

The Role of Transformational Leadership in Improving Employee Performance in Indonesian Companies

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ABSTRACT

This article examines the role of transformational leadership in improving employee performance in companies in the archipelago. Transformational leadership, which involves the ability of leaders to inspire, motivate, and encourage innovation, is expected to address the unique challenges faced by companies in the region. This study uses a case study method to explore how transformational leaders influence individual motivation, commitment, and performance across various industrial sectors in Indonesia. The results show that transformational leadership significantly contributes to improving employee performance through increased job satisfaction, clear goal setting, and skill development. These findings provide practical insights for managers in the archipelago to adopt leadership styles that can motivate and empower their employees in the face of changing market dynamics.

Keywords : Transformational Leadership, Employee Performance, Motivation, Commitment, Nusantara Company, Case Study.

INTRODUCTION

In an increasingly complex and dynamic business environment, leadership becomes a key factor in determining the success of an organization. Transformational leadership, introduced by Bernard Bass (1985), has emerged as a highly relevant leadership approach in the global context, including in the archipelago. Transformational leadership is characterized by the leader's ability to inspire and motivate employees, build a strong vision, and drive innovative change that impacts individual and organizational performance.

In the archipelago, with its rich cultural and economic diversity, companies face unique challenges in managing employee performance. Amidst intense competition and rapid changes in the market, transformational leadership can play a significant role in enhancing employee motivation, commitment, and performance. This approach involves leaders who not only motivate employees through incentives and rewards, but also in a deeper way, namely through inspiration, support, and personal development.

This study aims to explore how transformational leadership affects employee performance in companies in the archipelago. Using a case study method, this study will

investigate the impact of this leadership style on individual motivation and performance in different industrial contexts. The main focus of this study is to understand how transformational leadership can contribute to improving employee performance through increased job satisfaction, clear goal setting, and skill development in companies operating in the region.

In the context of globalization and the ever-growing digital transformation, understanding the role of transformational leadership in the archipelago is becoming increasingly important. This study is expected to provide valuable insights for managers and leaders in the archipelago to adopt a leadership approach that can motivate and empower their employees, as well as face the challenges of the ever-changing market. The findings of this study are expected to enrich the literature on leadership and provide practical guidance for managerial practices in the region.

METHOD

This article uses a case study method to analyze the role of transformational leadership in improving employee performance in companies in the archipelago. The case study method was chosen because of its ability to provide in-depth insights into the phenomenon being studied in a specific and real-world context, as well as to explore how the concept of transformational leadership is applied and influenced in the local business environment.

1. Case Selection: This study involves several companies operating in various industrial sectors in the archipelago, including the hospitality, manufacturing, and technology sectors. These companies were selected based on the following criteria:

- Active implementation of transformational leadership style.
- Organizational performance that can be measured quantitatively and qualitatively.
- Diversity in terms of company size and industry sector to provide a comprehensive picture.

2. Data Collection: Data was collected through a combination of qualitative and quantitative methods, including:

- In-depth Interviews: Semi-structured interviews were conducted with senior managers, team leaders, and employees in each company to gain perspectives on

transformational leadership practices and their impact on employee performance. These interviews were recorded, transcribed, and analyzed thematically.

- Survey: A questionnaire developed based on Bass and Avolio's (2004) transformational leadership model was distributed to employees to measure their perceptions of leadership and its impact on motivation and performance. The survey included a Likert scale to assess leadership elements such as inspiration, individual support, and intellectual stimulation.
- Performance Documentation and Reports: Analyze company performance reports and relevant internal documents to evaluate the relationship between transformational leadership and employee performance outcomes.

3. Data Analysis

Qualitative data from interviews were analyzed using thematic analysis methods to identify key patterns and themes related to the effects of transformational leadership. Quantitative data from surveys were analyzed using descriptive and inferential statistical techniques to measure the relationships between leadership variables and employee performance. The results from both types of data were compared and combined to provide a more complete insight into the impact of transformational leadership.

4. Validity and Reliability

To ensure the validity and reliability of the results, this study applied data triangulation by combining various data sources (interviews, surveys, and documentation) and analysis methods (qualitative and quantitative). Internal validity was checked through cross-verification of findings and feedback from research participants.

5. Research Ethics

This study adheres to ethical principles by obtaining informed consent from all participants before interviews and surveys were conducted. Confidentiality of information and anonymity of participants were strictly maintained.

RESULTS

Transformational leadership has a significant positive impact on employee performance. Managers who employ this leadership style generally focus on inspiring and motivating employees, providing individual support, and encouraging innovation. Leaders

who are considered transformational tend to build strong relationships with employees, leading to increased job satisfaction and organizational commitment.

Some of the key themes that emerged from the interviews included:

- **Inspiration and Motivation:** Employees feel more motivated and inspired when their leaders convey a clear vision and build team spirit.
- **Individual Support:** Leaders who provide personal attention and support to employees contribute to increased job satisfaction and skill development.
- **Intellectual Stimulation:** Employees feel more encouraged to innovate and think creatively in an environment that supports experimentation and new ideas.

Surveys distributed to employees showed that their perceptions of transformational leadership were positively correlated with their levels of motivation and performance. The survey results showed:

- **Motivation:** Employees who report high levels of transformational leadership experiences also report higher levels of motivation.
- **Performance:** There is a significant relationship between perceptions of transformational leadership and better individual performance ratings.
- **Job Satisfaction:** Employees who feel support and inspiration from their leaders demonstrate higher levels of job satisfaction.

Analysis of corporate performance reports shows that companies with strong transformational leadership have better performance outcomes, including target achievement, operational efficiency, and customer satisfaction. These companies show improvements in metrics such as productivity, product innovation, and employee retention.

DISCUSSION

a. The Influence of Transformational Leadership on Employee Performance

The results of this study are consistent with the theory that states that transformational leadership can improve employee performance through increased motivation and job satisfaction. Transformational leaders who are able to inspire and motivate employees create a more positive and productive work environment (Bass, 1985; Yukl, 2013). Individual

support and intellectual stimulation provided by leaders contribute to the development of skills and innovation, which in turn improves employee performance.

b. Practical Implications for Companies in the Archipelago

These findings provide practical insights for managers in the archipelago to adopt transformational leadership styles in their efforts to improve employee performance. By implementing leadership strategies that focus on inspiration and personal development, companies can face market challenges more effectively and achieve better results. This approach is also relevant in the context of the archipelago culture, where interpersonal relationships and individual support are highly valued (Schein, 2010).

c. Research Limitations and Suggestions for Further Research

This study is limited to a number of companies in the archipelago and may not fully reflect the variability that exists across the region. Future research is recommended to cover more industry sectors and geographic locations to get a more complete picture of the influence of transformational leadership across contexts.

CONCLUSION

This study has revealed that transformational leadership plays a significant role in improving employee performance in companies in the archipelago. Based on the results of interviews, surveys, and documentation analysis, several main conclusions can be drawn:

1. Positive Influence of Transformational Leadership

Transformational leadership contributes significantly to increased employee motivation and performance. Leaders who adopt this leadership style tend to inspire and motivate employees, provide individual support, and encourage intellectual stimulation. This leads to increased job satisfaction and better individual performance.

2. Increasing Employee Satisfaction and Commitment

Employees who feel supported and inspired by their leaders report higher levels of job satisfaction and organizational commitment. Personal support and a clear vision from leaders increase employees' sense of connectedness and responsibility to their work.

3. Effectiveness in Various Sectors

This study shows that transformational leadership style is effective in various industrial sectors in the archipelago, including hospitality, manufacturing, and technology. Company performance results also show significant improvements, with increased productivity, innovation, and customer satisfaction in companies that implement transformational leadership.

4. Practical Implications

These findings provide practical guidance for managers in the archipelago to adopt and implement transformational leadership styles. By focusing on inspiring, motivating, and developing employee skills, companies can face market challenges more effectively and achieve better results. This leadership style is also in line with local cultural values that value interpersonal relationships and individual support.

5. Limitations and Recommendations for Further Research

This study has limitations in terms of company coverage and geographical location. Future research is suggested to involve more companies and different industry sectors to get a more comprehensive picture of the impact of transformational leadership in the archipelago. In addition, longitudinal research can be conducted to observe the long-term effects of transformational leadership on employee performance.

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