on the results of the literature review and discussion, it can be concluded that transformational leadership plays a significant role in improving employee performance and organizational commitment. Through its four main dimensions—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—transformational leadership has been shown to create a conducive work environment and encourage employees to perform beyond basic expectations. These findings are consistent with those of Adiningsih (2024), Arifin and Narmaditya (2024), Sabrinasyah et al. (2024), Arwita et al. (2025), and Mahdi (2024), which demonstrate that transformational leadership has a positive influence on employee performance and organizational commitment, both directly and indirectly through mediating variables such as organizational commitment, self-efficacy, and job satisfaction. Therefore, the implementation of transformational leadership represents an effective strategy for enhancing productivity, employee loyalty, and sustainable organizational success.

This review also indicates that the effectiveness of transformational leadership is influenced by employee generational characteristics, organizational culture, and organizational sector. Therefore, organizations should develop transformational leadership through leadership training, effective communication, fair reward systems, and a work environment that supports innovation and employee development. Future research is recommended to employ quantitative or mixed-methods approaches with broader data coverage and to incorporate additional variables such as organizational culture, work motivation, work environment, or organizational citizenship behavior (OCB). Furthermore, future studies should address research gaps related to the limitations of cross-sectional studies, differences in organizational culture, and the effectiveness of transformational leadership dimensions across various sectors in order to obtain a more comprehensive understanding.

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