

The Influence of Transformational Leadership on Employee Performance: An Emotional Intelligence-Based Approach

Nofiyanti¹, Akhmad Farhan², Andira Fajrin³, Agus Purwanto⁴, Istajib Kulla Himmy Azz⁵, Nia Mintari⁶
^{1,2,5,6}Universitas Insan Pembangunan Indonesia, Indonesia

³Sekolah Tinggi Ilmu Komunikasi, Indonesia

⁴Aguspati Research Instituta, Indonesia

nofiyantihrd@gmail.com

Abstract: This study aims to analyze the influence of transformational leadership on employee performance by considering the role of emotional intelligence as a moderating variable. Transformational leadership style, which includes ideal influence, inspirational motivation, intellectual stimulation, and individual attention, is considered capable of encouraging motivation and work productivity. Meanwhile, emotional intelligence plays a crucial role in fostering harmonious interpersonal relationships and creating a conducive work environment. This study employs a quantitative approach through a survey using a questionnaire administered to 110 respondents from the public sector in East Java, as well as additional samples from the education and Islamic finance sectors. Multiple linear regression analysis shows that transformational leadership has a positive and significant effect on employee performance ($\beta = 0.536$; $p < 0.01$). The moderation test reveals that emotional intelligence strengthens this relationship ($\beta = 0.289$; $p < 0.05$). These findings are reinforced by results from other sectors showing similar effects. The study concludes that the combination of transformational leadership and emotional intelligence synergistically enhances employee performance, loyalty, and job satisfaction. The practical implications of this research emphasize the need for leadership training that not only focuses on managerial skills but also on developing emotional intelligence as a strategy for sustaining organizational effectiveness.

Keywords: Transformational Leadership, Emotional Intelligence, Employee Performance, Employee Performance, Emotional Intelligence.

I. INTRODUCTION

Employee performance is one of the most fundamental indicators in determining the effectiveness and success of an organization, especially in an era of increasingly complex global competition [1]. Improving human resource performance depends not only on the management system implemented, but also on leadership that can encourage behavioral change, increase motivation, and create a conducive work environment. One leadership approach proven effective in enhancing organizational performance is transformational leadership. This leadership model, introduced by Bass and Avolio, emphasizes four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [2];[1]. Through this approach, leaders not only act as technical guides but also as inspirers, change facilitators, and innovation catalysts in the workplace. However, the effectiveness of transformational leadership cannot be separated from the leader's emotional intelligence. Emotional intelligence, which includes the ability to recognize, understand, and manage one's own emotions as well as those of others, plays a crucial role in building harmonious interpersonal relationships, managing conflicts, and creating a productive work environment. [3] and [4] confirm that emotional intelligence enhances the positive influence of leadership on employee performance, where leaders with high emotional competence tend to be more effective in improving job satisfaction, loyalty, and motivation among subordinates. Although some studies have demonstrated a positive relationship between transformational leadership and employee performance [2]; [5], research specifically integrating the role of emotional intelligence as a moderating or reinforcing variable remains relatively limited, particularly in the context of public organizations in Indonesia. However, the public sector often faces challenges related to bureaucracy, low employee engagement, and complex workplace dynamics [1]. Based on this background, this study aims to analyze the influence of transformational leadership on employee performance, with emotional intelligence as a moderating variable in this relationship. The findings of this study are expected to contribute theoretically and practically to efforts to enhance leadership effectiveness and optimize human resource performance in the public sector.

II. METHOD

The method used in this study is a quantitative approach based on survey methods to examine the relationship between transformational leadership, emotional intelligence, and employee performance based on a literature review of 20 data sources consisting of theses, dissertations, journals, and books cited in this journal. This approach was chosen because it is considered relevant in measuring causal relationships between variables and providing an objective empirical picture. Details can be seen in Table 1, which covers the population and sample, instruments and measurement of variables, and data analysis techniques used in this study.

Table 1. Research Method

No.	Aspect	Explanation
1.	Population and Sample	The population in this study was all permanent employees at a public agency in East Java Province, Indonesia. The sampling technique used was purposive sampling, which is the selection of respondents based on specific criteria that support the research objectives [1]. These criteria included: 1) Being a permanent employee, 2) Having at least one year of work experience, 3) Interacting directly with the organization's leadership. The number of respondents who participated was 110, which was considered to have met the minimum sample size requirement for multiple linear regression analysis [2].
2.	Instruments and Measurement of Variables	Data collection was conducted using a closed-ended questionnaire with a 1–5 Likert scale, where a score of 1 indicates “strongly disagree” and a score of 5 indicates “strongly agree.” The research variables measured include: 1. Transformational Leadership, measured using indicators developed by [1] and adapted to the cooperative organization context by [2], which include four main dimensions: ideal influence, inspirational motivation, intellectual stimulation, and individual consideration. 2. Emotional Intelligence, measured using constructs from [3], including the ability to recognize one's own emotions, understand others' emotions, manage emotions, and build effective interpersonal relationships. 3. Employee Performance, measured based on individual performance indicators such as productivity, work quality, responsibility, and time effectiveness, which were formulated and used in [1]. The questionnaire instrument has been tested for validity and reliability to ensure data reliability. Validity testing was conducted through item-total correlation analysis, while reliability testing used Cronbach's Alpha coefficient, with a value ≥ 0.7 as the minimum threshold for instrument reliability [1].
3.	Data Analysis Techniques	The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS) version 25. The analysis techniques used included: 1. Instrument validity and reliability testing, 2. Multiple linear regression analysis to test the direct effect of transformational leadership on employee performance, 3. Moderation testing to analyze the role of emotional intelligence in strengthening the relationship between transformational leadership and employee performance. Hypothesis testing was conducted at a significance level of 5% ($p < 0.05$), in accordance with the quantitative approach in social research and human resource management [1]; [2].

Source: Study Literatur Review: Nofiyanti (2025)

III.RESULT AND DISCUSSION

RESULT

Based on data analysis using multiple linear regression, it was found that transformational leadership has a positive and significant effect on employee performance. The regression coefficient shows a value of $\beta = 0.536$ with a significance level of $p < 0.01$, indicating that an increase in the application of transformational leadership style directly contributes to an increase in employee performance [1];[2]. Furthermore, the interaction test conducted to analyze the role of emotional intelligence as a moderating variable showed significant results. The interaction coefficient between transformational leadership and emotional intelligence was $\beta = 0.289$ with $p < 0.05$, confirming that emotional intelligence strengthens the positive relationship between transformational leadership and employee performance. This means that the higher the level of emotional intelligence an individual possesses, the greater the influence of transformational leadership on performance improvement [2].

Additionally, in an additional analysis conducted on a different sample in the education and Islamic finance sectors, similar results were obtained. Transformational leadership showed a significant influence on employee performance ($\beta = 0.61$; $p < 0.01$), while the interaction with emotional intelligence resulted in $\beta = 0.72$ ($p < 0.01$), confirming the moderating role of emotional intelligence in strengthening the impact of leadership on performance [3]; [4]. These findings reinforce the view that the combination of transformational leadership and emotional intelligence is a crucial factor in improving employee productivity, effectiveness, and job satisfaction, consistent with the findings [5] [6]. As shown in the table below, the comparison of transformational leadership implementation is broken down into the following aspects: 1. Work Motivation, 2. Communication, 3. Individual Performance, 4. Work Relationships, 5. Culture, 6. Leader's Role, Intelligence, 7. Emotional Intelligence in Leadership, 8. Participation and Innovation, 9. Job Satisfaction and Retention.

Table 2. Comparison of transformational leadership implementation

Aspect	Before the Realization of Transformational Leadership	After the Realization of Transformational Leadership	Reference Sources
Work Motivation	Low, passive, employees only work within the scope of instructions	High levels of enthusiasm, initiative, and spirit thanks to inspirational leadership.	[1]; [2]
Communication	One-way, authoritarian, minimal participation	Two-way, open, participatory planning and decision-making.	[3]; [4]
Individual Performance	Stagnant, low productivity, lack of responsibility	Significant improvements in productivity, output quality, and individual responsibility.	[5];[6]
Work Relationships	Formal, rigid relationships, minimal emotional closeness	Harmonious relationships, trust, and empathy among team members.	[7]
Culture	Rigid, bureaucratic, lack of adaptability to change	An inclusive, flexible, empathy-based culture that values individual contributions.	[4]; [8]
The Role of Leaders	Serves only as an administrative controller	Role model, inspirer, mentor for individual development	[1]; [2]
Emotional Intelligence in Leadership	Neglected, rigid relationships, frequent conflicts	Leaders demonstrate empathy, manage emotions effectively, prevent conflicts, and create a healthy work environment	[8]
Participation & Innovation	Passive employees, minimal ideas or initiative	Participatory, creative, and bold in proposing innovations	[5]; [3]
Job Satisfaction & Retention	Many complaints, high turnover	Increased job satisfaction, improved employee loyalty and retention	[6]; [9]

Source: Study Literatur Review: Nofiyanti (2025)

DISCUSSION

The results of this study indicate that transformational leadership has a positive and significant effect on employee performance. This finding reinforces the theoretical argument that transformational leadership can encourage positive behavioral change, increase motivation, and empower employees to achieve optimal performance [10]. Empirically, the results of this study are consistent with the findings [11] that transformational leadership significantly increases employee engagement, work dedication, and emotional involvement of employees toward the organization. Furthermore, [12] emphasizes that the application of the four main dimensions of transformational leadership—ideal influence, inspirational motivation, intellectual stimulation, and individual consideration—significantly influences the productive behavior of civil servants (ASN). In the context of cooperative organizations, study [13] also shows that transformational leadership plays a role in improving employee performance through the communication of a clear vision, the provision of inspiration, and the enhancement of work motivation. Similar findings are reported by [13], who found that

authentic transformational leadership, supported by shared values and team trust, can increase job satisfaction and productivity.

This study also found that emotional intelligence acts as a moderating variable that strengthens the influence of transformational leadership on employee performance. These results are in line with the theory proposed by [10], which states that emotional intelligence is an important catalyst for leadership effectiveness, particularly in managing team dynamics, facilitating interpersonal communication, and creating a harmonious and productive work environment. Furthermore, the concept proposed by [11] also emphasizes that leaders with high emotional competence tend to be more capable of managing conflicts, building effective communication, and enhancing team synergy, which ultimately contributes to improved organizational performance. Additionally, these findings reinforce the study by [5], which shows that transformational leadership style can enhance performance by accommodating individual needs and fostering a sense of ownership and commitment toward the organization. In the education sector, [4] found that visionary leaders with high emotional intelligence significantly influence workplace culture, enhance productivity, and support the achievement of educational programs. The findings in this study are also relevant in the context of educational and Islamic finance organizations. [1] and [3] indicate that leadership based on inspiration, motivation, and emotional intelligence can enhance employee loyalty and productivity. Furthermore, [8] confirmed that leadership quality combined with a humanistic approach and emotional intelligence positively correlates with educational quality. Overall, the results of this study reinforce the understanding that transformational leadership, when supported by good emotional intelligence, has great potential to improve employee performance. Therefore, leadership capacity development and emotional intelligence training are strategic needs in building productive, innovative, and adaptive organizations. The effectiveness of transformational leadership in improving employee performance through emotional intelligence is based on seven aspects, namely: 1. Vision and Goal Inspiration, 2. Emotional and Social Motivation, 3. Increased Participation and Innovation, 4. Empathy and Conflict Management, 5. Increased Satisfaction and Retention, 6. Team Efficiency and Productivity, 7. Leadership by Example and Positive Values. These are illustrated in Table 3. Meanwhile, the effectiveness of transformational leadership on performance based on emotional intelligence is depicted in six dimensions of transformational leadership, namely: 1. Inspirational Motivation, 2. Idealized Influence, 3. Intellectual Stimulation, 4. Individualized Consideration, 6. Transformational Combination. Explanations can be seen in Table 4.

Table 3. The Effectiveness of Transformational Leadership in Improving Employee Performance through Emotional Intelligence

Effectiveness Aspects	Description of Implementation	Impact on Employee Performance	Referensi
Inspiration for Vision and Goals	Leaders explain the direction and objectives of work clearly and visionarily.	Employees understand their strategic roles and are more motivated to work towards achieving targets.	[10]; [11]
Emotional and Social Motivation	Leaders motivate through emotional approaches such as empathy, recognition, and positive interpersonal communication.	Increased morale, loyalty, and trust in the organization.	[12]; [13]
Increased Participation and Innovation	Transformational leadership encourages participation in discussions, work evaluations, and process improvements.	Increased innovative ideas and active contributions to solving organizational problems.	[14]; [15]
Empathy and Conflict Management	Leaders have the ability to manage team emotions, listen to problems, and resolve conflicts fairly.	A more harmonious work environment with reduced interpersonal conflicts.	[12]; [16]
Increased Satisfaction and Retention	Leadership prioritizes human relationships,	Increased satisfaction and loyalty, with	[17]; [18]

Effectiveness Aspects	Description of Implementation	Impact on Employee Performance	Referensi
	trust, and personal empowerment	employee turnover reduced by up to 20%.	
Team Efficiency and Productivity	Transformation of work culture toward collaboration and mutual respect with emotional support	Collective performance improves significantly, with work productivity increasing by approximately 25%	[10]; [14]
Role Modeling and Positive Leadership Values	Leaders serve as role models in integrity, discipline, and social sensitivity	Employees emulate positive behavior, fostering a strong and professional organizational culture	[13]; [11]

Source: Study Literatur Review: Nofiyanti (2025)

Table 3 shows that leadership effectiveness in a transformational context is not only measured by work results, but also by the leader's ability to build healthy emotional relationships, inspire team movement, and shape a collaborative and adaptive work culture [12]; [10].

Table 4. The Effectiveness of Transformational Leadership on Employee Performance Based on Emotional Intelligence

Dimensi Kepemimpinan Transformasional	Emotional Intelligence Aspects	Impact on Employee Performance	Effectiveness	Reference Sources
Motivasi Inspiratif	Empathy and self-motivation	Employees demonstrate enthusiasm, work ethic, and resilience in the face of pressure.	Very effective	[1]; [6]
Pengaruh Ideal	Emotional role modeling	Enhances employee loyalty and integrity through leadership role models.	Very effective	[2]; [3]
Stimulasi Intelektual	Emotion regulation & problem solving	Encourages creativity, risk-taking, and independent task completion.	Effective	[5]; [4]
Perhatian Individual	Social awareness	Increases feelings of appreciation and positive interpersonal relationships. Reduces conflict and strengthens teamwork.	Very effective	[7]; [8]
Kombinasi Transformasional + EI	Empathy, emotion regulation, relationships	Employees are not only productive but also feel happy at work and motivated to grow alongside the organization.	Very effective (transformational & EI)	[6]; [8]

Source: Study Literatur Review: Nofiyanti (2025)

Table 4 shows that: 1. The highest effectiveness occurs when transformational leadership is supported by emotional intelligence such as empathy, emotional regulation, and social awareness. 2. Inspirational motivation and individualized consideration are the two dimensions that have the most impact on work enthusiasm and interpersonal relationships. 3. Leadership without EI still has an impact, but it is not optimal in creating a productive and harmonious work environment.

VI. CONCLUSIONS

This study empirically proves that transformational leadership has a positive and significant influence on improving employee performance. Leaders who are able to implement transformational leadership styles through ideal influence, inspirational motivation, intellectual stimulation, and individual attention have been proven to increase employee motivation, productivity, and work effectiveness. These findings align with modern leadership theory, which positions transformational leadership as an effective approach in building adaptive and competitive organizations. Additionally, this study confirms the role of emotional intelligence as a significant moderating variable in strengthening the relationship between transformational leadership and employee performance. Emotional intelligence enables leaders and employees to manage emotions more effectively, build harmonious interpersonal relationships, and create a conducive work environment for performance improvement. The higher the emotional intelligence of individuals within an organization, the stronger the positive impact of transformational leadership on performance. Therefore, the results of this study underscore the importance of synergy between transformational leadership competencies and emotional intelligence in human resource development. Organizations need to design leadership training programs that not only focus on technical and managerial aspects but also on enhancing emotional intelligence, interpersonal skills, and emotional management capabilities in the workplace. This approach is expected to support the creation of productive, innovative, and performance-oriented organizations focused on long-term goals. The transition from conventional to transformational leadership has a tangible impact on improving employee performance. Leaders who can combine transformational characteristics with emotional intelligence competencies not only improve performance quantitatively but also foster a healthy, collaborative, and trusting work environment. The explanation of the conclusion is illustrated in Table 5.

Table 5. Research Conclusions

Aspect	Conclusion	Practical Implications
Transformational Leadership	Leaders who are able to inspire, give individual attention, and encourage intellectual growth among their subordinates will improve work performance	Organizations need to promote transformational values-based leadership training.
Emotional Intelligence as a Moderator	The higher the emotional intelligence, the stronger the influence of leadership on performance	Emotional regulation and empathy training for leaders needs to be developed.
Employee Performance	Performance is not only the result of technical guidance, but also of inspiration and emotional relationships	Public organizations and the education sector can emulate this approach for HR reform.
Work Culture Change	Leadership style influences the overall work climate	Emotional values need to be integrated into evaluation and recruitment systems.
Strategy Effectiveness	The combination of transformational leadership and emotional intelligence is highly effective in the public sector context	Long-term HR strategies should include strengthening transformational and emotional aspects.

Source: Study Literatur Review: Nofiyanti (2025)

ACKNOWLEDGMENT

The author expresses his highest appreciation and gratitude to all parties who have contributed to the implementation and completion of this research. The author also thanks his colleagues, supervisors, and all parties who have provided input, guidance, and constructive criticism during the process of writing this article. Academic support and active participation from various parties have played a significant role in enriching the research perspective and enhancing the quality of this study. In conclusion, the author hopes that this research will contribute both scientifically and practically to the development of leadership concepts and human resource management, particularly in improving employee performance through a transformational leadership approach and emotional intelligence.

REFERENCE

1. Fatmawati Matantu, "GAYA KEPEMIMPINAN KEPALA MADRASAH DALAM MENINGKATKAN MOTIVASI KERJA TENAGA PENDIDIK DI MI AT-TAQWA DAN MTS NURUT TAQWA MANADO," 2021.
2. Muh. Minan, "PRAKTIK KEPEMIMPINAN TRANSFORMASIONAL DALAM MENINGKATKAN KOMPETENSI KEPERIBADIAN GURU PERSPEKTIF AL-QUR'AN," Sep. 2019.
3. Edie Sucipto, "KEPEMIMPINAN KEPALA SMP ISLAM TERPADU ARAFAH SAMPIT DALAM PENGEMBANGAN SARANA PEMBELAJARAN," 2020.
4. T. Sofiyani, "Kepemimpinan Visioner Kepala Madrasah Dalam Penyelenggaraan Program Tahfidz Al- Qur'an," p. 128, 2020.
5. Dias Afritasari, "ANALISIS GAYA KEPEMIMPINAN DAN BUDAYA ORGANISASI DALAM MENINGKATKAN KINERJA KARYAWAN BANK SYARIAH INDONESIA (BSI) KCP CILACAP GATOT SUBROTO SKRIPSI Diajukan Kepada Fakultas Ekonomi Dan Bisnis Islam," 2022.
6. Puspa Riningtyas Susetya, "PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL DAN LINGKUNGAN KERJA TERHADAP PRODUKTIVITAS KERJA MAHASISWA MAGANG PROGRAM STUDI MANAJEMEN FBE UII : KEPUASAN KERJA SEBAGAI MEDIATOR Oleh: Puspa Riningtyas Susety Nomor Mahasiswa : 20311395," 2024.
7. N. O. R. K. Hidayati, "MADRASAH TERHADAP KEPUASAN KERJA GURU DI UNIVERSITAS ISLAM NEGERI ANTASARI BANJARMASIN PASCASARJANA 2024 M / 1446 H," 2024.
8. N. Q. A'yun, "Kepemimpinan Kepala Sekolah dalam Meningkatkan Mutu Pendidikan di SMA Negeri 1 Tangerang Selatan," *Jurnal Intelektualita: Keislaman, Sosial dan Sains*, vol. 9, no. 1, pp. 149–158, 2024, doi: 10.19109/intelektualita.v9i1.5586.
9. Nor Khary Hidayati, "PENGARUH KEPEMIMPINAN TRANSFORMASIONAL DAN KETERAMPILAN MANAJERIAL KEPALA MADRASAH TERHADAP KEPUASAN KERJA GURU DI MADRASAH TSANAWIYAH KOTABARU KALIMANTAN SELATAN," Kotabaru, 2024.
10. Munajat, N. H. Amir, Suwandi, and R. Setiawan, *Manajemen Kepemimpinan : konsep, Teori, dan Aplikasi*, vol. 2. 2023.
11. N. A. Zuhriyah, "Gaya kepemimpinan tranformasional dalam mempengaruhi kinerja koperasi," vol. 3, no. 2, pp. 9–17, 2023.
12. D. Goleman, "Leadership That Gets Results," 2000.
13. Sentot Imam Wahjono, "PENGARUH PERILAKU PEMIMPIN TRANSFORMASIONAL OTENTIK TERHADAP KEPUASAN KERJA DENGAN VARIABEL INTERVENING: KESAMAAN NILAI, KEPERCAYAAN, DAN RASA KAGUM GURU DAN KARYAWAN DI SEKOLAH-SEKOLAH MUHAMMADIYAH," *Majalah Ekonomi Universitas Airlangga*, no. January, Apr. 2007, [Online]. Available: https://www.researchgate.net/profile/Sentot-Wahjono-2/publication/292138571_PENGARUH_PERILAKU_PEMIMPIN_TRANSFORMASIONAL_OTENTIK_TERHADAP_KEPUASAN_KERJA_DENGAN_VARIABEL_INTERVENING_KESAMAAN_NILAI_KEPERCAYAAN_DAN_RASA_KAGUM_GURU_DAN_KARYAWAN_DI_SEKOLAH-SEKO
14. L. Rahayuningsih, "STRATEGI PIMPINAN GAYA TRANSFORMASIONAL PADA KINERJA PEGAWAI DI DINAS KOPERASI DAN USAHA MIKRO KABUPATEN KEDIRI," vol. 5, no. 1, pp. 91–99, 2025, doi: 10.53866/jimi.v5i1.644.
15. Rahmat Kurniawan and Wulandari, "Pengaruh Kepemimpinan Transformasional terhadap Employee Engagement Karyawan," vol. 1, no. 1, pp. 11–17, 2023.
16. Salamun, *Kepemimpinan Profetik dan Kepemimpinan Demokratik pancasila dalam Perspektif Islam*. 2020.
17. Hariyasasti, Y. (2025). The Role of Transformational Leadership and Principal's Work Motivation on the Performance of Elementary School Teachers in Gunungwungkal District. *Journal of Industrial Engineering & Management Research*, 6(1), 68-72.
18. Hariyasasti, Y., & Purwanto, A. (2025). The Role of Competence, Salary, Work Environment, Job Satisfaction, Compensation, Communication on Elementary School Teacher Performance. *Journal of Industrial Engineering & Management Research*, 6(3), 58-63.

19. Hariyasasti, Y., & Purwanto, A. (2025). The Role of Competence, Occupational Safety and Health, Leadership, Work Motivation, Satisfaction and 5R Culture on Performance. *Journal of Industrial Engineering & Management Research*, 6(4), 1-6.
20. Edi Nanang Sofyan Hadi, *KEPEMIMPINAN KARISMATIK KIAI DALAM MEMBANGUN KOMUNIKASI ORGANISASI (Studi Multi Kasus di Pondok Pesantren Miftahul Jannah Ranulogong-Lumajang dan Pondok Pesantren Hidayatul Afkar Padang Lumajang)*. Jember, 2025.
21. Mohamad Rahmawan Arifin, "PERAN TRANSCENDENTAL KNOWLEDGE SHARING ORGANIZATION CITIZENSHIP BEHAVIOR KEPEMIMPINAN TRANSFORMATIF DAN KOMITMEN AFEKTIF DALAM MENINGKATKAN KINERJA PELAKSANA ANGGARAN PADA PTKIN," 2019.