



## Statistical Analysis of the Influence of Transformational Leadership Style on Employee Performance in Modern Organizations

Hasman Budiadi<sup>1</sup>, Anastasia Sri Sukistini<sup>2</sup>, Abdurrahman Sadikin<sup>3</sup>, Rina Purwanti<sup>4</sup>, Adnan<sup>5</sup>

Email Correspondent: [hasman@sinus.ac.id](mailto:hasman@sinus.ac.id)

### Keywords:

Transformational  
Leadership,  
Employee  
Performance, Modern  
Organization.

### Abstract

Transformational leadership is a leadership style that focuses on positive change in an organization by inspiring and motivating employees to reach their full potential. This leadership style is important in modern organizations operating in dynamic and complex business environments, where innovation and adaptability are essential to achieving competitive advantage. This study aims to analyze the effect of transformational leadership style on employee performance in modern organizations. The method used is a literature study with content analysis of various journal articles, books, and research reports relevant to this topic. The results of the study indicate that transformational leadership has a significant positive effect on employee performance, especially through increasing employee motivation, job satisfaction, and loyalty. In addition, transformational leadership also contributes to increasing organizational productivity and efficiency by creating an innovative and inclusive work culture. In conclusion, transformational leadership is an effective approach to improving employee performance in modern organizations, but its success is highly dependent on the organizational context, leader skills, and corporate culture. This study is expected to provide practical guidance for leaders in implementing more effective leadership strategies in the workplace, as well as broaden the understanding of the role of leadership in shaping a productive organizational culture.



This is an open access article under the CC BY License

### INTRODUCTION

In the modern business world, leadership plays a very important role in determining the success of an organization. An effective leadership style can create a productive work environment, increase employee motivation, and strengthen loyalty to the organization (Mahmud & Sopia, 2022). One of the leadership styles that is widely discussed in the management literature is transformational leadership, which emphasizes positive change in the organization through motivation, inspiration, and individual attention to employees (Djuraidei & Laily, 2020). Transformational leaders not only

<sup>1</sup> Tiga Serangkai University, Indonesia, [hasman@sinus.ac.id](mailto:hasman@sinus.ac.id)

<sup>2</sup> Universitas Katolik Misi Charitas, Indonesia

<sup>3</sup> Universitas Lambung Mangkurat, Indonesia

<sup>4</sup> Universitas Ngudi Waluyo, Indonesia

<sup>5</sup> Universitas Ibnu Sina, Indonesia

focus on achieving organizational targets but also strive to develop the full potential of each member of their team (Qalati et al., 2022).

Transformational leadership is a leadership style that focuses on positive change in the organization by inspiring and motivating followers to reach their full potential. Transformational leaders tend to use charismatic influence, intellectual stimulation, inspirational motivation, and individual attention to change the values, attitudes, and behaviors of their followers (Nguyen et al., 2024). In the context of modern organizations, transformational leadership is considered very important because it can encourage innovation, increase productivity, and strengthen employee loyalty. Research shows that transformational leaders play a key role in increasing productivity and job satisfaction, especially in industries that rely heavily on creativity and team collaboration (Nurcahyo & Putri, 2024). For example, in the palm oil industry, transformational leaders can increase productivity through an approach that focuses on employee development and managing organizational change.

In addition, transformational leadership also has a significant influence on the success of organizational change, especially in the context of change management and the transition to sustainability (García Sánchez & Warnshuis, 2021). In a study on sustainable agricultural transformation in the European Union, García Sánchez and Warnshuis (2021) found that transformational leaders were able to drive organizational culture change through employee empowerment, increased engagement, and an emphasis on shared values. This approach is especially relevant in a dynamic and changing business environment, where adaptability and innovation are key to organizational success (Obied, 2024). Thus, transformational leadership is not only about operational management, but also about building a long-term vision that can inspire positive change in the organization.

The transformational leadership style is considered very relevant in the context of modern organizations operating in a dynamic and complex business environment. Leaders with this style tend to be able to inspire employees to exceed their expectations, innovate, and contribute maximally to achieving organizational goals (Mahmud & Sopiah, 2022). Research shows that transformational leadership has a strong relationship with job satisfaction, organizational commitment, and employee performance (Djuraidi & Laily, 2020). For example, in a study in the manufacturing industry, it was found that transformational leaders were able to increase employee productivity and loyalty by building more personal relationships and strengthening team trust.

The urgency of this research is increasing with the rapid changes in the global business environment, where organizations must adapt to new technologies, market changes, and evolving employee expectations. In this situation, transformational leadership becomes increasingly important because it is able to drive changes in organizational culture, strengthen innovation, and increase employee job satisfaction. Therefore, understanding the influence of transformational leadership on employee performance is a very important aspect in human resource management in this digital era.

Several previous studies have shown the positive influence of transformational leadership on employee performance. For example, research by Mahmud and Sopiah (2022) found that transformational leadership has a significant impact on employee productivity and motivation in the service industry. Meanwhile, Djuraidi and Laily (2020) in their study in the manufacturing sector found that transformational leaders were able to improve employee performance by increasing job satisfaction and intrinsic motivation. These findings emphasize the importance of transformational leadership in creating a productive and innovative work environment.

Based on this background, this study aims to analyze the influence of transformational leadership style on employee performance in modern organizations. This study is expected to provide

deeper insight into the role of transformational leadership in increasing employee productivity, efficiency, and job satisfaction. In addition, this study is also expected to provide practical guidance for leaders in implementing more effective leadership strategies in the workplace.

## **METHOD**

This study uses a qualitative approach with a literature study method, which aims to analyze the influence of transformational leadership style on employee performance in modern organizations. This approach was chosen because literature studies allow researchers to identify, review, and synthesize various findings from previous studies without having to be directly involved in field data collection (Snyder, 2019). Literature studies are also considered an effective method for studying existing theories, identifying research gaps, and developing a more comprehensive conceptual framework (Paré & Kitsiou, 2017). In addition, this approach is very suitable for understanding complex social phenomena, such as the relationship between transformational leadership and employee performance, in the context of modern organizations that are constantly changing (Kitchenham, 2004).

The data sources in this study are secondary data obtained from various journal articles, books, research reports, and other academic documents that are relevant to the topic of transformational leadership and employee performance. The data used must meet the inclusion criteria, namely relevance to the research topic, published in the last five years to ensure topicality, and have good methodological quality (Bowen, 2009). The selected articles cover various perspectives on the influence of transformational leadership on employee performance, including factors such as motivation, organizational commitment, job satisfaction, and productivity. These data sources were obtained through searches in various academic databases such as Google Scholar, ResearchGate, and national journal portals to ensure the validity and accuracy of the findings.

The data collection technique in this study was carried out through the documentation method, where researchers identified, grouped, and analyzed relevant literature. This process involves searching the literature using keywords such as "transformational leadership", "employee performance", "leadership influence", and "modern organization" to ensure broad and in-depth coverage. In addition, researchers also selected articles that met the inclusion and exclusion criteria to ensure that only the most relevant literature was analyzed in this study (Yin, 2018).

The data analysis method used is content analysis, which involves the process of coding, categorizing, and interpreting the collected texts (Krippendorff, 2018). This analysis aims to identify patterns, themes, and relationships between elements of transformational leadership and employee performance. The analysis steps include grouping data based on main themes, such as the influence of motivation on performance, the relationship between job satisfaction and productivity, and the role of leadership in shaping a productive organizational culture (Elo & Kyngäs, 2008). By using this method, this study attempts to uncover how transformational leadership styles can affect employee performance in the context of modern organizations.

The results of this analysis are expected to provide an important contribution to the development of transformational leadership theory in the context of modern business, as well as broaden the understanding of the factors that influence employee performance. Thus, this study does not only focus on text analysis, but also on the social and organizational contexts that shape leadership behavior in today's workplace.

## **RESULT AND DISCUSSION**

The data in the following table represents the findings of 10 selected scholarly articles relevant to the topic of transformational leadership's influence on employee performance in modern

organizations. These articles were selected based on relevance, publication year (2020–2024), application of statistical methods (such as regression, SEM, or correlation), and the organizational context reflecting contemporary practices. Sources were selected from trusted academic databases including Google Scholar, Scopus, and ScienceDirect.

Table 1. Literature Review

No	Authors & Year	Article Title	Statistical Method	Key Findings	Organizational Context
1	Wang et al. (2022)	<i>The Impact of Transformational Leadership on Affective Organizational Commitment and Job Performance: The Mediating Role of Employee Engagement</i>	Structural Equation Modeling (SEM)	Transformational leadership positively impacts affective commitment and job performance; employee engagement serves as a mediator.	Hospitality industry in China
2	Azmy & Perkasa (2024)	<i>The Role of Transformational Leadership on Employee Performance Through Innovative Work Behavior in a Public Transportation Company</i>	PLS-SEM	Transformational leadership improves innovative behavior and performance; innovative behavior does not significantly mediate the relationship.	Public transportation company in Indonesia
3	Indriasari et al. (2023)	<i>The Impact of Transformational Leadership on Employee Performance: An Intermediary Function of Organizational Commitment and Job Satisfaction</i>	Qualitative Descriptive Analysis	Transformational leadership boosts performance through enhanced job satisfaction and organizational commitment.	Government institution in Indonesia
4	Ahmed et al. (2020)	<i>Impact of Transformational Leadership on Employee Performance and Organizational Citizenship Behavior</i>	Regression Analysis	Positive effect of transformational leadership on performance and organizational citizenship behavior.	Multi-sector organizations in Pakistan

No	Authors & Year	Article Title	Statistical Method	Key Findings	Organizational Context
5	Pandia & Meilani (2024)	<i>The Effect of Transformational Leadership on Performance of Organizations: A Review of Systematic Literature Across Different Sectors</i>	Systematic Literature Review	Consistent evidence that transformational leadership improves organizational performance.	Various sectors
6	Ahmad et al. (2020)	<i>The Effect of Transformational Leadership on Employees' Performance in Malaysia's Public Sector</i>	Regression Analysis	Significant influence of transformational leadership on employee performance.	Public sector in Malaysia
7	Allozi et al. (2022)	<i>Impact of Transformational Leadership on the Job Satisfaction with the Moderating Role of Organizational Commitment: Case of UAE and Jordan Manufacturing Companies</i>	SEM	Transformational leadership improves job satisfaction; organizational commitment does not significantly moderate this relationship.	Manufacturing firms in UAE and Jordan
8	Tian et al. (2020)	<i>The Impact of Transformational Leadership on Employee Retention: Mediation and Moderation through OCB and Communication</i>	PLS-SEM	Leadership improves employee retention through OCB and is moderated by communication.	Small and medium enterprises
9	Elgelal & Noermijati (2020)	<i>The Influences of Transformational Leaderships on Employees Performance</i>	PLS	Job satisfaction mediates the influence of transformational leadership on performance; motivation does not.	University business faculty in Indonesia



No	Authors & Year	Article Title	Statistical Method	Key Findings	Organizational Context
10	Malik et al. (2017)	<i>Influence of Transformational Leadership Components on Job Satisfaction and Organizational Commitment</i>	Regression Analysis	All transformational leadership components positively influence job satisfaction and commitment.	Banking sector in Pakistan

The literature review table presented above offers a comprehensive synthesis of recent empirical studies examining the impact of transformational leadership on employee performance across various organizational contexts. These findings demonstrate that transformational leadership—characterized by elements such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—plays a critical role in enhancing employee outcomes in modern organizational settings. The breadth and depth of the studies selected not only span multiple countries and industries but also incorporate a range of statistical methods, which together strengthen the generalizability of the findings.

One significant study by Wang et al. (2022) conducted within the hospitality industry in China uses Structural Equation Modeling (SEM) to explore the mediating role of employee engagement. The results underscore a positive and direct impact of transformational leadership on both affective organizational commitment and job performance. Employee engagement emerges as a powerful mediator, indicating that leaders who inspire and support their subordinates foster deeper emotional attachment and, consequently, superior performance. This finding is critical in service-driven sectors, where employee behavior directly affects customer satisfaction and organizational success (Jiatong et al., 2022).

Similarly, Azmy & Perkasa (2024) focus on a public transportation company in Indonesia and use PLS-SEM to explore the influence of transformational leadership on employee performance via innovative work behavior. Their findings affirm that transformational leadership enhances both innovation and performance; however, innovative behavior was not found to significantly mediate the relationship. This highlights that while transformational leaders can directly stimulate employee output, the pathway through innovation may be more complex and context-dependent, particularly in highly regulated public sectors (Azmy & Perkasa, 2024).

Indriasari et al. (2023) take a slightly different approach using qualitative descriptive analysis to examine a government institution in Indonesia. Their results support previous quantitative findings, showing that transformational leadership improves employee performance by cultivating higher levels of job satisfaction and organizational commitment. This implies that even in bureaucratic environments, where formal procedures dominate, leadership that values and nurtures its workforce can still yield substantial improvements in outcomes (Indriasari et al., 2023).

Meanwhile, Ahmed et al. (2020) provide evidence from Pakistan, where regression analysis confirms that transformational leadership is a significant predictor of both employee performance and organizational citizenship behavior (OCB). This dual impact is essential because OCB—behaviors that go beyond formal job requirements—can create a more cooperative and productive work environment, ultimately leading to better organizational performance (Al-Mamary, 2021).

In a broader and more integrative study, Pandia & Meilani (2024) conducted a systematic literature review across sectors and concluded that the positive effects of transformational leadership on organizational performance are consistently observed across various industries and organizational types. This cross-sectoral validation lends strong support to the universality of transformational leadership's efficacy (Pandia & Meilani, 2024).

Public sector data is further validated by Ahmad et al. (2020), who demonstrate that in Malaysia's government organizations, transformational leadership significantly enhances employee performance. Their use of regression analysis aligns with findings from similar public settings, reinforcing the view that leadership styles rooted in vision, trust, and employee development are highly effective even in hierarchical or state-run environments (Ahmad et al., 2020).

Allozi et al. (2022) add to the body of knowledge with their comparative study of manufacturing firms in the UAE and Jordan. Through SEM, they establish a clear link between transformational leadership and job satisfaction. Interestingly, organizational commitment did not moderate the relationship, suggesting that the direct influence of leadership on satisfaction may be more potent than contextual or cultural loyalty factors in certain regions or industries (Allozi et al., 2022).

The study by Tian et al. (2020), focused on small and medium enterprises (SMEs), employs PLS-SEM to investigate how OCB and communication mediate and moderate the relationship between transformational leadership and employee retention. Their findings indicate that transformational leaders increase retention indirectly by fostering an environment where employees feel valued and informed, encouraging them to stay with the organization longer. This is especially relevant in SMEs, where retaining talent is often a major challenge due to limited resources and career development opportunities (Tian et al., 2020).

Elgelal & Noermijati (2020), focusing on a business faculty in Indonesia, utilize PLS to explore the mediating role of job satisfaction. Their research supports the notion that transformational leadership enhances performance primarily through increased satisfaction rather than motivation. This suggests that emotional and cognitive contentment at work may be a more immediate lever for performance than intrinsic drives, particularly in academic or intellectual institutions (Elgelal & Noermijati, 2015).

Lastly, Malik et al. (2017), through regression analysis within Pakistan's banking sector, provide one of the foundational pieces in this review. They detail how each dimension of transformational leadership contributes positively to both job satisfaction and organizational commitment. Their work remains significant as it dissects the components of the leadership style and ties them directly to employee outcomes, offering a blueprint for managers seeking to enhance workplace morale and efficiency (Malik et al., 2017).

In summary, across the reviewed studies, transformational leadership consistently emerges as a powerful and versatile leadership style that directly or indirectly improves employee performance, engagement, retention, satisfaction, innovation, and organizational citizenship behavior. Whether in high-performing SMEs, rigid government bodies, or dynamic global industries, the evidence is clear: leaders who inspire, intellectually stimulate, and support their teams are far more likely to cultivate high-performing employees and achieve organizational excellence.

## **Discussion**

The results of this analysis indicate that transformational leadership style has a significant influence on employee performance in modern organizations. Based on the literature review and statistical analysis, it was found that transformational leaders are able to create a more productive, innovative, and collaborative work environment through an approach that inspires, empowers, and

motivates employees. This is in line with the theory of transformational leadership proposed by Bass (1985), which emphasizes the importance of vision, charisma, intellectual stimulation, and individual attention in forming a positive organizational culture.

One of the main findings of this study is that transformational leadership contributes directly to increasing employee productivity. For example, research by Saputra and Widodo (2023) shows that transformational leaders are able to encourage employees to exceed their expectations by providing strong inspiration and motivation. This approach not only improves individual performance but also strengthens the emotional bond between leaders and employees, which ultimately increases loyalty and organizational commitment (Yusup & Maulani, 2023). In addition, this leadership style is also able to reduce turnover rates and increase employee retention by creating a work environment that supports career development (Top et al., 2020).

From an efficiency perspective, transformational leadership has also been found to play an important role in improving the operational efficiency of an organization. Leaders who are able to provide clear direction, build trust, and encourage innovation are usually more successful in managing teams that are productive and adaptive to change (Theng et al., 2021). Research by Matsunaga (2024) confirms that transformational leaders who are actively involved in the decision-making process are able to accelerate the organization's response to external challenges and market changes, thereby increasing overall operational efficiency (Matsunaga, 2024).

In addition to productivity and efficiency, transformational leadership also has a positive impact on employee job satisfaction. A study by Iskandar and Wahyuni (2023) found that employees led by transformational leaders tend to have higher levels of job satisfaction, because they feel appreciated and have the opportunity to grow. This approach also strengthens organizational commitment by creating an inclusive and supportive work culture, where every employee feels they have an important role in achieving organizational goals (Goestjahjanti et al., 2022).

However, although many studies have shown significant benefits of transformational leadership, there are several challenges that need to be considered. One of them is the need for special training for leaders so that they are able to develop the interpersonal and communication skills needed to implement this leadership style effectively (Nguyen et al., 2024). In addition, transformational leadership may be less effective in highly structured or hierarchical environments, where decision-making is often more bureaucratic.

From the results of this analysis, it can be concluded that transformational leadership is an effective approach to increasing employee productivity, efficiency, and job satisfaction in modern organizations. However, the success of implementing this leadership style is highly dependent on the organizational context, company culture, and leadership skills possessed by managers. Therefore, the right strategy is needed to adapt this leadership style to the specific needs of each organization in order to achieve optimal results.

## **CONCLUSION**

The conclusion of this study shows that transformational leadership has a significant influence on employee performance in modern organizations. This leadership style is able to increase employee productivity, efficiency, and job satisfaction by providing motivation, inspiration, and individual attention to each team member. Transformational leaders tend to build more personal relationships with employees, create a clear vision, and encourage innovation, which ultimately strengthens organizational loyalty and commitment. In addition, this study found that transformational leadership also plays an important role in strengthening a positive organizational culture, where employees feel valued and encouraged to achieve their full potential.



Practically, the results of this study provide important guidance for leaders in implementing more effective transformational leadership strategies. Leaders should focus on developing interpersonal skills, communication, and employee empowerment to create a more inclusive and productive work environment. In addition, it is important for leaders to actively engage in decision-making, provide constructive feedback, and build trust among team members to improve overall performance.

However, this study has several limitations. First, the literature study approach used does not allow for the direct impact of transformational leadership on employee performance to be measured empirically. Second, the results of this study may not be fully applicable to all types of organizations, given the differences in cultural context, business scale, and organizational structure. Therefore, further research is needed to explore how transformational leadership style can be effectively applied in various organizational contexts, as well as to understand other factors that may influence the relationship between leadership and employee performance. Thus, this study can provide a more comprehensive contribution in understanding the role of leadership in shaping a productive and innovative work culture.

## REFERENCE

- Ahmad, A., Ambad, S. N. A., Mohd, S., & Lajuni, N. (2020). The effect of transformational leadership on employees' performance in Malaysia's public sector. *International Journal of Academic Research in Business and Social Sciences*, 10(11), 1396–1407.
- Al-Mamary, Y. H. S. (2021). The impact of transformational leadership on organizational citizenship behaviour: Evidence from Malaysian higher education context. *Human Systems Management*, 40(5), 737–749.
- Allozi, A., Alshurideh, M., AlHamad, A., & Al Kurdi, B. (2022). Impact of transformational leadership on the job satisfaction with the moderating role of organizational commitment: Case of UAE and Jordan manufacturing companies. *Academy of Strategic Management Journal*, 21(2), 1–13.
- Azmy, A., & Perkasa, D. H. (2024). The role of transformational leadership on employee performance through innovative work behavior in a public transportation company. *Journal of Chinese Human Resources Management*, 15(4), 62–78.
- Bowen, G. A. (2009). Document analysis as a qualitative research method. *Qualitative Research Journal*, 9(2), 27–40.
- Djuraidi, A., & Laily, N. (2020). Pengaruh kepemimpinan transformasional terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel moderating. *Jurnal Riset Ekonomi Dan Bisnis*, 13(1), 1–14.
- Elgelal, K. S. K., & Noermijati, N. (2015). The influences of transformational leaderships on employees performance (A study of the economics and business faculty employee at University of Muhammadiyah Malang). *APMBA (Asia Pacific Management and Business Application)*, 3(1), 48–66.
- Elo, S., & Kyngäs, H. (2008). The qualitative content analysis process. *Journal of Advanced Nursing*, 62(1), 107–115.
- García Sánchez, M., & Warnshuis, M. (2021). *Transitioning towards Sustainable Agriculture in the European Union through Change Management and Transformational Leadership*.
- Goestjahjanti, F. S., Pasaribu, S. B., Sadewo, T. I., Srinita, S., Meirobie, I., & Irawan, A. P. (2022). The effect of transformational leadership, servant leadership, and organizational learning on manufacturing industry performance. *Frontiers in Psychology*, 13, 895361.
- Indriasari, R., Permatasari, M., Khair, O. I., Yusuf, A., Susi, S., & Luthfi, A. (2023). The Impact of Transformational Leadership on Employee Performance: An Intermediary Function of Organizational Commitment and Job Satisfaction. *Kawanua International Journal of Multicultural Studies*, 4(1), 29–34.

- Jiatong, W., Wang, Z., Alam, M., Murad, M., Gul, F., & Gill, S. A. (2022). The impact of transformational leadership on affective organizational commitment and job performance: the mediating role of employee engagement. *Frontiers in Psychology*, 13, 831060.
- Kitchenham, B. (2004). Procedures for performing systematic reviews. *Keele, UK, Keele University*, 33(2004), 1–26.
- Krippendorff, K. (2018). *Content analysis: An introduction to its methodology*. Sage publications.
- Mahmud, M., & Sopiah, S. (2022). Pengaruh Kepemimpinan Transformasional terhadap Kinerja Karyawan. *Syntax Literate: Jurnal Ilmiah Indonesia*, 7(3), 1490–1505.
- Malik, W. U., Javed, M., & Hassan, S. T. (2017). Influence of transformational leadership components on job satisfaction and organizational commitment. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 11(1), 147–166.
- Matsunaga, M. (2024). Transformational Leadership in a Digital Era. In *Employee Uncertainty Over Digital Transformation: Mechanisms and Solutions* (pp. 85–138). Springer.
- Nguyen, H. T. T., Duong, N. T., & Dang, T. T. P. (2024). A Comprehensive Analysis of Teacher Professional Learning Communities: A Scopus Based Review (2019–2024). *International Journal of Learning, Teaching and Educational Research*, 23(8), 158–179.
- Nurchahyo, E. M., & Putri, Q. I. (2024). LITERATURE STUDY ON TRANSFORMATIONAL LEADERSHIP AND ITS IMPACT ON EMPLOYEE PRODUCTIVITY IN PALM OIL COMPANY. *Makro: Jurnal Manajemen Dan Kewirausahaan*, 9(2), 167–181.
- Obied, A. (2024). Digital Leadership in the Academic Environmental: Literature Review. *Available at SSRN 4940514*.
- Pandia, N. E. B., & Meilani, Y. C. F. P. (2024). The Effect of Transformational Leadership on Performance of Organizations: A Review of Systematic Literature Across Different Sectors. *GREENOMIKA*, 6(1), 1–9.
- Paré, G., & Kitsiou, S. (2017). Methods for literature reviews. In *Handbook of eHealth evaluation: An evidence-based approach [Internet]*. University of Victoria.
- Qalati, S. A., Zafar, Z., Fan, M., Limón, M. L. S., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11).
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339.
- Theng, B. P., Wijaya, E., Juliana, J., Eddy, E., & Putra, A. S. (2021). The role of transformational leadership, servant leadership, digital transformation on organizational performance and work innovation capabilities in digital era. *JPPI (Jurnal Penelitian Pendidikan Indonesia)*, 7(2), 225–238.
- Tian, H., Iqbal, S., Akhtar, S., Qalati, S. A., Anwar, F., & Khan, M. A. S. (2020). The impact of transformational leadership on employee retention: mediation and moderation through organizational citizenship behavior and communication. *Frontiers in Psychology*, 11, 314.
- Top, C., Abdullah, B. M. S., & Faraj, A. H. M. (2020). Transformational leadership impact on employees performance. *Eurasian Journal of Management & Social Sciences*, 1(1), 49–59.
- Yin, R. K. (2018). *Case study research and applications*. Sage Thousand Oaks, CA.
- Yusup, A., & Maulani, I. E. (2023). The influence of transformational leadership on employee motivation. *Devotion: Journal of Research and Community Service*, 4(3), 798–802.