

The Effect of Transformational Leadership Style on Team Performance: Implications for Collaboration, Motivation, and Effectiveness Enhancement Strategies

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ABSTRACT

Transformational leadership is a leadership approach that is oriented towards empowering individuals, increasing motivation, and strengthening innovation in teams. This literature study aims to analyze how transformational leadership affects team performance across different industry sectors and organizational environments. The results showed that transformational leaders who provide inspiration, emotional support, and build a shared vision were able to significantly improve teamwork effectiveness. It also encourages increased collaboration, adaptability to change, and continuous innovation within the team. Despite its many benefits, the implementation of transformational leadership faces various challenges, including resource limitations, resistance to change, as well as variations in the individual characteristics of team members. Systematic strategies are needed, such as strengthening organizational culture that supports learning, empowering individuals, and more effective communication. Transformational leadership can be a catalyst for improving team performance and achieving organizational goals more effectively with optimal implementation.

INTRODUCTION

Leadership is a crucial factor to determine the effectiveness and success of organizations in various sectors. Various leadership theories have been developed to understand how leaders can influence individuals and teams to achieve organizational goals. One theory that is gaining increasing attention in management research and practice is transformational leadership. This theory emphasizes the ability of a leader to inspire, motivate, and increase the capacity of team members through a strong vision, emotional support, and individual empowerment (Bass & Riggio, 2016). Transformational leadership focuses on developing individuals within the team, which in turn can improve the overall performance of the organization. This leadership style is considered effective in an increasingly dynamic and challenging business world to increase team innovation, collaboration, and adaptability to rapid change (Islami & Mulolli, 2020; Arifin & Mardikaningsih, 2021). Organizations led by transformational leaders tend to have a work culture that is inclusive, open to new ideas, and ready to face future challenges.

Various studies have shown that transformational leadership has a significant positive influence on team performance. This style of leadership contributes to building strong relationships between leaders and team members, which in turn leads to increased motivation, commitment, and productivity (Novita et al., 2022). Xu et al. (2020) found that transformational leadership improves team performance by building collective identification within the team. The study was conducted on 521 nurses in 48 teams in the healthcare sector, and the results showed that transformational leaders were able to increase individual engagement and motivation within the team, leading to more optimal team performance. Study by Rao and Abdul (2015) on organizations in the United Arab Emirates revealed that transformational leadership improves team performance and creates a more innovative and psychologically empowering work environment. According to Dahar and Mardikaningsih (2022), the work environment is an important aspect that can encourage employees to dare to convey new ideas, take initiatives, and feel valued in the work process.

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The phenomenon of transformational leadership is also increasingly relevant in multinational organizations and industries that depend on innovation and team collaboration. An increasingly complex and competitive global business environment requires us to innovate and work collaboratively to maintain excellence (Putra & Mardikaningsih, 2022; Sinambela et al., 2022). Kee et al. (2020) highlighted that in a multinational company in Malaysia, transformational leadership contributed to increased team innovation, which in turn improved their performance. This study shows that transformational leaders play a role in creating an environment that encourages creativity and openness to new ideas. Study by Tran and Vu (2021) in Vietnam found that transformational leadership has a greater impact on team effectiveness compared to other leadership styles. This suggests that across different sectors and organizational cultures, transformational leadership can be an effective strategy for improving team productivity and effectiveness.

Despite transformational leadership has been shown to positively impact team performance, there are challenges that hinder its effectiveness in organizations. One of the main problems is the gap between expectations and the reality of transformational leadership implementation. Leaders often face difficulties to implement this leadership style consistently across a wide range of organizational scopes. According to study by Hoch et al. (2018), although transformational leadership is associated with increased team motivation and innovation, many organizations fail to implement its principles due to limited resources, rigid organizational structures, or lack of effective leadership training. This creates a gap between the desire to create positive change and the unsupportive organizational reality.

Transformational leadership does not always have a uniform impact on all types of teams and work environments. The effectiveness of this leadership style is strongly influenced by the organizational context and the existing work culture. Study by Hamstra et al. (2020) showed that transformational leadership is more effective in organizations with a collaborative work culture, despite in competitive or hierarchical environments, this leadership style can face resistance from team members who prefer a transactional leadership approach. Transformational leadership styles may be considered less relevant or even destabilizing to established work structures. High expectations placed by transformational leaders can create psychological stress for team members, which in turn negatively impacts their productivity and job satisfaction. The implementation of transformational leadership requires consideration of organizational culture readiness.

Another issue is that there are individual differences within the team that can affect the effectiveness of transformational leadership. Not all team members respond in the same way to this leadership approach. Variations in personality, background, motivation, and emotional capabilities can affect how one responds to transformational approaches that emphasize vision, intrinsic motivation, and emotional support (Herman & Chiu, 2014). Study by Braun et al. (2016) found that individuals with higher levels of emotional intelligence tend to be more responsive to transformational leadership compared to individuals who have lower levels of emotional intelligence. This suggests that personality factors and individual characteristics can be a challenge to ensure that transformational leadership is applied effectively across teams.

Another challenge in the implementation of transformational leadership is the lack of in-depth understanding of this leadership dimension and how to apply it in various situations. According to Wang et al. (2016), many leaders only focus on the inspirational aspects of transformational leadership, such as building a strong vision, but pay less attention to other important aspects such as individual empowerment and fostering positive working relationships. As a result, many organizations adopt transformational leadership partially, leading to a lack of positive impact on team performance.

External challenges such as changing market dynamics and economic uncertainty can also affect the effectiveness of transformational leadership. Study by Wang and Howell (2019) shows that in situations of economic uncertainty or organizational crisis, transformational leaders face difficulties to maintain team motivation and stability. Although transformational leaders tend to be more adaptive to change, excessive external pressure can hinder their effectiveness to build positive relationships with team members and create a conducive work environment.

The study of transformational leadership style is gaining increasing attention in academia and managerial practice due to its significant impact on organizational effectiveness and team performance. Transformational leadership increases productivity and creates a more innovative, adaptive and collaborative value-based work environment. According to study by Xu et al. (2020), transformational leadership can improve team performance by building stronger collective identification, which contributes to work efficiency and job satisfaction in the organization. This finding makes it clear that this leadership style has a wide impact on shaping a more synergistic and goal-oriented work pattern.

Organizations need leaders who can inspire and encourage team members to achieve optimal performance in an era of rapid global change. Transformational leadership is one of the most relevant approaches to address these challenges because of its focus on establishing a long-term vision, empowering individuals, and creating a collaborative and innovative work culture. Study conducted by Rao and Abdul (2015) shows that transformational leadership style has a significant impact on improving team performance, especially through the dimensions of psychological empowerment and support for innovation. They found that transformational leaders motivate individuals in teams and create a work climate that supports creativity and innovation. This study instead shows that the transactional leadership approach has a negative impact on team performance, emphasizing the importance of transformational leadership to build more effective and adaptive teams.

Although the impact of transformational leadership has been widely researched, there is still a gap in research exploring how cultural factors and industry type influence its effectiveness to improve team performance. The study by Tran and Vu (2021) revealed that although transformational leadership has a positive impact on team effectiveness, there are significant differences in its application across different industry sectors and different organizational cultures. Leaders must be able to adapt their approach to the specific characteristics of the sector and culture in which they work. Further research is needed to understand how these factors serve to moderate the relationship between transformational leadership and team performance. Researching this dimension will not only enrich the academic literature but also provide practical insights for leaders to implement more effective leadership strategies that suit organizational dynamics.

This study aims to analyze the effect of transformational leadership style on team performance in various work environments and industrial sectors. This study is expected to provide insight into leadership effectiveness to increase productivity, innovation, and team member engagement to achieve organizational goals by understanding how transformational leaders shape team dynamics.

This study aims to explore how transformational leadership can strengthen collaboration and motivation in teams. This study can provide more understanding by examining the factors that support the effectiveness of this leadership for the role of leaders to build a conducive, inspiring, and adaptive work environment to change.

This study also aims to identify strategies that can be implemented to increase the effectiveness of transformational leadership to improve team performance. By analyzing various approaches that have been implemented in various organizations, this study is expected to generate practical recommendations for leaders, managers, and policy makers to optimize transformational leadership styles to sustainably improve team effectiveness.

RESEARCH METHOD

This research method uses a literature study approach to analyze the relationship between transformational leadership style and team performance. Literature study is a research method that collects and evaluates information from various relevant academic sources in order to gain an in-depth understanding of a phenomenon (Kraus et al., 2020). This approach enables the identification of patterns, relationships, as well as gaps in existing research so as to build a strong theoretical foundation in the field of leadership and team performance.

The first step in this study was to conduct a systematic literature search using relevant keywords, such as "transformational leadership style," "team performance," and "leadership effectiveness." Searches were conducted through leading academic databases, including Web of Science, Scopus, and Google Scholar. Source selection was based on the relevance and credibility of the research, with a focus on peer-reviewed publications published within the last ten years (Ali, 2021). This approach aims to ensure that the research uses valid and up-to-date sources.

The next step was to evaluate each article based on the research methodology, key findings, and relevance to transformational leadership in relation to team performance. This evaluation aims to identify the strengths and limitations of previous studies, as well as determine research areas that still require further exploration (Bazan et al., 2020). This analysis helped to avoid duplication of research as well as ensuring that the study made a significant academic contribution.

The final stage in this research method is to synthesize findings from various sources to answer the research questions that have been formulated. Synthesis was conducted using a thematic approach, where data from various literatures were categorized based on main themes, such as the role of transformational leadership to increase team motivation, the impact of leadership on work effectiveness, and factors that moderate the relationship (Neumann, 2020). With this approach, this research is expected to provide a deeper understanding as well as evidence-based recommendations for academics,

practitioners, and policy makers to develop transformational leadership to improve team performance.

RESULT AND DISCUSSION

The Role of Transformational Leadership on Team Performance in Different Industry Sectors and Organizational Cultures

Transformational leadership style has a significant impact on improving team performance in various industry sectors and organizational cultures. Transformational leaders encourage innovation, increase employee motivation, and strengthen team commitment to organizational goals. Transformational leaders focus not only on achieving short-term goals, but also on the long-term development of team members and the organization as a whole. Transformational leadership has a significant positive influence on team performance in the maintenance and utilities sector in Indonesia. This finding underscores that transformational leadership is effective in both creative and technical sectors, where team motivation and commitment are essential for success. Mochamad et al. (2019) states that leaders who inspire and motivate their teams to achieve higher standards of work have been shown to increase overall work productivity and efficiency.

Transformational leadership also plays a role in encouraging innovation within the team. Transformational leaders seek to empower team members to come up with new ideas and find more efficient solutions. Kee et al. (2020) in their study of multinational companies in Malaysia showed that transformational leadership has a direct impact on team performance, and contributes to team innovation. They found that leaders who implement a transformational leadership style create a climate that is more open to new ideas and experimentation. Transformational leaders create a work environment that supports creativity and experimentation, which in turn accelerates organizational adaptation to market changes (Kee et al., 2020). Transformational leadership not only enhances creativity at the team level, but also improves organizational competitiveness in an increasingly competitive global market (Mittal & Dhar, 2015).

Transformational leadership is proven to improve service quality and trust within teams in the e-commerce sector. Transformational leadership in e-based companies improves team performance by building stronger interpersonal trust among team members. This increased trust ultimately improves work coordination and ensures that teams work more effectively to deliver high-quality services (Darmawan et al., 2020; Mahdikhani & Yazdani, 2020).

The positive impact of transformational leadership is also seen in the information technology sector. Jaroliya and Gyanchandani (2021) found that in the technology industry, transformational leadership has a close relationship with team performance. Leaders who apply a transformational approach are able to build flexible work structures, improve communication, and develop the skills of team members to be more adaptive to technological changes. New ideas are easier to share and consider, which speeds up the process of innovation and problem-solving in technology projects. Transformational leaders help team members not only keep up with technological developments, but also innovate to lead those changes.

Transformational leadership in the energy and manufacturing sectors also has a significant impact on team productivity and effectiveness. Abudaqaet al. (2020) conducted study in one of the largest oil and gas companies in Abu Dhabi and found that transformational leadership contributes to improving a more collaborative and adaptive organizational culture. Transformational leaders create a work climate where open communication and cooperation between teams can flourish, which is especially important in the energy sector which often involves large projects with cross-disciplinary teams. Leader engagement to build a long-term vision and motivate the team results in increased efficiency and quality of work. Leaders who actively communicate inspiring long-term goals and provide clear direction to the team are able to increase team members' awareness and commitment to the company's goals (Davis, 2010).

Transformational leadership has also been shown to be a factor influencing team effectiveness in multicultural work environments. Multicultural teams, made up of individuals with various cultural backgrounds, often face challenges in terms of communication, collaboration and understanding different values and ways of working. Lisak and Harush (2021) in their study showed that leaders with balanced global and local identities were able to apply effective transformational leadership styles in multicultural teams. Leaders with balanced cultural identities can more easily build good interpersonal relationships in teams consisting of various cultural backgrounds. This facilitates more effective communication, better decision-making, and more harmonious cooperation, which in turn improves overall team performance. Transformational leaders can create a climate that supports integration and cooperation.

Transformational leadership has a wide-ranging impact on improving team performance in a variety of industry sectors and organizational cultures.

Through motivation, inspiration, developing innovation, and increasing trust in the team, transformational leaders are able to create a more productive and effective work environment. Study results from various sectors show that organizations that implement transformational leadership are more likely to experience sustained improvements in team performance.

The Role of Transformational Leadership to Enhance Collaboration Effectiveness and Team Motivation

Transformational leadership has been proven to be a major factor for increasing the effectiveness of collaboration and team motivation in various organizations. This leadership encourages individuals to achieve common goals through inspiration, intellectual stimulation, and attention to individual needs within the team. Study by Cha et al. (2015) found that teams led by transformational leaders tend to have higher quality teamwork and collaborate more with other teams. This suggests that transformational leadership increases the internal effectiveness of teams, and strengthens collaboration across teams in the organization.

Transformational leadership also plays an important role in building a work environment that supports innovation and synergy. According to Eisenberg et al. (2019), transformational leaders encourage cooperation by giving individual attention to team members, motivating them to think innovatively, and creating a shared vision that encourages synergy. Team members feel more valued and encouraged to work together to achieve organizational goals.

In the dynamics of organizational change, transformational leadership contributes to managing change by involving team members in decision-making and building trust within the team. Study by Usman (2020) showed that transformational leaders have the ability to overcome resistance to change through a collaborative approach, where they inspire team members to accept and support organizational change. This leadership contributes to increased effectiveness in the implementation of new policies or organizational strategies that require high collaboration.

Team motivation is a key factor in teamwork effectiveness, and transformational leadership is central to enhancing this motivation. Studi oleh Fernandes et al. (2022) revealed that leaders who use transformational styles are able to increase team members' job satisfaction through increased professional collaboration. Transformational leaders create an environment conducive to increased commitment and motivation of team members by instilling strong values of cooperation.

During times of crisis, such as the COVID-19 pandemic, transformational leadership also plays a role in maintaining optimal team motivation and collaboration. Unexpected crises often create a sense of uncertainty, worry and stress among team members, which can impair performance and productivity (Mendrika et al., 2021). According to Study by Busse and Lohmann (2021), transformational leaders are able to overcome uncertainty by creating a more inclusive work environment, supporting open communication, and ensuring that every team member feels valued and has an important role in the organization. This suggests that this leadership style is highly effective for maintaining team engagement and productivity even in difficult situations.

Transformational leadership also contributes to improving team performance by encouraging proactive behavior and stronger cooperation among team members. Transformational leaders motivate team members to meet expectations and take initiative (Chou et al., 2013). Study by Afsar and Umrani (2020) highlighted that transformational leaders encourage team learning and innovation through supporting an adaptive and participatory work culture. Transformational leadership acts as a catalyst to improve team effectiveness through increased learning capacity and cooperation.

Transformational leadership is proven to have a significant positive impact on improving the effectiveness of collaboration and team motivation in various organizations. Through an approach that inspires, encourages innovation, and increases team member engagement, this leadership is able to create a more productive and harmonious work environment. Organizations looking to improve team effectiveness and build a collaborative work culture should consider implementing transformational leadership as a key strategy in human resource management.

Strategies to Increase Transformational Leadership Effectiveness to Improve Team Performance

Transformational leadership has a significant impact on team performance in various industry sectors. However, to increase their effectiveness, appropriate strategies are needed in their implementation and management. One of the key strategies is to promote an organizational culture that supports innovation and learning. Study by Afsar and Umrani (2020) showed that transformational leadership can improve team performance by creating a work environment that encourages continuous learning and innovation. A conducive environment can motivate team members to share knowledge and develop skills that support productivity.

The strategy that can be implemented is to strengthen communication and cooperation within the team. According to study by Dhiman and Vashistha (2021), effective communication plays a key role in strengthening team cohesion, which in turn increases the effectiveness of teamwork. Transformational leaders who actively communicate with their team members can provide clear direction, build trust, and ensure that each member feels valued and has a meaningful role in the achievement of common goals.

It is important for leaders to provide inspirational motivation to the team. Inspiring leaders generate positive energy and collective spirit within the team, which is essential in dealing with both day-to-day work challenges and major organizational changes. A study by Tran and Vu (2021) showed that transformational leaders who use an inspirational approach are able to increase team members' work motivation and commitment to the organization. This motivation can be enhanced through appropriate rewards, positive feedback, and the creation of a clear and compelling vision for all team members.

Transformational leaders need to adopt a more adaptive and flexible approach to dealing with challenges. Study by Seah and Hsieh (2015) shows that leaders who are able to adapt their strategies to the specific needs of the team and work environment can increase effectiveness in the long-term. Leaders who are flexible in their decision-making and responsive to change have a greater chance of maintaining team productivity. Adaptive and flexible transformational leaders play an important role in the dynamic modern world of work (Lestari & Mardikaningsih, 2020).

Empowering team members is also an important strategy to increase the effectiveness of transformational leadership (Choi et al., 2016). This strategy emphasizes the importance of giving team members the trust and autonomy to make decisions and develop their own initiative in completing tasks. According to study by Kee et al. (2020), leaders who give team members the freedom to make decisions and develop personal initiatives can increase their sense of belonging and responsibility for their work. Overall team performance becomes more optimized.

Support for skills development and training is also a factor that cannot be ignored. A study by Viswanathan (2016) showed that transformational leaders who invest time and resources in training and team development can improve team members' competencies, which in turn has a positive impact on organizational performance. This training can cover both technical aspects as well as interpersonal skills that support collaboration within the team.

Finally, the implementation of an effective feedback system can also enhance transformational leadership effectiveness. According to study by Rao and Abdul (2015), leaders who actively provide constructive feedback to team members can help them to understand their strengths and weaknesses, and direct them to improve performance. With continuous feedback, teams can work more efficiently and be motivated to achieve higher goals.

CONCLUSION

Transformational leadership plays a very significant role to improve team performance in various industry sectors and organizational environments. Through an inspirational approach, this leadership is able to build motivation, increase collaboration, and create innovation within the team. Studies show that transformational leaders who provide a clear vision, emotional support, and individual empowerment can significantly increase team productivity. Transformational leadership also contributes to building a more adaptive work culture, which allows teams to be more flexible to deal with organizational changes and challenges.

Despite its many benefits, transformational leadership also faces various challenges in its implementation. Obstacles such as limited resources, resistance to change, and differences in individual characteristics within the team can be factors that reduce the effectiveness of this leadership style. Systematic and evidence-based strategies are needed to overcome these obstacles so that transformational leadership can be applied optimally and sustainably in organizations.

To increase the effectiveness of transformational leadership, organizations need to build a work culture that supports innovation, open communication, and continuous learning. Leaders must continuously develop their leadership skills through systematic training and development programs. Organizations need to provide structural support and policies that enable leaders to effectively implement transformational leadership. The success of transformational leadership depends on the personal qualities of the leader and the alignment of leadership values with the organizational system.

A more effective communication strategy is also needed to ensure that the organization's vision and goals are clearly understood by all team members. Leaders must be able to provide concrete direction and ensure that each individual has a meaningful role in achieving common goals. Empowering team members through autonomy in decision-making and support for competency development can increase team members' sense of ownership and involvement in the organization.

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