

EXPLORATION OF EMPLOYEE EXPERIENCES OF TRANSFORMATIONAL LEADERSHIP IN SHAPING JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

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Abstract

Leadership plays a significant role in shaping employee experiences in the workplace, especially in creating an environment that supports satisfaction and organizational commitment. The interaction between leaders and employees not only influences work motivation but also determines the level of individual loyalty and attachment to the organization. Therefore, a deep understanding of the dynamics of leadership and its impact on employees is essential in efforts to improve organizational performance and sustainability. This study aims to explore how transformational leadership influences employee job satisfaction and organizational commitment through their experiences and interactions in the workplace. This study was conducted using a qualitative approach that allows for an in-depth analysis of employee perceptions and experiences related to leadership in their organizations. Data were obtained from various relevant sources, such as previous research results, and then systematically analyzed to identify key patterns and findings. The results showed that effective leadership plays a role in creating a sense of belonging and employee attachment to the organization. Support, appreciation, and good communication from leaders increase employee job satisfaction and motivation. In addition, responsive and empathetic leadership contributes to long-term employee commitment, which ultimately has an impact on improving organizational performance and stability.

Keywords: *Employee Experience, Transformational Leadership, Job Satisfaction, Organizational Commitment.*

A. INTRODUCTION

The dynamics of modern organizations face increasingly complex challenges along with rapid changes in the business environment and intense global competition. In this condition, organizations are required to adapt to various changes, both in terms of technology, regulations, and employee expectations of the workplace. Employees as the main element in the sustainability of the organization have a central role in ensuring productivity and achieving organizational goals. Therefore, leadership strategy is a key factor in maintaining organizational stability and growth, especially

in terms of creating a conducive work environment, increasing employee engagement, and strengthening loyalty to the organization (Challoumis & Eriotis, 2024).

In various organizational contexts, leaders have a very large influence on how employees carry out their duties, how they feel satisfied with their work, and the extent to which they are committed to the organization. Effective leadership is not only oriented towards achieving organizational targets, but also considers how to build positive relationships with employees, provide motivation, and create a healthy work culture. However, in practice, not all leadership styles can create a positive impact on employee satisfaction and commitment. Various organizations face challenges in understanding how certain leadership styles can affect employee experiences, especially in situations full of uncertainty (López-Cabarcos et al., 2022).

Across industries, there are significant differences in how leaders interact with employees and how these interactions shape the work experience experienced by individuals within the organization. In a competitive work environment, many employees face high levels of stress due to increasingly complex work demands, high achievement expectations, and a dynamic environment. In such situations, the leadership style applied within the organization can be a determining factor in creating a positive work atmosphere or, conversely, leading to dissatisfaction and a desire to leave the organization (Gerards et al., 2021).

Many organizations face challenges in retaining high-performing employees due to a mismatch between the leadership style applied and employee expectations of an ideal work environment. Factors such as lack of communication, minimal appreciation for employee contributions, and lack of leadership involvement in addressing employee issues can lead to decreased motivation and loyalty to the organization. Therefore, organizations need to understand how employees experience interactions with the leadership applied within the company, especially in the context of building strong job satisfaction and organizational commitment (Suriyanto & Nurfahira, 2024).

In many cases, the success of an organization is not only determined by the business strategy implemented but also by how leaders can build good relationships with employees. Employees who feel appreciated, given the opportunity to develop, and have a positive working relationship with their leaders tend to have higher levels of job satisfaction and are more committed to the organization. Conversely, when employees feel ignored, do not receive clear direction, or face leaders who provide little support, the potential for declining performance and the desire to leave the organization increases (Rojak et al., 2024).

The challenge of creating job satisfaction and increasing employee commitment is an issue that is increasingly receiving attention in various studies in the fields of management and organizational psychology. Organizations that can build a good work culture and have leadership that can have a positive impact on employees tend to be better able to retain their employees in the long term. With increasing competition in the world of work, companies that have leadership that can build positive relationships with employees will have higher competitiveness compared to organizations that ignore this factor (Lee & Kim, 2023).

In recent years, many organizations have experienced an increase in employee turnover due to dissatisfaction with the work environment and a lack of leadership

involvement in understanding employee needs and aspirations. This shows that leadership is not just about providing direction or monitoring employee performance, but also about building healthy working relationships and creating an organizational climate that supports employee well-being. As more organizations face challenges in retaining quality employees, exploring how employees experience certain leadership styles in shaping job satisfaction and organizational commitment becomes increasingly relevant to study.

Therefore, this study seeks to dig deeper into how employees experience leadership applied in organizations, especially in the context of leadership that has an impact on job satisfaction and organizational commitment. By understanding employee experiences in depth, it is hoped that this study can provide more comprehensive insights into how organizations can develop more effective leadership strategies in building a better work environment for employees.

B. LITERATURE REVIEW

1. Transformational Leadership

Transformational leadership theory is based on Weber's study of charismatic leadership, which argued that charismatic leaders' authority rests on the extraordinary qualities they possess that make them stand out from the crowd. These leaders often emerge in times of crisis and influence others to follow them (Behr, 2021).

Downton was the first to discuss the concept of transformational leadership, and political scientist James McGregor Burns introduced the concept in his Pulitzer Prize-winning book on leadership. In the book, Burns distinguished two types of leadership. The first type is transactional leadership. In this style, there is an exchange between the leader and the followers. The followers receive rewards or rewards for their compliance with the leader's wishes. The leader obtains the cooperation of the followers by offering something in return for their efforts. The second type is transformational leadership, which can be defined as an influence process that results in major changes in the attitudes, beliefs, and values of followers to the point where the organization's goals and the leader's vision are internalized, and the followers achieve performance beyond reasonable expectations (Syaharudin et al., 2022).

Bernard M. Bass accepts the view that leadership is doing what the leader wants to do. In his book Bass and Stogdill's *Handbook of Leadership*, Bass defines leadership as "an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of the members". A leader is a change agent, someone who acts to influence others more than the actions of others influence him. Leadership occurs when one member of a group changes the motivation or competence of others in the group (Qadan et al., 2023).

In his other book, *Leadership and Performance Beyond Expectation*, Bass also seems to equate leadership with a leader who gets "performance beyond expectations" from his followers. This definition is taken through his statement: "To sum up, we see the transformational leader as one who motivates us to do more than we originally expected to do" (Cheng et al., 2023).

Bass suggests that "to achieve follower performance beyond the ordinary, leadership must be transformational". Superior leadership performance is

transformational leadership. This occurs when "leaders broaden and enhance the interests of their employees when they generate awareness and acceptance of the group's goals and mission, and when they lead their employees to look beyond their interests for the good of the group" (Bakker et al., 2023)

According to Bass, the degree to which a leader is transformational is measured primarily by the leader's influence on followers. Leaders transform and motivate followers by: (1) making them aware of the importance of task outcomes, (2) persuading them to transcend their interests for the sake of the organization or team, and (3) activating their higher-level needs (Saad Alessa, 2021).

Bass describes the components of transformational leadership as follows:

- a. Idealized Influence (II). Transformational leaders behave in ways that enable them to be role models for their followers, admired, respected, and trusted. Leaders are endowed by followers with extraordinary ability, tenacity, and determination. Thus, there are two aspects of idealized influence: the behavior of the leader and the elements that are attributed to the leader by followers and peers. The idealized influence factor attributed to followers is "The leader convinces others that obstacles will be overcome." In addition, leaders are willing to take risks and are consistent, non-arbitrary, can be counted on to do the right thing, and demonstrate ethical and moral behavior (Nwuke & Adeola, 2023).
- b. Inspirational Motivation (IM). Transformational leaders behave in ways that motivate and inspire those around them, to have team spirit, enthusiasm, and optimism. Leaders articulate an appealing vision and hope for the future, and want followers to be engaged and committed to the shared vision and goals (Mburu et al., 2024).
- c. Intellectual Stimulation (IS). Transformational leaders seek to stimulate their followers to be innovative and creative, reframing problems and approaching them in new ways. There is no public criticism of individual members' mistakes. New ideas and creative problem-solving are solicited from followers. Followers are encouraged to try new approaches, and their ideas are not publicly criticized for being different from the leader's. In other words, leaders get others to see problems from different perspectives (Becker et al., 2022).
- d. Individualized Consideration (IC). Transformational leaders position themselves as coaches or mentors for the achievement and growth of their followers' potential. Leaders provide new learning opportunities in a supportive climate. Leader behavior demonstrates acceptance of individual differences by increasing personal interaction with followers and seeing individuals as whole people rather than just employees. Leaders delegate tasks as a means for followers' potential to grow. Delegated tasks are monitored to see if followers need additional direction or support and to assess their progress. Thus followers do not feel that they are being examined or watched (Labrague & Obeidat, 2022).

2. Job Satisfaction

There are several theories about job satisfaction. The first is the Two Factor Theory. This theory was first proposed by Frederick Herzberg. In this theory, it is

stated that, in general, new employees tend to focus their attention on satisfying lower needs in their first job, especially security. Then, after that is satisfied, they will try to fulfill needs at a higher level, such as the need for initiative, creativity, and responsibility. According to this theory, job characteristics can be grouped into two categories, one called "dissatisfiers" or "hygiene factors" and the other called "satisfiers" or "motivators" (Ihensekien & Joel, 2023).

Satisfaction factors are factors that can cause satisfaction for workers, including achievement, awards, the work itself, responsibility, and advancement. Meanwhile, dissatisfaction factors are factors that do not cause satisfaction, but if improved can reduce dissatisfaction, including company policies and administration, supervision, pay, work relationships, working conditions, job security, and job status (Loo et al., 2024).

The next theory is the Discrepancy Theory. This theory was first put forward by Porter, who defined job satisfaction as the difference between how much of something there should be and how much there is "is now". Everyone wants the amount of work that has been contributed to the employer to be appreciated as much as what is received. A person is satisfied when there is no difference between the desired situation and what is received. In other words, the amount contributed to the job when reduced by what is received is zero, it can be said that the job provides job satisfaction. The greater the deficiency or difference from the reduction, the greater the dissatisfaction. Conversely, if there are more acceptable job factors that cause excess or benefit, then the person concerned will be equally satisfied if there is a difference from the desired amount (Dorta-Afonso et al., 2023).

Meanwhile, the third theory is the Equity Theory. This theory was proposed by Zaleznik and then developed by Adams. This theory shows that someone feels satisfied or dissatisfied with the situation depending on feelings of fairness (equity) and unfairness (inequity). Feelings of fairness and unfairness of the situation are obtained by each person by comparing themselves with others at the same level and type of work, in a place or in a different place (Davlembayeva et al., 2021).

According to Adang Hambali, job satisfaction is the effectiveness or emotional response to various aspects of work. Davis and Newstrom describe Job satisfaction as a set of employee feelings about whether or not their work is enjoyable. Feelings related to job satisfaction and dissatisfaction tend to reflect the workforce's current and past work experiences rather than hopes for the future. These job values must be appropriate or help fulfill basic needs. According to Robbins, job satisfaction is a general attitude toward one's work that shows the difference between the amount of rewards workers receive and the amount they believe they should receive (Sriadmitum, 2023).

3. Organizational Commitment

Organizational commitment is a behavioral dimension that can be used as a measure and assessment of the strength of members in an organization in carrying out their duties and obligations to the organization. Commitment can be seen as a value orientation towards the organization that shows that individuals think about, pay attention to, and prioritize their work and organization. Individuals voluntarily give

all their efforts and mobilize and develop their potential to help the organization achieve its goals (Purwanto et al., 2021).

Porter and Mowdat define organizational commitment as the relative strength of an individual in identifying their involvement in part of the organization. This can be characterized by three things, namely; acceptance of the values and goals of the organization and the desire to maintain membership in the organization (become part of the organization) (Khajuria & Khan, 2022).

Organizational commitment is a condition where an employee sides with a particular organization and its goals and desires to maintain membership in the organization. So high job involvement means siding with a particular job of an individual, while high organizational commitment means siding with the organization that recruited the individual (Madjid & Samsudin, 2021).

According to Mathis and Jackson, organizational commitment is the degree to which employees believe in and accept organizational goals, and wish to stay with the organization. Hunt and Morgan suggest that employees have high organizational commitment if: they believe in and accept organizational goals and values, wish to strive towards achieving organizational goals, and have a strong desire to remain as members of the organization (Sumardjo & Supriadi, 2023).

According to Luthans, organizational commitment is a strong desire to remain a member of a particular organization, a desire to strive in accordance with the wishes of the organization, and certain beliefs and acceptance of organizational values and goals. In other words, it is an attitude that reflects employee loyalty to the organization and an ongoing process where members of the organization express their concern for the organization and its continued success and progress (Sabil et al., 2021).

Organizational commitment relates to employees' feelings and beliefs about the organization where they work as a whole. According to Jennifer and Gareth, there is a dimension of organizational commitment, namely affective commitment, which is a commitment when the employee becomes a member of an organization, is happy, believes, and feels good about being there (Ahad et al., 2021).

Another expert, Schermermhom, stated that commitment to an organization is the degree of strength of a person's feelings in identifying themselves and feeling themselves as part of the organization. Meanwhile, Armstrong stated that the concept of commitment has an area of feelings or behavior related to the company where someone works. The three areas include the existence of trust in this area, a person accepting that the organization where they work or the goals of the organization in it are values that are believed to be true. The second area is the desire to work or try in the organization as the context of their life. In this context, a person will give their time, opportunities, and personal activities to work in the organization or sacrifice to the organization without expecting personal rewards. The third area is the desire to survive and be part of the organization. So the concept of commitment is more than just being a member, more than that, people will be willing to try at a higher level for the interests of the organization, to facilitate the achievement of organizational goals (Hameli & Ordun, 2022).

Based on the description above, it can be concluded that commitment to an organization is a form of attitude where individuals feel like they are part of the organization and want to remain part of the organization and sincerely give their time,

and opportunities and devote all their potential without feeling forced to continue trying to realize the goals of the organization and have pride in being part of the organization.

C. METHOD

This research will be conducted using a qualitative approach to explore employees' experiences in interacting with transformational leadership and its impact on job satisfaction and organizational commitment. This approach allows for a deeper understanding of the perceptions and dynamics that occur in the work environment, especially in the context of the relationship between leaders and employees. With this method, the research will focus on the subjective experiences of employees and how they interpret interactions with leaders in their professional lives. Research data will be obtained from various credible sources, including research results and previous studies that are relevant to this topic. After the data is collected, the next step is to process and analyze it systematically to identify patterns, key findings, and implications that can be drawn from this research. Thus, this research is expected to provide more comprehensive insights into the role of leadership in shaping employee job satisfaction and organizational commitment.

D. RESULT AND DISCUSSION

1. Dynamics of Employee Experience in Interacting with Leadership

Employee experiences in the work environment are greatly influenced by how leadership is implemented in the organization. Leaders play a very important role in shaping employee perceptions of the workplace, including how they assess stability, comfort, and development opportunities within the organization. When leaders can create an environment that supports professional growth and provides clarity in work roles, employees tend to feel more comfortable and motivated to give their best contribution. Conversely, if leadership is unable to provide clear direction or creates a work atmosphere full of uncertainty, employees can experience confusion, loss of motivation, or even consider leaving the organization. Therefore, how a leader interacts with employees in their daily work life will greatly determine their level of satisfaction and involvement in the organization.

The interaction between leaders and employees is influenced by various complex factors, ranging from organizational culture, and communication style, to the level of personal closeness between leaders and their subordinates. One of the main factors that determines the quality of this interaction is the extent to which leaders understand the needs and aspirations of their employees. Leaders who actively listen to employee complaints and aspirations will find it easier to build positive relationships compared to leaders who only focus on achieving targets without paying attention to the welfare of their team. In addition, the diverse work experiences among employees also influence how they respond to certain leadership styles. More senior employees may expect leaders to be more open to strategic discussions, while more junior employees may need clearer direction and more intensive support. These differences make the interaction between leaders and employees a dynamic process, which cannot be generalized across all organizations or work conditions.

Communication implemented by leaders also plays an important role in shaping employee motivation and engagement. When leaders openly convey the organization's vision and goals clearly, employees will more easily understand their role in supporting the organization's success. Effective communication also includes how leaders provide feedback, both in the form of appreciation for employee hard work and in the form of constructive correction when mistakes occur. In many organizations, employees feel more motivated when they receive recognition for their efforts, especially if the appreciation is given directly by their leaders. Conversely, less transparent communication or the absence of constructive feedback can cause employees to feel ignored, lost, and ultimately demotivated in their work. Therefore, interactions between leaders and employees must be based on openness, clarity, and consistency in communication, thus forming healthier and more productive working relationships.

In addition to communication, the leadership style implemented in the organization also has a major influence on the sense of security, trust, and interpersonal relationships in the workplace. Employees will be more confident in carrying out their duties if they feel supported by leaders who can provide guidance and create an inclusive work atmosphere. When a leader can demonstrate empathy and concern for the well-being of his employees, trust within the team will increase, which ultimately contributes to a more harmonious working relationship. Conversely, a leadership style that is authoritarian, rigid, or inattentive to employee needs can create tension within the team, worsen interpersonal relationships, and hinder collaboration which should be a strength in the organization. The trust formed between leaders and employees will also have an impact on their loyalty and attachment to the organization, where employees who feel appreciated and cared for tend to be more committed in the long term.

The dynamics of interaction between leaders and employees are not something static but continue to develop according to the conditions of the organization and the individuals within it. Leaders who can adapt to changing employee needs and create a more humane approach to leadership will be better able to build a productive and conducive work environment. Meanwhile, employees who feel they have a positive relationship with their leaders will find it easier to achieve high job satisfaction and be more motivated to make the best contribution to the organization. Therefore, understanding how employees experience leadership in the organization is not only a concern for company management but also an important factor in ensuring the sustainability and success of the organization in the long term.

2. The Influence of Leadership on Employee Job Satisfaction

Leadership plays a very important role in shaping employee job satisfaction because the way a leader manages, interacts, and provides direction can determine the extent to which employees feel comfortable, motivated, and valued in their work environment. The leadership style applied in an organization has a direct impact on the psychological well-being of employees, where leaders who can create a positive and supportive work atmosphere will improve the mental and emotional well-being of their team. Conversely, less effective leadership styles, such as leadership that is too authoritarian, less communicative, or does not provide space for employees to

develop, can cause excessive work pressure, uncertainty, and even stress that have a negative impact on employee mental health. Therefore, leaders who are oriented towards employee welfare tend to be able to create a healthier and more productive work environment, which ultimately increases overall job satisfaction.

The interaction between leaders and employees is also a key factor in determining the level of job satisfaction. When leaders can build good relationships with employees, provide clear direction, and support their growth in the organization, employees will feel more valued and more satisfied with the work they do. Clarity in communication, fairness in decision-making, and the availability of leaders to listen to employee aspirations are important elements in creating high job satisfaction. Employees who feel they have direct access to their leaders and are cared for by their needs and aspirations tend to be more comfortable at work and have higher levels of satisfaction. Conversely, when leaders are not directly involved with their teams, ignore feedback, or do not provide clear direction, employees will feel neglected and less engaged with their work, which can ultimately decrease their motivation and productivity.

The support given by leaders to employees also has a significant impact on the level of job satisfaction. Leaders who are active in appreciating employee performance and providing constructive feedback can increase their motivation and involvement in their work. Awards in the form of verbal recognition, incentives, or opportunities to develop further within the organization can encourage employees to continue to give their best. Conversely, employees who feel that their hard work is not appreciated or that their efforts are not recognized tend to lose their enthusiasm for work and are at risk of burnout. Therefore, leaders who can recognize employee achievements, no matter how small, and provide constructive guidance when mistakes occur, will be better able to maintain the motivation and job satisfaction of their team. In many cases, employees who feel appreciated tend to have higher loyalty to the organization and are more motivated to contribute maximally to achieving company goals.

In addition to providing support and appreciation, leadership also has broad implications in creating a work environment that is conducive to employee professional development. Leaders who encourage innovation, provide opportunities for employees to improve their skills, and provide space for learning and development can create higher job satisfaction. A work environment that allows employees to grow and reach their full potential will make them feel more engaged in their work and more satisfied with their work experience. Conversely, organizations that do not provide development opportunities, do not support career growth, or do not provide clarity regarding professional advancement paths can cause employees to feel stagnant and lose motivation in their work. Therefore, leaders who can create a work culture that supports learning and innovation will contribute to increased job satisfaction and reduce employee turnover rates in the organization.

Employee job satisfaction is highly dependent on how leadership is implemented in the organization. Leaders who can understand employee needs, provide adequate support, and create a work environment that is conducive to professional growth will be more successful in increasing their team's job satisfaction. Conversely, ineffective leadership can lead to dissatisfaction, increased stress, and

decreased motivation in the organization. Therefore, it is important for every leader to continuously evaluate and adjust their leadership style to create a healthier, more productive work environment that supports employee well-being and job satisfaction in the long term.

3. Organizational Commitment as a Result of Effective Leadership

Organizational commitment is a fundamental aspect that determines the sustainability and stability of the workforce in a company. In a dynamic work environment, employee commitment to the organization is highly dependent on how they are led, valued, and given space to grow. Effective leadership can create a supportive work environment, which in turn increases employees' sense of belonging and attachment to the organization. Conversely, if a leader fails to provide clear direction, does not build good relationships with the team, or does not pay attention to employee needs, then the level of organizational commitment will tend to decrease. Factors such as transparency in communication, balance between work demands and employee welfare, and the availability of professional development opportunities are key elements that can encourage or hinder employee commitment to the organization.

A sense of belonging to the organization is a key element in building strong commitment, and this is where the role of the leader becomes very important. Leaders who can convey the vision and goals of the organization convincingly and involve employees in achieving the vision will find it easier to build employees emotional attachment to the company. When employees feel that they have a significant role in the organization's journey, they will be more enthusiastic about working and tend to stay longer in their workplace. However, if the leader is unable to create this attachment, employees will feel like they are separate from the organization, which ultimately reduces their loyalty. Thus, inclusive leadership, which invites employees to contribute and gives them space to voice their opinions, is an effective strategy for strengthening organizational commitment.

The leadership style applied in an organization has a direct impact on employee loyalty and desire to stay in the company. Leaders who apply a transformational approach, which is oriented towards empowerment and individual development, tend to create an environment that is more conducive to employee emotional attachment to the organization. Conversely, leadership that is too bureaucratic, inflexible, or pays little attention to employee welfare can increase levels of dissatisfaction and turnover. When a leader shows concern for employee welfare, provides support, and ensures that employees have the opportunity to develop, their loyalty to the organization will increase. This loyalty is not only related to a sense of comfort at work but also to a desire to contribute more to achieving organizational goals. Therefore, an effective leadership style must be able to accommodate employee needs while ensuring that they remain focused on achieving organizational targets.

Job satisfaction also plays a major role in shaping the level of long-term employee commitment to the organization. Employees who feel satisfied with their work environment, receive proper appreciation, and have the opportunity to develop will be more likely to show high commitment to the company. Conversely, employees who feel underappreciated, do not get the opportunity to develop or face a stressful work environment will more easily lose their sense of belonging and look for

opportunities elsewhere. Therefore, leadership that is oriented towards increasing job satisfaction will be more successful in retaining employees in the long term. Leaders who actively provide feedback, recognize employee achievements, and create a work environment that supports individual development will be more effective in building strong organizational commitment among their teams.

Organizational commitment does not only depend on individual employee factors but is also greatly influenced by how they are led and how the organization builds engagement with them. Effective leadership can create a supportive work atmosphere, provide clarity in organizational goals, and ensure that employees feel valued and have a meaningful role in the company. By implementing a leadership style that is responsive to employee needs, companies can build a more solid work culture and ensure that their workforce remains committed in the long term. Conversely, without effective leadership, organizations will face challenges in retaining employees, which can impact the productivity and stability of the company in the long term.

4. Organizational Strategy in Maximizing the Role of Leadership to Improve Employee Performance

The success of an organization in improving employee performance is highly dependent on how leadership is carried out and the extent to which leaders can understand and meet the needs of their workforce. Effective leaders not only act as guides but also as facilitators who can help employees achieve their best potential. Therefore, organizations need to design strategies that allow leaders to better understand employee expectations, both in terms of professionalism and work well-being. One way to achieve this is by building open communication between leaders and employees, where feedback can be given regularly and used to adjust leadership policies. In addition, an empathy-based approach to leadership is essential to ensure that every individual in the organization feels valued and supported in carrying out their duties.

Increasing employee engagement is a challenge that requires a responsive and adaptive leadership approach. Leaders who can respond quickly to employee needs and provide solutions to the obstacles they face will be more effective in building emotional attachment between employees and the organization. This can be achieved through various strategies, such as providing flexibility in working, providing training programs that are tailored to employee needs, and creating a work environment that supports collaboration and innovation. Organizations can also adopt a more participatory leadership approach, where employees are allowed to be involved in decision-making and feel that they have a meaningful contribution to the direction of the company. When employees feel that their voices are heard and their roles are valued, they will be more motivated to work with high dedication, which ultimately increases their productivity and quality of work.

In addition to the direct involvement of leaders, organizations also have an important role in shaping a work culture that supports positive leadership. A conducive work culture not only encourages the growth of strong leadership but also creates an ecosystem in which leaders can carry out their duties more effectively. This can be achieved by establishing organizational values that emphasize inclusive,

transparent, and employee-oriented leadership. Organizations can also adopt a reward system that provides incentives for leaders who can create a healthy and productive work environment. With a work culture that encourages positive leadership, organizations can ensure that every leader has the awareness and responsibility to guide and support the development of their team.

Internal organizational policies also have major implications for how leadership develops and how leaders can increase employee satisfaction and commitment. Organizations that want to ensure leadership effectiveness need to design policies that support ongoing leadership training. Structured leadership development programs can help leaders understand the various challenges faced by employees and equip them with the skills needed to overcome these problems. In addition, organizations can also implement policies that provide a balance between work demands and employee well-being, so that leaders can work more effectively in creating a harmonious work environment. With supportive policies, leaders not only focus on achieving organizational targets but are also able to pay attention to the welfare of their employees, which ultimately contributes to improving the overall performance of the organization.

The organization's strategy in maximizing the role of leadership to improve employee performance cannot be separated from efforts to build leaders who can understand the needs of their workforce, a leadership approach that increases employee engagement, the creation of a work culture that supports positive leadership, and internal policies that facilitate the development of leadership that is oriented towards employee welfare and performance. By integrating these various aspects, organizations can ensure that the leadership implemented is not only a tool to achieve business goals, but also a mechanism that creates a more productive, innovative, and sustainable work environment.

E. CONCLUSION

Effective leadership plays a key role in shaping employee experience, enhancing job satisfaction, and strengthening organizational commitment. Leaders who can understand employee needs, establish open communication, and provide ongoing support will create a work environment that is conducive to professional growth and psychological well-being. In addition, interactions between leaders and employees, based on trust, empathy, and active involvement, contribute to increased employee motivation and loyalty to the organization. To maximize the impact of leadership, organizations need to adopt strategies that encourage an inclusive work culture and internal policies that support the development of quality leaders. With responsive leadership, a positive work environment, and policies that are oriented toward employee well-being, organizations can increase productivity, innovation, and long-term competitiveness. Therefore, effective leadership not only functions as a managerial tool but also as a determining factor in building a more adaptive and sustainable organization.

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