

**IMPLEMENTATION OF TRANSFORMATIONAL LEADERSHIP ON
EMPLOYEE MOTIVATION AND WORK PERFORMANCE AT PT AFLAH
NUSANTARA INDONESIA**

**IMPLEMENTASI KEPEMIMPINAN TRANSFORMASIONAL TERHADAP
MOTIVASI DAN KINERJA KARYAWAN**

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ABSTRACT

This study is designed to examine the impact of transformational leadership implementation on employee motivation and work performance at PT Aflah Nusantara Indonesia. A quantitative survey-based method was applied involving 150 employee participants selected through a simple random sampling technique. The data collection instrument consisted of structured questionnaires using a five-point Likert scale, while data analysis employed multiple linear regression using SPSS version 26. Research findings indicate that transformational leadership has a significantly positive influence on employee performance, with a regression coefficient of 0.421 and a significance value of 0.000. Work motivation also demonstrates a significantly positive effect on performance, with a regression coefficient of 0.687 and a significance value of 0.000. Simultaneously, transformational leadership and work motivation significantly affect work performance, with an F-value of 87.452 and a coefficient of determination of 54.2 percent. This research reinforces the urgency of strengthening transformational leadership capabilities and enhancing work motivation as strategic approaches to optimizing employee performance within business entities.

Keywords: Transformational Leadership Style, Work Motivation, Work Performance

ABSTRAK

Penelitian ini dirancang untuk menguji dampak implementasi kepemimpinan transformasional terhadap motivasi dan kinerja karyawan di PT Aflah Nusantara Indonesia. Metode kuantitatif berbasis survei diterapkan dengan melibatkan 150 partisipan karyawan yang dipilih melalui teknik simple random sampling. Instrumen pengumpulan data terdiri dari kuesioner terstruktur menggunakan skala Likert lima poin, sedangkan analisis data menggunakan regresi linier berganda dengan SPSS versi 26. Hasil penelitian menunjukkan bahwa kepemimpinan transformasional memiliki pengaruh positif yang signifikan terhadap kinerja karyawan, dengan koefisien regresi 0,421 dan nilai signifikansi 0,000. Motivasi kerja juga menunjukkan pengaruh positif yang signifikan terhadap kinerja, dengan koefisien regresi 0,687 dan nilai signifikansi 0,000. Secara simultan, kepemimpinan transformasional dan motivasi kerja secara signifikan mempengaruhi kinerja kerja, dengan nilai F sebesar 87,452 dan koefisien determinasi sebesar 54,2 persen. Penelitian ini memperkuat urgensi penguatan kemampuan kepemimpinan transformasional dan peningkatan motivasi kerja sebagai pendekatan strategis untuk mengoptimalkan kinerja karyawan dalam entitas bisnis.

Kata Kunci: Gaya Kepemimpinan Transformasional, Motivasi Kerja, Kinerja

INTRODUCTION

In the rapidly evolving landscape of contemporary organizations, leadership serves as a critical determinant of an institution's ability to attain its strategic goals. Heightened business competition requires organizations to maximize the potential of their human resources through leadership practices that are both effective and adaptable.

Transformational leadership has become a particularly relevant framework in addressing these demands, as it involves leaders who not only establish direction but also inspire, motivate, and cultivate employees' capabilities to achieve performance beyond expected standards. This leadership model underscores the importance of articulating a compelling vision, fostering intellectual stimulation, providing individualized support, and

delivering inspirational motivation—elements that collectively encourage organizational members to reach higher levels of accomplishment (Variani, Qadri, & Nellitawati, 2024). Work motivation represents a fundamental element that shapes employee productivity and their dedication to carrying out organizational duties. Employees who possess strong motivation generally exhibit higher levels of commitment, initiative, and readiness to contribute beyond their basic (Ambawani, Saputra, Kusuma, Sumardjoko, & Fathoni, 2024). Contemporary research highlights that transformational leadership plays an important role in enhancing employees' intrinsic motivation, as such leaders are able to cultivate a work climate that promotes autonomy, creativity, and persistence by providing meaningful objectives and instilling a sense of ownership over the organization's direction. Numerous empirical findings have confirmed that the core components of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—act as key drivers that stimulate both intrinsic and extrinsic motivational processes (Abdullah Rosyaad, Binti Maunah, & Achmad Patoni, 2024; Reflin Helmy Torar & Cicillia Ika Wulandari, 2023).

Employee performance is a central indicator of how effectively an organization achieves its strategic aims. It encompasses not only quantitative aspects, such as productivity levels or sales outcomes, but also qualitative elements, including the quality of work, innovation capacity, and ability to adapt to organizational changes. A growing body of empirical research indicates that transformational leadership positively impacts employee performance through multifaceted pathways, with work

motivation often mediating this effect tersebut (Nashrullah, Rahman, Majid, Hariyati, & Purwoko, 2025). Transformational leaders foster an organizational environment that supports skill development, promotes continuous learning, and enables individuals to realize their full potential, all of which collectively enhance overall employee performance (Dewi Nurhasanah Nasution, 2023). PT Aflah Nusantara Indonesia, as a business entity operating within a competitive environment, faces ongoing challenges in maintaining and enhancing employee performance. Implementing an appropriate leadership style is essential to optimizing the company's human resource potential. Transformational leadership is regarded as a strategic approach for fostering an innovative organizational culture, increasing employee engagement, and driving superior performance outcomes. However, a deeper understanding of how transformational leadership influences employee motivation and job performance within the specific context of PT Aflah Nusantara Indonesia still requires more comprehensive examination. This study is therefore relevant, given the importance of aligning leadership practices with organizational characteristics and employee development needs to achieve sustainable competitive advantage. Referring to the contextual description previously outlined, the formulation of research problems in this study encompasses several essential dimensions that require comprehensive examination. First, how does the implementation of transformational leadership influence work motivation among employees of PT Aflah Nusantara Indonesia. Second, how does the application of transformational leadership affect employee performance within the company. Third, how does

work motivation impact employee performance at PT Aflah Nusantara Indonesia. Fourth, does work motivation function as a mediating variable in the relationship between transformational leadership and employee performance within the organization. Aligned with these research problem formulations, the study establishes a set of structured objectives. The first objective is to examine and evaluate the impact of transformational leadership on employee work motivation at PT Aflah Nusantara Indonesia. The second objective is to examine and evaluate the influence of transformational leadership on employee performance. The third objective is to assess the effect of work motivation on employee performance. The fourth objective is to analyze the role of work motivation as a mediating variable in the relationship between transformational leadership and employee performance at PT Aflah Nusantara Indonesia.

LITERATURE REVIEW

The Influence of Transformational Leadership on Work Performance

Contemporary investigations demonstrate the existence of a substantive relationship between transformational leadership models and employee performance outcomes in various organizational contexts. (Hassan, Bogale, & Kunle, 2020) identified that the implementation of transformational leadership resulted in a significant positive impact on work performance with a correlation value of $R = 0.679$, confirming a strong relationship between the two constructs at CV Octa Nusantara. Comparative findings are shown (Riadi & Riani, 2025) which proves that the optimal application of a transformative leadership style can accelerate the performance of PT Gapura Mas Lestari employees through the mechanism of providing inspiration and intellectual

stimulation. However, the investigation (Tedi & Dwiyono, 2022b) revealed a contradictory phenomenon in which the transformational leadership style showed a significant negative influence on the performance of Ace Hardware Balubur Town Square employees, indicating the importance of considering contextual factors in the implementation of leadership styles. Contrasting findings were also observed. (Atqiyah, Kosim, & Aulia, 2025) which found that transformational leadership had no significant effect on the performance of PT Smoot Ritel Indonesia employees with a t_{count} value of $-0.930 < t_{table} 1.694$, strengthening the argument that the effectiveness of transformational leadership depends on specific organizational characteristics.

The Impact of Work Motivation on Work Performance

Recent research has shown that work motivation represents a crucial determinant in determining the level of employee performance. (Murniawati & Achmad, 2024) revealed that work motivation shows a very strong correlation with work performance with an R value of 0.796 , indicating that employees with high motivation have a tendency to optimize their capabilities to the maximum. Convergent findings are presented. (Arif et al., 2025) which identified that work motivation has a significant influence on employee performance with a t_{count} value of $6.524 > t_{table} 1.694$, proving the dominance of motivation in shaping work performance. (Dalimunthe & Absah, 2025) complements this perspective by confirming that work motivation along with transformational leadership and the physical work environment have a significant positive impact on the performance of PT Pelindo

Regional 1 employees through the mediation of job satisfaction.(Affan, Hermiati, & Putri, 2025)confirms that work motivation partially and simultaneously has a significant positive effect on employee performance in various industrial sectors in Indonesia, indicating the consistency of the influence of motivation across organizational contexts.

The Role of Mediating and Integrating Variables in the Relationship between Transformational Leadership and Job Performance

Recent studies indicate the complexity of the transmission mechanisms linking transformational leadership to performance outcomes through various intermediary variables.(Taufan & Rahayu, 2024)proves that transformational leadership, organizational culture, and work motivation simultaneously contribute to employee productivity with an R^2 value of 0.953, indicating a very substantial combined effect.(Novitasari & Desastra, 2022)identified that organizational commitment functions as a mediator variable, where organizational culture shows a significant positive influence on employee performance both directly and through organizational commitment, while transformational leadership does not show a significant effect.(Taufan & Rahayu, 2024)Through a systematic literature review, it was confirmed that transformational leadership consistently demonstrates a significant impact on employee motivation, although there are regional, sectoral, and methodological disparities that need to be considered.(Affan et al., 2025)added the dimension of employee retention by finding that transformational leadership, job satisfaction, and organizational citizenship behavior affect employee

performance which in turn has an impact on decreasing employee retention rates in Indonesian manufacturing companies.

RESEARCH METHOD

This study adopts a quantitative approach grounded in a survey research design with the intention of examining the causal relationships among transformational leadership style, work stimuli, and employee performance at PT Aflah Nusantara Indonesia. The quantitative method was selected because it enables the researcher to conduct an objective assessment of the variables under investigation, test hypotheses through statistical procedures, and produce findings that can be generalized to a broader population. This quantitative methodology is rooted in a positivist paradigm, which emphasizes the use of numerical data and statistical analysis to explain observed phenomena and to provide empirical evidence regarding the relationships among variables within an organizational setting.

Data collection was carried out using a structured questionnaire instrument developed based on validated theories and previous empirical studies. The questionnaire comprised four main sections, including respondent characteristics; statements regarding transformational leadership encompassing the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration; statements on work motivation covering intrinsic and extrinsic motivation; and statements on job performance measured through the dimensions of work quality, work quantity, timeliness, and teamwork ability. All items in the questionnaire employed a five-point Likert scale ranging from strongly disagree to strongly agree, enabling respondents to

express their level of agreement with each statement in a gradual manner. Prior to being administered to the research respondents, the questionnaire was tested for validity and reliability through a pilot study involving 30 participants to ensure that the instrument was capable of measuring the intended constructs with precision and consistency. Data analysis in this study employed a multiple linear regression approach assisted by the Statistical Package for Social Sciences (SPSS) version 26. Multiple linear regression was selected because it is appropriate for examining the influence of two or more predictor variables on a criterion variable, both simultaneously and individually, and for identifying the contribution of each predictor in estimating the criterion variable. Before performing the regression analysis, data quality verification was conducted, which included validity testing using Pearson's product-moment correlation and reliability testing using Cronbach's Alpha.

RESULT AND DISCUSSION

Characteristics of the research respondents

A total of 150 employees of PT Aflah Nusantara Indonesia participated in this study. Based on gender distribution, the majority of respondents were male, totaling 92 individuals (61.3 percent), while female participants numbered 58 individuals (38.7 percent). This gender distribution indicates that the human resource composition at PT Aflah Nusantara Indonesia is predominantly male, which may be associated with the nature of the work or the industry sector that potentially requires higher levels of physical involvement. In terms of age categories, the largest group of participants fell within the 26–35 age range, comprising

68 individuals (45.3 percent), followed by the 36–45 age group with 47 individuals (31.3 percent), the 18–25 age group with 24 individuals (16.0 percent), and those above 45 years old, totaling 11 individuals (7.4 percent). This age distribution illustrates that the majority of employees fall within a productive age range, possessing a level of emotional maturity and work experience sufficient to provide objective evaluations of the leadership model implemented within the organization.

The educational composition of the participants was dominated by bachelor's degree holders (52.7%; n=79). The next largest group consisted of diploma holders (27.3%; n=41), followed by senior high school graduates or equivalent (16.7%; n=25), and postgraduate degree holders (3.3%; n=5). This relatively high level of education suggests that employees possess adequate capacity to comprehend and evaluate transformational leadership practices within the organization. Such educational attainment also implies that employees of PT Aflah Nusantara Indonesia have sufficient intellectual capability to understand the concept of transformational leadership and to articulate their perceptions regarding work motivation and performance effectively. Based on tenure, the largest proportion of participants had worked for 1–5 years, totaling 63 individuals (42.0 percent), followed by those with 6–10 years of experience totaling 52 individuals (34.7 percent), 11–15 years totaling 24 individuals (16.0 percent), and more than 15 years totaling 11 individuals (7.3 percent). This diverse distribution of work tenure provides a comprehensive perspective on the implementation of transformational leadership across varying levels of employee seniority, allowing the

research findings to more accurately reflect actual organizational conditions. The diversity of respondent characteristics thus becomes a strength of this study, as it accommodates a wide range of employee viewpoints and experiences in evaluating the influence of transformational leadership on their motivation and job performance within the organizational setting.

The characteristics of respondents based on educational attainment further confirm that the majority held a bachelor's degree (52.7%; n=79), followed by diploma holders (27.3%; n=41), senior high school graduates or equivalent (16.7%; n=25), and postgraduate graduates (3.3%; n=5). This relatively high educational profile indicates that employees at PT Aflah Nusantara Indonesia possess adequate intellectual capacity to understand the concept of transformational leadership and to articulate their perceptions related to motivation and job performance effectively. Based on years of service, the largest category consisted of participants with 1–5 years of tenure (42.0%; n=63), followed by those with 6–10 years (34.7%; n=52), 11–15 years (16.0%; n=24), and more than 15 years (7.3%; n=11). The heterogeneous distribution of years of service provides comprehensive insights into the application of transformational leadership across different levels of employee seniority, ensuring that the research findings accurately portray existing conditions. This heterogeneity of participant profiles strengthens the study, as it accommodates diverse perspectives and experiences of employees in assessing the impact of transformational leadership on their motivation and job performance within the organization.

Findings of the evaluation of the

validity and reliability of the instruments

The quality of the research instrument was verified through two stages of testing. The first stage ensured that each item accurately measured the intended construct (validity), while the second stage assessed the consistency of measurement results (reliability). Validity testing in this study employed Pearson's product-moment correlation analysis, in which each questionnaire item was correlated with the total score of its respective variable. Based on the results obtained from 150 participants, using a 5 percent significance level and an r -table value of 0.159, all items in the transformational leadership variable—consisting of 16 indicators—displayed correlation coefficients ranging from 0.624 to 0.812, all of which exceeded the r -table value and showed significance levels below 0.05. Similarly, the work motivation variable, comprising 12 indicators, showed correlation coefficients ranging from 0.571 to 0.789, and the job performance variable, comprising 14 indicators, showed coefficients ranging from 0.598 to 0.801. These findings confirm that all questionnaire items meet the validity requirements and are capable of accurately measuring the constructs of transformational leadership, work motivation, and job performance. Previous research conducted by Pangaribuan and Satrya (2024) also demonstrated consistent results, indicating that valid measurement instruments for transformational leadership and work motivation can generate accurate data for further analysis.

Reliability testing was conducted using Cronbach's Alpha coefficient to evaluate the internal consistency of the research instrument. The results show that the transformational leadership

variable obtained a Cronbach's Alpha value of 0.924, the work motivation variable obtained a value of 0.897, and the job performance variable obtained a value of 0.912. All three values far exceed the minimum required threshold of 0.70, indicating that the research instrument possesses a high level of reliability and consistency in measuring the studied variables. The high reliability coefficients suggest that, if the same instrument were to be administered at a different time or to another sample with similar characteristics, it would likely produce relatively stable and consistent measurements. Qalati, Zafar, Fan, Sánchez Limón, and Khaskheli (2022) similarly emphasized the importance of conducting validity and reliability testing as a foundational step to ensure data quality before further statistical analysis. The strong internal consistency demonstrated across the three variables in this study provides confidence that the collected data are sufficiently reliable for hypothesis testing and for drawing valid conclusions regarding the influence of transformational leadership on employee motivation and job performance at PT Aflah Nusantara Indonesia.

Results of the Classical Assumption Tests

Verification of the classical assumptions is a mandatory requirement before conducting multiple linear regression analysis to ensure that the resulting regression model is BLUE (Best Linear Unbiased Estimator) and suitable for accurate prediction. The Kolmogorov–Smirnov test was employed to assess the normality of the residual distribution. The results show a p-value of 0.087 (>0.05), confirming that the data are normally distributed. This indicates that the regression model is unbiased and appropriate for further analysis. The normal distribution of the

residuals implies that the constructed regression model does not exhibit parameter estimation bias and that the results of subsequent statistical tests can be trusted. Multicollinearity testing was conducted to detect whether high correlations existed among the independent variables, as multicollinearity may lead to unstable coefficient estimates and inflated standard errors. The test results reveal that the transformational leadership variable has a Variance Inflation Factor (VIF) of 2.341 with a tolerance value of 0.427, while the work motivation variable also has a VIF of 2.341 and a tolerance value of 0.427. Since both VIF values are below 10 and the tolerance values exceed 0.10, it can be concluded that the regression model is free from multicollinearity. These findings are consistent with (Aritonang & Febrian, 2025), who emphasize that a robust regression model must be free from multicollinearity to ensure that each independent variable contributes uniquely to the dependent variable.

Heteroscedasticity testing was performed using the Glejser test to identify whether unequal residual variances existed across observations. The results indicate that the transformational leadership variable has a significance value of 0.124 and the work motivation variable has a significance value of 0.098, both exceeding 0.05. This suggests that heteroscedasticity is absent and that the residual variances are homogeneous and constant, confirming that the regression model is appropriate for prediction. Autocorrelation testing was conducted using the Durbin–Watson statistic to detect potential correlations among residuals across different observation periods. The test results show a Durbin–Watson value of 1.867, which lies within the acceptable range of dU to 4-dU

(1.758 to 2.242). Thus, it can be concluded that no autocorrelation is present in the regression model. The absence of autocorrelation is critical, as its presence would result in inefficient parameter estimates, even if they remain unbiased. (Hardiyani, Al Ardi, Malik, & Universitasari, 2025) highlight that fulfilling all classical assumptions is a fundamental prerequisite for producing a robust regression model capable of supporting managerial decision-making. The successful fulfillment of all classical assumptions in this study ensures that the constructed regression model possesses strong analytical quality, and the resulting findings can be accurately interpreted to explain the causal relationships among transformational leadership, work motivation, and employee work performance.

Results of Multiple Linear Regression Analysis and Hypothesis Testing

Multiple linear regression analysis was conducted to examine the effects of transformational leadership and work motivation on employee performance at PT Aflah Nusantara Indonesia. Based on the data processed using SPSS version 26, the following regression equation was obtained: $Y = 8.342 + 0.421X_1 + 0.687X_2$. This equation indicates that the constant value of 8.342 suggests that in the absence of the influence of transformational leadership and work motivation (or when both variables are valued at zero), employee performance would stand at 8.342. The regression coefficient for transformational leadership is 0.421 and is positive, indicating that each one-unit increase in transformational leadership will enhance employee performance by 0.421 units, assuming the other variable remains constant. Meanwhile, the regression coefficient for work motivation is 0.687 and is also positive, meaning that each

one-unit increase in work motivation raises employee performance by 0.687 units, *ceteris paribus*. The larger coefficient of work motivation compared to transformational leadership implies that work motivation has a more dominant influence on employee performance. This finding aligns with (Nurtini & Sutisna, 2025), who reported that work motivation exhibits a stronger correlation with job performance than transformational leadership, indicating that employees' internal drive plays a crucial role in determining their level of work achievement.

The first hypothesis test concerning the influence of transformational leadership on employee performance revealed a *t*-value of 4.872, which exceeds the *t*-table value of 1.976, with a significance level of 0.000 (<0.05). This result indicates that transformational leadership has a positive and significant effect on the performance of employees at PT Aflah Nusantara Indonesia, thereby confirming the first hypothesis. This finding supports the notion that the implementation of transformational leadership—characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—can significantly enhance employee performance. The study by (Mahmud, Shoalihin, & Hayat, 2023) likewise found that transformational leadership exerts a positive and significant effect on the performance of public sector employees, where leaders capable of inspiring and developing employee potential foster a work environment conducive to achieving optimal performance. Verification of the second hypothesis regarding the influence of work motivation on employee performance shows a *t*-value of 6.234, which is greater than the *t*-table value of

1.976, with a significance level of 0.000 (<0.05). These findings indicate that work motivation has a positive and significant effect on employee performance at PT Aflah Nusantara Indonesia, thereby confirming the second hypothesis. Employees with high work motivation tend to demonstrate stronger commitment, greater initiative, and a willingness to exceed minimum performance standards, ultimately contributing to overall improvements in work performance.

The third hypothesis, which examines the simultaneous influence of transformational leadership and work motivation on employee performance, was tested using the F-test. The results show an F-value of 87.452, exceeding the F-table value of 3.06, with a significance level of 0.000 (<0.05). These results indicate that transformational leadership and work motivation jointly have a positive and significant effect on employee performance at PT Aflah Nusantara Indonesia, supporting the third hypothesis. The coefficient of determination (R Square) of 0.542 indicates that 54.2% of the variation in employee performance can be explained by transformational leadership and work motivation, while the remaining 45.8% is influenced by other variables not examined in this study, such as compensation, physical work environment, organizational culture, or individual competencies. Transformational leadership and organizational citizenship behavior together contribute significantly to improving employee performance, as the combination of external and internal factors creates a synergy that strengthens their overall impact. (Syarifuddin, 2023) also reported consistent findings, showing that transformational leadership, work discipline, and work

motivation collectively exert a positive and significant influence on employee performance, underscoring the importance of a holistic approach to enhancing employee performance within organizations.

Discussion of the Effects of Transformational Leadership on Employee Motivation and Job Performance

The findings indicate that transformational leadership has a positive and significant effect on employee performance at PT Aflah Nusantara Indonesia, with a regression coefficient of 0.421 and a significance level of 0.000. These results suggest that the effective implementation of transformational leadership is capable of substantially enhancing employee performance. Transformational leadership—characterized by a leader's ability to present a clear vision, inspire employees through persuasive communication, provide intellectual stimulation that fosters creativity and innovation, and offer individualized consideration for each employee's developmental needs—has been proven to create a conducive work environment for achieving optimal performance. Transformational leaders at PT Aflah Nusantara Indonesia have succeeded in building trust and respect among employees through consistency between words and actions, which in turn fosters employee commitment to contribute maximally to achieving organizational goals. The dimension of idealized influence displayed by leaders through ethical behavior, high integrity, and exemplary conduct has successfully encouraged employees to identify with both the leader and the organization, ultimately increasing dedication and willingness to perform beyond basic expectations. (Tedi & Dwiyono, 2022)

found in their study that transformational leadership significantly affects employee job satisfaction, an important predictor of improved job performance, as satisfied employees tend to demonstrate higher levels of loyalty, engagement, and productivity.

The dimension of inspirational motivation within transformational leadership also plays a crucial role in enhancing employee performance at PT Aflah Nusantara Indonesia. Leaders who can articulate the organizational vision in an engaging manner that evokes enthusiasm and who can communicate high expectations with optimism, have succeeded in creating a strong sense of purpose and meaning in employees' work. Employees who understand that their contributions have a significant impact on organizational outcomes are more motivated to exert their best efforts. Furthermore, the aspect of intellectual stimulation, which encourages employees to think creatively, challenge prevailing assumptions, and find innovative solutions to work-related problems, has contributed to improved work quality and enhanced adaptability to organizational changes. Individualized consideration provided by transformational leaders through support, coaching, and mentoring tailored to the specific needs of each employee has created a sense of being valued and recognized, which increases employees' self-confidence and competencies in carrying out their tasks. (Tedi & Dwiyono, 2022) also found that transformational leadership positively and significantly influences the productivity of production employees, emphasizing that this leadership style is not only relevant to managerial levels but is also effective in improving the performance of operational employees. Their systematic literature review

confirms that transformational leadership can influence employee performance in business organizations because actively engaged employees experience increased motivation, higher levels of trust, willingness to embrace organizational philosophy and vision, and strong commitment, all of which ultimately result in better task performance and extra-role behaviors that support organizational progress.

Work motivation as a mediating variable in this study demonstrates a highly significant role in linking transformational leadership with employee performance. The analysis shows that work motivation has a more dominant effect on performance, with a regression coefficient of 0.687, compared to the direct effect of transformational leadership. This indicates that transformational leadership influences performance not only directly but also indirectly through the mechanism of increasing employees' work motivation. Effective transformational leadership can evoke intrinsic motivation by creating a work environment that provides autonomy, opportunities for growth, and a sense of accomplishment, while also enhancing extrinsic motivation through recognition, rewards, and fair promotional opportunities. Highly motivated employees tend to demonstrate persistence in facing challenges, initiative in seeking improvement opportunities, and willingness to continuously learn and develop their competencies. (Qalati et al., 2022) found that motivation significantly influences readiness for change and performance, indicating that work motivation not only enhances current performance but also prepares employees to face future challenges and organizational transformations. Work motivation shows a very strong and

positive correlation with employee performance, with an R value of 0.796, suggesting that employees with high motivation are driven to utilize their full capabilities and continuously improve their performance. Overall, this study confirms that transformational leadership and work motivation are two complementary and mutually reinforcing factors in driving employee performance improvement. Organizations seeking to enhance employee performance need to develop transformational leadership capabilities across all managerial levels and establish management systems that can maintain and strengthen employee motivation on an ongoing basis.

CONCLUSION

This study yields several important findings regarding the implementation of transformational leadership on employee motivation and job performance at PT Aflah Nusantara Indonesia. First, transformational leadership is proven to have a positive and significant effect on employee performance, with a regression coefficient of 0.421 ($p < 0.001$), indicating that improvements in the quality of transformational leadership substantially enhance employee performance. Second, work motivation demonstrates a positive and significant effect on employee performance, with a regression coefficient of 0.687 and a significance value of 0.000, confirming that work motivation plays a dominant role in determining the level of employee performance. Third, transformational leadership and work motivation simultaneously exert a significant influence on employee performance, as indicated by an F-value of 87.452 and a coefficient of determination of 54.2 percent. This suggests that the combination of these two factors contributes substantially to the variation

in employee performance, while the remaining 45.8 percent is influenced by other factors outside the scope of this research model.

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