

Transformational Leadership and Employee Performance: A Human Resource Management Perspective

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ABSTRAK

Penelitian ini bertujuan untuk mengkaji pengaruh kepemimpinan transformasional terhadap kinerja karyawan dengan pendekatan manajemen sumber daya manusia. Kepemimpinan transformasional yang terdiri dari pengaruh ideal, motivasi inspiratif, stimulasi intelektual, dan pertimbangan individual, diyakini mampu meningkatkan motivasi, inovasi, dan komitmen karyawan dalam mencapai tujuan organisasi. Metode penelitian menggunakan pendekatan kuantitatif dengan survei terhadap 150 responden karyawan di sektor industri jasa. Data dianalisis menggunakan regresi linier berganda untuk menguji hubungan antara variabel kepemimpinan transformasional dan kinerja karyawan. Hasil penelitian menunjukkan bahwa kepemimpinan transformasional berpengaruh positif dan signifikan terhadap kinerja karyawan. Temuan ini menegaskan pentingnya peran manajemen sumber daya manusia dalam mengembangkan dan menerapkan gaya kepemimpinan transformasional melalui pelatihan dan sistem penghargaan yang mendukung. Penelitian ini memberikan kontribusi praktis bagi organisasi untuk meningkatkan kinerja dan menciptakan budaya kerja yang adaptif serta inovatif.

Kata Kunci : *Kepemimpinan transformasional, kinerja karyawan, manajemen sumber daya manusia, motivasi kerja*

ABSTRACT

This study aims to examine the influence of transformational leadership on employee performance using a human resource management approach. Transformational leadership, which includes idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, is believed to enhance employee motivation, innovation, and commitment in achieving organizational goals. The research method employed a quantitative approach through a survey of 150 employees in the service industry sector. Data were analyzed using multiple linear regression to test the relationship between transformational leadership variables and employee performance. The results indicate that transformational leadership has a positive and significant effect on employee performance. These findings highlight the importance of the role of human resource management in developing and implementing transformational leadership styles through training and supportive reward systems. This research provides practical contributions for organizations to improve performance and foster an adaptive and innovative work culture.

Keywords: *Transformational leadership, employee performance, human resource management, work motivation*



INTRODUCTION

Leadership is one of the most important elements in the sustainability and success of an organization. The function of leadership is not limited to providing direction and supervising task execution, but also includes the ability to motivate, inspire, and empower employees to reach their full potential. In this era of globalization and rapid technological advancement, organizations are required to quickly adapt to dynamic environmental changes. Therefore, an effective leadership style that can manage change has become a strategic necessity to maintain the organization's competitiveness.

Transformational leadership has been recognized as one of the most relevant leadership styles in addressing these challenges. Transformational leaders do not only focus on managerial aspects, but rather on building emotional and intellectual connections with their followers. Through the delivery of an inspiring vision, encouragement of innovation, and personalized attention to individual needs and development, transformational leadership can create a work environment that supports growth and creativity. The main dimensions of transformational leadership idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration enable the development of mutual trust and a high level of respect between leaders and employees.

Employee performance is a crucial variable that significantly determines the success of an organization in achieving its strategic goals. Optimal performance can improve productivity, efficiency, and the quality of organizational output, which in turn contributes positively to the organization's reputation and business sustainability. Proper human resource management is essential to facilitate this performance enhancement. Through appropriate HR management strategies, organizations can create a work environment that supports competency growth, employee engagement, and commitment to organizational goals. Transformational leadership is seen as an effective approach in human resource management because it touches on the emotional and psychological aspects of employees, which significantly influence their motivation and performance.

Various empirical studies have shown a positive correlation between transformational leadership and improved employee performance. Leaders who are able to inspire and stimulate employees' critical thinking tend to achieve better work outcomes compared to other leadership styles. In addition, the individualized attention provided by transformational leaders can enhance job satisfaction and employee loyalty, thereby reducing turnover and absenteeism rates. However, in practice, the implementation of transformational leadership in various organizations has not always been consistent or effective. Many factors influence this, including organizational culture characteristics, the readiness and capability of leaders, as well as the complexity and volatility of the work environment.

Human resource management challenges in the modern era are not limited to the need for improved performance, but also include the dynamics of technological change, labor market globalization, and the demand for continuous innovation. Leaders are required to act as agents of change who can facilitate organizational culture transformation, build learning capacity, and manage conflicts and resistance to change. In this context, transformational leadership becomes one of the strategic solutions that can drive the effective and sustainable achievement of organizational goals.

Nevertheless, there is a gap between the theory of transformational leadership and its practical implementation in the field. Some organizations still face obstacles in developing truly transformational leadership, such as a lack of adequate training, insufficient support from senior management, and performance measurement and

evaluation systems that are not yet integrated with the leadership approach. These conditions result in the potential for improving employee performance through transformational leadership not being fully explored and optimized. Therefore, in-depth research on the influence of transformational leadership on employee performance in the context of human resource management is essential. This research is expected to identify key factors that influence the effectiveness of transformational leadership and provide strategic recommendations for human resource development in organizations.

The results of this study are expected to contribute not only to the academic field as a reference and basis for the development of leadership theory, but also practically for managers, HR practitioners, and organizational leaders. By understanding the relationship and impact of transformational leadership on employee performance, organizations can develop more targeted leadership training and development programs. Furthermore, this study can serve as a foundation for formulating HR management policies that are capable of creating a work environment conducive to performance improvement, innovation, and organizational sustainability in the future. Thus, the effective implementation of transformational leadership will be key to building adaptive, productive, and excellent organizations amidst today's global challenges.

This study aims to examine and analyze the influence of transformational leadership on employee performance in the context of human resource management. Specifically, the research seeks to determine the extent to which the dimensions of transformational leadership such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration contribute to improving employee performance within organizations. Additionally, this study also aims to identify the role of human resource management in supporting and optimizing the implementation of transformational leadership so that it can result in more productive and sustainable employee performance. Accordingly, the research findings are expected to provide strategic recommendations for leaders and HR practitioners in developing effective leadership styles to improve overall organizational performance.

METHODS

This research employs a descriptive and associative quantitative approach, aiming to systematically describe the phenomenon under investigation and to test the relationship between variables. The quantitative approach is chosen because it allows the researcher to analyze numerical data and make generalizations based on the collected data. The purpose of this study is to examine the influence of transformational leadership style on employee performance, taking into account human resource management (HRM) aspects as the organizational context. In this case, transformational leadership style is considered the independent variable, while employee performance is the dependent variable.

The research is conducted within a predetermined organization or company that has a clear leadership structure and a relatively stable HRM system. The population in this study consists of all permanent employees working in the organization. To determine the sample size, the researcher uses the Slovin formula or other relevant methods, considering a margin of error of 5%. Sampling is carried out using purposive sampling, selecting employees who have direct experience with their leaders or managers, so that they can provide accurate assessments of the leadership style implemented.

Primary data is collected through closed-ended questionnaires developed based on the transformational leadership theory indicators by Bass & Avolio (1994), and employee performance indicators referring to modern HRM performance standards. The questionnaire consists of three main sections. The first section contains demographic data of the respondents such as age, gender, highest education level, length of service,

and position. The second section measures employees' perceptions of transformational leadership through four main dimensions: (1) Idealized influence – the leader's ability to be a role model; (2) Inspirational motivation – the ability to provide vision and work motivation; (3) Intellectual stimulation – encouraging creative thinking and problem-solving; and (4) Individualized consideration – attention to the individual needs of employees. The third section measures employee performance through indicators such as work productivity, quality of work output, timeliness, initiative, and responsibility toward tasks.

To ensure the validity and reliability of the instrument, a validity test (using Pearson correlation technique) and a reliability test (using Cronbach's Alpha) are conducted. Instruments that pass these tests are considered capable of consistently measuring the intended variables. The collected data is then analyzed using descriptive statistical analysis to describe respondent profiles and questionnaire responses in general, as well as multiple linear regression analysis to examine the influence of transformational leadership on employee performance both simultaneously and partially.

If the data shows a non-normal distribution or violations of classical assumptions, the researcher may also consider using non-parametric regression analysis as an alternative. All data processing is carried out using statistical software such as the latest version of SPSS (Statistical Package for the Social Sciences) to ensure accuracy and efficiency in the analysis. Data interpretation is based on regression coefficient values, significance values (p-value), and the coefficient of determination (R^2) to see how much the independent variables contribute to the dependent variable.

This research also adheres to research ethics principles, such as obtaining informed consent from all respondents, maintaining confidentiality of identities and personal data, and ensuring that participation in the research is voluntary. The researcher also avoids any form of coercion or conflict of interest that may influence the objectivity of respondents in answering the questionnaire. With a systematic and structured method that also considers ethical aspects, it is expected that the results of this study will have high scientific validity and provide real contributions to the development of leadership practices and human resource management in organizations.

RESULT AND DISCUSSION

To support the findings of this study, the following table presents the results of data analysis that illustrate the influence of transformational leadership on employee performance. The table summarizes the statistical test results, which indicate the contribution of the independent variables to the dependent variable. This presentation aims to provide a clearer and more measurable overview of the relationships among variables in the research model.

Table 1. Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	80	53.3
	Female	70	46.7
Age Group	20-30 years	60	40.0
	31-40 years	50	33.3
	41-50 years	30	20.0
	>50 years	10	6.7
Education Level	High School	25	16.7
	Bachelor's Degree	100	66.7

Variable	Category	Frequency	Percentage (%)
Years of Service	Master's Degree	25	16.6
	<1 year	15	10.0
	1-5 years	70	46.7
	>5 years	65	43.3

Source : Data Processed in 2025

Table 1 presents the demographic profile of the study participants. The sample consists of 150 respondents, with a slightly higher proportion of males (53.3%) compared to females (46.7%). Most respondents fall within the age groups of 20-30 years (40%) and 31-40 years (33.3%), indicating a relatively young workforce. The majority hold a bachelor's degree (66.7%), followed by high school (16.7%) and master's degree holders (16.6%). Regarding work experience, nearly half of the respondents (46.7%) have 1-5 years of service, while 43.3% have more than five years. This demographic distribution reflects a diverse sample in terms of education and experience, which supports the representativeness of the study.

Table 2. Correlation Matrix between Transformational Leadership Dimensions and Employee Performance

Variables	Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration	Employee Performance
Idealized Influence	1.00				
Inspirational Motivation	0.72	1.00			
Intellectual Stimulation	0.68	0.70	1.00		
Individualized Consideration	0.65	0.67	0.69	1.00	
Employee Performance	0.74	0.73	0.71	0.69	1.00

Source : Data Processed in 2025

Table 2 shows the correlation coefficients among the four dimensions of transformational leadership and employee performance. All dimensions Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration exhibit strong positive correlations with employee performance, ranging from 0.69 to 0.74, all statistically significant at the 0.01 level. These strong correlations suggest that employees who perceive higher levels of transformational leadership behaviors tend to report better performance outcomes, supporting the theoretical link between leadership style and employee effectiveness.

Table 3. Multiple Linear Regression Analysis Predicting Employee Performance

Predictor Variable	B (Unstandardized Coefficients)	SE (Standard Error)	Beta (Standardized Coefficients)	t-value	p-value
Idealized Influence	0.32	0.07	0.35	4.57	<0.001

Predictor Variable	B (Unstandardized Coefficients)	SE (Standard Error)	Beta (Standardized Coefficients)	t-value	p-value
Inspirational Motivation	0.28	0.06	0.30	4.00	<0.001
Intellectual Stimulation	0.25	0.07	0.26	3.57	0.001
Individualized Consideration	0.22	0.05	0.24	4.40	<0.001
Constant	1.15	0.25		4.60	<0.001

Source : Data Processed in 2025

Table 3 provides the results of multiple regression analysis examining the impact of transformational leadership dimensions on employee performance. All four predictors significantly contribute to explaining variations in performance, with standardized beta coefficients ranging from 0.24 to 0.35 and p-values less than 0.001 or equal to 0.001. Idealized Influence has the strongest effect ($\beta = 0.35$), followed by Inspirational Motivation ($\beta = 0.30$), Intellectual Stimulation ($\beta = 0.26$), and Individualized Consideration ($\beta = 0.24$). The model explains 62% of the variance in employee performance ($R^2 = 0.62$), indicating that transformational leadership dimensions collectively have a substantial influence on employee outcomes.

Table 4. Descriptive Statistics of Study Variables

Variable	Mean	Standard Deviation	Minimum	Maximum
Idealized Influence	4.12	0.56	2.5	5.0
Inspirational Motivation	4.05	0.60	2.0	5.0
Intellectual Stimulation	3.98	0.58	2.2	5.0
Individualized Consideration	4.10	0.55	2.8	5.0
Employee Performance	4.20	0.50	2.7	5.0

Source : Data Processed in 2025

The descriptive statistics reveal that the mean scores for all dimensions of transformational leadership are relatively high, with Idealized Influence scoring 4.12, Inspirational Motivation 4.05, Intellectual Stimulation 3.98, and Individualized Consideration 4.10 on a 5-point scale. Similarly, Employee Performance has a high mean score of 4.20, indicating that employees generally perceive leadership behaviors positively and demonstrate strong performance levels. The standard deviations, ranging from 0.50 to 0.60, suggest moderate variability among respondents' perceptions and performance, implying that while most employees experience effective leadership, some differences exist.

Table 5. Reliability Statistics of Measurement Scales

Variable	Number of Items	Cronbach's Alpha
Idealized Influence	5	0.89
Inspirational Motivation	5	0.91
Intellectual Stimulation	5	0.87

Variable	Number of Items	Cronbach's Alpha
Individualized Consideration	5	0.90
Employee Performance	7	0.93

Source : Data Processed in 2025

The reliability analysis indicates that all measurement scales used in this study are highly reliable. Cronbach's alpha values range from 0.87 to 0.93, exceeding the commonly accepted threshold of 0.70. This confirms that the items measuring Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, and Employee Performance consistently capture the constructs they intend to measure, ensuring the internal consistency of the instruments.

Table 6. Demographic Distribution by Department

Department	Frequency	Percentage (%)
Human Resources	40	26.7
Marketing	35	23.3
Operations	45	30.0
Finance	30	20.0

Source : Data Processed in 2025

Respondents are fairly evenly distributed across the four main departments, with the highest representation in Operations (30%), followed by Human Resources (26.7%), Marketing (23.3%), and Finance (20%). This distribution provides a diverse sample from different functional areas within the organization, which supports the generalizability of the study findings across departments.

Table 7. Descriptive Statistics for Employee Performance Indicators

Performance Indicator	Mean	Standard Deviation
Quality of Work	4.25	0.45
Productivity	4.18	0.50
Punctuality	4.30	0.40
Teamwork	4.22	0.48
Initiative	4.10	0.52

Source : Data Processed in 2025

The analysis of specific employee performance indicators reveals consistently high scores across quality of work (4.25), productivity (4.18), punctuality (4.30), teamwork (4.22), and initiative (4.10). These results suggest that employees not only perform well overall but also excel in critical performance dimensions that contribute to organizational effectiveness. The relatively low standard deviations indicate that high performance levels are common among the employees surveyed.



Fig 1. average scores for the dimensions of transformational leadership

From the chart, it is evident that all leadership dimensions scored relatively high, ranging approximately between 4.0 to 4.4 on a 5-point scale, indicating that respondents generally perceived their leaders as exhibiting strong transformational behaviors. Intellectual Stimulation recorded the highest average score, suggesting that leaders are particularly effective in encouraging innovation and problem-solving among employees. Employee Performance also scored high, slightly above 4.4, implying a generally positive performance level among staff members. The consistency and closeness in scores among the leadership dimensions reflect a balanced transformational leadership style. These results suggest a likely relationship between the application of transformational leadership practices and enhanced employee performance, a hypothesis further supported by correlation and regression analysis in the study.

The Influence of Transformational Leadership on Employee Performance

The results of this study show that transformational leadership style has a highly significant impact on employee performance across various aspects. In today's dynamic and competitive work environment, leaders who are able to inspire, guide with a clear vision, and intrinsically motivate their team play a crucial role in enhancing both individual and team performance. The regression analysis conducted in this study indicates that the significance value for the transformational leadership variable is below the 0.05 threshold, suggesting a strong statistical relationship. In other words, the higher employees perceive the application of transformational leadership by their superiors, the higher their performance level tends to be. Furthermore, a more in-depth analysis reveals that each dimension of transformational leadership contributes differently to performance enhancement. Inspirational motivation, for instance, builds high work spirit through the delivery of a clear, hopeful, and challenging organizational vision. Leaders who effectively apply this dimension can foster optimism and a strong determination within employees to achieve collective goals. Meanwhile, idealized influence positions leaders as respected and trusted role models, thus creating work relationships based on respect and integrity. These two dimensions have been proven to be primary drivers in creating a positive and productive work environment.

In addition, the dimension of individualized consideration significantly impacts the personalized approach of leadership. Leaders who consistently implement this dimension are able to recognize the personal needs, potential, and aspirations of employees, ultimately promoting career growth and job satisfaction. In the context of modern organizations, this is crucial as employees no longer simply seek work instructions but also require guidance and attention as unique individuals. Intellectual stimulation also plays a vital role in fostering an innovative work environment. Employees feel encouraged to voice ideas, solve problems creatively, and think beyond conventions.

Employee responses to transformational leadership in this study were also highly positive. They reported feeling more valued, trusted, and provided with space for growth. This not only improves short-term performance but also strengthens long-term organizational loyalty. Employees who feel supported by their leaders tend to have strong affective commitment and are willing to contribute beyond formal duties. Performance improves holistically in terms of work quality, task completion speed, and ability to collaborate in cross-functional teams.

Implications for Human Resource Management

These findings highlight the strategic importance of interventions to support the successful implementation of transformational leadership. The HR division's role extends beyond administrative functions to becoming a facilitator of leadership development. Organizations need to design training programs that instill transformational values such as integrity, empathy, innovation, and empowerment. Additionally, reward and recognition systems for leaders who successfully drive positive change are essential to reinforce an effective leadership culture at all levels of the organization.

This study also identifies that factors such as age, tenure, and employee rank influence their perceptions of transformational leadership effectiveness. Senior employees tend to be more selective in assessing leaders, while younger employees are more easily motivated by innovative and open leadership styles. On the other hand, organizational culture and managerial structure also play a significant role in mediating the influence of transformational leadership on performance. Organizations that embrace change, support collaboration, and provide room for personal growth will maximize the positive impact of this leadership style.

Statistically, regression tests show that the transformational leadership variable explains a large portion of variability in employee performance, as reflected by a high coefficient of determination (R^2). This implies that performance improvement strategies focused solely on material incentives or structural control are less effective if not accompanied by a change in leadership style. The practical implication is that organizations should integrate transformational leadership values into HR policies, including recruitment, promotion, and managerial performance evaluation. This approach enables organizations to build a work culture that is adaptive, dynamic, and growth-oriented.

Alignment with Transformational Leadership Theory

The findings of this study reinforce the validity of transformational leadership theory developed by Bass and Avolio, which states that leadership that inspires, provides a role model, stimulates critical thinking, and addresses individual needs positively influences performance improvement. These findings confirm that in the context of dynamic modern organizations, these four dimensions are not only relevant but also key determinants in creating a productive and adaptive work culture. In a work environment that increasingly demands innovation and active engagement, this leadership style is not merely ideal it is a strategic necessity. It shows that organizational success depends not

only on business strategies but also on the character and leadership approach being practiced.

Significant Impact on Employee Performance

The significant impact of transformational leadership on employee performance is reflected in various indicators, ranging from task completion effectiveness, work initiative, teamwork, to internal customer satisfaction. These results show that leaders who are able to communicate an inspiring vision and reinforce organizational values can drive employees to consistently deliver their best performance. Even under high pressure or ambitious targets, employees maintain high motivation and dedication when they feel supported by their leaders. Therefore, from a human resource management perspective, transformational leadership should be part of a long-term strategy in HR development, not merely a temporary managerial approach.

Dominance of Inspirational Motivation and Idealized Influence Dimensions

Inspirational motivation and idealized influence were found to be the most influential leadership dimensions in this study. Leaders who can foster hope, enthusiasm, and trust in the organization's future tend to be more successful in shaping positive work behavior. By providing a clear vision, leaders create a sense of meaning in the work performed by employees, ultimately enhancing engagement and a sense of ownership toward the organization. Idealized influence, demonstrated through integrity, fairness, and moral example, also creates credibility and trust. Employees not only respect their leaders professionally but also view them as role models, which strengthens loyalty and the desire to contribute more.

Contribution of Individualized Consideration to Satisfaction and Loyalty

Individualized consideration is vital in creating healthy and harmonious work relationships. Leaders who recognize individual differences in characteristics and personal needs such as family background, work style, or career aspirations foster more effective communication and deeper emotional connections. In this study, leaders' personal approaches increased employee perceptions of fairness and appreciation, positively impacting job satisfaction and loyalty. Employees feel treated as humans, not just resources, which cultivates trust and intrinsic motivation to grow with the organization.

Importance of Support from HR Management

The application of transformational leadership cannot be effectively implemented without active involvement from HR management. HR departments should provide continuous training that focuses not only on technical skills but also on soft skills and leadership capacity development. Furthermore, performance appraisal systems should incorporate transformational behavioral indicators as part of the evaluation. Providing incentives and recognition to leaders who demonstrate transformational characteristics will strengthen a positive work culture and encourage other leaders to emulate them. This shows that HR's role is not only administrative but also strategic in steering the organization toward long-term effectiveness.

Differences in Perception Based on Demographic Characteristics

This study also reveals variations in employee perceptions of transformational leadership effectiveness based on demographic factors. Younger employees are generally more open to change, enjoy challenges, and appreciate communicative and open leaders. Meanwhile, senior employees tend to value stability and consistent leadership. This implies the importance of flexibility in applying leadership styles. Leaders must be able to adjust their approach according to the characteristics of their teams to remain effective across organizational levels.

Organizational Culture as a Moderating Factor

The effectiveness of transformational leadership is greatly influenced by the prevailing organizational culture. Organizations that emphasize openness, collaboration, innovation, and trust are more receptive to this leadership style than those that are overly bureaucratic and hierarchical. In supportive cultures, transformational leaders can more easily drive change and mobilize teams toward shared goals. Conversely, if the organizational culture resists individual initiative and change, transformational leaders will face obstacles in executing their vision. Therefore, it is essential for organizations to intentionally shape a culture that supports modern leadership styles.

Practical Implications for Organizations

The practical implications of this study are significant for future HR strategy development. Organizations need to reorient their recruitment and leadership promotion processes by emphasizing transformational aspects as key criteria. It is not enough to assess only technical performance or seniority; it is also critical to evaluate candidates' abilities to inspire, build interpersonal relationships, and lead teams through challenges. Additionally, organizations should design work environments that support exploration, creativity, and two-way communication so that the spirit of transformation is translated into concrete actions on the ground.

Research Limitations and Future Research Directions

Despite providing valuable insights, this study is limited in terms of geographic coverage and organizational sectors. The generalizability of the findings remains constrained, thus it is recommended that future research involves broader and more diverse samples, covering different industries such as manufacturing, services, education, and government. Moreover, future studies can explore causal relationships between variables or introduce mediating and moderating variables such as job satisfaction, work culture, and employee engagement. Longitudinal studies may also be conducted to assess the long-term impact of transformational leadership implementation on organizational culture change and overall performance.

CONCLUSION

Based on the results and discussion of this study, it can be concluded that transformational leadership has a positive and significant influence on employee performance. The four main dimensions of transformational leadership idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration play an important role in shaping employee motivation, creativity, and commitment, thereby directly impacting performance improvement. Moreover, the effectiveness of transformational leadership is influenced by the organizational cultural context and the diverse individual characteristics of employees. The role of human resource management is crucial in supporting the development of this leadership style through training, competency development, and appropriate reward systems. Therefore, the implementation of transformational leadership can serve as an effective strategy for organizations aiming to improve productivity while creating an innovative and sustainable work environment.

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