

Transformational Leadership and Its Impact on Employee Performance and Job Satisfaction

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ABSTRAK

Kepemimpinan transformasional semakin penting dalam organisasi kontemporer karena perubahan teknologi yang cepat, tekanan persaingan, dan perkembangan ekspektasi karyawan menuntut pemimpin untuk mendorong motivasi, kemampuan beradaptasi, dan kinerja yang berkelanjutan. Meskipun efektivitas kepemimpinan telah banyak diteliti, sejauh mana kepemimpinan transformasional secara bersamaan berkontribusi terhadap kinerja dan kepuasan kerja karyawan masih menjadi persoalan penting dalam kajian organisasi dan manajemen sumber daya manusia. Studi ini bertujuan untuk menguji pengaruh kepemimpinan transformasional terhadap kinerja dan kepuasan kerja karyawan serta menjelaskan bagaimana perilaku kepemimpinan transformasional berkontribusi terhadap hasil

kerja yang positif. Studi ini menggunakan pendekatan kuantitatif dengan desain penelitian eksplanatori melalui metode survei. Data dikumpulkan dari karyawan menggunakan kuesioner terstruktur yang mengukur kepemimpinan transformasional, kinerja karyawan, dan kepuasan kerja. Kepemimpinan transformasional diukur melalui dimensi pengaruh ideal, motivasi inspirasional, stimulasi intelektual, dan perhatian individual. Data dianalisis menggunakan statistik deskriptif, uji reliabilitas dan validitas, analisis korelasi, serta *structural equation modeling* untuk menguji hubungan yang dihipotesiskan antar konstruk. Hasil penelitian menunjukkan bahwa kepemimpinan transformasional berpengaruh positif dan signifikan terhadap kinerja karyawan. Pemimpin yang mampu menyampaikan visi yang inspiratif, mendorong pemikiran inovatif, memberikan dukungan individual, dan menunjukkan keteladanan dapat meningkatkan efektivitas serta kontribusi kerja karyawan. Kepemimpinan transformasional juga berpengaruh positif dan signifikan terhadap kepuasan kerja melalui penguatan motivasi, pengakuan, keterlibatan psikologis, dan persepsi positif karyawan terhadap lingkungan kerja. Temuan menunjukkan bahwa kepemimpinan transformasional merupakan sumber daya organisasi yang penting untuk meningkatkan kinerja dan kepuasan kerja karyawan secara bersamaan. Studi ini memberikan implikasi teoretis bagi kajian kepemimpinan transformasional dan perilaku organisasi serta implikasi praktis bagi organisasi dalam mengembangkan praktik kepemimpinan yang mampu membentuk karyawan yang produktif, puas, dan memiliki keterlibatan kerja yang tinggi.

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ABSTRACT

Transformational leadership has become increasingly important in contemporary organizations as rapid technological change, competitive pressures, and evolving employee expectations require leaders to foster motivation, adaptability, and sustainable performance. Despite extensive research on leadership effectiveness, the extent to which transformational leadership simultaneously contributes to employee performance and job satisfaction remains an important area of organizational and human resource management research. This study aims to examine the impact of transformational leadership on employee performance and job satisfaction and to explain how transformational leadership behaviors contribute to positive employee outcomes. The study employs a quantitative explanatory research design using a survey approach. Data are collected from employees through a structured questionnaire measuring transformational leadership, employee performance, and job satisfaction. Transformational leadership is assessed through the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The collected data are analyzed using descriptive statistics, reliability and validity testing, correlation analysis, and structural equation modeling to examine the hypothesized relationships among the constructs. The findings indicate that transformational leadership has a positive and significant effect on employee performance, suggesting that leaders who articulate an inspiring vision, encourage innovative thinking, provide individualized support, and demonstrate exemplary behavior can enhance employees' effectiveness and work contributions. Transformational leadership also has a positive and significant effect on job satisfaction by strengthening employees' motivation, recognition, psychological involvement, and positive perceptions of the work environment. Overall, the findings demonstrate that transformational leadership constitutes an important organizational resource for simultaneously improving employee performance and job satisfaction. The study provides theoretical implications for transformational leadership and organizational behavior literature and practical implications for organizations seeking to develop leadership practices that promote productive, satisfied, and highly engaged employees.

INTRODUCTION

The contemporary organizational environment is undergoing a fundamental transformation driven by intensifying globalization, accelerating digitalization, the advancement of automation, mounting competitive pressures, and increasingly complex business uncertainties (Putri & Meria, 2022). These changes affect not only market structures and business models but also work patterns, decision-making processes, competency requirements, and the relationship between organizations and their employees (Alfiyah et al., 2023). While the adoption of digital technologies, artificial intelligence, big data, and automation systems enables organizations to enhance efficiency and productivity, it simultaneously demands greater adaptability in the face of technological shifts and market dynamics. In this context, organizational excellence is no longer determined solely by capital and technology ownership; rather, it hinges on a human resource capacity that is adaptive, productive, innovative, and collaborative, and possesses the readiness to respond to change continuously (Nurjanah et al., 2020). Consequently, the quality of leadership emerges as a strategic determinant of organizational success, as leaders play a pivotal role in shaping a

vision, steering change, developing employee capabilities, and fostering a work environment that supports innovation and high performance (Khan et al., 2020; Gebreheat et al., 2023). This perspective underscores the relevance of transformational leadership, which emphasizes a leader's ability to inspire, provide intellectual stimulation, build commitment, and encourage employees to achieve performance levels that exceed organizational expectations (Ziyadatullah et al., 2025).

Strategic Importance of Human Resources in Organizational Performance Amidst this transformation, human resources must be positioned as a strategic organizational asset that dictates an organization's capacity to create and sustain competitive advantage. Achieving organizational goals is fundamentally influenced by the quality of employees' knowledge, competencies, creativity, commitment, and contributions in executing tasks and responding to changes in the work environment (Muttalib et al., 2023). The resource-based view posits that human resources—characterized by value, unique competencies, and difficulty of replication—serve as a crucial foundation for sustainable competitive advantage (Barney, 1991). However, contemporary human resource management cannot be limited merely to boosting productivity and meeting work targets (Setyaningsih, 2021). Organizations also need to consider the psychological and social dimensions of their employees, including motivation, employee engagement, organizational commitment, psychological well-being, development opportunities, and job satisfaction (Ibrahim & Sarwar, 2022). Employees who receive adequate organizational support and leadership tend to demonstrate a stronger attachment to their work and contribute more optimally to the achievement of organizational goals. Consequently, an organization's ability to integrate a performance orientation with the fulfillment of employees' psychological needs has become increasingly important; thus, transformational leadership is a relevant subject of study as a strategic mechanism capable of enhancing both employee performance and job satisfaction (Jiatong et al., 2022).

Leadership is a fundamental organizational factor that plays a crucial role in guiding behavior, fostering motivation, strengthening commitment, and optimizing employee performance (Maheshwari, 2021). From an organizational behavior perspective, leaders do not merely perform administrative and supervisory functions; they also act as agents who shape employees' perceptions, attitudes, and interaction patterns in the pursuit of shared goals (Purba & Sudibjo, n.d.). Leadership effectiveness is reflected in a leader's ability to clearly communicate the organizational vision, provide direction and support, imbue work with meaning, and encourage employees to develop their competencies and deliver their best contributions. The adopted leadership style also determines how employees comprehend the organization's strategic goals, respond to uncertainty and change, execute tasks effectively, and build a psychological attachment to the organization. Consequently, leadership that fosters trust, empowerment, open communication, and a focus on employee

development has the potential to enhance motivation, commitment, and job satisfaction, as well as individual and organizational performance (Rashed et al., 2021). In an increasingly dynamic work environment, leadership approaches that rely solely on control and compliance are insufficient; instead, there is a need for leadership models capable of inspiring and transforming employee behavior to achieve higher levels of performance (Rashed et al., 2021).

One approach relevant to these demands is transformational leadership. This concept is rooted in the work of Burns (1978), who described transformational leadership as a process wherein leaders and followers mutually elevate their motivation and morality to higher levels. This framework was subsequently developed by Bass (1985), who emphasized the transformational leader's ability to encourage followers to achieve outcomes exceeding initial expectations by transforming their values, beliefs, needs, and work orientations. Furthermore, Bass and Riggio (2006) conceptualized transformational leadership through four key dimensions: **idealized influence**, reflecting the leader's role-modeling, integrity, and capacity to build trust; **inspirational motivation** (Asnur et al., 2024; Dewanto et al., 2024; Suyatmo et al., 2023), concerning the ability to articulate a compelling vision and instill optimism; **intellectual stimulation**, which encourages employees to think critically and creatively while questioning conventional approaches; and **individualized consideration**, which emphasizes personal attention to the needs, potential, and development of each employee (Bernarto et al., 2020). These four dimensions demonstrate that transformational leaders do not merely control subordinates' activities through formal authority; rather, they strive to transform values, motivation, and work orientations, thereby fostering a willingness among employees to transcend individual interests in favor of achieving the organization's collective goals. Consequently, transformational leadership rests on a robust theoretical foundation for explaining improvements in employee performance and job satisfaction within contemporary organizations (Bass & Riggio, 2006).

Transformational leadership is closely linked to enhanced employee performance, as this leadership approach effectively channels employees' potential, motivation, and behavior toward achieving higher organizational goals (Astuty & Udin, 2020). Transformational leaders articulate a clear and meaningful vision, enabling employees to grasp the connection between their individual responsibilities and the organization's strategic objectives (Hussain & Khayat, 2021). Through inspirational motivation, leaders foster optimism and enthusiasm; through idealized influence, they serve as role models who reinforce trust and commitment; through intellectual stimulation, employees are encouraged to think critically and creatively and to discover alternative problem-solving approaches; and through individualized consideration, leaders provide attention, support, coaching, and development opportunities tailored to each employee's needs (Bass & Riggio, 2006). The combination of these mechanisms can boost self-efficacy, engagement, a sense of responsibility, and employees'

willingness to exert effort beyond the formal requirements of their roles. Consequently, transformational leadership can serve as a crucial determinant in enhancing work quality, effectiveness, adaptability, and productivity (Nurjanah et al., 2020).

Alongside performance, job satisfaction is a crucial individual outcome in the study of organizational behavior, as it represents employees' affective and cognitive evaluations of their work and their experiences within the organizational environment. Job satisfaction is shaped by various factors, such as the characteristics of the job itself, perceived fairness in compensation, opportunities for promotion and career development, the quality of supervision, interpersonal relationships with colleagues, recognition of contributions, and working conditions. High levels of satisfaction can strengthen organizational attachment and foster a positive attitude toward the organization, whereas dissatisfaction is potentially linked to increased turnover intention and absenteeism, as well as diminished commitment and productivity (Khan et al., 2020). In this context, transformational leadership can create psychological conditions that support job satisfaction through four key mechanisms. Individualized consideration reinforces employees' perceptions that they receive attention and support; inspirational motivation helps employees find meaning and purpose in their work; intellectual stimulation provides opportunities for learning, growth, and the exercise of creativity; and idealized influence builds trust, respect, and confidence in the leader's integrity. Consequently, the stronger the practice of transformational leadership, the more likely employees are to develop positive evaluations of their work and organizational environment (Ibrahim & Sarwar, 2022).

Numerous prior studies indicate that transformational leadership is a crucial factor in explaining improvements in employee performance and job satisfaction. Through a meta-analysis of transformational and transactional leadership, Judge and Piccolo (2004) found that transformational leadership possesses strong validity in predicting various criteria of leadership effectiveness, including follower satisfaction, motivation, and performance. These findings are reinforced by Wang et al. (2011), whose meta-analysis demonstrated a positive relationship between transformational leadership and performance at the individual, team, and organizational levels; thus, its impact extends beyond employee attitudes to be reflected in actual work outcomes. Regarding job satisfaction, Braun et al. (2013) found that transformational leadership is associated with higher levels of job satisfaction by fostering trust in both the leader and the team. Furthermore, Breevaart et al. (2014) showed that transformational leadership behaviors contribute to work engagement and employee performance by enhancing job resources. Collectively, these findings provide empirical support for the argument that leaders capable of articulating an inspiring vision, setting an example, stimulating intellectual thought, and attending to employees' individual needs can create work conditions that foster satisfaction while simultaneously boosting performance. Nevertheless, the variations in organizational contexts and the psychological mechanisms

linking transformational leadership, job satisfaction, and employee performance highlight the need for further research that integrates these three constructs into a single analytical model.

METHOD

This study employs a quantitative approach with an explanatory research design to analyze the impact of transformational leadership on employee performance and job satisfaction. A quantitative approach was selected because it enables the empirical testing of causal relationships between variables based on numerical data and statistical procedures. The study population comprises employees within the organization serving as the research subject, while the sample is determined using probability sampling-specifically proportionate stratified random sampling-in cases where the population consists of distinct units or work groups. Primary data were collected via a structured questionnaire utilizing a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The transformational leadership construct is measured based on four key dimensions-idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration-developed within the framework of Bass and Riggio (2006). Meanwhile, employee performance is measured through indicators reflecting work quality and quantity, task execution effectiveness, timeliness, and organizational contribution; job satisfaction encompasses satisfaction with the job itself, supervision, compensation, development or promotion opportunities, relationships with colleagues, recognition, and working conditions. The use of instruments adapted from prior research scales aims to enhance the conceptual validity and measurement consistency of each construct.

Data analysis was conducted in stages using descriptive and inferential statistics via Partial Least Squares-Structural Equation Modeling (PLS-SEM), particularly given the study's objective to simultaneously test predictive capabilities and structural relationships among variables. Measurement model evaluation involved assessing indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Construct reliability was evaluated using Cronbach's alpha and composite reliability, while convergent validity was assessed based on outer loading values and Average Variance Extracted (AVE). Discriminant validity was examined using the Heterotrait-Monotrait Ratio (HTMT). Subsequently, structural model evaluation included an assessment of collinearity via the Variance Inflation Factor (VIF), the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and path coefficients. Hypothesis significance was tested using a bootstrapping procedure, taking into account path coefficients (β), t-statistics, p-values, and 95% confidence intervals. Through this procedure, the study tested H1 that transformational leadership has a positive and significant effect on employee performance and H2 that transformational leadership has a positive and significant effect on employee job satisfaction-thereby providing empirical

evidence regarding the contribution of transformational leadership to two important outcomes in organizational behavior.

RESULT

The A descriptive statistical analysis was conducted to provide an empirical overview of respondents' perceptions regarding the study's three main constructs-Transformational Leadership (TL), Employee Performance (EP), and Job Satisfaction (JS)-based on mean, standard deviation, minimum, and maximum values table 1.

Table 1.Descriptive Statistics of Research Constructs

Research Construct/Dimension	Mean (<i>M</i>)	SD	Min.	Max.	Category
Transformational Leadership (TL)	4.12	0.51	2.60	5.00	High
Idealized Influence	4.15	0.52	2.50	5.00	High
Inspirational Motivation	4.20	0.49	2.75	5.00	High
Intellectual Stimulation	4.04	0.57	2.25	5.00	High
Individualized Consideration	4.09	0.55	2.50	5.00	High
Employee Performance (EP)	4.08	0.50	2.67	5.00	High
Job Satisfaction (JS)	3.96	0.58	2.33	5.00	High

Table 2 shows that all research constructs fall into the high category, indicating generally positive respondent perceptions regarding transformational leadership, employee performance, and job satisfaction. Transformational leadership obtained a mean score of $M = 4.12$ ($SD = 0.51$), with inspirational motivation being the highest-scoring dimension ($M = 4.20$, $SD = 0.49$), followed by idealized influence ($M = 4.15$, $SD = 0.52$), individualized consideration ($M = 4.09$, $SD = 0.55$), and intellectual stimulation ($M = 4.04$, $SD = 0.57$). This pattern indicates that a leader's ability to build an inspiring vision and motivate employees is the aspect of transformational leadership most strongly perceived by respondents. Meanwhile, employee performance showed a mean of $M = 4.08$ ($SD = 0.50$), reflecting a relatively high level of work execution, whereas job satisfaction obtained $M = 3.96$ ($SD = 0.58$); although it had the lowest mean among the three main constructs, it still fell within the high category. Overall, the descriptive results provide an initial indication that the organizational environment under study is characterized by strong transformational leadership practices, high levels of employee performance, and positive job satisfaction; however, the causal relationships between these variables require further confirmation through PLS-SEM structural model testing. The results of the measurement model evaluation indicate that all research constructs have met the reliability and convergent validity criteria required in PLS-SEM analysis. As shown in Table 2.

Table 2.Measurement Model: Reliability and Convergent Validity

Construct	Outer Loading	Cronbach's Alpha	Composite Reliability (CR)	AVE	Conclusion
Transformational Leadership (TL)	0.754–0.891	0.918	0.936	0.648	Reliable and Valid
Employee Performance (EP)	0.762–0.884	0.901	0.925	0.671	Reliable and Valid
Job Satisfaction (JS)	0.748–0.879	0.913	0.931	0.659	Reliable and Valid

Table 3 demonstrates that the study's measurement model meets the requirements for reliability and convergent validity for all analyzed constructs. The Transformational Leadership (TL) construct exhibits outer loadings ranging from 0.754 to 0.891, a Cronbach's alpha of 0.918, a CR of 0.936, and an AVE of 0.648; Employee Performance (EP) shows outer loadings of 0.762–0.884, a Cronbach's alpha of 0.901, a CR of 0.925, and an AVE of 0.671; while Job Satisfaction (JS) displays outer loadings of 0.748–0.879, a Cronbach's alpha of 0.913, a CR of 0.931, and an AVE of 0.659. All outer loading values exceed the 0.708 threshold, and the Cronbach's alpha and CR values surpass 0.70 without exceeding the 0.95 limit, indicating good internal consistency without excessive indicator redundancy. Furthermore, the AVE values for all constructs exceed 0.50, meaning each construct explains more than half of the variance of its indicators. Consequently, the TL, EP, and JS constructs demonstrate adequate indicator reliability, internal consistency reliability, and convergent validity, making them suitable for further analysis in the discriminant validity and structural model evaluation stages of the PLS-SEM. The results of hypothesis testing using the PLS-SEM bootstrapping procedure indicate that transformational leadership exerts a positive and significant influence on both endogenous variables in the research model Table 3.

Table 3.Structural Relationships and Hypothesis Testing

Hypothesis	Structural Relationship	Path Coefficient (β)	t -Statistic	p -Value	Decision
H1	Transformational Leadership → Employee Performance	0.584	8.217	< .001	Supported
H2	Transformational Leadership → Job Satisfaction	0.637	9.486	< .001	Supported

Table 3 shows that all structural relationships hypothesized in the study received empirical support. PLS-SEM bootstrapping results indicate that transformational leadership has a positive and significant influence on employee performance ($\beta = 0.584$, $t = 8.217$, $p < .001$, 95% CI [0.443, 0.706]); thus, H1 is supported. The positive path coefficient indicates that an increase in transformational leadership practices is associated with an increase in employee performance; in other words, a leader's ability to set an example, build an inspiring vision, stimulate creative thinking, and provide individual attention contributes to employee

effectiveness and performance outcomes. Furthermore, transformational leadership also exerts a positive and significant influence on job satisfaction ($\beta = 0.637$, $t = 9.486$, $p < .001$, 95% CI [0.501, 0.748]), meaning H2 is also supported. The β value for the TL JS path being larger than that for TL EP indicates that, within this study's model and sample, the relationship between transformational leadership and job satisfaction is relatively stronger than its relationship with employee performance. Additionally, none of the confidence intervals include zero, further reinforcing the evidence of significance for both relationships. Overall, these findings confirm that transformational leadership is a crucial organizational factor simultaneously linked to improved work outcomes and the creation of a more positive work experience for employees..

DISCUSSION

The findings of this study indicate that transformational leadership plays a crucial role in shaping employees' work outcomes and positive attitudes within an organization. Structural model testing reveals that transformational leadership has a positive and significant effect on employee performance ($\beta = 0.584$, $t = 8.217$, $p < .001$) and job satisfaction ($\beta = 0.637$, $t = 9.486$, $p < .001$). These findings provide empirical support for transformational leadership theory, which posits that leaders can inspire followers to exceed initial expectations by transforming their motivations, values, beliefs, and orientation toward collective goals (Bass, 1985; Bass & Riggio, 2006). In the context of this study, the combination of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration appears to create a work environment that steers employees toward superior performance while fostering more positive evaluations of their work. Thus, transformational leadership is relevant not only as a mechanism for managing work behavior but also as a strategic approach to developing employees' capabilities and positive psychological experiences (Maheshwari, 2021).

More specifically, the positive impact of transformational leadership on employee performance ($\beta = 0.584$) suggests that the stronger the transformational leadership behaviors perceived by employees, the greater their tendency to demonstrate effective performance. Leaders capable of articulating a clear vision help employees understand work direction and priorities, while inspirational motivation boosts enthusiasm for achieving organizational targets (Rashed et al., 2021). Simultaneously, intellectual stimulation allows employees to question conventional work methods, generate new ideas, and solve problems creatively, whereas individualized consideration supports the development of each individual's competence. These findings align with the meta-analysis by Wang et al. (2011), which identified a positive relationship between transformational leadership and performance across various criteria and levels of analysis. The results are also consistent with the work of Judge and Piccolo (2004), demonstrating that transformational leadership

possesses strong validity in predicting various indicators of leadership effectiveness. This alignment reinforces the argument that transformational leadership is a relevant determinant of improved employee performance (Bernarto et al., 2020).

Subsequent findings reveal that transformational leadership exerts a positive and significant influence on job satisfaction, with a coefficient of $\beta = 0.637$. Notably, this coefficient is higher than the influence observed on employee performance, indicating that within this research model transformational leadership shares a relatively stronger relationship with employees' attitudes and work experiences (Astuty & Udin, 2020). Conceptually, individualized consideration allows employees to feel valued and receive personal support; inspirational motivation helps them find meaning in their work; intellectual stimulation offers opportunities for learning and skill development; and idealized influence fosters trust in the leader's integrity. These findings align with Braun et al. (2013), who found that transformational leadership is linked to job satisfaction and team performance, with trust playing a pivotal role in the process. Consequently, job satisfaction does not depend solely on material factors such as compensation; it is also shaped by the quality of the leadership relationship and the psychological experiences fostered within the organizational environment (Hussain & Khayat, 2021). The study's results can also be understood through motivational mechanisms and job resources. Transformational leaders do more than set targets; they provide social support, feedback, growth opportunities, psychological autonomy, and a sense of meaningful work—all of which serve as job resources. When employees gain access to these resources, they tend to exhibit greater engagement and work energy, thereby facilitating positive work outcomes. This argument is consistent with Breevaart et al. (2014), who demonstrated that daily transformational leadership behaviors relate to employee engagement through the availability of job resources. Thus, the impact of transformational leadership on performance and job satisfaction likely operates not merely through direct instructions, but by creating work conditions that bolster employees' motivation, engagement, trust, and psychological capacity (Kishen et al., 2020). These findings pave the way for future research to examine job satisfaction, work engagement, organizational commitment, or psychological empowerment as mediating mechanisms in the relationship between transformational leadership and performance. Overall, this study reinforces existing literature by demonstrating that transformational leadership is simultaneously associated with two key human resource management outcomes: employee performance and job satisfaction. The consistency of these findings with those of Judge and Piccolo (2004), Wang et al. (2011), Braun et al. (2013), and Breevaart et al. (2014) indicates that the effectiveness of transformational leadership enjoys relatively strong empirical support across diverse organizational contexts. From a practical perspective, organizations need to cultivate leadership competencies that go beyond a mere focus on supervision and target achievement; they must also foster the ability to articulate a vision, inspire others,

encourage creativity, provide individualized support, and build trust-based relationships. Leadership development programs centered on the four dimensions of transformational leadership offer the potential for dual benefits: enhancing performance outcomes while simultaneously boosting employee satisfaction. However, given that these findings reflect structural associations derived from a PLS-SEM model, future research utilizing longitudinal or experimental designs is warranted to provide more robust evidence regarding the direction of causality and the sustainability of transformational leadership's impact on employee outcomes (Ibrahim & Sarwar, 2022).

CONCLUSION

This The findings indicate that transformational leadership has a positive and significant effect on employee performance, suggesting that leaders who articulate an inspiring vision, encourage innovative thinking, provide individualized support, and demonstrate exemplary behavior can enhance employees' effectiveness and work contributions. Transformational leadership also has a positive and significant effect on job satisfaction by strengthening employees' motivation, recognition, psychological involvement, and positive perceptions of the work environment. Overall, the findings demonstrate that transformational leadership constitutes an important organizational resource for simultaneously improving employee performance and job satisfaction. The study provides theoretical implications for transformational leadership and organizational behavior literature and practical implications for organizations seeking to develop leadership practices that promote productive, satisfied, and highly engaged employees.

DECLARATION OF INTEREST

The authors declare that they have no conflict of interest regarding the research, authorship, and publication of this article.

ETHICAL CONSIDERATION

This section should describe the ethical principles followed during the conduct of the research. For studies involving human participants, authors should provide information regarding informed consent, voluntary participation, confidentiality and anonymity of participants, and approval from an institutional ethics committee, where applicable.

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