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## The Impact of Transformational Leadership on Employee Motivation and Organizational Commitment

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**Abstract:** This research explores the influence of transformational leadership on employee motivation and organizational commitment. In the contemporary business environment, leadership plays a critical role in shaping organizational culture and performance. The study aims to analyze how transformational leadership practices, such as inspiring a shared vision, fostering innovation, and providing individualized consideration, affect employees' motivation and their commitment to the organization. A mixed-methods approach was utilized, combining quantitative surveys and qualitative interviews with employees from diverse industries. The findings reveal a significant positive relationship between transformational leadership and both employee motivation and organizational commitment. Leaders who exhibit transformational qualities contribute to higher job satisfaction, increased motivation, and a deeper sense of loyalty towards the organization. These results highlight the importance of adopting transformational leadership strategies to enhance organizational outcomes. The study suggests that organizations should invest in leadership development programs that focus on transformational leadership principles to foster a motivated and committed workforce.

**Keywords:** Transformational leadership, employee motivation, organizational commitment, leadership development, job satisfaction.

### 1. Background

Leadership plays a pivotal role in shaping organizational culture and enhancing employee performance. Transformational leadership, in particular, has garnered significant attention due to its potential to inspire and motivate employees to exceed expectations. This leadership style, characterized by visionary thinking, individualized consideration, intellectual stimulation, and inspirational motivation, has been widely recognized as a key driver of employee motivation and organizational commitment (Bass, 1985; Northouse, 2018). Transformational leaders encourage creativity, enhance team spirit, and foster a sense of purpose within the workforce, thereby facilitating a positive organizational environment that promotes long-term success.

The concept of transformational leadership has been widely studied in various organizational contexts, and its impact on employee outcomes such as job satisfaction, motivation, and performance has been well documented (Avolio & Bass, 2004; Judge & Piccolo, 2004). Research suggests that transformational leadership practices contribute significantly to employees' intrinsic motivation, leading to higher levels of engagement and organizational commitment (Kuhnert & Lewis, 1987). Such leader-

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ship practices not only promote individual growth but also create a supportive atmosphere in which employees are encouraged to contribute their best efforts toward organizational goals.

Despite the extensive body of literature on transformational leadership, there is still a gap in understanding the direct mechanisms through which transformational leadership influences employee motivation and organizational commitment. While prior studies have highlighted the importance of leadership in fostering motivation, there remains a lack of consensus on the specific aspects of transformational leadership that are most effective in influencing these outcomes across diverse industries and organizational settings. Additionally, much of the existing research focuses on the general benefits of transformational leadership, but few studies have explored the nuances of its impact on motivation and commitment at different organizational levels.

This research aims to bridge this gap by investigating the relationship between transformational leadership and two critical employee outcomes: motivation and organizational commitment. The study will explore how transformational leadership behaviors such as personalized attention, empowerment, and vision articulation directly influence employee motivation, as well as how these behaviors contribute to fostering a deeper sense of commitment within the organization. By focusing on specific leadership actions, this study aims to provide a more detailed understanding of how transformational leadership affects employees' emotional and cognitive engagement with their work.

The objective of this study is to examine how transformational leadership practices impact employee motivation and organizational commitment. The study also seeks to identify the underlying mechanisms that link transformational leadership to these key organizational outcomes. By understanding these relationships, organizations can better equip their leaders with the skills necessary to enhance employee motivation and commitment, ultimately leading to improved organizational performance and sustainable growth.

## **2. Theoretical Review**

Transformational leadership theory, first introduced by Burns (1978) and later expanded by Bass (1985), has become one of the most widely studied leadership styles in organizational research. Transformational leadership is characterized by leaders who inspire and motivate employees to exceed their self-interests for the benefit of the organization. These leaders articulate a compelling vision, provide individualized support, and stimulate intellectual growth among their followers. According to Bass

(1990), transformational leaders exhibit four key behaviors: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These behaviors encourage positive change and commitment within organizations, driving higher levels of motivation and performance from employees.

A significant body of research has demonstrated that transformational leadership positively influences employee motivation. For instance, Bass (1985) argued that transformational leaders foster intrinsic motivation by aligning the goals of the organization with the values and needs of the employees. By providing support and encouragement, transformational leaders empower employees to take initiative, which results in higher job satisfaction and work commitment. Judge and Piccolo (2004) conducted a meta-analysis and found that transformational leadership has a strong positive effect on both job satisfaction and motivation. Their findings suggest that transformational leaders are more effective at motivating their employees compared to transactional leaders, who focus primarily on rewards and punishments.

Organizational commitment, another crucial outcome of leadership, is also significantly influenced by transformational leadership. Meyer and Allen (1991) conceptualized organizational commitment as a psychological state comprising affective, continuance, and normative commitment. Transformational leadership has been shown to enhance affective commitment, which refers to an emotional attachment to the organization (Avolio & Bass, 2004). Transformational leaders inspire loyalty and trust through their vision and support, which encourages employees to remain committed to the organization due to their emotional connection to the workplace rather than external factors such as job security or monetary incentives.

Previous studies have confirmed the positive relationship between transformational leadership and organizational commitment. For example, Lee et al. (2018) found that transformational leadership behaviors, such as articulating a clear vision and providing individualized consideration, directly correlate with increased organizational commitment. Furthermore, they highlighted that employees under transformational leaders were more likely to demonstrate a strong emotional connection and a willingness to contribute to the organization's success. Similarly, Cummings and Conner (2002) emphasized that transformational leaders create a work environment that nurtures trust and respect, both of which are fundamental for fostering organizational commitment.

Despite the established link between transformational leadership, motivation, and organizational commitment, there is still a gap in understanding the specific mechanisms through which these relationships manifest. While most studies focus on the broad effects of transformational leadership, less attention has been given to how different aspects of transformational leadership impact motivation and commitment at various organizational levels. This study aims to explore these relationships in greater detail, identifying the key transformational leadership behaviors that most significantly influence employee motivation and organizational commitment in different organizational contexts.

### **3. Research Methodology**

This study employs a quantitative research design to explore the relationship between transformational leadership, employee motivation, and organizational commitment. The quantitative approach is appropriate for investigating the direct effects of leadership behaviors on employee outcomes, enabling the collection of measurable data and the application of statistical analysis to draw conclusions (Creswell, 2014).

The population for this study consists of employees from various organizations across different industries. A stratified random sampling technique is used to ensure representation from diverse sectors, including education, healthcare, and business. The sample size is determined based on the guidelines provided by Krejcie and Morgan (1970), ensuring adequate power for statistical analysis. A total of 300 respondents are selected for this study, with an equal distribution across industries to provide a comprehensive perspective on the research question.

Data is collected using a structured questionnaire, which is designed to measure transformational leadership, employee motivation, and organizational commitment. The questionnaire includes three sections: the first section assesses transformational leadership behaviors using the Multifactor Leadership Questionnaire (MLQ) developed by Bass (1985). The second section measures employee motivation based on intrinsic and extrinsic factors, using a modified version of the Work Extrinsic and Intrinsic Motivation Scale (WEIMS) by Tremblay et al. (2009). The final section evaluates organizational commitment, utilizing the Organizational Commitment Questionnaire (OCQ) developed by Meyer and Allen (1991), which assesses affective, normative, and continuance commitment. The survey items are rated on a Likert scale from 1 (strongly disagree) to 5 (strongly agree).

The collected data is analyzed using descriptive and inferential statistics. Descriptive statistics are used to summarize the demographic characteristics of the respondents and the overall distribution of the key variables. Inferential statistics, including multiple regression analysis and path analysis, are employed to test the hypotheses regarding the relationships between transformational leadership, employee motivation, and organizational commitment. These statistical techniques allow for examining the direct effects and mediating relationships between the variables, as well as determining the strength and significance of the relationships (Hair et al., 2010).

To ensure the validity and reliability of the instruments, a pilot test is conducted with a smaller sample ( $n = 30$ ) prior to the main data collection. The results of the pilot test indicate acceptable levels of internal consistency, with Cronbach's alpha coefficients exceeding the recommended threshold of 0.70 for all scales (Nunnally, 1978). Furthermore, the validity of the constructs is established through factor analysis, which confirms that the items load appropriately on the expected factors corresponding to transformational leadership, employee motivation, and organizational commitment.

The conceptual model for this study is based on the proposed relationships between transformational leadership, employee motivation, and organizational commitment. The model hypothesizes that transformational leadership behaviors positively influence employee motivation, which in turn enhances organizational commitment. This model is tested using structural equation modeling (SEM) to assess the overall fit and confirm the direct and indirect effects of the variables involved (Hair et al., 2010).

#### **4. Results and Discussion**

The data collection for this study took place over a period of three months, from July to September 2024. The survey was distributed electronically to employees from various organizations in the education, healthcare, and business sectors. A total of 300 completed responses were received, yielding a response rate of 85%. Descriptive statistics were used to examine the demographic characteristics of the respondents, while multiple regression and path analysis were applied to test the proposed relationships between transformational leadership, employee motivation, and organizational commitment.

## Descriptive Statistics

The demographic characteristics of the respondents are shown in Table 1. The sample consisted of 55% male and 45% female employees, with ages ranging from 25 to 55 years. The majority of respondents had a bachelor's degree (60%), followed by a master's degree (30%) and high school or vocational education (10%). Additionally, 70% of respondents had been working in their organizations for over 5 years, indicating a relatively stable workforce.

**Table 1: Demographic Characteristics of Respondents**

Characteristic	Frequency (%)
Gender	
Male	55%
Female	45%
Education Level	
Bachelor's Degree	60%
Master's Degree	30%
High School	10%
Years in Organization	
1-5 Years	30%
5+ Years	70%

The multiple regression analysis revealed that transformational leadership has a significant positive effect on employee motivation ( $\beta = 0.62$ ,  $p < 0.01$ ), supporting the first hypothesis. This finding is consistent with previous research by Bass (1985) and Judge and Piccolo (2004), which highlighted that transformational leadership behaviors inspire intrinsic motivation among employees. Transformational leaders who provide intellectual stimulation and individualized consideration encourage employees to exceed expectations and engage with the organizational goals (Bass, 1990). These behaviors foster a sense of autonomy and ownership, driving intrinsic motivation (Avolio & Bass, 2004).

The second hypothesis, which posited that employee motivation would significantly affect organizational commitment, was also supported ( $\beta = 0.45$ ,  $p < 0.01$ ). This result aligns with the findings of Lee et al. (2018), who found that motivated employees tend to develop stronger emotional attachments to their organizations. This connection leads to higher levels of organizational commitment, particularly affective commitment, which is associated with employees' emotional bonds to the organization (Meyer & Allen, 1991). As employees feel more motivated to contribute, they become more committed to the organization's long-term success.

### Path Analysis

Path analysis was used to assess the overall model, which hypothesized that transformational leadership positively influences both employee motivation and organizational commitment. The model fit indices indicated an acceptable fit ( $\chi^2 = 211.6$ ,  $df = 134$ ,  $RMSEA = 0.04$ ,  $CFI = 0.92$ ,  $TLI = 0.91$ ), suggesting that the data supported the proposed relationships. The total indirect effect of transformational leadership on organizational commitment through employee motivation was significant ( $\beta = 0.28$ ,  $p < 0.01$ ). This indicates that employee motivation serves as a partial mediator in the relationship between transformational leadership and organizational commitment.

### Comparison with Previous Research

The findings of this study are largely consistent with prior research. Bass (1985) and Avolio & Bass (2004) emphasized the positive impact of transformational leadership on employee motivation, and this study reinforces that conclusion. Similarly, the positive relationship between employee motivation and organizational commitment is well-documented in the literature (Meyer & Allen, 1991; Lee et al., 2018). However, this study contributes to the existing body of knowledge by providing empirical evidence of the mediating role of employee motivation in the transformational leadership-commitment relationship. Although some studies have suggested direct effects between leadership and commitment (e.g., Lee et al., 2018), this research demonstrates the importance of motivation as a mechanism through which leadership influences organizational commitment.

### Implications

From a theoretical perspective, this study underscores the importance of understanding the mechanisms through which transformational leadership affects organizational outcomes. By revealing the mediating role of employee motivation, the study adds depth to the transformational leadership literature, suggesting that motivation should be considered a key factor when studying leadership effectiveness.

From a practical perspective, the findings have significant implications for organizational leaders. By adopting transformational leadership behaviors, leaders can inspire greater motivation among their employees, which, in turn, fosters organizational commitment. Organizations seeking to enhance employee performance and retention should focus on developing leadership styles that emphasize motivation and support, creating an environment in which employees feel emotionally connected to their work.

**Figure 1:** Conceptual Model of Transformational Leadership, Employee Motivation, and Organizational Commitment

**Note:** The model indicates the relationships between transformational leadership, employee motivation, and organizational commitment. The arrows represent the direct and indirect effects tested in the path analysis.

## 5. Conclusion and Recommendations

The findings of this study confirm that transformational leadership significantly influences employee motivation, which, in turn, positively affects organizational commitment. Specifically, transformational leadership behaviors such as individualized consideration and intellectual stimulation inspire higher levels of motivation among employees. This increased motivation enhances employees' emotional attachment to their organizations, leading to greater organizational commitment. The study also highlighted that employee motivation acts as a mediator between transformational leadership and organizational commitment, supporting the idea that motivation is a critical factor through which leadership behaviors influence organizational outcomes. These results align with previous studies (Bass, 1985; Judge & Piccolo, 2004) and contribute to the growing body of knowledge on leadership's role in fostering organizational success. However, the study's cross-sectional design and focus on a single geographical area limit its generalizability to other contexts. Future research should explore longitudinal designs and include a more diverse sample to enhance the external validity of the findings.

Based on the findings, organizations should consider investing in leadership development programs that focus on enhancing transformational leadership behaviors. Leaders who adopt transformational practices can inspire their employees, fostering higher motivation and commitment. Additionally, organizations should recognize the importance of motivation as a mediator in this relationship and develop strategies to keep employees intrinsically motivated. Future research could examine the effects of different leadership styles across various industries and cultures to gain a deeper understanding of their impact on organizational outcomes.



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