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### Approach Transformational Leadership: Organizational Goal & Employee Retention

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**Abstract:** This scientific article provides a view of the elaboration of scientific article literature that supports existing variables. The method used is qualitative using graphic techniques, by searching literature in the form of articles related to the variables in this article, which come from sources of international journals, the internet, and books. After that, it is described from the results of the objectives and findings or results into a form of reinforcement for this article with the findings of the article literature. As a result of organizing effective organizational goals, empowering employees, and creating a constructive work environment, transformational leaders are able to motivate employees to achieve outstanding performance. In addition, transformational leaders who create a work climate that enables employee development and pays attention to their needs also contribute to long-term employee retention. This article adds a qualitative view of the existing variables, so as to provide references for other researchers, as well as the results of contributing to science and knowledge in the field of human resources.

**Keyword:** Transformational Leadership, Organizational Goal, Employee Retention

#### INTRODUCTION

The ability to clearly communicate the mission, vision, strategy, and goals of the organization is a fundamental responsibility of the organizational leader (Zaccaro & Klimoski, 2001), leadership plays a crucial role in achieving organizational success. One leadership approach that has gained widespread attention is transformational leadership. This approach focuses on influencing leaders to change, inspire, and motivate their subordinates to achieve outstanding

performance and personal growth (Connelly & Gaddis, 2013; Primadi Candra Susanto et al., 2023). One important aspect of transformational leadership is organizational purpose, transformational leaders have the ability to form a clear vision and communicate it effectively to their employees. They are able to inspire and move employees to work towards a greater common goal, through effective goal organization, transformational leaders can motivate employees to go beyond pre-set boundaries and produce outstanding performance (Avolio & Yammarino, 2013).

Transformational leaders build relationships with their followers, which may make it easier for them to deploy and execute strategic goals. In this study, we looked at how goal articulation, communication style, and leadership style—transformational and transactional related to the deployment of strategic objectives at different levels of the organization in large and complex telecommunications companies (Cannella Jr. & Monroe, 1997), The ability of leaders in an organization to understand and clarify goals, translating them into more detailed goals connected to specific units, and then promoting an open learning environment to support the successful pursuit and completion of goals will determine how effectively those goals are implemented (Gillen, 2000), transformational leaders communicate a strategic vision that leads followers to concentrate and learn what it takes to execute the organization's vision and mission at their level and at the level below. To find better ways to understand and translate them into specific actions and outcomes, they encourage followers to challenge assumptions, methods, and goals (Avolio & Yammarino, 2013).

Transformational leadership also plays an important role in employee retention (Schyns & Schilling, 2013), Employees who feel inspired, valued, and supported by their leaders tend to feel more satisfied with their jobs. Transformational leadership is able to create a work environment that allows employees to develop, take initiative, and feel that they have an important part in achieving organizational goals (Carmeli & Spreitzer, 2009), this can reduce employee turnover rates and increase loyalty to the company, transformational leadership approaches, leaders act as change agents who drive positive change in culture and structure organization (Yukl, 2010). They adopt a leadership style that is collaborative, listens to employee input, and encourages active participation in decision-making. By empowering employees to contribute and involve them in the decision-making process, transformational leaders create an increased sense of ownership and responsibility, which in turn contributes to employee retention (Bass & Riggio, 2006).

Organizations that do not maintain or manage employee performance may not adhere to employee performance variants, which can hinder the progress of the organization in achieving its goals, companies expect employees to perform at the highest level in all aspects of their work, employee performance includes every step taken to improve the business operations of the company or organization, employees play an important role in whether the company succeeds or fails, because of the importance of this, businesses should in this case track the performance of each employee and determine whether they have carried out their duties and responsibilities as needed (Primadi Candra Susanto et al., 2023), Measuring change outcomes supports business organizations in developing the capacity to manage and drive future organizational change, as well as assisting organizations in achieving their change goals, Examine the success of change from multiple angles and measure completion, performance, and satisfaction, an organization can prevent this by clearly separating the achievement of an outcome (goal) from the completion of the means (Susanto et al., 2023).

Organizational goals and employee retention are closely interrelated (Rynes et al., 2005). By organizing organizational goals well and motivating employees to achieve those goals, transformational leaders can create productive, collaborative, and constructive work environments,

this not only leads to the achievement of high performance, but also strengthens the bond between employees and the organization, thereby increasing employee retention in the long run (Den Hartog & Belschak, 2012). adopt a collaborative leadership style, listen to employee input, and encourage active participation in decision-making. By involving employees in the change process, transformational leaders create an environment that supports the growth, innovation, and adaptation needed to meet changing challenges.

Transformational leaders create work environments that allow employees to thrive, take initiative, and feel they have an important part in achieving organizational goals (Avolio & Yammarino, 2013). By empowering employees to contribute and involve them in the decision-making process, transformational leaders create an increased sense of ownership and responsibility. This in turn contributes to employee retention, as employees feel valued, engaged, and have a strong bond with the organization (Wong & Laschinger, 2013). This scientific article provides a view of the elaboration of scientific article literature that supports existing variables

## **METHOD**

The method used is qualitative using graphic techniques, by searching literature in the form of articles related to the variables in this article, which come from sources of international journals, the internet, and books. After that, it is described from the results of the objectives and findings or results into a form of reinforcement for this article with the findings of the article literature.

## **RESULTS AND DISCUSSION**

The approach of the leadership transformational leadership style starts from studies delivered by (Lowe et al., 1996) These leaders primarily serve as a way to meet the needs of others, rather than advancing their own or organizational goals. Transformational leaders can influence the achievement of organizational goals through positive influence on employees, Studies from (Yukl, 1999) The linkage between transformational leadership and organizational goals is clear and well-organized.

The study of (Berson & Avolio, 2004) looked at the relationship between the effectiveness of top managers and middle managers in communicating strategic organizational goals The results found that transformational leaders rate themselves as more effective communicators through their direct subordinates and that they perceive organizational goals as prospector-oriented using quantitative and qualitative methods, looking at questions related to how transformational leaders communicate organizational goals, according to exploratory analysis, managers who report to Transformational leaders typically have higher approval on the company's strategic goals, direct report communicators have a greater understanding of organizational goals, possible consequences of combining strategic leadership with transformational leadership.

Studies from (Sow et al., 2016) Studies from (Sow et al., 2016) aim to investigate the relationship between transformational leadership elements and the intention of health professionals to leave their positions, with research results consistent with transformational leadership theory, The transformational leadership component and the intention to leave the medical profession are negatively correlated, showing that the intention to leave the medical profession increases, so In addition to the positive evaluation of the transformational leadership behaviour of their supervisors, American survey participants included 127 health professionals, Through LinkedIn groups for medical professionals, participants were interested. An online survey that included questions about sample demographics, the Global Transformational Leadership Scale, and the Commutation Intent

Scale drew more than 100 responses from health professionals in the United States. Correlational Investigation

Studies from (Ohunakin et al., 2019) show the advantages and importance of leadership styles in service-producing industries to improve the general well-being of employees, to investigate the relationship between transformational leadership styles and employees' intention to leave their jobs, life satisfaction, and job satisfaction, ideal affect, inspirational motivation, intellectual stimulation, and individual consideration increase job satisfaction and negatively impact job satisfaction. The intention to quit, in addition, ideal influence and individual consideration increase life satisfaction while inspirational motivation and intellectual stimulation do not have such a positive impact, job satisfaction and moving intention are both positively correlated with life satisfaction, but the opposite is true, improving employee attitudes and behaviours in the workplace, it is suggested that hospitality organizations adopt a transformational leadership style.

Studies from (Tian et al., 2020) where transformational leadership 's goal on employee retention in small and medium-sized enterprises (SMEs) were examined in this study, along with the mediating effects of organizational citizenship behavior (OCB) and communication as moderators, the results of transformational leadership research and OCB have a beneficial and significant relationship, this study found a beneficial and noteworthy relationship between OCB and retention employees, in addition, the relationship between transformational leadership and employee retention is positively mediated by OCB. The relationship between transformational leadership and organizational culture and employee behavior and retention is also positively moderated by communication. To improve OCB and employee retention, leaders in SMEs must adopt transformational leadership characteristics, such as creating a vision that appeals to employees, focusing on achieving goals, having problem-solving skills, having goals, and allocating time to teams. training and development.

The next study from (B, 2023) with the aim of the review process for the study, which uses the review methodology, by conducting the review, we hope to improve on the previous body of research, the results of transformational leadership research are essential to encourage employee innovation and, ultimately, retain employees in the company for a longer period of time.

Once the results of the literature are described, the main discussion of this article Transformational leadership approaches play an important role in achieving organizational goals and increasing employee retention. Transformational leaders are able to create a work environment that allows employees to thrive, take initiative, and feel they have an important part in achieving organizational goals. By organizing organizational goals well and motivating employees to achieve those goals, transformational leaders can create productive, collaborative, and constructive work environments. When transformational leaders communicate an inspiring vision, they are able to inspire and move employees to work toward a greater common goal. Through effective goal organization, transformational leaders can motivate employees to go beyond pre-set boundaries and produce outstanding performance. These leaders also play an important role in ensuring alignment between employees' individual goals and organizational goals.

In addition, transformational leaders are able to create a work environment that allows employees to thrive. They provide needed support and training, facilitate problem solving, and provide constructive feedback. By empowering employees to contribute and involve them in the decision-making process, transformational leaders create an increased sense of ownership and responsibility. This makes employees feel valued, engaged, and have a strong bond with the organization, in the context of employee retention, a transformational leadership approach has a

positive impact. When employees feel valued and engaged in the organization, they tend to be more satisfied with their work and have a strong commitment to the organization. A high emotional and normative commitment to the organization helps keep employees stay and contribute on an ongoing basis. In addition, transformational leadership that creates a constructive work climate also contributes to employee retention by increasing job satisfaction, motivation, and engagement.

In research and empirical studies, there has been evidence supporting a positive relationship between transformational leadership and employee retention. Effective transformational leaders are able to form an inclusive work culture, focus on employee development, and recognize their contributions. Employees who feel valued and have a strong bond with the organization tend to be more likely to stay and contribute on an ongoing basis. Support for results and discussion comes from scientific articles that support this study.

## CONCLUSION

Transformational leadership has been shown to be positively associated with employee retention. Effective transformational leadership creates a constructive work climate, provides career development opportunities, and pays attention to employees' needs and wants. This creates intrinsic motivation and high job satisfaction, which play an important role in retaining employees in organizations, in research by Bass and Riggio (2006), they found that transformational leadership has a positive impact on employee retention through its influence on commitment and job satisfaction. Employees led by transformational leaders tend to have a stronger commitment to the organization and higher levels of job satisfaction, which results in better employee retention, in conclusion, the transformational leadership approach is closely related to the achievement of organizational goals and employee retention. Through organizing effective organizational goals, empowering employees, and creating constructive work environments, transformational leaders are able to motivate employees to achieve outstanding performance. In addition, transformational leaders who create a work climate that enables employee development and pays attention to their needs also contribute to long-term employee retention.

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