ABSTRACT
Employing qualitative and quantitative methods, research on leadership has primarily explored performance in large companies in developed countries. Especially over recent decades, transformational leadership has been broadly established. For this reason, this research aimed to overlook the connection between transformational leadership and employee performance from the prior empirical literature. A further literature review has been conducted. Thirty-eight articles in English were selected for final analysis, distributed between the years 2010 and 2020. This research revealed that the transformational leadership style is very significant in affecting the creativity and performance of employees and is suitable to identify novel opportunities and to develop competencies in organizations. Transformational leaders increase the confidence and values of employees; as a result, the employee’s outcome is increased beyond their expected level. Intrinsically, job satisfaction is fostered by transformational leadership, given its capacity to grant intellectual stimulation and a feeling of mission. Transformational leaders will, in general, energize and propel their supporters to assume greater liability and self-governance, in this way, improving workers' feelings of achievement and job satisfaction.

Keyword: Transformational leadership, employee performance, review.

1. INTRODUCTION
Utilizing qualitative and quantitative methods, research on leadership has primarily examined performance in large companies in the developed countries (Latta, 2019; Spoelstra, Butler, & Delaney, 2020; Sulistiyani, Udin, & Rahardja, 2018; Udin, 2020). Particularly, over recent decades, transformational leadership has been broadly concentrated and investigated. The effectiveness of this specific leadership approach has been confirmed by a number of meta-analytic research (Derue, Nahrgang, Wellman, & Humphrey, 2011; G. Wang, Oh, Courtright, & Colbert, 2011). Van Knippenberg and Sitkin (2013) recommend that given its exceptional empirical effectiveness, examining the parts of transformational leadership may be a potential answer. In their proposals, for instance, they delineate how a vision that is not limited and bounded by the burden of transformational leadership could be a rich resource of academic interest.

In spite of the emerging economic interests and the rapid growth rate, little research has looked at the effect of transformational leadership on employee performance, in the setting of Asian in general, and Indonesia specifically. Fundamentally, it is essential to comprehend the
manner by which the concepts of transformational leadership and employee performance are experienced and interpreted from the perspective of qualitative, given the differences in economic growth in Asia and the Western context. Therefore, this research had an objective to picture and depict the standpoints of transformational leaderships to improving the performance of the employee.

2. REVIEW OF TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE PERFORMANCE

Leadership is a procedure to impact individuals so as to get the ideal outcomes (De Jong and Den Hartog (2007)). Besides, Lok and Crawford (2004) noticed that leadership assumes a fundamental job in deciding the achievement and disappointment of a company. B. Bass and Avolio (1997) stated that leaders help to recognize, stimulate, encourage, and motivate their people so as to obtain critical results of performance.

A capacity of leaders to inspire supporters to accomplish performance ahead of expectancies by changing the supporters' values, beliefs, and attitudes instead of just obtaining fulfillment is referred to as transformational leadership (Rafferty & Griffin, 2004). B. M. Bass (1985) proposed four dimensions of transformational leadership. The first one is intellectual stimulation. It includes stimulating supporters by addressing presumptions, challenging the status quo, and empowering issues of intellectual curiosity, reformulation, novel approaches, and imagination. The second one is individualized thought. It centers around supporters' advancement and focusing on their needs, indicating sympathy, and demonstrating thankfulness and backing of individual supporters' perspectives and initiative. The third dimension is the idealized impact or charisma. It deals with behaving as a charismatic role model for the supporters. The last one is inspirational motivation. It includes stimulating supporters by articulating a convincing vision. It is additionally characterized as the leader progressing the followers beyond direct personal interests.

Bass (1985) noticed that, intrinsically, job satisfaction is fostered by transformational leadership, given its capacity to grant intellectual stimulation and a feeling of mission. Transformational leaders will, in general, energize and propel their supporters to assume greater liability and self-governance, in this way, improving workers' feelings of achievement and job satisfaction. Transformational leadership has received extensive popularity as compared with other styles of leadership among leadership researchers (Li et al., 2020; Minh-Duc & Huu-Lam, 2019; Shafi, Zoya, Lei, Song, & Sarker, 2020; P. Wang, Rode, Shi, Luo, & Chen, 2013), due to its different approaches to motivate creativity of employees (Gupta, Singh, Kumar, & Bhattacharya, 2012). Furthermore, the transformational leadership style is very significant in affecting the creativity and performance of employees and is suitable to identify novel opportunities and to develop competencies in organizations. Transformational leaders increase the confidence and values of employees; as a result, the employee’s outcome is increased beyond their expected level (Afsar, Shahjehan, Shah, & Wajid, 2019; Buil, Martínez, & Matute, 2019; Gao, Murphy, & Anderson, 2020; Kammerhoff, Lauenstein, & Schütz, 2019; Luo, Guchait, Lee, & Madera, 2019; Mi et al., 2019; Singh, Giudice, Chierici, & Graziano, 2020; Yue, Men, & Ferguson, 2019).

2.1 Boamah, Spence Laschinger, Wong, and Clarke (2018) Study
Boamah et al. (2018) conduct a study on 378 care nurses in Ontario. They survey the variable of transformational leadership by using five dimensions: idealize influence – behaviors (5 items); idealize influence – attributes (4 items); individualized consideration (4 items); inspirational motivation (4 items); and intellectual stimulation (4 items). Data are analyzed employing the analysis of structural equation modeling (SEM) in AMOS (version 21). The finding of the study provides support for the behaviors of transformational leadership as a helpful procedure in making work environment conditions that advance better safety outcomes for patients and medical attendants.

2.2 Lee (2018) Study

Lee (2018) investigates the impact of transformational leadership on 636 individuals of 107 teams in Korean companies. In this study, transformational leadership is measured using four dimensions: individualized consideration (3 items), charisma (5 items), inspirational motivation (3 items), and intellectual stimulation (5 items). By using SPSS 18 to analyze the data, the study reveals that transformational leadership helped individuals overcome fear by providing support, sympathy, and consideration to create novel ideas.

2.3 Rita, Payangan, Rante, Tuhumena, and Erari (2018) Study

Rita et al. (2018) conduct a study to link transformational leadership on employee performance. They investigate 122 respondents of regional officer secretariat in Papua, where transformational leadership was determined to employ four dimensions: idealism, intellectual stimulation, inspirational motivation, and individualized consideration. Data are analyzed utilizing structural equation modeling (SEM) analysis in AMOS (version 6). The result of the study proves that transformational leadership improves and develops the performance of the employee within the company.

2.4 Xie et al. (2018) Study

Xie et al. (2018) survey 294 respondents from an anonymous online survey. Employing four dimensions: idealism, intellectual stimulation, inspirational motivation, and individualized consideration, transformational leadership is measured. By using SPSS 18 to analyze the data, the study finds that transformational leadership can encourage to construct trust and individual recognizable proof; and progressively supportive for building the atmosphere of innovation among workers.

2.5 Afsar, Masood, and Umrani (2019) Study

Afsar, Masood, et al. (2019) investigate 126 supervisors and 325 subordinates employed in the hotel industry in Pakistani. Transformational leadership is measured using four dimensions: charisma (5 items), individualized consideration (3 items), inspirational motivation (3 items), and intellectual stimulation (5 items). The partial least square-structure equation modeling (PLS-SEM) was used for hypotheses testing in this study. The study reveals that the behavior of innovative work from workers can be affected significantly and positively by transformational leadership.

2.6 Buil et al. (2019) Study
Buil et al. (2019) conduct a study of 323 frontline hotel employees in Spain. They investigate transformational leadership that is measured using seven dimensions: charisma, staff development, vision, supportive leadership, innovative thinking, empowerment, and lead by example. The research model is examined using partial least squares (PLS) with the SmartPLS 3.0 software. The study proves that transformational leadership performs a primary position in developing job performance among employees.

2.7 Eliyana, Ma’arif, and Muzakki (2019) Study

Eliyana et al. (2019) survey 30 employees at Pelabihan Indonesia III Inc. In this study, transformational leadership is measured using four dimensions: intellectual stimulation (5 items), charisma (5 items), individualized consideration (3 items), and inspirational motivation (3 items). Structural equation modeling (SEM) with Partial Least Square (PLS) package program is employed to examine the proposed hypotheses. The research finds that transformational leadership positively influences employees' job performance.

2.8 Nguyen, Lam Tung, and Huynh (2019) Study

Nguyen et al. (2019) investigate 220 pharmacists in Vietnam. Transformational leadership is measured using 5 dimensions: idealize influence – behaviors (5 items); idealize influence – attributes (4 items); inspirational motivation (4 items); intellectual stimulation (4 items); and individualized consideration (4 items). This study uses regression analysis to examine the data. The result of the study reveals that transformational leadership positively influences the performance of work.

2.9 Suong and Dao (2019) Study

Suong and Dao (2019) investigate 309 cadres, staff, and lecturers working in universities in Vietnam. Using four dimensions: idealism, intellectual stimulation, inspirational motivation, and individualized consideration, transformational leadership is measured. Data are analyzed using structural equation modeling (SEM) analysis in AMOS (version 16). The study reveals that transformational leadership significantly improve commitment and job satisfaction of employees within the company.

2.10 Lai, Tang, Lu, Lee, and Lin (2020) Study

Lai et al. (2020) survey 507 nurses occupied in 44 groups of hospitals in Taiwan. Transformational leadership is measured using a 14-item scale of transformational leadership (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). By using multilevel path analysis, this study reveals a strong connection between transformational leadership and job performance.

2.11 Li et al. (2020) Study

Li et al. (2020) investigate 298 respondents working in the information technology industry in Dalian – China. Transformational leadership is measured using 6-item by Chen and Chang (2013), called a green transformational leadership scale. A structural equation modeling technique was employed in this study to analyze the hypotheses using SmartPLS version 3.2.8. The result of the research reveals that employee green creativity is positively increased by transformational leadership.
2.12 Nasra and Arar (2020) Study
Nasra and Arar (2020) survey 630 Israeli Arab teachers. Transformational leadership is measured using 5 dimensions: idealize influence – behaviors (5 items); idealize influence – attributes (4 items); individualized consideration (4 items); inspirational motivation (4 items); and intellectual stimulation (4 items). This study uses regression analysis to test the data. This research reveals that transformational leadership had a significant effect on the performance role of employees.

2.13 Singh et al. (2020) Study
Singh et al. (2020) investigate the 309 manufacturing sector of SMEs in the United Arab Emirates. The 6-item scale of green transformational leadership is used to measure transformational leadership, which is proposed by Chen and Chang (2013). This study uses covariance-based structural equation modeling (SEM) to examine direct and indirect hypotheses. The finding of the study suggests that transformational leadership impacts green innovation and creativity among employees.

2.14 Shafi et al. (2020) Study
Shafi et al. (2020) conduct a study of 164 supervisor-employee working in 31 Pakistani software companies. Transformational leadership is measured using 5 dimensions: idealize influence – behaviors (5 items); idealize influence – attributes (4 items); inspirational motivation (4 items); individualized consideration (4 items); and intellectual stimulation (4 items). A three-step approach to structural equation modeling (SEM) is applied to examine mediator and moderator variables. The results of the study show that transformational leadership supports and promotes novel ideas of employees to think outside of the box.

2.15 Yang, Chen, Zhao, and Hua (2020) Study
Yang et al. (2020) survey 218 supervisor-subordinate of front-line employees in China. Transformational leadership is measured using the 14-item of the transformational leadership scale (Podsakoff et al., 1990). This study applies structural equation modeling (SEM) to test the proposed hypotheses. The findings of the study suggest that transformational leadership positively affects task and contextual performance.

The overall summary of the relationship between transformational leadership and employee performance is presented in Table 1.

**Table 1. Summary Studies of Transformational Leadership and Employee Performance**

<table>
<thead>
<tr>
<th>Study</th>
<th>Sample</th>
<th>Measurement of Transformational Leadership</th>
<th>Results</th>
</tr>
</thead>
<tbody>
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<td>294 respondents from an anonymous online survey</td>
<td>Transformational leadership is measured using 4 dimensions: idealism; intellectual stimulation; inspirational motivation; and individualized consideration.</td>
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<td><strong>5. Afsar, Masood, et al. (2019)</strong></td>
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<td>The study reveals that transformational leadership affects significantly and positively on the employee behavior.</td>
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323 frontline hotel employees in Spain  
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The study proves that transformational leadership plays a key role in developing job performance among employees.

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The result shows that transformational leadership affects positively on the work performance.

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507 nurses working in 44 teams of  
Transformational leadership is measured using 14-item scale of  
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3. CONCLUSION

This study concludes that a transformational leadership style is very significant in affecting the creativity and performance of employees and is suitable to identify novel opportunities and to develop competencies in organizations. Transformational leaders increase the confidence and values of employees; as a result, the employee’s outcome is increased beyond their expected level. Intrinsically, job satisfaction is fostered by transformational leadership, given its capacity to grant intellectual stimulation and a feeling of mission. Transformational leaders will, in general, energize and propel their supporters to assume greater liability and self-governance, in this way, improving workers' feelings of achievement and job satisfaction.

REFERENCES


