

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON WORK MOTIVATION AND WORK PRODUCTIVITY

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Abstract

Transformational leadership is one of the leadership models capable of positively influencing employee motivation and work productivity. This study aims to analyze the influence of transformational leadership on work motivation and productivity within organizations. The method used in this research is a qualitative descriptive method with a literature study approach. Data were collected from scientific sources such as books, journals, and previous research relevant to the study topic. The results indicate that transformational leadership has a significant relationship with increased employee motivation through inspiration, individual consideration, and innovation encouragement. Furthermore, transformational leadership also improves work productivity by creating an effective, harmonious, and participatory work culture. Therefore, the implementation of transformational leadership in organizations becomes an important strategy in improving the quality of human resources and achieving organizational goals.

Keywords: Transformational Leadership, Work Motivation, Work Productivity, Organization, Human Resource Management.

A. INTRODUCTION

Globalization, the Fourth Industrial Revolution, and advances in information technology have brought significant changes to the work patterns of modern organizations. Organizations are required to adapt quickly to changes in the strategic environment, global competition, digitalization, and increasing public demands for service quality and organizational performance. In this situation, organizational success is not determined solely by capital and technology, but is also strongly influenced by the quality of human resources and the leadership style applied (Drucker, 1990).

Leadership is an important element in the organizational management process. Leaders play roles as directors, decision-makers, organizational controllers, and motivators for their subordinates. According to George R. Terry (1997), leadership is the ability of a person to influence others so that they are willing to work together to achieve common goals. Effective leadership creates harmonious working relationships, improves employee morale, and encourages the optimal achievement of organizational goals.

In the development of modern management science, one of the leadership styles considered highly relevant in facing change is transformational leadership. The concept of transformational leadership was first introduced by James MacGregor Burns (1978) through his idea of leadership that is able to transform the values, attitudes, and behavior of subordinates toward positive change. This concept was later developed by Bernard M. Bass, who explained that transformational leaders are able to inspire subordinates to work beyond personal interests for the benefit of the organization (Bass, 1985).

Transformational leadership emphasizes the importance of vision, inspiration, role modeling, communication, and attention to the individual development of subordinates. Transformational leaders are not only oriented toward organizational targets, but also seek to improve the quality of human resources through motivation, coaching, and employee empowerment. Bass and Avolio explained transformational leadership through four main dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994).

Work motivation is one of the important factors in determining organizational success. Employees with high motivation tend to work more diligently, creatively, innovatively, and responsibly. Conversely, low work motivation can lead to decreased productivity, increased workplace conflict, low loyalty, and declining organizational service quality. According to Abraham Maslow (1943), human motivation is influenced by needs arranged in a hierarchy, ranging from physiological needs to self-actualization. In the organizational context, leaders play an important role in helping fulfill employee needs so that high work motivation can be created.

In addition to Maslow's theory, Frederick Herzberg explained that work motivation is influenced by two main factors: hygiene factors and motivator factors. Hygiene factors are related to working conditions, organizational policies, workplace relationships, and job security. Motivator factors are related to achievement, recognition, responsibility, self-development, and acknowledgment of work performance. These motivator factors are important elements in improving employee satisfaction and work motivation (Herzberg et al., 1959).

On the other hand, work productivity is an indicator of organizational success in achieving its goals. Work productivity reflects employees' ability to produce output effectively and efficiently. According to Peter Drucker (1990), productivity is a balance between work results and the resources used. Organizations with high productivity levels are better able to compete and develop in facing global challenges.

In modern organizational practice, various problems related to low employee motivation and productivity are still found, such as weak leadership communication, lack of appreciation for employees, low competency development, and leadership patterns that remain authoritarian. These conditions cause employees to have a lower sense of responsibility and attachment to the organization.

Therefore, the implementation of transformational leadership becomes one of the strategic solutions for improving work motivation and productivity. Transformational leaders are able to create a conducive, participatory, innovative, and harmonious work environment, allowing

employees to feel valued and motivated to deliver their best performance (Bass & Avolio, 1994).

Based on the explanation above, research on the influence of transformational leadership on work motivation and work productivity is important to examine scientifically in order to contribute to the development of human resource management knowledge and the improvement of organizational quality.

B. LITERATURE REVIEW

Transformational Leadership

According to Bass and Avolio (1994), transformational leadership is the ability of a leader to influence subordinates through vision, inspiration, and positive change so that subordinates are able to work more optimally. Bass explains four main dimensions of transformational leadership, namely:

- Idealized Influence
The leader becomes a role model who is respected by subordinates.
- Inspirational Motivation
The leader provides motivation and inspiration to subordinates.
- Intellectual Stimulation
The leader encourages creativity and innovation among subordinates.
- Individualized Consideration
The leader gives individual attention to subordinates.

Work Motivation

According to Abraham Maslow (1943), work motivation can be understood through the hierarchy of human needs, which is arranged in stages, starting from physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. In the organizational context, employees will be more encouraged to work optimally when their basic needs are fulfilled, the work environment provides a sense of security, social relationships are well established, work achievements are appreciated, and employees have opportunities to develop their potential. This pattern of needs shows that motivation is not only related to salary or material rewards, but also to recognition, work relationships, psychological comfort, and opportunities for self-development. Maslow explains that human needs move from the basic level to higher levels, so the fulfillment of needs at one stage can encourage the emergence of needs at the next stage. Therefore, Maslow's theory is relevant for explaining that employee work motivation is influenced by the extent to which an organization is able to fulfill employees' needs gradually and humanely (Maslow, 1943).

In addition, Frederick Herzberg explains that work motivation is influenced by two main factors, namely hygiene factors and motivator factors. Hygiene factors are related to conditions that prevent job dissatisfaction, such as salary, job security, organizational policies, relationships with supervisors, relationships with coworkers, and work environment conditions. Motivator factors are related to elements that truly encourage job satisfaction and work enthusiasm, such as achievement, recognition, responsibility, self-development, and opportunities for advancement. Herzberg's theory shows that organizations cannot merely eliminate employee dissatisfaction by improving working conditions, but must also create

motivating factors that make employees feel valued, developed, and meaningful in their work. Therefore, Herzberg's two-factor theory is relevant for analyzing work motivation because it distinguishes between factors that maintain work comfort and factors that genuinely increase employees' achievement motivation (Herzberg et al., 1959). Indicators of Work Motivation:

Based on Maslow's theory:

- Physiological needs
- Safety needs
- Social needs
- Esteem needs
- Self-actualization needs

Based on Herzberg's theory:

- Salary and work welfare
- Job security
- Relationships with supervisors and coworkers
- Work environment conditions
- Recognition of achievement
- Work responsibility
- Opportunities for self-development
- Opportunities for promotion or career advancement

Work Productivity

According to Peter Drucker, work productivity can be understood as the ability of employees or organizations to produce valuable output by using inputs appropriately, economically, and efficiently. In simple terms, productivity is often formulated as the comparison between work results and the resources used, namely $\text{Productivity} = \text{Output/Input}$. In Drucker's view, productivity is not only related to the quantity of work produced, but also to the ability of workers, especially knowledge workers, to determine priorities, understand work objectives, and generate meaningful contributions to the organization. Meanwhile, Frederick Winslow Taylor, through the theory of scientific management, emphasizes that productivity can be improved through clear division of labor, measurable work standards, systematic supervision, and proper selection and training of workers. Therefore, work productivity in an organization can be understood as the result of efficient resource utilization, clear work standards, employee skills, and a management system that is able to direct work effectively (Drucker, 1999; Taylor, 1911). Indicators of Work Productivity:

- Ability to produce work output
- Efficiency in the use of time
- Efficiency in the use of resources
- Quality of work results
- Timeliness in task completion
- Clarity of work standards
- Discipline in carrying out work
- Ability to achieve work targets

C. RESEARCH METHODOLOGY

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This study uses a descriptive qualitative method with a literature study approach. This method was chosen because the study focuses on examining concepts, theories, and previous research findings related to transformational leadership, work motivation, and work productivity. The literature study is used to review, compare, and synthesize various relevant academic sources in order to obtain a deeper understanding of the relationships among the variables being examined. This approach also enables the researcher to develop a systematic conceptual foundation based on scientific books, journal articles, and accountable academic documents. In literature-based qualitative research, the source review process needs to be conducted in a focused manner so that the findings are not merely descriptive, but are also able to produce strong scientific arguments (Snyder, 2019).

D. RESULT AND DISCUSSION

The Influence of Transformational Leadership on Work Motivation

Transformational leadership plays an important role in improving employees' work motivation because this leadership style is not only concerned with achieving organizational targets, but also with how leaders build healthy psychological relationships with their subordinates. Transformational leaders are usually able to create a more open work atmosphere through clear communication, role modeling, individual attention, and the ability to provide inspiration at work. From the perspective of Bass and Riggio, transformational leaders encourage subordinates to view their work as part of broader organizational goals, rather than merely as administrative routines that must be completed. This condition makes employees feel that their work has meaning, responsibility, and strategic value for the organization. Therefore, transformational leadership can be understood as one of the factors that strengthens work motivation, especially when organizations need employees who are disciplined, creative, and highly committed (Bass & Riggio, 2006).

According to Bernard M. Bass, transformational leaders are able to increase employees' awareness of the importance of organizational goals so that employees are encouraged to work beyond their personal interests. Leaders do not merely give instructions, but also build the belief that every employee has an important role in organizational success. Through a clear vision, consistent inspiration, and support for individual development, employees become more confident in carrying out their duties. Interestingly, work motivation in this context grows because employees feel valued, trusted, and given space to develop. Thus, transformational leadership serves as a psychological force that strengthens employees' internal drive to work optimally (Bass & Riggio, 2006).

From the perspective of Maslow's hierarchy of needs theory, transformational leadership is closely related to the fulfillment of employees' esteem and self-actualization needs. When leaders provide appreciation, recognition, trust, and opportunities to develop abilities, employees will feel that their presence has value within the organization. This sense of being valued can strengthen work motivation because employees do not work solely to obtain material rewards, but also to gain recognition and opportunities for self-development. Maslow explains that human needs are arranged hierarchically, starting from basic needs to self-actualization as the highest form of individual potential achievement. Therefore, transformational leadership can be understood as a leadership style that supports the

fulfillment of employees' psychological needs within the organization (Maslow, 1943). In simple terms, this relationship can be described as follows:

Work Motivation = f(Appreciation + Inspiration + Self-Development)

In addition to Maslow, Herzberg's two-factor theory also provides an important foundation for understanding the relationship between transformational leadership and work motivation. Herzberg distinguishes between factors that prevent job dissatisfaction, such as working conditions and organizational policies, and factors that truly encourage motivation, such as achievement, recognition, responsibility, and self-development. It should be noted that transformational leadership has a strong relationship with motivator factors because leaders provide encouragement, trust, and opportunities for employees to achieve and develop. When employees receive recognition for their performance and are given meaningful responsibilities, work motivation tends to increase more strongly. Thus, transformational leadership not only creates a comfortable work environment, but also helps employees experience meaning and pride in their work (Herzberg et al., 1959; Alrawahi et al., 2020).

Transformational leadership is also in line with Douglas McGregor's theory, particularly Theory Y. Theory Y views employees as individuals who are basically capable of being responsible, creative, and willing to develop when they are given adequate trust and opportunities. This view differs from Theory X, which tends to see employees as individuals who must be closely supervised in order to work. In the practice of transformational leadership, subordinates are not positioned merely as task executors, but as strategic partners who can contribute ideas, insights, and innovations to the organization. Therefore, transformational leaders tend to build participatory, democratic, and empowering work patterns (McGregor, 1960; Galani & Galanakis, 2022).

In organizational practice, high work motivation can have a positive impact on work discipline, employee loyalty, job satisfaction, attendance, and the quality of organizational services. Motivated employees usually have greater enthusiasm to complete tasks, maintain responsibility, and provide their best contribution to the organization. Transformational leaders play an important role in creating these conditions because they are able to build a democratic, participatory, and open work culture toward employees' ideas. Employees who are given space to express ideas and become involved in organizational processes will feel more valued and emotionally attached to the organization. Meta-analytic findings also show that leadership has a positive relationship with followers' intrinsic motivation, especially when leaders are able to support work meaning, autonomy, and employee engagement (Xue et al., 2022). Indicators of the Influence of Transformational Leadership on Work Motivation:

- The development of good communication between leaders and employees.
- Increased employee confidence at work.
- Appreciation and recognition of employee performance.
- Increased opportunities for employees to develop themselves.
- The creation of participatory space for expressing ideas and opinions.
- Increased employee responsibility toward work.
- The formation of loyalty and emotional attachment to the organization.
- Increased discipline, job satisfaction, and quality of organizational services.

The Influence of Transformational Leadership on Work Productivity

Work productivity is one of the important indicators in assessing organizational success because it shows the organization's ability to optimize resources in order to produce effective, efficient, and valuable performance. Productivity is not only related to the amount of output produced, but also concerns the quality of work results, the accuracy of resource utilization, the effectiveness of work processes, and the organization's ability to create added value. Drucker emphasizes that the main challenge of modern organizations is to improve worker productivity, especially in the context of knowledge-based work that requires thinking ability, adaptability, and sustainable value creation (Drucker, 1999). Therefore, work productivity cannot be understood merely as a quantitative measure, but also as a reflection of the quality of management, leadership, and human resource capacity within the organization. In simple terms, work productivity can be understood through the relationship between work results and the resources used. The more commonly used formula is as follows:

Productivity = Output / Input

In the organizational context, output may include the number of tasks completed, service quality, target achievement, or added value generated. Meanwhile, input may include working time, labor, costs, technology, and other resources used in the work process. Thus, the greater the work results achieved through the proper use of resources, the higher the organization's work productivity.

Transformational leadership plays an important role in improving work productivity because leaders are able to create a work environment that supports motivation, creativity, innovation, and teamwork. Transformational leaders provide a clear vision, build work enthusiasm, encourage employees to think creatively, and give attention to individual development. Bass and Avolio explain that transformational leadership consists of four main dimensions, namely *idealized influence*, *inspirational motivation*, *intellectual stimulation*, and *individualized consideration* (Bass & Avolio, 1994). In organizational practice, these four dimensions can encourage employees to work in a more directed manner, develop a higher sense of responsibility, and contribute optimally to the achievement of organizational goals.

Frederick Winslow Taylor's view of *scientific management* is also relevant in explaining work productivity. Taylor emphasizes that productivity can be improved through clear division of labor, work standardization, efficient work processes, and the use of more systematic work methods. Although Taylor's approach is more oriented toward mechanical efficiency and work control, this idea remains important as a basis for understanding that productivity requires an organized work system. In the context of transformational leadership, this principle of efficiency can be strengthened through a more humanistic approach, namely by positioning employees not merely as task executors, but as organizational assets that need to be developed (Taylor, 1911).

In addition to the efficiency approach, Elton Mayo's human relations theory shows that work productivity is also influenced by social relationships, psychological attention, communication, and the work atmosphere. Findings from the human relations tradition emphasize that employees are not driven only by economic incentives, but also by appreciation, attention, a sense of being valued, and good working relationships. This perspective is in line with transformational leadership because leaders are required to build positive interpersonal relationships, create open communication, and form a harmonious work

environment. With a conducive work atmosphere, employees will be more likely to demonstrate loyalty, initiative, and better work productivity.

Transformational leaders also play a role in building a strong organizational culture. A positive work culture can be developed through effective communication, role modeling, competency development, recognition of achievement, and employee empowerment. When organizational culture supports openness, innovation, cooperation, and responsibility, employees will be more encouraged to produce quality performance. This condition has an impact on improving the quality of work results, organizational effectiveness, teamwork, innovation, employee loyalty, and the achievement of work targets.

In modern organizations, work productivity is also strongly influenced by the organization's ability to face change. Policy changes, technological developments, and external environmental demands require employees to have adaptive readiness. Transformational leaders can build change readiness through a clear vision, convincing communication, emotional support, and employee involvement in the change process. Thus, transformational leadership functions not only as a leadership style, but also as an organizational strategy to improve motivation, productivity, and sustainable competitiveness.

Indicators of Work Productivity:

- Quality of work results
- Quantity of work results
- Work effectiveness
- Efficiency in resource utilization
- Timeliness in task completion
- Ability to innovate
- Achievement of work targets
- Teamwork
- Employee loyalty and responsibility

E. CONCLUSION

Transformational leadership is a leadership model that can have a positive influence on employees' work motivation and productivity. Transformational leaders are able to provide inspiration, motivation, individual attention, and encouragement for innovation to their subordinates. Based on the theories of experts such as James MacGregor Burns, Bernard M. Bass, Abraham Maslow, Frederick Herzberg, and Peter Drucker, it can be concluded that transformational leadership has a significant relationship with the improvement of work motivation and work productivity. The implementation of transformational leadership in organizations is very important for improving the quality of human resources, organizational effectiveness, and sustainable organizational success.

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