

The Effect of Transformational Leadership and Goal Clarity on Employee Performance

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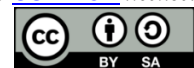
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ABSTRACT

Employee performance is a crucial factor that determines organizational effectiveness and competitiveness. Organizations increasingly rely on effective leadership and clear organizational goals to improve employee productivity and work outcomes. This study aims to examine the effect of transformational leadership and goal clarity on employee performance in Indonesia. The research adopts a quantitative approach using a survey method. Data were collected from 150 employees working in various organizations in Indonesia through a structured questionnaire measured using a five-point Likert scale. The data were analyzed using the Statistical Package for the Social Sciences (SPSS) version 25, employing descriptive statistics, validity and reliability testing, and multiple regression analysis. The results indicate that transformational leadership has a positive and significant effect on employee performance, suggesting that leaders who inspire, motivate, and provide a clear vision contribute to improved employee productivity and engagement. In addition, goal clarity also shows a significant positive effect on employee performance, indicating that employees perform better when organizational goals and expectations are clearly communicated. Furthermore, the simultaneous analysis reveals that transformational leadership and goal clarity together significantly influence employee performance, with a coefficient of determination of 50.7%, indicating that these variables substantially contribute to explaining employee performance. The findings highlight the importance of effective leadership practices and clear goal-setting in enhancing employee outcomes. This study contributes to the literature on organizational behavior and human resource management by providing empirical evidence from the Indonesian context and offers practical implications for managers seeking to improve employee performance through leadership development and clear communication of organizational goals.

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1. INTRODUCTION

In the contemporary organizational environment, employee performance has become one of the most critical determinants

of organizational success. Organizations today operate in highly dynamic and competitive environments characterized by rapid technological advancement, market

uncertainty, and increasing stakeholder expectations [1], [2]. As a result, organizations must continuously improve productivity, innovation capacity, and operational efficiency to remain competitive. Within this context, human resources represent a strategic asset that significantly influences organizational outcomes [3], [4]. Employees who perform effectively are able to contribute to organizational productivity, service quality, and long-term sustainability [5], [6]. Consequently, understanding the factors that influence employee performance has become a central concern in organizational behavior and human resource management research.

Among the various factors that influence employee performance, leadership is widely recognized as one of the most significant determinants. Leadership plays a crucial role in guiding employees, shaping organizational culture, and fostering motivation and commitment within the workplace [7], [8]. Effective leaders are not only responsible for directing employees' activities but also for inspiring them to achieve higher levels of performance. Leadership practices influence how employees perceive their roles, how they interact with colleagues, and how they respond to organizational challenges [9]. Therefore, the leadership style adopted by managers can significantly affect employees' attitudes, behaviors, and ultimately their performance outcomes.

One leadership approach that has received considerable attention in management literature is transformational leadership. Transformational leadership refers to a leadership style in which leaders motivate and inspire employees to transcend their individual interests for the benefit of organizational goals. Transformational leaders provide a compelling vision, stimulate intellectual engagement, and offer individualized consideration to employees [1], [10]. Through these behaviors, leaders encourage employees to develop their competencies, enhance creativity, and contribute more effectively to organizational objectives. Numerous studies have suggested that transformational leadership positively

influences employee motivation, job satisfaction, organizational commitment, and performance [11], [12]. Leaders who are able to communicate a clear vision and motivate employees to achieve higher standards often create a supportive work environment that promotes innovation and productivity.

In addition to leadership, goal clarity is another important factor that can significantly influence employee performance. Goal clarity refers to the extent to which employees understand organizational objectives, performance expectations, and their specific roles in achieving those objectives [13], [14]. When employees clearly understand their goals, they are better able to align their efforts with organizational priorities and allocate their resources effectively. Clear goals reduce ambiguity in the workplace, improve task focus, and enhance employees' ability to evaluate their performance. Conversely, poorly defined or inadequately communicated goals may lead to confusion, decreased motivation, and lower performance levels. Therefore, goal clarity plays a fundamental role in ensuring that employees can work efficiently and effectively toward organizational objectives.

The interaction between transformational leadership and goal clarity is particularly important in modern organizations where employees are expected to collaborate, adapt quickly, and achieve performance targets under limited resources and tight deadlines. Transformational leaders often act as key agents in translating organizational vision into clear and achievable goals for employees. By communicating expectations effectively and providing guidance, leaders can enhance employees' understanding of their responsibilities and encourage them to take initiative in accomplishing their tasks. In this sense, transformational leadership not only motivates employees but also facilitates the development of goal clarity within the organization. As a result, employees become more confident in their roles and are better equipped to perform their duties effectively.

In the Indonesian organizational context, examining the influence of transformational leadership and goal clarity on employee performance has become increasingly relevant. Many organizations in Indonesia are currently experiencing rapid transformation driven by globalization, technological change, and increasing market competition. These developments require organizations to adopt more effective leadership practices and management systems to maintain competitiveness and organizational sustainability. However, empirical studies that simultaneously examine the effects of transformational leadership and goal clarity on employee performance in Indonesia remain relatively limited. Therefore, this study aims to analyze the influence of transformational leadership and goal clarity on employee performance using a quantitative approach based on data collected from 150 respondents through a Likert-scale questionnaire and analyzed using SPSS version 25. The findings of this study are expected to contribute to the development of organizational behavior literature and provide practical insights for managers in designing leadership strategies and goal-setting mechanisms that support improved employee performance.

2. LITERATURE REVIEW

2.1 *Transformational Leadership*

Transformational leadership is widely recognized as an influential leadership style in modern organizational management. Originally introduced by James MacGregor Burns and further developed by Bass and Avolio, this leadership approach emphasizes the role of leaders in inspiring and motivating employees to achieve higher levels of performance and organizational commitment [15], [16]. Transformational leaders encourage followers to transcend personal interests by articulating a clear vision, promoting innovation, and building strong relationships within the organization. According to Bass and Avolio, transformational leadership consists of

four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [17], [18]. Through these dimensions, leaders can shape employee attitudes and behaviors by fostering motivation, engagement, and commitment. Consequently, transformational leadership is often associated with positive organizational outcomes, including improved employee performance, higher job satisfaction, and stronger organizational commitment.

2.2 *Goal Clarity*

Goal clarity refers to the extent to which employees clearly understand the objectives, expectations, and priorities related to their work. Clear goals provide direction and guidance, enabling employees to focus their efforts on activities that contribute to organizational success and perform their tasks more efficiently and effectively. The concept of goal clarity is closely related to goal-setting theory developed by Locke and Latham, which suggests that specific and clearly defined goals lead to higher levels of performance because they provide employees with clear targets and expectations [19], [20]. When goals are well communicated, employees can allocate their time and resources more effectively and experience stronger motivation due to the sense of purpose and direction provided by these goals. In organizations where goals are clearly defined and communicated, employees tend to demonstrate higher productivity, commitment, and better decision-making in their tasks [21], [22]. Conversely, unclear or poorly communicated goals may create confusion and reduce employees' performance. Therefore, goal clarity plays an important role in improving employee performance by ensuring that employees understand organizational priorities and align their actions with organizational objectives.

2.3 Employee Performance

Employee performance refers to the level of achievement of tasks and responsibilities carried out by employees in accordance with organizational goals and established standards. It reflects how effectively employees perform their duties and contribute to organizational success, and it is commonly evaluated through indicators such as productivity, quality of work, efficiency, and the ability to meet organizational targets [5], [6]. Employee performance is influenced by various factors, including leadership style, organizational culture, employee motivation, and the clarity of work objectives. Organizations that manage these factors effectively are more likely to achieve higher levels of productivity and competitiveness, as high-performing employees play a crucial role in supporting organizational performance and the achievement of strategic goals [9], [23]. Therefore, in the context of human resource management, improving employee performance becomes a key priority for organizational leaders, as effective leadership practices and clear organizational goals can create a supportive environment that enables employees to perform their tasks efficiently and contribute more effectively to overall organizational success.

2.4 Transformational Leadership and Employee Performance

Transformational leadership has been widely recognized as a leadership style that positively influences employee performance. Leaders who adopt a transformational approach inspire employees to go beyond their basic job requirements and strive for higher levels of achievement. Through inspirational motivation and intellectual stimulation, transformational leaders encourage employees to develop new ideas, solve problems creatively, and continuously improve their performance [3], [24]. Previous studies have consistently

shown that leaders who provide a clear vision, encouragement, and support can increase employees' confidence and motivation in completing their tasks [25]–[27]. Moreover, transformational leaders tend to create a positive work environment that fosters collaboration, trust, and commitment among employees. As a result, employees who feel supported and inspired by their leaders are more likely to demonstrate greater effort and dedication, which ultimately leads to improved employee performance within the organization.

- H1: Transformational leadership has a positive and significant effect on employee performance.

2.5 Goal Clarity and Employee Performance

Goal clarity plays an important role in influencing employee performance. Based on goal-setting theory, employees tend to perform better when they are provided with clear and specific goals, as these goals offer direction and help employees focus their efforts on activities that directly support organizational objectives [28], [29]. When organizational goals are clearly communicated, employees are able to better understand their roles and responsibilities, which reduces ambiguity in the workplace and allows them to prioritize tasks more effectively. This clarity enables employees to carry out their duties with greater confidence and efficiency. Previous studies have also shown that goal clarity significantly improves employee performance, as employees who understand their performance expectations are more likely to achieve higher levels of productivity and job satisfaction [28], [29]. Conversely, unclear goals may lead to confusion, decreased motivation, and lower levels of performance. Therefore, goal clarity is considered a crucial factor in enhancing employee performance within organizations.

- H2: Goal clarity has a positive and significant effect on employee performance.

2.6 Transformational Leadership, Goal Clarity, and Employee Performance

Transformational leadership and goal clarity are closely interconnected in influencing employee performance. Transformational leaders play an important role in communicating organizational goals and ensuring that employees clearly understand their roles and responsibilities. By articulating a clear vision and providing guidance, these leaders help employees align their efforts with organizational objectives. When employees are guided by transformational leaders and provided with clear goals, they tend to demonstrate higher levels of motivation, commitment, and productivity. This combination of effective leadership and goal clarity creates a supportive work environment that encourages employees to perform optimally. Therefore, the interaction between transformational leadership and goal clarity is expected to significantly influence employee performance, as organizations that implement strong leadership practices while maintaining clear goals are more likely to achieve higher levels of employee performance.

- H3: Transformational leadership and goal clarity simultaneously have a positive and significant effect on employee performance.

3. METHODS

3.1 Research Design

This study employs a quantitative research approach to examine the effect of transformational leadership and goal clarity on employee performance. A quantitative method is used because it enables researchers to objectively measure the relationships among variables through statistical analysis [30]. The study adopts a causal research design aimed at identifying the influence of independent variables on a dependent

variable, where transformational leadership and goal clarity are treated as independent variables and employee performance serves as the dependent variable. Data were collected using a survey method, which is commonly applied in organizational and behavioral research to efficiently obtain information from a large number of respondents. The data collection instrument was a structured questionnaire containing several statements designed to measure each research variable, and responses were recorded using a Likert scale to capture respondents' perceptions and attitudes toward leadership, goal clarity, and employee performance.

3.2 Population and Sample

The population in this study consists of employees working in organizations in Indonesia who represent various functional areas and are assumed to have direct experience with leadership practices and organizational goal-setting processes. Due to limitations in time and resources, the study uses a sample rather than surveying the entire population. The sample includes 150 respondents selected to represent employees within Indonesian organizations, and this sample size is considered adequate for statistical analysis using regression techniques. The sampling technique applied is purposive sampling, which was chosen because respondents must meet specific criteria relevant to the research objectives. These criteria include employees who have worked in their organizations for a sufficient period and who have direct interaction with organizational leadership and performance evaluation processes. By selecting respondents who meet these requirements, the study ensures that participants possess adequate knowledge and experience to provide reliable and meaningful responses.

3.3 Data Collection Technique

Data for this study were collected through a questionnaire distributed to selected respondents. The questionnaire consisted of several sections corresponding to the variables examined in the study, with each variable measured using multiple indicators

adapted from previous research on leadership, goal-setting, and employee performance. All questionnaire items were assessed using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) to capture respondents' perceptions regarding transformational leadership practices, the clarity of organizational goals, and their own work performance. The use of the Likert scale allows subjective perceptions to be quantified and analyzed statistically. The questionnaires were distributed both directly and electronically to ensure broader coverage and a higher response rate. After the data collection process was completed, all responses were compiled and prepared for further statistical analysis.

3.4 Variable Measurement

This study involves three main variables: transformational leadership, goal clarity, and employee performance. Transformational leadership is measured through indicators that reflect a leader's ability to inspire, motivate, and support employees, including communicating a clear vision, encouraging innovation, providing inspiration, and giving individualized attention. Goal clarity refers to the extent to which employees understand organizational objectives and their roles in achieving them, measured through indicators such as clarity of work objectives, understanding of performance expectations, alignment of tasks with organizational goals, and effective communication of goals within the organization. Employee performance represents how effectively employees carry out their tasks to achieve organizational goals, with indicators including work quality, productivity, efficiency, responsibility, and the ability to achieve performance targets. All variables in this study are measured using multiple questionnaire items to ensure that each construct is adequately represented.

3.5 Data Analysis Technique

The data collected in this study were analyzed using the Statistical Package for the Social Sciences (SPSS) version 25. Several statistical techniques were applied to test the research hypotheses [31]. First, descriptive statistical analysis was conducted to describe the characteristics of respondents and provide an overview of the research variables, including measures such as frequency, mean, and standard deviation. Second, validity and reliability tests were performed to ensure that the measurement instruments used in the study were both valid and reliable, where the validity test evaluates whether questionnaire items accurately measure the intended variables and the reliability test assesses the consistency of the measurement instrument. Third, multiple regression analysis was used to examine the influence of transformational leadership and goal clarity on employee performance, allowing the simultaneous analysis of more than one independent variable on a dependent variable. Finally, hypothesis testing was conducted using the t-test to determine the partial effect of each independent variable and the F-test to evaluate the simultaneous effect of transformational leadership and goal clarity on employee performance, with a significance level set at 0.05. Through these statistical analyses, the study aims to provide empirical evidence regarding the relationship between transformational leadership, goal clarity, and employee performance within the Indonesian organizational context.

4. RESULT AND DISCUSSION

4.1 Respondent Characteristics

This study involved 150 respondents who are employees working in various organizations in Indonesia. The respondents were categorized based on gender, age, education level, and length of work experience. The distribution of respondents provides an overview of the demographic characteristics of the participants in this research.

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	86	57.3%
	Female	64	42.7%
Age	< 25 years	28	18.7%
	25 – 35 years	72	48.0%
	36 – 45 years	34	22.7%
	> 45 years	16	10.6%
Education	Diploma	21	14.0%
	Bachelor	92	61.3%
	Master	37	24.7%
Work Experience	< 3 years	36	24.0%
	3 – 5 years	54	36.0%
	6 – 10 years	39	26.0%
	> 10 years	21	14.0%

Table 1 presents the demographic characteristics of the respondents involved in this study. Based on gender distribution, the majority of respondents are male (57.3%), while female respondents account for 42.7%, indicating a relatively balanced gender representation in the sample. In terms of age, most respondents fall within the 25–35 years category (48.0%), followed by those aged 36–45 years (22.7%), respondents under 25 years (18.7%), and those over 45 years (10.6%). This suggests that the sample is largely composed of employees in their productive working age. Regarding educational background, the majority of respondents hold a bachelor's degree (61.3%), followed by a master's degree (24.7%) and diploma qualifications (14.0%), indicating that most participants have relatively high educational attainment. In

terms of work experience, the largest proportion of respondents have 3–5 years of experience (36.0%), followed by 6–10 years (26.0%), less than 3 years (24.0%), and more than 10 years (14.0%). Overall, these characteristics indicate that the respondents possess adequate educational background and work experience, which supports the reliability of their perceptions regarding transformational leadership, goal clarity, and employee performance.

4.2 Descriptive Statistics

Descriptive statistical analysis was conducted to provide an overview of the respondents' perceptions regarding transformational leadership, goal clarity, and employee performance.

Table 2. Descriptive Statistics

Variable	N	Min	Max	Mean	Std. Deviation
Transformational Leadership	150	2.60	5.00	4.12	0.54
Goal Clarity	150	2.40	5.00	4.05	0.57
Employee Performance	150	2.80	5.00	4.18	0.51

Table 2 presents the descriptive statistics of the research variables, including transformational leadership, goal clarity, and employee performance. The results indicate that transformational leadership has a mean value of 4.12 with a standard deviation of 0.54, suggesting that respondents generally perceive leadership practices in their organizations to be relatively strong and

positive. Goal clarity shows a mean value of 4.05 with a standard deviation of 0.57, indicating that employees tend to have a clear understanding of organizational goals and expectations related to their work. Meanwhile, employee performance has the highest mean value of 4.18 with a standard deviation of 0.51, reflecting that respondents perceive their work performance to be

relatively high. The minimum and maximum values across the variables range from approximately 2.40 to 5.00, which indicates variability in respondents' perceptions but still within a generally positive range.

4.3 Validity Test

Table 3. Validity Test Results

Variable	Item	r-count	r-table	Result
Transformational Leadership	TL1	0.682	0.160	Valid
	TL2	0.713	0.160	Valid
	TL3	0.694	0.160	Valid
	TL4	0.721	0.160	Valid
Goal Clarity	GC1	0.675	0.160	Valid
	GC2	0.702	0.160	Valid
	GC3	0.689	0.160	Valid
	GC4	0.710	0.160	Valid
Employee Performance	EP1	0.731	0.160	Valid
	EP2	0.715	0.160	Valid
	EP3	0.698	0.160	Valid
	EP4	0.722	0.160	Valid

Table 3 presents the results of the validity test for all questionnaire items used to measure the variables in this study. The results show that all items for transformational leadership (TL1–TL4), goal clarity (GC1–GC4), and employee performance (EP1–EP4) have r-count values ranging from 0.675 to 0.731, which are higher than the r-table value of 0.160. This indicates that all measurement items are statistically valid and capable of accurately representing their respective constructs. The relatively high correlation values demonstrate that each

The validity test was conducted using the Pearson correlation method by comparing the correlation coefficient (r-count) with the r-table value. With a sample size of 150 respondents and a significance level of 0.05, the r-table value is 0.160.

questionnaire item has a strong relationship with the overall variable it measures. Therefore, it can be concluded that the instrument used in this study meets the validity requirements and is appropriate for measuring transformational leadership, goal clarity, and employee performance in the subsequent statistical analyses.

4.4 Reliability Test

The reliability test was conducted using Cronbach's Alpha to determine the consistency of the measurement instruments.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Result
Transformational Leadership	0.871	> 0.70	Reliable
Goal Clarity	0.842	> 0.70	Reliable
Employee Performance	0.889	> 0.70	Reliable

Table 4 presents the results of the reliability test for the research variables using Cronbach's Alpha. The findings show that transformational leadership has a Cronbach's Alpha value of 0.871, goal clarity 0.842, and employee performance 0.889. All of these values exceed the commonly accepted reliability threshold of 0.70, indicating that the

measurement instruments used in this study have a high level of internal consistency. This means that the questionnaire items used to measure each variable are consistent and stable in capturing the constructs of transformational leadership, goal clarity, and employee performance. Therefore, the measurement instruments used in this

research can be considered reliable and suitable for further statistical analysis.

4.5 Multiple Regression Analysis

Multiple regression analysis was conducted to examine the effect of transformational leadership and goal clarity on employee performance.

Table 5. Multiple Regression Analysis

Variable	B	Std. Error	Beta	t-value	Sig.
(Constant)	1.102	0.314	—	3.507	0.001
Transformational Leadership	0.436	0.081	0.412	5.382	0.000
Goal Clarity	0.389	0.076	0.368	5.118	0.000

The regression analysis produced the following equation: Employee Performance = 1.102 + 0.436 TL + 0.389 GC. The results show that both transformational leadership and goal clarity have positive regression coefficients, indicating that increases in these variables are associated with improvements in employee performance. The partial test (t-test) was conducted to examine the individual influence of each independent variable on employee performance. The findings reveal that transformational leadership has a t-value of 5.382 with a significance value of 0.000, while goal clarity has a t-value of 5.118 with a significance value of 0.000. Since the significance values for both variables are

lower than the 0.05 threshold, it can be concluded that transformational leadership and goal clarity each have a significant positive effect on employee performance. Therefore, both hypotheses (H1 and H2) are supported.

In addition to the partial test, a simultaneous test (F-test) was conducted to determine whether transformational leadership and goal clarity collectively influence employee performance. The F-test evaluates the overall significance of the regression model by examining whether the independent variables simultaneously explain variations in the dependent variable.

Table 6. F-test Results

Model	F-value	Sig.
Regression	75.432	0.000

The significance value of 0.000 is less than 0.05, indicating that transformational leadership and goal clarity simultaneously have a significant effect on employee performance.

4.6 Coefficient of Determination (R²)

The coefficient of determination was used to measure how much the independent variables explain the dependent variable.

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	0.712	0.507	0.501	0.362

The R² value of 0.507 indicates that transformational leadership and goal clarity explain 50.7% of the variance in employee performance, while the remaining 49.3% is influenced by other variables not included in this study.

4.7 Discussion

The findings of this study indicate that transformational leadership has a significant positive effect on employee performance, highlighting the important role of leadership in shaping employees' attitudes and work behaviors within organizations. Leaders who are able to articulate a compelling vision, provide inspiration, and

encourage innovation create an environment in which employees feel motivated to exceed basic job requirements and contribute more actively to organizational objectives. Transformational leadership fosters a sense of purpose and commitment among employees, which in turn enhances their willingness to exert greater effort in completing their tasks. This finding aligns with prior research in organizational behavior that emphasizes the ability of transformational leaders to influence employee motivation, engagement, and commitment, ultimately leading to improved individual and organizational performance outcomes [3], [24]. In dynamic organizational contexts, such leadership practices become particularly important because they help employees adapt to changing work demands and continuously improve their capabilities.

The results also reveal that goal clarity significantly influences employee performance, reinforcing the importance of clear organizational direction in guiding employee behavior. When employees have a clear understanding of their responsibilities, performance expectations, and organizational objectives, they are better able to focus their efforts on tasks that contribute directly to organizational success. Clear goals reduce uncertainty in the workplace and enable employees to prioritize their work more effectively, thereby improving efficiency and productivity. These findings are consistent with goal-setting theory proposed by Locke and Latham, which suggests that specific and clearly defined goals enhance employee motivation and performance because they provide clear standards for achievement. In practice, goal clarity helps employees align their individual efforts with organizational priorities, creating a more coordinated and goal-oriented work environment.

Furthermore, the simultaneous analysis demonstrates that transformational leadership and goal clarity together have a significant impact on employee performance. This result suggests that leadership practices and goal-setting mechanisms should not be viewed as isolated factors but rather as complementary elements within effective organizational management.

Transformational leaders not only inspire and motivate employees but also play a crucial role in translating organizational vision into clear and achievable goals. By ensuring that employees understand the direction of the organization while simultaneously fostering motivation and engagement, leaders can create a supportive work environment that promotes higher performance [17], [32]. The interaction between inspirational leadership and clearly defined goals therefore strengthens employees' ability to perform effectively and sustain high levels of productivity.

From a broader perspective, these findings provide important insights into organizational management practices within the Indonesian context. As organizations in Indonesia continue to face increasing competition, technological transformation, and evolving workplace dynamics, the ability to implement effective leadership practices and clear goal-setting systems becomes increasingly critical. Organizations that cultivate transformational leadership while ensuring that employees clearly understand organizational objectives are more likely to achieve higher levels of productivity, collaboration, and organizational effectiveness. Therefore, managers and organizational leaders should prioritize leadership development programs that emphasize transformational leadership competencies while simultaneously strengthening internal communication mechanisms to ensure that organizational goals are clearly defined and effectively communicated to employees.

5. CONCLUSION

This study aimed to analyze the effect of transformational leadership and goal clarity on employee performance in organizations in Indonesia using a quantitative approach involving 150 respondents. The findings indicate that transformational leadership has a positive and significant influence on employee performance, as leaders who demonstrate inspirational motivation, intellectual stimulation, individualized consideration,

and a clear vision are able to encourage employees to work more effectively and achieve higher productivity. The study also reveals that goal clarity significantly affects employee performance, as employees who clearly understand organizational objectives, expectations, and performance targets tend to show higher levels of efficiency and work quality. Clear goals provide direction, reduce ambiguity in the workplace, and help employees prioritize their tasks more effectively. Furthermore, the simultaneous analysis shows that transformational leadership and goal clarity together

significantly influence employee performance, explaining 50.7% of the variance in employee performance, while the remaining variance is influenced by other factors not examined in this study. Overall, these findings highlight the importance of combining effective leadership practices with clear communication of organizational goals to improve employee performance, and suggest that future research may consider additional variables such as organizational culture, job satisfaction, or employee engagement to further understand the determinants of employee performance.

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