



TRANSFORMATIONAL LEADERSHIP'S EFFECT ON ORGANIZATIONAL BEHAVIOR

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ABSTRACT

By encouraging a sense of purpose and values among employees, transformational leadership influences organisational behaviour in one of the most significant ways. The mission and values of the company are outlined by transformative leaders, who motivate their workforce to collaborate for shared success. The growth of its followers is also a priority for transformative leadership. A stronger, more motivated team may be created by transformational leaders who encourage the professional and personal development of their staff. Making expectations too high is another potential flaw in the transformative leadership approach. Along with creativity, inquiry, and experimentation, they promote teamwork and collaboration. Employee engagement and loyalty may rise when leaders make an effort to treat their workers with respect and decency. It has been demonstrated that transformative leadership enhances organisational outcomes like performance, innovation, and staff retention. Overemphasizing the need for leaders to motivate and inspire their team members may result in unreachable goals, which in turn may cause employee dissatisfaction and burnout. Who is accountable for what is yet another potential issue with transformational leadership. Overly concerned with reviving their teams, leaders may neglect other, more basic management tasks like communicating goals and ensuring accountability.

Keywords: Organisational behaviour, transformational leadership, leadership, accountability

INTRODUCTION

Those who engage in transformational leadership seek to inspire and facilitate the full potential of their teams. Increased employee engagement, productivity, and job satisfaction are just a few benefits that have been associated with this leadership approach (Bernarto et al., 2020). The creation of a shared understanding of the organization's mission and values among employees is one of transformational leadership's most important effects on

organisational behaviour. By outlining the organization's mission and core values, transformative leaders inspire their teams to accomplish common objectives. Additionally, transformational leadership places a strong emphasis on personal development. Transformational leaders who make investments in the professional and personal development of their workforce may be able to develop a more competent and motivated workforce. A significant impact of transformative leadership is seen throughout the organisation. This kind of leadership may aid businesses in succeeding in the current competitive economic environment by motivating and encouraging people to realise their full potential (Bernarto et al., 2020).

OBJECTIVES

Helping their teams realise their full potential is the aim of leaders who employ transformational leadership techniques. The goal of transformational leadership on organisational behaviour is to create a pleasant workplace where people feel empowered, engaged, and motivated to work hard to achieve the organization's goals (Bernarto et al., 2020). A shared vision, high expectations, as well as consistent support and guidance for their team, are characteristics of a transformational leader. They encourage originality, curiosity, and risk-taking as well as cooperation and teamwork. By creating a climate where everyone is treated with respect and dignity, transformative leaders can increase employee engagement and loyalty. Transformational leadership at work results in increased productivity, higher rates of employee retention, more innovative problem-solving, and improved overall performance. Long-term success is more likely for leaders who transform their teams by investing in both the personal and professional development of their team members (Bernarto et al., 2020).

PROBLEM STATEMENT

To be successful, leaders must be able to inspire and motivate their teams to collaborate in achieving shared objectives. The culture of a company may suffer as a result of a number of problems that have been associated with this style of leadership. One significant disadvantage of transformative leadership is dependence on the leader. Employees who depend too heavily on their manager or supervisor for guidance risk losing their ability to think critically and act independently (Purwanto et al., 2021).

Another problem that could result from using a transformational leadership style is unrealistic expectations. A leader runs the risk of setting unachievable goals, which can lead to dissatisfaction and burnout, when they put an excessive amount of emphasis on inspiring and motivating their team. Another problem that could result from transformative leadership is accountability. Leaders who focus too much on motivating their teams run the risk of neglecting basic management duties like setting goals and enforcing accountability. To minimise any negative effects of transformative leadership on organisational behaviour, leaders should be aware of these issues (Purwanto et al., 2021).

LITERATURE REVIEW

The aim of leaders who use transformational leadership is to inspire and provide the means for their teams to reach their full potential. This leadership style has been linked to a number of advantageous effects on organisational behaviour. First, it promotes a positive and supportive workplace environment (Purwanto et al., 2021). As a result, employees are more content, invested in their work, and productive as well as less likely to quit. Second, collaborative teams can be inspired by transformational leaders to work toward a shared goal. When personal goals are more closely aligned with corporate objectives, better performance and results can be obtained. Last but not least, transformational leaders are able to mentor and coach their teams to greater success. This benefits the company as a whole in addition to the individual in question. Transformational leadership has a positive impact on organisational behaviour in a number of ways, including increases in job satisfaction, productivity, employee retention, goal alignment, and skill development. If a business adopts this style of management, it is likely to experience higher productivity and greater success in its endeavours to meet its objectives (Purwanto et al., 2021).

Strong leadership is crucial for an organization's success, and research has shown that one of the best strategies is transformational leadership. Helping teams reach their full potential as they collaborate to accomplish organisational goals is the goal of leaders who use transformational leadership (Cahyono et al., 2020). This paper focuses on the advantages of transformational leadership on organisational behaviour. One of the main advantages of transformative leadership is its motivational effects. Leaders who change their followers give their work a purpose and significance. Employee retention is lower and output is increased when employees are motivated and satisfied in their jobs. Compared to employees who

merely perform their duties, motivated employees are more committed to the company's success. One advantage of transformational leadership is that it promotes a productive workplace (Cahyono et al., 2020). Transformational leaders have the ability to captivate their followers with a compelling future vision. This shared objective promotes a work environment where all employees feel valued and appreciated. Such a culture fosters both productivity and morale within an organisation. Another characteristic of transformational leaders is their ability to communicate clearly. Sincere and open communication is important, and these leaders use it to foster respect and trust among their teams. Employees are therefore more likely to feel comfortable approaching management with queries and recommendations. Through this type of communication, the company can develop new systems and procedures while also fostering the growth of innovative ideas and problem-solving techniques. Finally, studies demonstrate how transformative leadership helps businesses. A transformational leader's primary area of focus is on the long-term goals and aspirations of an organisation. Through employee engagement and the creation of a positive workplace culture, transformational leaders give their organisations a significant competitive advantage. This advantage could increase revenue, increase market share, and support steady growth (Cahyono et al., 2020).

In conclusion, businesses benefit greatly from being led by transformational leaders (Cahyono et al., 2020). Transformational leadership can improve organisational performance and effectiveness in a variety of ways, such as by fostering a more collaborative workplace culture and elevating employee motivation and job satisfaction. Businesses must recognise the value of transformational leadership and invest resources in developing leaders who can motivate employees to achieve common goals (Khan et al., 2020). The leadership approach known as transformational leadership has been embraced by organisations all over the world. This leadership approach, which emphasises the significance of motivating and inspiring people to realise their full potential, has a number of benefits. But there are disadvantages to using a transformative leadership approach (Khan et al., 2020).

One major disadvantage of transformative leadership is that it requires time and effort. Those who employ this strategy frequently spend more time building relationships with their troops at the expense of more strategic activities like planning and decision-making. Another disadvantage is that transformative leaders are prone to becoming absorbed in themselves and losing sight of the needs and perspectives of people outside of their immediate sphere of

influence. Employees who experience exclusion or undervaluation may retaliate negatively, resulting in conflicts and resistance. It's also important to keep in mind that transformative leaders may find it challenging to maintain consistency over time. If they become so focused on achieving their vision that they neglect the day-to-day operations of the company, problems with implementation and execution may occur. To maximise the positive effects of transformational leadership on organisational behaviour, leaders should be aware of both its advantages and disadvantages. Businesses can create a leadership strategy that will last while still meeting everyone's needs by weighing these advantages and disadvantages (Khan et al., 2020).

Transformational leadership, which motivates others to achieve common objectives, has been the focus of extensive research in the area of organisational behaviour. This essay's goal is to investigate how transformational leadership impacts teamwork, communication, output, and performance. The subtopics that will be covered in this article include improved performance, improved communication and teamwork, and higher motivation (Khan et al., 2020).

Transformative leaders are aware of how critical it is to increase employee motivation in order to motivate their followers to take action and accomplish their goals. This can be done by explaining the organization's objectives to staff members and giving them a reason to care about their work. By praising their accomplishments and providing opportunities for advancement, transformational leaders not only inspire their followers but also aid in their success. Enhanced communication and collaboration are also essential elements of transformational leadership when it comes to encouraging cooperation among employees (Khan et al., 2020). Employees will feel comfortable sharing their ideas and suggestions in an environment that is fostered by leaders who are able to effectively communicate their vision to their teams. When team members collaborate, they are better able to make decisions that benefit the business as a whole. It has been demonstrated that transformative leadership raises productivity and performance, two crucial indicators of any business's success. By providing motivation, fostering employee communication, and delegating decision-making responsibility, leaders can encourage their teams to collaborate toward shared objectives. As this essay comes to a close, we will have examined how an increase in transformational leadership can positively impact organisational behaviour by fostering better communication

and collaboration within teams, enhancing employee motivation, and ultimately increasing output and performance (Tian et al., 2020).

ENHANCING EMPLOYEE MOTIVATION

Transformative leadership is a key element of increased employee motivation. When employees are inspired to perform at their highest level, better organisational outcomes may be anticipated (Tian et al., 2020). Transformational leaders work to create an inspiring and motivating workplace because they are aware of this. There are many ways that transformational leaders can increase employee motivation. They must first communicate the company's long-term goals and objectives, as well as how each employee's work fits into that larger scheme. If an employee can see the bigger picture and how their work fits into it, they are more likely to take pride in their work and feel valued by their employer. Another essential strategy is to offer staff members opportunities for professional growth. Leaders who genuinely transform their organisations invest in the professional development of their employees by giving them access to mentors, formal education, and other opportunities for advancement. When employees feel they can advance their careers with the company, they are more motivated to give it their all (Tian et al., 2020).

Being acknowledged and rewarded for their efforts can greatly motivate employees. Transformational leaders reward hard work and goal achievement with verbal praise and tangible incentives like raises and promotions. Encourage teammates to recognise and value one another's efforts to boost team morale (Tian et al., 2020). Finally, in order to boost productivity, it is crucial to create an inspiring work environment. This entails encouraging employees to strike a healthy work-life balance, fostering open lines of communication between management and employees, and treating everyone equally regardless of position or title. In order to influence positive organisational behaviour change through transformational leadership, increasing worker enthusiasm is essential.

IMPROVED COMMUNICATION AND COLLABORATION

Improved communication and teamwork are key components of transformative leadership, which in turn have a significant impact on corporate culture. Leaders who struggle to clearly communicate their vision, goals, and expectations to their teams will find it difficult to

succeed. Successful leaders who can effectively communicate with their teams foster an environment that encourages collaboration and teamwork. Workers who work for transformative leaders feel comfortable sharing their ideas and opinions. They also seriously consider and incorporate the ideas of their staff members. By doing this, they inspire employees to take pride in their work and feel like they truly contribute to the success of the company. Collaboration is a key component of transformational leadership and may have a significant impact on organisational behaviour. Employees are inspired to pool their resources, learn from one another, and support one another's success by leaders who cultivate a culture of cooperation in their teams. When workers collaborate, they are more likely to feel that their efforts are valued, which boosts productivity and job satisfaction (Tian et al., 2020).

Transformational leaders are those who can motivate followers to collaborate with them to achieve a common objective. Additionally, through mentorship and coaching programmes, they help employees develop new skills and polish existing ones. These managers also support the creation of interdepartmental teams to work on shared initiatives and projects. Improved communication and collaboration lead to better organisational behaviour, which in turn increases output, creativity, employee engagement, staff retention, and client satisfaction (Shafi et al., 2020). When workers collaborate with one another to accomplish common objectives and experience respect and acknowledgment from their superiors, they are more likely to be motivated. The development of cooperation and communication within a company is closely related to transformative leadership. Open lines of communication between leaders and their teams are more likely to foster an environment that encourages cooperation and collaboration. In order to accomplish their specific goals, teams need to pool their resources, learn from one another, and support one another. Leaders who promote a cooperative workplace culture inspire their teams to do just that. This will produce better outcomes all around, such as increased productivity, more creative ideas, higher staff engagement, lower staff attrition, and happier clients (Tian et al., 2020).

HIGHER PRODUCTIVITY AND PERFORMANCE

An increase in productivity and efficiency is one of the many beneficial effects of transformative leadership on employee behaviour. Transformational leaders bring out the best in those they lead by expecting excellence from their teams, empowering them to meet those demands, and inspiring them to use all the resources at their disposal (Tian et al., 2020). The

leadership's emphasis on originality, curiosity, and analysis improves the team's output. The results of transformative leadership include increased output, increased employee engagement, and increased job satisfaction. When employees feel their managers have their backs, they are more motivated to work harder. One benefit of working for a company led by a transformational leader who offers sufficient opportunity for professional development is increased job satisfaction (Shafi et al., 2020).

In order to establish trust with their followers, transformational leaders also value effective communication skills. They gain the trust of their staff by actively listening to their complaints and, when necessary, responding with constructive criticism. Employees could develop a greater appreciation for one another's contributions to the company by freely exchanging ideas and thoughts (Shafi et al., 2020). Another aspect of transformative leadership is the value of collaboration. This type of leadership encourages a climate where staff members feel empowered to collaborate on shared objectives. By creating an environment where everyone feels their efforts are valued, transformational leaders motivate their teams to collaborate in order to accomplish shared goals.

In addition to focusing on the here and now, transformational leaders also consider the company's future. They prioritise strategic planning over impromptu decisions because they understand that considering all the relevant factors in a situation is essential for long-term success. Transformative leadership has many benefits, among them improvements in organisational behaviour (Shafi et al., 2020). Increased productivity and performance are two key advantages of this leadership style because it encourages employees to invest in the company's success by giving them chances for professional and personal growth and by encouraging them to collaborate to achieve their goals in a way that is consistent with strategic planning rather than the impulsive decision-making that frequently characterises other management styles (Shafi et al., 2020).

METHODOLOGY

Secondary data from earlier researchers was used for this study. Secondary data, as used in research, is any information that has already been gathered from primary sources. Others can easily access secondary data to use as a resource when conducting their own primary research. They gain a better understanding of the various factors involved in research. Because of this, depending on where they found it, one researcher's primary data could be

another researcher's secondary data. Researchers can combine data from various sources into a single, streamlined report by using secondary methods. Secondary data can be an immediate result of another researcher's research methods; the original researcher probably put in a lot of work to gather, analyse, and publish the data so that it could be used by others. Particularly when utilising digital resources like the Internet, secondary data typically requires less time than primary data. The time and effort needed to collect secondary data has significantly decreased since the invention of search engines and online databases.

ANALYSIS

In recent years, technological advancements have significantly changed the nature of leadership. Because of the development of AI and machine learning, managers of teams and organisations have had to adapt (Shafi et al., 2020). The dynamics between managers and their employees, customers, and other stakeholders have changed as a result of these technological advancements. For instance, because of digital communication tools like Slack and Zoom, distant executives now have better access to their workforce. Leaders can now make decisions based on information in real time because of technological advancements. This is more important than ever in the fast-paced corporate environment of today when decisions must be made quickly and appropriately (Afsar et al., 2019). Big data analytics technologies can be used by leaders to analyse new types of data, including social media platforms, customer feedback systems, and sales statistics. They can use this to see patterns and insights that could inform decisions in the future. In addition, technology has made it possible for team members to work together more effectively regardless of geographic distance or time zone. Just two examples of cloud-based tools that support real-time, distributed teamwork include Google Drive and Microsoft Office 365. This makes it possible for managers to put together multi-ethnic teams of individuals whose diverse experiences and viewpoints will only be advantageous to the team as a whole (Afsar et al., 2019). Technology has improved leadership in many ways, but it has also introduced new issues that transformational leaders must solve. If workers rely too much on technology, a lack of face-to-face communication can negatively affect team morale and productivity. People may lose their jobs as new technologies are developed because automation will take their place (Afsar et al., 2019).

Despite the fact that technology has had a significant impact on the way transformational leaders operate in contemporary businesses, the value of human interaction in organisational behaviour practises should not be undervalued. Leaders must strike a balance between fully utilising technology and encouraging a sense of community among employees through frequent in-person gatherings. Remember that technology should be used to support rather than replace human leadership (Afsar et al., 2019).

PROMOTING DIVERSITY IN LEADERSHIP ROLES

By actively encouraging diversity in leadership positions, transformational leadership can have a lasting impact on organisational behaviour. A group that is diverse in terms of the people present and their backgrounds tends to produce more innovative ideas and sounder judgments. Additionally, it creates a more welcoming and equal workplace, which is good for morale, creativity, and efficiency. However, without concerted efforts to eliminate the institutional and individual prejudices that have prevented some groups from achieving the top positions, diversity in leadership cannot be achieved (Faupel & Süß, 2019). Diversity among those in positions of power can be increased through affirmative action policies that give underrepresented groups preference in hiring and promotion decisions. A social shift toward acceptance is required in order to fix diversity; however, affirmative action alone won't be sufficient. Another strategy to boost diversity in leadership roles is to make professional development and mentoring opportunities available to underrepresented groups. For instance, businesses can develop mentorship programmes that pair members of underrepresented groups with senior leaders who can guide them through the difficulties of advancing to higher positions within the organisation, or they can provide training programmes that offer opportunities for these groups to develop their skills specifically (Faupel & Süß, 2019).

To further assist employees from a variety of backgrounds balance their personal and professional lives while still making a significant contribution to the success of the company, businesses may wish to adopt remote work or part-time schedules (Faupel & Süß, 2019). Women are disproportionately responsible for caring for others, so having flexible employment options is essential for them. Promoting an inclusive culture that values individuals with diverse identities and backgrounds is essential, too. Businesses must create an environment where staff members can discuss issues related to diversity, equity, and

inclusion without fear of retaliation. Actively promoting diversity in leadership positions will have a lasting impact on how organisations behave in the future (Kim & Park, 2020). The creation of an inclusive culture, professional development programmes, flexible work schedules, and affirmative action policies are all essential elements. By promoting diversity in leadership positions, organisations can promote both a more equal and just society and a more innovative and productive workforce (Faupel & Süß, 2019).

DEVELOPING ETHICAL LEADERS

We must instil moral behaviour in the next generation of leaders if we want transformational leadership to continue to have a positive impact on organisational behaviour. It has been demonstrated that ethical leadership, which is defined as making decisions in accordance with moral principles, increases workplace morale, productivity, and morale. When leaders prioritise ethics, they create a culture where workers may feel comfortable speaking up and offering fresh ideas. Training programmes that place a strong emphasis on moral decision-making can aid in developing moral leaders (Kim & Park, 2020). By teaching aspiring leaders how to make moral choices, these courses encourage ethical leadership. Additionally, they offer executives a risk-free environment to practise making moral decisions. Another method for developing future leaders who will uphold ethical standards is to implement mentoring programmes that pair seasoned leaders with up-and-coming ones. Mentors are great resources for gaining knowledge of and self-assurance in handling challenging ethical situations (Kim & Park, 2020). Through such a connection, younger leaders may gain trust in their own abilities and wisdom from an experienced mentor. Another way to promote ethics is through a mission statement or code of conduct that outlines the values and expectations for behaviour within an organisation. This document should be reviewed and revised as necessary to keep it current and accurate to the organization's current situation (Faupel & Süß, 2019).

The establishment of accountability structures is the last step in making sure that unethical behaviour has consequences in the real world. This may involve disciplinary action up to and including termination for flagrant violations of the organization's code of conduct. It is crucial to develop ethical leaders if transformational leadership in organisational behaviour is to succeed in the long run (Kim & Park, 2020). By prioritising ethics at all levels of the



organisation, businesses can create a culture of trust, respect, creativity, and productivity. By implementing training programmes, mentorship opportunities, codes of conduct or mission statements, and accountability measures, ethical leadership can be effectively encouraged. As we continue to navigate a dynamic business environment marked by increased scrutiny over corporate actions from internal stakeholders (workers) and external stakeholders, ethical leadership will be more important than ever (Faupel & Süß, 2019).

OUTCOMES AND RESULTS

A lot of time and effort has been put into studying leadership because of how crucial it is to organisational behaviour, both by academics and professionals. Particularly, transformational leadership has been acknowledged as a successful strategy for fostering change and achieving goals at work. But given the rapid pace of technological advancement, shifting demographics, and escalating ethical concerns, the future of transformative leadership is in doubt (Faupel & Süß, 2019). The impact of technology on leadership, the value of diversity in leadership positions, and the significance of developing ethical leaders are three aspects of the future of transformational leadership on organisational behaviour that will be covered in this essay. The first subtopic examines how technological advancements are affecting how leaders interact with their teams and stakeholders (Kim & Park, 2020). Leaders must adopt cutting-edge leadership strategies that fully exploit these developments in light of the rise of remote work and the spread of virtual communication technologies. The second subtopic examines how incorporating various points of view into decision-making procedures may enhance an organization's financial performance. Diversity in gender and race is important, but so is diversity in ideas and experience (Afriyie et al., 2019). The third and final priority area is preparing the next generation of leaders to uphold the highest moral and social standards. In the face of increasing scrutiny of their policies and practises, leaders must maintain the stakeholders' trust by acting ethically. Overall, these three spheres highlight some of the most pressing challenges that transformative leadership in the contemporary corporate world must overcome. By conducting more in-depth research on these issues and looking at actual examples of their use, we may be able to learn more about how businesses can use transformational leadership to succeed and avoid pitfalls (Kim & Park, 2020).

STUDY OUTCOMES

In conclusion, research demonstrates that transformational leadership is advantageous for organisations. This strategy includes improving employee engagement, encouraging better



cooperation and communication, and raising output and performance. By focusing on empowering people through inspiration, leaders can instil a sense of accountability and ownership in their teams (Afriyie et al., 2019). As a result, workers are more satisfied with their jobs and committed to the mission of the company. Increased collaboration and communication are major contributors to organisational change. When team members are able to better understand one another through open lines of communication, problem-solving and decision-making improve (Kim & Park, 2020).

Finally, every business should aim to produce more and perform better. Transformational leadership helps in achieving these goals by establishing a shared vision, values, and goals for the business (Afriyie et al., 2019). Unquestionably, a successful approach to influencing change in corporate culture is transformative leadership. Businesses that invest in their employees in ways that foster autonomy through motivation, improve communication and cooperation, and increase output and performance can achieve long-term success and employee happiness (Kim & Park, 2020). It is strongly advised that businesses use this strategy because it has produced positive results across a wide range of industries. In conclusion, it is both encouraging and challenging to see how transformational leadership will affect organisational behaviour in the future (Suprapti et al., 2020). Technological advancements have had a significant impact on leadership, necessitating the adoption of novel strategies by those in positions of authority. By supporting diversity in leadership positions, an open and egalitarian workplace can be fostered, which may enhance creativity and innovation. The development of ethical leaders is equally important due to the serious consequences that a company's and its stakeholders may experience from a lack of ethics (Afriyie et al., 2019).

Transformational leadership will be a critical component of organisational success in the future. Under leaders who exhibit vision, inspiration, intellectual stimulation, individualised consideration, and ethical behaviour, organisational transformation is more likely to occur. Additionally, technology will have an ever-increasing impact on how leaders interact with their staff and make decisions (Afriyie et al., 2019). By actively seeking out and developing exceptional individuals from underrepresented groups, organisations can do more to support diversity in leadership positions. Everyone wins when diverse backgrounds and experiences are incorporated into an organization's strategic planning. The development of morally upright leaders necessitates a culture that places the utmost value on honesty and openness.

Businesses must establish the guidelines that employees must follow in order to promote an ethical culture. Additionally necessary is personal accountability for making every effort to act morally and rightfully (Suprapti et al., 2020).

Overall, the future effect of transformational leadership on organisational behaviour will depend on our ability to adjust to changing circumstances while upholding our values as leaders. By embracing technology, promoting diversity in leadership positions, and cultivating moral leaders, we can create businesses that are more resilient in a world that is constantly changing.

LIMITATION AND IMPROVEMENT

Any organization's success depends on its employees being inspired and encouraged to reach their full potential, and transformational leadership aims to do just that. This kind of leadership is said to have significant positive effects on business culture, employee happiness, and organisational performance (Suprapti et al., 2020). The limitations of this leadership approach, though, may make it less effective in some circumstances. The three subtopics of communication and feedback, diversity and inclusion, and ethics and transparency will be the main focus of this article's examination of the impact of transformational leadership on organisational behaviour (Carreiro & Oliveira, 2019). Any effective leader understands how crucial it is to always have everyone on the team in agreement. Strong interpersonal communication abilities and the capacity to provide regular, constructive feedback to staff members are essential for leaders who can transform their teams (Lei et al., 2020). Additionally, transformational leaders are successful because they value diversity, which enables them to build an environment in which all employees, regardless of background or ethnicity, are treated with respect. Furthermore, ethical conduct and open communication help to establish trust between managers and staff (Carreiro & Oliveira, 2019). Leaders who are open and honest promote moral standards at work and demonstrate a willingness to accept accountability for their decisions. The limitations of transformative leadership will be covered in this article, along with how moral principles like openness could aid in resolving issues like a lack of diversity and inefficient communication (Afriyie et al., 2019).

COMMUNICATION AND FEEDBACK

Open lines of communication and constructive criticism are crucial to transformative leadership's impact on organisational behaviour. To communicate is to convey one's opinions, beliefs, and knowledge to an individual or group. A transformational leader must clearly communicate the organization's vision, goals, and objectives to ensure that every employee is moving in the same direction. Because of this transparency, staff members gain insight into how their work affects the business as a whole (Carreiro & Oliveira, 2019). Furthermore, trust between managers and their staff is developed through open lines of communication. When employees feel that management values their opinions, employee loyalty rises. Additionally, effective communication can help establish an open-door policy that enables staff members to voice their suggestions and grievances without fear of retaliation. Feedback is another crucial component of transformational leadership on organisational behaviour. Using feedback, leaders can give employees either constructive criticism or praise depending on how well they performed. Giving employees constructive criticism enables them to recognise their strengths and potential improvement areas (Afriyie et al., 2019).

In order to truly transform their teams, leaders must not only seek feedback from those under their control but also apply it to themselves. Employees who work for leaders who actively solicit their opinions through feedback requests are more likely to be dedicated, engaged employees. However, there are some limitations to dialogue and evaluation that come with transformative leadership (Lei et al., 2020). It's crucial to keep in mind that not everyone in a workforce that is linguistically and culturally diverse will speak English as their first language. Second, some employees might be reluctant to offer sincere criticism out of concern for retaliation. Transformative leaders must make their messages understandable to people from various linguistic and cultural backgrounds in order to overcome these obstacles. They must ensure that staff members can offer constructive criticism without fear of reprisal. Although transformational leadership has a profound effect on organisational behaviour, there are a number of important limitations to be aware of. By removing these obstacles, transformational leaders can encourage open lines of communication and constructive criticism in the workplace, which will increase morale and productivity (Afriyie et al., 2019).

EMBRACING DIVERSITY

Transformational leaders must value diversity if they want to make long-lasting changes in the workplace culture. Today's increasingly diverse society necessitates a more diverse

workforce and clientele. Leaders who value diversity in their organisations create a culture where everyone is treated with respect and dignity. Customer satisfaction, originality, and creativity are all increased through this method, as well as workplace morale and productivity. Transformative leaders can demonstrate their appreciation for diversity by promoting the necessity of cultural sensitivity and awareness (Carreiro & Oliveira, 2019). Workers need to learn about other cultures and their customs in order to treat clients and coworkers with decency and respect. By doing this, transformational leaders can create an environment where all employees can voice their opinions without worrying about repercussions. Through their hiring practises, transformative leaders can also demonstrate their support for diversity (Eliyana & Ma'arif, 2019). This introduces novel ideas and points of view that might have been overlooked otherwise, in addition to helping to ensure that the company employs a representative cross-section of the community. Studies show that teams with a greater variety of backgrounds, perspectives, and experiences are more inventive and creative as a whole (Afriyie et al., 2019).

In addition to fostering cultural understanding and actively seeking out a diverse workforce, transformative leaders must ensure that all employees have access to the same learning and advancement opportunities within the organisation. All employees ought to have access to the same training programmes, mentoring opportunities, and professional growth opportunities regardless of who they are or what their backgrounds are (Carreiro & Oliveira, 2019). Finally, transformational leaders should support diversity within the company by celebrating various cultural holidays and hosting events that showcase the wide variety of employee perspectives and backgrounds (Lei et al., 2020). This demonstrates their commitment to diversity and inclusion while encouraging a sense of community among workers. A company must actively promote diversity if it wants to create a culture where all employees feel valued and included. Executives who prioritise diversity and inclusion see improvements in employee morale, productivity, customer satisfaction, originality, and efficiency. By increasing people's sensitivity to cultural differences, actively seeking out a diverse talent pool, assuring that everyone has an equal opportunity to advance professionally, and regularly celebrating diversity, transformational leaders can make the workplace more inclusive (Park & Pierce, 2020).

CONCLUSION

In conclusion, research demonstrates that transformational leadership is advantageous for organisations. This strategy includes improving employee engagement, fostering better cooperation and communication, and raising output and performance (Eliyana & Ma'arif, 2019). Focusing on emancipating people through inspiration can help leaders instil in their teams a sense of accountability and ownership. As a result, workers are more satisfied with their jobs and committed to the mission of the company (Park & Pierce, 2020). Increased collaboration and communication are major contributors to organisational change. When team members have open lines of communication, they can better understand one another, which leads to better problem-solving and decision-making. Finally, according to Eliyana and Ma'arif (2019), every business should aim to increase production and performance. Transformational leadership assists in the accomplishment of these goals by helping the organisation establish a shared vision, values, and goals. Unquestionably, a successful approach to influencing change in corporate culture is transformative leadership. Businesses that invest in their employees in ways that foster autonomy through motivation, improve communication and cooperation, and increase output and performance can achieve long-term success and employee happiness. It is strongly advised that businesses use this tactic because it has produced positive results across a wide range of industries (Park & Pierce, 2020).

Finally, transformational leadership is an effective method for improving group dynamics. This essay has examined three crucial areas that, when taken together, could expand the capabilities of transformative leadership (Lei et al., 2020). Starting off, transformational leadership is successful when leaders are able to effectively communicate their vision and accept feedback from their followers through channels of communication and feedback. Second, a culture that embraces and values the diversity of people and viewpoints results in employees making decisions that are better informed and more creatively original (Park & Pierce, 2020). Last but not least, in order to uphold ethical standards, both leaders and their followers must have faith in them. In general, fostering the growth of more transformative leaders necessitates a commitment to lifelong learning. Leaders must be flexible, willing to challenge their own assumptions about how things ought to be done, and constantly searching for more effective ways to coordinate the efforts of their teams. By doing this, they may improve the work environment and foster a climate where all employees are respected and valued for their contributions (Lei et al., 2020). In the end, concentrating on these specialised



areas is the only way we can fully realise the potential of transformational leadership on organisational behaviour.

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