

## ANALYSIS OF THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN IMPLEMENTING ORGANIZATIONAL STRATEGY

Ahmad Burhanudin

Politeknik Kepribadian, Bekasi, Indonesia

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Email :

[abhek48@gmail.com](mailto:abhek48@gmail.com)

### ABSTRACT

Transformational leadership is known as a leadership style that is able to inspire, motivate and facilitate positive change in an organization. Transformational leadership focuses on the leader's ability to encourage innovation, build an adaptive organizational culture, and improve team performance . Therefore, this research aims to analyze the role of transformational leadership in implementing organizational strategy. This research uses a qualitative approach with descriptive methods. The research results show that transformational leadership is very important in implementing organizational strategy because it motivates and inspires teams to adapt and innovate. Transformational leaders create a strong vision, encourage creativity, and build trust, so that organizational strategies are not just plans on paper, but are also implemented in daily practice. With a focus on individual development and team empowerment , this leadership style improves motivation, communication, and company performance, supports efficiency, innovation, and a positive work culture, and helps achieve long-term goals and organizational sustainability amidst market changes.

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## INTRODUCTION

In today's rapidly changing business landscape, organizations face new challenges and problems that force them to continually adapt and develop (Budiarti, 2023). Technological changes, fluctuating market dynamics, and increasingly fierce competition require companies to not only survive, but also innovate to remain relevant. This challenge creates significant pressure for organizational leaders to make quick and appropriate strategic decisions (Ulinuha, 2023).

Additionally, shifting consumer preferences and expectations for products and services have created a more complex business environment. Organizations not only have to respond to these changes quickly, but also need to anticipate future trends to maintain long-term sustainability and growth (Arrahma & Abadi, 2023). Innovation is a key factor in facing this change, where companies are required to produce creative and efficient solutions that are able to meet growing market needs (Sulfinadia et al, 2022).

Successful implementation of strategic initiatives plays a crucial role in navigating these changes and driving organizational growth. In the midst of uncertainty and rapidly changing market dynamics, strategic initiatives provide clear direction for organizations to achieve their long-term goals (Hartatik et al., 2023). Success in implementing these initiatives shows the organization's ability to translate strategic vision into concrete actions that produce positive impacts. Well-planned strategic initiatives enable companies to respond quickly to external changes, while maintaining a focus on growth and innovation (Sunarsi, 2019).

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Furthermore, successful implementation of strategic initiatives depends not only on careful planning, but also on effective execution at all levels of the organization. This requires good coordination between departments, clear communication, and full involvement of all team members (Darmaesti et al, 2023). Strong leadership is key in ensuring that every part of the organization understands their role in the initiative and is committed to realizing the established strategy. Leaders who are able to inspire and motivate their teams can create an environment where each individual feels they are contributing to the success of the organization (Indrastuti, 2020).

Additionally, successful implementation of strategic initiatives also helps organizations identify new opportunities and utilize resources optimally. By implementing adaptive and flexible strategies, organizations can continue to develop even in challenging situations (Djati, 2023). Strategic initiatives designed to strengthen competitive advantages, for example, may pave the way for product diversification or expansion into new markets. This implementation process also provides an opportunity for organizations to improve internal processes, increase operational efficiency, and adopt new technology that can encourage innovation (Faujiah et al, 2023).

As a leader in an organization, a manager has a very important responsibility in ensuring that his team effectively carries out and implements the strategies that have been set (Bump, 2021). The manager's role is not only limited to strategic planning, but also to monitoring and managing the implementation process so that it runs according to plan. To achieve this success, a manager must have a deep understanding of the organization's long-term vision and goals, as well as how each part of the strategy contributes to achieving these goals (Nurdiani, 2022).

Mastering the implementation of an organization's strategic plan requires the ability to clearly articulate this vision to all team members. Managers must be able to translate complex strategies into actions that can be understood and implemented by every individual in the organization (Novitasari, 2020). This includes setting clear goals, effectively allocating resources, and setting appropriate priorities. By providing clear direction, managers can ensure that each team member understands their role in achieving strategic goals and feels motivated to make maximum contributions (Destiana, 2023).

In addition, mastery in implementing strategic plans also involves the ability to identify and overcome obstacles that may arise during the implementation process. Managers must have analytical acumen to monitor strategy progress, identify potential problems, and take corrective action quickly (Ramli & Kartini, 2023). This may mean making adjustments to the plan, changing tactics, or providing additional training to the team to overcome existing limitations. Effective managers must also be able to manage change well, ensuring that any necessary changes can be accepted and implemented without disrupting daily operations (Wahyudi et al, 2022).

Transformational leadership is a leadership model that is very suitable to be applied in implementing organizational strategy because of its ability to inspire, motivate and facilitate positive change (Pawerangi et al, 2023). Transformational leaders focus on developing a strong and clear vision that not only guides the direction of the organization, but also inspires passion and commitment from all team members. In this way, transformational leadership not only emphasizes achieving short-term goals, but also encourages the innovation and

creativity necessary to achieve long-term goals. Transformational leaders are able to build trust and a sense of responsibility among team members , which is important to ensure that organizational strategies can be implemented effectively (Artanto, 2022).

Apart from that, transformational leadership also plays an important role in creating an organizational culture that is adaptive and responsive to change. In a rapidly changing business environment, the ability to adapt quickly is the key to success (Bismoko et al, 2023). Transformational leaders are able to drive change by creating an atmosphere where innovation is rewarded and risks can be managed well. They empower employees to take initiative and make decisions that support organizational strategy. With a focus on individual development and team empowerment , transformational leadership ensures that the entire organization moves in the same direction in achieving a shared vision, making the implemented strategy not just a plan on paper, but a reality that lives and develops in daily operations (Angelia & Astiti , 2020).

The aim of this research is to analyze the role of transformational leadership in implementing organizational strategy, as well as understanding how this leadership style can influence the success of strategy implementation. It is hoped that the benefits of this research will provide practical insight for leaders and managers in adopting transformational leadership to increase the effectiveness of organizational strategies, so that they can encourage organizational growth and sustainability amidst continuously developing business dynamics.

## METHOD

This research uses descriptive and in-depth qualitative methods, which are commonly used in humanities, social and religious studies. According to Bogdan and Taylor (1992), qualitative research produces descriptive data in the form of written or spoken words from the people observed, with an approach that focuses on the setting and the individual as a whole. In the context of this research, entitled "Analysis of the Role of Transformational Leadership in Implementing Organizational Strategy," data was collected through interviews and documentation. Interviews were conducted to obtain relevant data from respondents through direct communication, as explained by Lexy J. Moleong (2006). Documentation techniques are used to collect additional information from sources such as books, graphs, images, and recordings, which support the analysis of the role of transformational leadership in implementing organizational strategy.

## RESULTS AND DISCUSSION

The presence of a leader in a company or organization is very crucial because they play a role in guiding the team towards achieving goals. Without effective leaders, an organization may experience chaos and ineffectiveness in its operations. Leaders are not only tasked with protecting and guiding the team , but also providing the support necessary to overcome challenges and achieve success. With strong leadership, organizations can move in a clear direction, improve coordination between team members , and ensure that all efforts are focused on achieving predetermined goals. Organizational success often depends on the leader's ability to facilitate collaboration and manage change effectively, creating optimal conditions for growth and success.

Transformational leadership is a leadership style that stands out for its ability to inspire and motivate team members to achieve extraordinary goals. Transformational leaders are known to be proactive, that is, they not only encourage the achievement of current goals but also increase the awareness and potential of individuals in the team . According to Keller (1992), transformational leadership focuses on fulfilling the highest level of Maslow's hierarchy of needs, namely the need for self-esteem and self-actualization. In this context, transformational leaders work in an authentic and goal-oriented manner , aligning the organization with an ambitious and previously unattainable vision. This leadership emphasizes self-development and personal achievement, encouraging individuals to go beyond their limitations and contribute to the organization's larger goals.

According to Handayani et al (2023), transformational leadership broadens and strengthens employee interests by creating awareness and acceptance of the organization's goals and mission. Transformational leaders are able to encourage employees to exceed their own expectations for the benefit of the organization, creating a deep sense of responsibility and dedication. Aprilinda & Budiman (2021) emphasize that in essence, leadership is the process of building commitment to organizational goals and instilling confidence in subordinates to achieve these goals. In practice, a transformational leader not only leads by setting clear direction but also by building trust and strong motivation within the team , ensuring that each individual feels involved and passionate about achieving common goals. In implementing an organizational strategy, transformational leadership plays a very important role. These roles include:

1. Help subordinates understand their roles

Transformational leaders have the unique ability to help subordinates understand their role in achieving the organization's mission in a way that is inspiring and builds a sense of shared purpose. By communicating the organization's vision and mission clearly and motivatingly, transformational leaders explain how each individual's contribution is directly related to achieving the organization's major goals. They not only set direction, but also link individual tasks and responsibilities to desired outcomes, so that subordinates feel more connected and have a meaningful role in the overall strategy.

This increased understanding contributes significantly to increasing subordinate commitment to the organization. When team members feel that their roles are important and contribute to a larger goal, they are more likely to invest in their work and try harder to achieve expected results. Transformational leadership creates an environment where subordinates feel valued and recognized, which in turn increases their motivation and loyalty. This commitment is reflected in increased productivity, work quality, and higher involvement in achieving organizational goals.

Furthermore, transformational leaders also play a role in developing the potential of subordinates by providing constructive feedback and support necessary for personal and professional growth. By facilitating skill development and providing opportunities for subordinates to take initiative, these leaders strengthen their sense of responsibility and ownership of their tasks. This positive sense of accomplishment and development supports long-term commitment, as team members feel that their contributions are recognized and appreciated. In this context, transformational leaders not only motivate but also empower subordinates to become an integral part of the organization's success ..

## 2. Create a positive culture

Transformational leadership plays an important role in encouraging positive behavior in the workplace by inspiring and motivating employees to actively contribute to the development of the organization. Transformational leaders create a compelling vision and communicate goals that lead to great achievements, encouraging employees to adopt a proactive and enthusiastic attitude. By instilling a sense of purpose and meaning in their work, these leaders ensure that each individual feels connected to the organization's mission and is motivated to make their best contribution. This positive work environment directly impacts employee motivation to be more deeply involved in the development and improvement of the organization.

Additionally, transformational leadership builds a culture that supports innovation and collaboration. By modeling supportive behavior and rewarding employee initiative, these leaders create an atmosphere where new ideas and creative approaches are valued. Employees feel encouraged to participate in the development process and provide constructive input, knowing that their contributions will be valued and considered. This kind of culture not only facilitates continuous improvement but also strengthens employees' commitment to the organization's goals, as they see the positive impact of their participation.

Transformational leadership also plays a role in building deep trust and engagement among team members . By showing consistent support and providing constructive feedback, these leaders build strong relationships with employees. Established trust allows leaders to encourage employees to get involved in various development and change initiatives. When employees feel that they have a voice in the decision-making process and that their ideas are valued, they are more motivated to contribute to the organization's progress. As a result, a dynamic and collaborative organizational culture is created, which encourages employees to continue to actively participate in the development and achievement of common goals ..

## 3. Forming organizational culture

Transformational leaders have the ability to create worker efficiencies by setting a clear vision and inspiring teams to focus on strategic goals. By providing strong direction and setting high expectations, these leaders help team members understand their priorities and organize work in a more structured way. Efficiency is increased through providing specific goals and directing resources optimally, enabling teams to work in a more coordinated manner and reducing wasted time and effort. Thus, transformational leaders contribute to increased productivity and operational effectiveness.

Additionally, transformational leaders stimulate innovation by encouraging employees to think creatively and explore new solutions. They create a safe environment to experiment and learn from failure, allowing team members to feel free to come up with new ideas without fear of risk or negative judgment. By providing support and rewards for innovation, these leaders inspire teams to look for new ways to solve problems and improve work processes. This approach not only spurs the development of better products and services but also strengthens the organization's competitive advantage in the market.

team members . By empowering employees to take initiative and make decisions that impact their work, these leaders build a sense of self-confidence and responsibility among team members . They provide the training and resources necessary for skill development, and encourage autonomy in carrying out tasks. This independence not only increases motivation

and job satisfaction but also facilitates individual development, as employees feel they have greater control over the results of their work and can contribute more significantly to organizational goals.

#### 4. Motivate people

Transformational leaders have the unique ability to motivate people by providing meaning and challenge to their work. They inspire teams by connecting everyday tasks to the larger goals and ambitious vision of the organization. By explaining how each role and responsibility contributes to achieving long-term goals, these leaders provide context that makes the work feel more significant. When team members understand the direct impact of their contributions to the larger vision, they feel more connected and motivated to do their best.

In addition to providing meaning, transformational leaders also challenge team members to exceed their limitations and reach their maximum potential. They set high standards and encourage employees to face existing challenges with a positive attitude and determination. By providing challenges that match individual skills and abilities, these leaders create opportunities for employees to grow and develop themselves. These constructive challenges spur a sense of accomplishment and an internal drive to succeed, increasing morale and commitment to organizational goals.

The enthusiasm and optimism resulting from these meanings and challenges strengthens team dynamics and creates an energetic and positive work environment. Employees who feel enthusiastic about their work tend to demonstrate higher levels of engagement, collaborate more effectively, and have more positive attitudes toward change and innovation. Transformational leaders, by providing clear meaning and motivating challenges, not only increase productivity but also create a work culture where team members feel energized and optimistic about their contributions, as well as the success of the organization as a whole ..

#### 5. Create a clear vision

Transformational leaders have extraordinary skills in articulating a compelling and inspiring vision, which serves as the ultimate guide for the team in achieving long-term business goals. They convey the vision in a clear and compelling way, connecting business aspirations with team members' personal values and goals. By painting a strong mental picture of the organization's future, these leaders create a strong sense of purpose and direction among employees. This clear vision helps all team members understand how their daily efforts contribute to achieving larger goals, strengthening their commitment to the organization's strategic direction.

In addition to providing a clear mental picture, transformational leaders also inspire their followers through motivating and influencing narratives. They use passionate language and provide concrete examples of how the organization's vision will be realized. By sharing success stories and celebrating achievements, these leaders create a sense of enthusiasm and optimism among the team. This narrative not only helps clarify goals but also encourages team members to embrace the vision and commit to working toward achieving it, making the vision the primary motivation in their work.

The influence of a well-articulated vision also creates a culture that is cohesive and aligned with organizational goals. When all team members have the same understanding of

the long-term goal and how their contributions support achieving that vision, they are more likely to work together effectively. Transformational leaders, with their ability to communicate a compelling and relevant vision, build a strong foundation for collaboration and team integration, ensuring that every individual feels engaged and eager to contribute to the success of the organization .

6. Increase motivation, communication and performance

Transformational leadership can significantly increase employee motivation in an innovative and motivating way . Transformational leaders focus on creating an inspiring vision and connecting individual goals to the organization's mission. By providing clear meaning and context for their work, these leaders help employees feel that their efforts contribute to something bigger than just their daily tasks. This increased motivation spurs team members to try harder, fully commit, and show greater initiative, ultimately increasing productivity and job satisfaction.

Communication also experiences significant improvements under transformational leadership. Effective leaders in this style actively listen, provide constructive feedback, and communicate with transparency. They ensure that information is conveyed clearly and openly, facilitating healthy dialogue and exchange of ideas among team members . By creating open and supportive communication channels, transformational leaders help reduce misinformation and increase collaboration, as well as ensuring that every team member has the same understanding of the organization's goals and strategy.

The overall performance of the company also improves significantly under transformational leadership. By motivating employees, improving communication, and creating a positive work environment, these leaders strengthen operational efficiency and effectiveness. Employees who are motivated and communicate well tend to be more productive and contribute significantly to achieving organizational goals. Transformational leadership drives innovation and continuous improvement, enabling companies to better meet challenges and achieve better results. Thus, this leadership style not only influences individual aspects but also improves the overall performance of the company, contributing to the long-term success and sustainability of the organization.

## CONCLUSION

In a rapidly changing business landscape, transformational leadership plays a crucial role in the implementation of organizational strategy by inspiring and motivating teams to adapt, innovate and achieve long-term goals. Transformational leadership helps create a strong vision, encourages creativity, and builds trust, thereby facilitating effective strategy execution. By prioritizing individual development and team empowerment , transformational leaders ensure that strategy is not just a plan on paper but is also realized in daily practice, supporting the organization's growth and sustainability amidst ever-changing market dynamics. Transformational leadership plays a crucial role in improving a company's motivation, communication, and overall performance. By articulating a compelling and inspiring vision, transformational leaders connect individual tasks to the organization's long-term goals, creating meaning and enthusiasm that encourage employees to contribute to their full potential. This increased motivation is supported by effective and open communication, which ensures that all team members have a clear understanding of the organization's goals

and strategies. Additionally, transformational leadership contributes to company performance by increasing efficiency, encouraging innovation, and creating a positive and collaborative work culture. Overall, this leadership style not only improves individual aspects but also strengthens the overall performance of the company, supporting the achievement of strategic goals and long-term success of the organization.

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