

Transformational Leadership in Practice: A Qualitative Organizational Analysis

ID 196

Received, 13 June 2025
Revised, 20 October 2025
Accepted, 26 December 2025



Procuratio: Jurnal Manajemen dan Bisnis
Vol. 4 No. 2, 2025 pp. 110-127.
E-ISSN,2828-8718
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Abstract

Purpose – This study aims to analyze the application of transformational leadership style in improving employee performance through an organizational diagnosis approach at PT X.

Design/method/approach – The article uses a descriptive qualitative method with data collection techniques in the form of in-depth interviews, participatory observation, and document analysis to obtain a comprehensive picture of the leadership patterns applied. The analysis was conducted using an organizational diagnosis framework that covers four main aspects: organizational structure, task distribution, technology utilization, and human resource management.

Findings – Results show that the application of transformational leadership by leaders at PT X has a significant impact on increasing work motivation, organizational commitment, and individual effectiveness in task execution. Leaders who are able to act as inspirers, facilitators, and role models have been proven to encourage more positive work behavior, strengthen team collaboration, and increase orientation towards common goals.

Implications – The study provides practical insights for organizations in designing more adaptive and change-oriented managerial strategies, particularly in the context of organizations in Indonesia.

Novelty/Originality – This research provides an initial contribution to the discourse on contextual leadership in Indonesian organizational environments and serves as a basis for the development of leadership approaches that are more responsive to organizational dynamics.

Keywords: Transformational Leadership, Organizational, Employee.

Paper type: Research paper

1. Introduction

In an era of globalization and increasingly fierce business competition, companies are required to be adaptive and innovative in facing external and internal environmental changes. Economic uncertainty, technological advances, and changing consumer preferences force companies to undergo continuous transformation. One of the key factors in achieving competitive advantage is the quality of leadership that can inspire and motivate all elements of the organization to work synergistically toward common goals (Mirawansya & Karwanto, 2022). Leadership is not only about decision-making but also about guiding vision,

motivating, and driving change. Effective leadership fosters collaboration, innovation, and a healthy organizational culture. The success of an organization is not only determined by business strategy and operational capabilities but is also significantly influenced by the effectiveness of the leadership within it. Developing leadership styles is essential in organizational management and drives positive and sustainable organizational change (Yusnita & Aslami, 2022).

Leadership is the ability of an individual to influence, direct, and develop others in order to achieve common goals. According to (Lusiana, 2023), leadership is the process of influencing group members to work enthusiastically toward achieving organizational objectives. In an organizational context, leadership is not only related to formal positions but also encompasses an individual's capacity to set direction, give meaning to work, and encourage commitment and active participation from all team members. Effective leadership is a crucial foundation in shaping work culture, enhancing productivity, and maintaining organizational stability and competitiveness (Ivana, 2024).

Various factors that can influence leadership include the leader's personal characteristics, such as integrity, emotional intelligence, and communication skills; external environmental conditions such as market pressures or industry dynamics; and internal organizational factors, including organizational structure, work culture, reward systems, and employee readiness (Pakpahan, 2023). Additionally, the leadership style chosen—such as authoritarian, participatory, or transformational also significantly impacts the outcomes achieved. Successful leadership is typically characterized by alignment between the applied style and the situation faced. Leaders serve as vision guides, motivators, culture builders, and agents of change (Permana & Putranti, 2022). Competent leaders can guide organizations through challenges, facilitate collaboration among individuals and teams, and create a conducive and enthusiastic work environment. Furthermore, leadership also plays a strategic role in decision-making, conflict resolution, and human resource development. The success of an organization is largely determined by how effectively, adaptively, and long-term value-oriented leadership is implemented (Mutabelezi, 2023).

Transformational leadership style is one of the leadership approaches that has received much attention in management and organizational psychology literature. Transformational leaders not only pursue short-term results, but also develop individual potential to support the achievement of long-term organizational goals. Transformational leaders are able to inspire enthusiasm, increase organizational commitment, and guide individuals to transcend personal interests for the sake of organizational progress. Transformational leadership was first proposed by Burns (1978) and defined as a process in which leaders and followers mutually elevate themselves to higher levels of morality and motivation. According to Bass & Avolio (1994) transformational leadership is a leadership approach focused on change and individual development within an organization. Another perspective explains that transformational leadership is a leadership approach focused on change and individual development within an organization (Yuzalmi, 2023). Transformational leadership Bantam et al. (2024) is leadership that has a forward-looking vision and is able to identify environmental changes and transform those changes into the organization, pioneering change and providing motivation and inspiration to individual employees to be creative and

innovative, bringing renewal in management performance, and being bold and responsible in leading and controlling the organization.

Bass & Avolio (1994) there are four main dimensions of transformational leadership: (1) Idealized Influence: Leaders become role models who are respected and trusted by their followers. (2) Inspirational Motivation: Leaders are able to inspire and motivate subordinates through challenging visions and goals. (3) Intellectual Stimulation: Leaders encourage creativity, innovation, and critical thinking in problem-solving. (4) Individualized Consideration: Leaders provide attention and support tailored to the needs of each individual. Research indicates that transformational leadership can enhance job satisfaction, loyalty, and team effectiveness. This style is particularly relevant in the context of organizational change and sustainable development.

The effectiveness of transformational leadership style Kanahaya & Nugroho (2025) cannot be separated from the organizational context in which it is applied. Although transformational leadership is generally known for its ability to enhance employee motivation, commitment, and performance, its success is significantly influenced by various interrelated internal organizational factors. Among these factors, organizational structure, work culture, task systems, and internal technology and information systems play a central role in determining the extent to which transformational leadership can be accepted and implemented optimally (Romadhona & Mursyidah, 2024). An overly bureaucratic organizational structure can hinder the development of participatory and open relationships between leaders and subordinates. An organizational culture that does not support innovation and change will reduce the effectiveness of leaders in inspiring and driving transformation (Rumahorbo, 2023).

The organizational diagnosis process is an essential first step in identifying the internal dynamics and unique characteristics of an organization, including its potential, constraints, and readiness for change (Sofia et al., 2023). This diagnosis helps leaders understand the actual condition of the organization objectively so that leadership strategies can be tailored to the specific needs of the organization, rather than based on general assumptions or a one-size-fits-all approach. Given that each organization has a unique combination of values, structures, work systems, and human resource qualities, the application of transformational leadership styles needs to be designed contextually (Ubaidila & Maunah, 2022). Leaders not only act as agents of change but also as strategic architects capable of integrating transformational vision with the existing organizational reality to drive sustainable and positive change (Afifyah & Fajriantyi, 2022).

Transformational leadership style has become an important focus in modern management studies due to its ability to drive positive and sustainable organizational change (Pratama, 2023). Transformational leadership is evident in a leader's ability to inspire, motivate, and foster employee commitment through a strong vision, individual attention, intellectual stimulation, and consistent role modeling (Djaka et al., 2023). Personal characteristics of leaders such as integrity, empathy, and emotional intelligence form the foundation of the success of this leadership style. Additionally, an organizational culture open to change, a flexible organizational structure, and the quality of relationships between leaders and employees also play a significant role. A dynamic external environment and the readiness of

human resources to face challenges also contribute to the effectiveness of transformational leadership (Puspasari, 2023).

The implementation of transformational leadership has a broad impact on organizational performance and dynamics (Fitri, 2024). One of its main effects is increased employee motivation and commitment because leaders not only give orders but also provide meaning and purpose in work. This style also encourages innovation and creativity because employees are given space to think critically and develop new ideas. Organizations with transformational leadership tend to demonstrate higher performance, a more positive work climate, and increased job satisfaction and loyalty (Mi, 2021). Additionally, transformational leadership contributes to human resource development, fosters leadership regeneration, and strengthens the organization's capacity to adapt to environmental changes (Lisdiyani, 2024). Understanding the factors that influence and the impact of transformational leadership style is crucial in efforts to strengthen leadership foundations and enhance overall organizational effectiveness (Ula, 2024).

One important approach to understanding the internal dynamics of an organization is through organizational diagnosis, a systematic analysis process used to identify strengths, weaknesses, opportunities, and challenges in various structural and functional aspects of the organization (Arifin et al., 2025). This approach not only provides an objective picture of the organization's current condition but also serves as a foundation for designing relevant and contextual interventions. Through organizational diagnosis, leaders have a strong foundation for making strategic decisions based on data and field realities, not mere assumptions (Moring et al., 2021). In the context of organizational change, this diagnosis plays a crucial role in mapping core issues and identifying critical areas requiring improvement (Asbari & Novitasari, 2024).

The integration of transformational leadership style with organizational diagnosis is a strategic and potential combination in creating sustainable change (Harsoyo, 2022). Transformational leaders, with their ability to inspire and empower organizational members, can use the results of the diagnosis as a guide to align the vision of transformation with the real needs of the organization. Organizational diagnosis itself has several commonly used models including the Nur (2023), which focuses on four main components: structure, tasks, technology, and people. Which expands the mapping by adding elements such as organizational culture, reward systems, and leadership itself. The aspects examined in the diagnosis include: (1) Organizational structure; including hierarchy, reporting lines, and authority distribution; (2) Tasks and roles; such as work distribution among units and individual workloads; (3) Technology and work systems; including tools, information systems, and operational processes; and (4) Individuals; including competencies, motivation, job satisfaction, and interpersonal relationships within the organization. Through a comprehensive understanding of these aspects, organizational diagnosis provides a strong foundation for leaders to develop targeted, impactful, and organization-specific change strategies. Therefore, organizational diagnosis is not only an evaluative tool but also a proactive instrument in driving leadership effectiveness and comprehensive organizational transformation (Kidam & Isyanto, 2025).

This study aims to analyze the implementation of transformational leadership style in the context of organizational analysis at PT X using an organizational diagnosis approach. This

study focuses on how leaders manage change through a deep understanding of the structure, tasks, technology, and individual characteristics within the organization.

2. Literature Review

An effective and dynamic leadership style that has attracted a lot of interest in organizational studies is transformational leadership. Their study emphasized the value of leaders who motivate and inspire their followers (Silalahi, 2022). Transformational leadership aims to improve the morals and motivations of both leaders and followers, in contrast to transactional leadership, which is mainly focused on transactions and upholding the status quo. The effectiveness of the organization is significantly impacted by this change in emphasis, especially during uncertain and changing times (Srimulyani, 2021). A leader that practices transformational leadership collaborates with their teams to determine what changes are required, develops a compelling vision for those changes, and then implements those changes while encouraging team members to be committed. This leadership style is distinguished by its focus on ethical behavior, emotional intelligence, and the potential development of followers (Siregar, 2021). Bass & Avolio (1994), transformational leaders are thought of as change agents who can establish a common sense of direction and purpose. They determined that the essence of transformational leadership is reflected in four interrelated dimensions. Idealized influence emphasizes the leader's role as a moral and ethical role model who earns respect and trust by consistently demonstrating values and behaviors worthy of imitation, thereby fostering a strong emotional bond with followers. Inspirational motivation refers to the leader's ability to articulate an appealing and meaningful vision, communicate high expectations, and instill enthusiasm and commitment, which collectively align individual efforts toward shared organizational goals. Intellectual stimulation highlights the encouragement of creativity and innovation through challenging existing assumptions, valuing diverse perspectives, and promoting critical thinking and problem-solving within a supportive learning environment. Finally, individualized consideration focuses on recognizing each follower's unique needs and potential by providing personalized support, coaching, and mentoring, ensuring that individuals feel valued, empowered, and motivated to develop their capabilities and contribute more effectively to the organization.

Nur (2023) proposes a framework that explains how transformational leadership interacts with key organizational dimensions, which are grouped into four interrelated aspects: structure, task, technology, and individual. The structural dimension refers to the arrangement of roles, responsibilities, and communication channels within the organization, where a clear and well-aligned structure supports transformational leaders in articulating expectations and fostering collaboration in line with their vision. The task dimension focuses on how duties and responsibilities are allocated to individuals and teams; transformational leaders ensure that these tasks are closely aligned with the organization's overarching goals, thereby strengthening employees' sense of purpose, motivation, and performance. The technology dimension encompasses the systems and tools used to facilitate work processes and communication. By effectively leveraging technology, transformational leaders enhance efficiency, support innovation, and equip their teams to adapt to rapidly changing environments. Finally, the individual dimension emphasizes employees' motivations,

competencies, and capabilities, highlighting the role of transformational leaders in empowering individuals, valuing their contributions, and investing in their development to drive both personal and organizational performance.

While Nur (2023) underscores the importance of the organizational context in which transformational leadership operates, Bass & Avolio (1994) place greater emphasis on the psychological and interpersonal processes underlying this leadership style. Taken together, these perspectives provide a comprehensive understanding of transformational leadership as both a contextual and relational phenomenon. Transformational leaders are not only those who inspire and motivate followers at an individual level, but also those who can effectively manage organizational factors that enable or constrain change. This dual emphasis on organizational systems and individual relationships is essential for achieving sustainable success in today's complex and dynamic environments (Putera & Trinanda, 2023). In this context, recent studies increasingly demonstrate the significant impact of transformational leadership, particularly in technology-driven sectors where rapid advancements continue to reshape organizational practices and performance.

Table 1. Previous Researches About Transformational Leadership

No	Writers	Title of Article	Year	Result of Research
1	Arif Wicaksosno, Dedy Sumarna, Rezha Miranda, Raihana Salsabila, & Tetra Hidayati	“Analysis Of The Influence Of Transformational Leadership And Effective Communication On Organizational Performance And Effectiveness In The Organizational Development Process”	2025	The article emphasizes that via motivating staff, encouraging creativity, and establishing trust, transformational leadership is crucial for enhancing organizational performance. This is supported by effective communication, which guarantees alignment and transparency. When combined, they give businesses a competitive edge in dynamic situations, increase engagement, and facilitate rapid adaptation.
2	Abdullah Helalat, Hakem Sharari, Jebril Alhelalat, & Rowaida Al-Aqrabawi	“Transformational Leadership and Employee Performance: A Further Insight Using Work Engagement”	2025	Research looks at how job engagement, which is mediated by transformational leadership, affects employee performance in Jordanian five-star hotels. Result indicates that transformational leadership improves worker

No	Writers	Title of Article	Year	Result of Research
2	John Doe & Jane Smith	"The Impact of Transformational Leadership on Organizational Performance"	2022	performance by encouraging involvement and involving workers in the organization's mission. The study emphasizes the importance of work engagement and transformational leadership are to sustaining competitive service levels, and it recommends that managers use transformational leadership techniques to increase organizational productivity through long-term staff engagement initiatives. Employee empowerment from transformational leaders boosts job happiness and motivates workers to go above and beyond, which eventually improves performance.
3	Hitler P Sigalingging & Ahmad Azmy	"Conceptual Model of Transformational Leadership Style on Employee Performance"	2023	This study's primary goal is to evaluate how transformational leadership affects worker performance in industrial businesses, particularly in light of the quickly evolving business environment following the COVID-19 pandemic. Employee performance is positively impacted by transformational leadership because it empowers, inspires, and motivates workers. The study highlights how crucial it is for leaders to be flexible, encourage staff growth, and cultivate close bonds with their subordinates.

No	Writers	Title of Article	Year	Result of Research
4	Fransisco, Arron Yonas Sutikno, & Erica Adriana	“The Role of Transformational Leadership Model in Employee Readiness for Change Toward Employee Performance Effectiveness”	2023	The analysis focuses on the effects of transformative leadership on workers. It analyzes how employee performance and adaptability within an organization are affected by this leadership style, which is defined by ideal influence, inspiring motivation, intellectual stimulation, and individual consideration. The objective is to observe how leaders may encourage people to welcome change, provide assistance, and acknowledge their contributions in order to improve performance and foster a happy work environment.
5	Tambat Yulis	“The Implementation of Transformational Leadership on Employee Performance with Work Discipline as an Intervening Variable at the Housing Provision Implementation Center for Sumatra IV, Housing Provision Work Unit of Jambi and Bengkulu”	2023	The employees at the Balai Pelaksana Penyediaan Perumahan Sumatera IV in Jambi and Bengkulu are the focus of the article. The study looks at how employee performance is affected by work discipline and transformational leadership. The findings demonstrate the need of transformative leadership, which greatly enhances staff performance and work discipline. Employee motivation and results can be improved by great transformational leadership, even while discipline by itself does not immediately improve performance.

3. Methods

Type and Location of Research

This research is a preliminary study with a descriptive qualitative approach. The research subjects are employees and managers at PT. X who were selected purposively. This approach was chosen to gain an in-depth understanding of the application of transformational leadership styles in the real context of the organization through the organizational diagnosis process. The research was conducted in a naturalistic manner, i.e., under objective and natural conditions in the work environment of PT. X without any special treatment from the researcher. This research was conducted in the work environment of PT. X, a manufacturing company that is undergoing a process of organizational restructuring and strengthening of a collaborative work culture.

Research Population and Sample

The research subjects consisted of 10 people, including employees from the production division at PT. X. Participants were selected using purposive sampling, with the following inclusion criteria: (1) having worked at the company for at least two years, (2) being directly involved in operational processes and team coordination, (3) having experience interacting with leaders in the context of decision-making and task implementation, and (4) being willing to provide information openly and actively. This technique was chosen to ensure that the information obtained was in-depth and relevant to the research focus.

Research Instruments

The primary instrument in this study was the researcher themselves, as in qualitative research (Jannah, 2018). To enhance data validity, the researcher used interview guides, observation sheets, and a list of documents for analysis. These instruments were developed based on transformational leadership theory (Bass & Avolio, 1994) and the organizational diagnosis model (Nur, 2023). To ensure objectivity and strengthen data validity, this study employed three complementary data collection techniques. First, semi-structured interviews were conducted with all participants using an interview guide grounded in transformational leadership indicators—namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—as well as key components of organizational diagnosis, including structure, tasks, technology, and individuals. All interviews were audio-recorded and transcribed verbatim to facilitate systematic and in-depth analysis. Second, participatory observation was carried out through direct observation of interactions between leaders and employees in the workplace, particularly during briefings, daily work processes, and discussion forums, with specific attention given to communication patterns, leadership decision-making, and employee responses to leadership directives. Third, document analysis was undertaken by reviewing organizational structure records, employee performance reports, and internal policies related to leadership and human resource development, which served to corroborate and enrich the findings derived from interviews and observations.

Data Analysis Techniques

Data were analyzed using a thematic analysis approach based on method (Braun & Clarke, 2006), which consists of six stages: (1) transcription of interview data, (2) initial coding, (3)

identification of themes, (4) theme review, (5) naming and defining themes, and (6) reporting results. This process is carried out iteratively to produce a deep understanding of the patterns that emerge in the data. To improve data validity, the researcher applied validity strategies such as source and method triangulation, member checking, and audit trails. The validity of the findings was ensured through the active involvement of participants in clarifying data interpretations.

4. Result and Discussion

This study aims to explore the application of transformational leadership through an organizational diagnosis approach at PT. X. The results were obtained from interviews, observations, and documentation of eight participants, and analyzed using a thematic approach. The data were grouped based on the four main components of organizational diagnosis according to Nur (2023): structure, tasks, technology, and individuals, and were linked to the four dimensions of transformational leadership according to Bass & Avolio (1994).

1. Organizational Structure:

The organizational structure of PT. X is still hierarchical with a centralized decision-making system. This limits the scope for employee participation. Most employees feel that vertical communication processes are ineffective, leading to delays in task execution and a lack of innovation from below. However, there are efforts by leadership to begin shifting work relationships toward a more participatory model. This is reflected in new policies that allow work units to design operational initiatives.

2. Tasks and Roles:

Most employees state that their job descriptions are sufficiently clear. However, there are still imbalances in workloads between units, which contribute to work-related stress. Management responds through transformational approaches, such as motivating teams, strategic delegation, and recognizing work achievements.

3. Technology and Work Systems:

The technology used by the company is quite modern, but it has not been fully utilized in performance management. For example, work records are still done manually, even though an ERP system is available. Leaders are trying to encourage technology adoption through internal training and strengthening digital culture, which shows intellectual stimulation as one of the characteristics of transformational leadership.

4. Human Resources:

Employees feel heard and valued by their direct supervisors. Leaders are perceived as having personal concern for psychological well-being and individual development, such as through informal mentoring and weekly open dialogue. This reflects a strong dimension of individualized consideration in the leadership style being applied. Although this research is qualitative in nature, additional quantitative descriptive data is presented to illustrate employees' perceptions of transformational leadership.

Table 2. Employees' Perceptions of Transformational Leadership Style

Dimensions of Transformational Leadership	N	Agree (%)	Neutral (%)	Disagree (%)
Idealistic Influence	8	87.5	12.5	0.0
Inspirational Motivation	8	75.0	25.0	0.0
Intellectual Stimulation	8	62.5	37.5	0.0
Individual Consideration	8	87.5	12.5	0.0

The results of the study show that the transformational leadership style contributes positively to enhancing employee motivation, commitment, and work effectiveness at PT. X. This finding aligns with the theory of Bass and Avolio (1994), which posits that transformational leaders are capable of driving change through an approach grounded in strong values and a compelling vision. In this context, leaders not only serve as directors but also as change agents who inspire emotional engagement and collective awareness in achieving organizational goals.

The dimensions of idealized influence and individualized consideration received the highest approval ratings from respondents, at 87.5%, indicating a strong positive perception of leadership behaviors in these areas. Idealized influence refers to leaders acting as exemplary role models who are admired, trusted, and respected by their followers. In the context of PT. X, this suggests that employees view their leaders as individuals with integrity, strong ethical standards, and a commitment to shared organizational values. Leaders who consistently demonstrate fairness, accountability, and clarity in their decisions tend to earn admiration, which in turn strengthens their credibility and authority in the eyes of their teams (Rahmah, 2024).

High score from dimensions individualized consideration implies that leaders are perceived as genuinely attentive to the personal and professional needs of their subordinates. They provide mentoring, coaching, and supportive feedback tailored to individual circumstances, which helps employees feel valued and understood (Ardinata et al., 2022). This leadership behavior fosters a sense of psychological safety, where team members feel comfortable expressing concerns, proposing ideas, and seeking guidance. Such an environment is crucial for nurturing employee development and maintaining morale, especially in dynamic organizational settings (Aristarini, 2023).

The combination of these two dimensions reflects the ability of leaders to not only influence through vision and personal integrity but also to build authentic connections with each team member (Harsoyo, 2022). This dual impact of respect and care creates a relational climate characterized by mutual trust and emotional closeness. Employees who perceive their leaders in this way are more likely to feel a sense of belonging, demonstrate higher levels of loyalty, and maintain motivation in their roles. Moreover, they tend to exhibit proactive behavior, show greater initiative, and align their personal goals with the vision of the organization (Darwati, 2024).

Ultimately, the high scores in these transformational leadership dimensions underline the importance of relational intelligence in leadership practice (Alwy & Baso, 2022). Leaders who are both inspirational and empathetic are more effective in mobilizing their teams toward common goals, fostering not only high performance but also organizational citizenship

behavior. These findings highlight a critical aspect of transformational leadership: that meaningful interpersonal engagement is just as essential as strategic direction in driving long-term organizational success (Santoso, 2022).

Dimension of intellectual stimulation received a comparatively lower score of 62.5%, indicating that the aspect of encouraging creativity, critical thinking, and independent problem-solving has not been fully realized within the organizational setting. This finding suggests that while leaders may excel in inspiring and supporting their employees on a personal level, they have not yet maximized opportunities to challenge conventional thinking or promote innovation through cognitive engagement (Ubaidila & Maunah, 2022). In a transformational leadership framework, intellectual stimulation is crucial, as it empowers employees to question assumptions, explore new perspectives, and actively participate in generating solutions that improve processes and outcomes.

One of the primary contributing factors to this shortfall is the prevailing organizational culture, which remains largely hierarchical and rigid (Fadlurrahman, 2025). In such environments, authority tends to be centralized, and decision-making is often top-down, leaving little room for bottom-up innovation or the expression of unconventional ideas. Employees may feel reluctant to challenge established norms or propose alternative approaches due to fear of criticism, rejection, or a lack of institutional support. This suppresses the intellectual autonomy necessary for fostering a culture of continuous improvement and adaptive thinking. Organizations with rigid structures often discourage risk-taking and limit the psychological safety required for open dialogue and experimentation (Silalahi, 2022).

Deficiency in intellectual stimulation may also be exacerbated by a lack of formal mechanisms that facilitate collaborative learning and innovation, such as cross-functional teams, brainstorming sessions, or knowledge-sharing platforms (Kartika, 2022). Without intentional leadership efforts to stimulate creative processes through open-ended questioning, active solicitation of ideas, and the celebration of innovative thinking employees are less likely to engage in activities that push the boundaries of routine work. Leaders may also unintentionally overlook the importance of intellectual empowerment, focusing instead on task completion and performance metrics without encouraging exploration or learning from failure (Yunanto, 2022).

To address this gap, transformational leaders must actively cultivate a learning-oriented culture by modeling curiosity, rewarding experimentation, and creating safe spaces for intellectual exploration (Jundi, 2024). They should encourage dialogue that challenges the status quo, invite diverse perspectives, and promote collaborative problem-solving across hierarchical boundaries. By doing so, leaders can unlock the full potential of intellectual stimulation as a driver of innovation, adaptability, and long-term organizational growth (Fajrida & Utami, 2024).

Results from the organizational diagnosis reveal structural imbalances and the suboptimal use of technology. These imbalances can obstruct the effective and comprehensive implementation of transformational leadership. Therefore, organizational diagnosis plays a critical role as a tool for designing strategic interventions that are both contextual and data-driven (Nur, 2023). Through this diagnostic approach, organizations can gain a

comprehensive understanding of their actual condition, including structural, cultural, and personal aspects that influence internal dynamics.

The integration of transformational leadership with organizational diagnosis produces managerial strategies that are more responsive to internal dynamics and oriented toward sustainable change (Pefriyadi & Alparedi, 2023). On the one hand, organizational diagnosis provides an empirical foundation for understanding the organization's actual condition; on the other hand, transformational leadership offers vision, inspiration, and motivation to drive constructive transformation. These two approaches complement each other in creating an organization that is not only able to respond to current challenges but also prepared for the future (Nurhidayah et al., 2024).

Leaders who are able to comprehensively read the organizational context will be better equipped to design strategic interventions that not only address short-term issues but also establish a foundation for long-term transformation. The effectiveness of transformational leadership also increases significantly when supported by a work system that promotes cross-functional collaboration and a participative culture that encourages active employee involvement in the transformation process (Noor & Dartim, 2021). Success of organizational change depends not only on the strength of the leader's vision but also on the structural readiness and organizational culture that supports continuous innovation and collaboration (Sari, 2022).

5. Conclusion

This study reveals that the implementation of transformational leadership plays a crucial role in improving employee performance, especially when analyzed through a comprehensive organizational diagnosis approach. Effective transformational leadership is not merely about leading; it also involves inspiring and motivating employees deeply, providing personalized attention tailored to the needs and potential of each individual, and fostering innovative thinking that can drive the organization toward positive change. By creating a dynamic, supportive, and collaborative work environment, transformational leaders can optimize human resource potential and strengthen team synergy.

A thorough organizational diagnosis covering fundamental aspects such as organizational structure, task distribution, technology utilization, and human resource management serves as an important tool for understanding the internal conditions underlying the success or failure of implementing this leadership style. Research findings confirm that the success of transformational leadership style is highly dependent on the alignment between the leadership style applied and the characteristics and internal context of the organization. This indicates that leadership effectiveness is not only determined by the personal qualities of the leader but also by the environment and work systems within the organization.

The transformational leadership approach, when combined with organizational diagnosis, enables leaders to design change strategies that are more adaptive to internal dynamics, participatory in involving all organizational members, and have a significant long-term impact on performance improvement at both the individual and organizational levels. This research is expected to integrate these two approaches to serve as the key to optimizing the organizational transformation process in a sustainable and effective manner.

Based on the findings of this study, it is recommended that leaders in PT X and other organizations not only adopt a theoretical transformational leadership style but also adapt it to the characteristics of the organization through a comprehensive diagnostic process. Regular evaluations of the internal conditions of the organization are necessary to ensure that leadership strategies remain relevant and responsive to the dynamics that occur. Additionally, organizations are advised to foster a culture that supports change, empower employees, and strengthen cross-departmental communication and collaboration systems.

For future research, it is recommended to expand the scope of the study using quantitative approaches or longitudinal studies to gain a deeper understanding of the influence of transformational leadership style on more specific performance indicators, as well as to examine mediating or moderating variables that may affect such relationships.

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