



THE IMPACT OF TRANSFORMATIONAL LEADERSHIP AND EVALUATION MANAGEMENT ON ORGANIZATIONAL COMMITMENT IN SOCIETY

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Abstract:

This study aims to explore transformational leadership and evaluation management on organizational commitment in the community environment. Transformational leadership refers to efforts to create positive change in organizations that lead to motivation, inspiration, and create an environment that supports innovation by fostering a spirit of change. In addition, evaluation management also plays a crucial role in creating productive human resources for work effectiveness, assessing work results, and increasing the sense of responsibility among organizational members collectively. This study uses a descriptive approach, combining article analysis, relevant literature, and a survey of a number of organizational members in the community. The results of this study illustrate that transformational leadership has a positive impact and inspires leaders towards organizational member commitment. On the other hand, the systematic application of evaluation management is able to identify successes and improvements, as well as strengthen the sense of responsibility for tasks that are the goals of the organization. Thus, the combination of transformational leadership and evaluation management becomes an important reference and strategic goal to consciously strengthen organizational commitment, maintain the quality of service to the community, and improve the ability to adapt to various changes better.

Keywords: *Transformational Leadership, Evaluation Management, Organizational Commitment, Community*

INTRODUCTION

Transformational leadership has become an influential and prominent aspect in management and organizational studies. It focuses on a leader's ability to inspire and motivate employees with a strong and charismatic vision. Transformational leaders raise employees' awareness of values that help them achieve their full potential, both in the short and long term. There are four main components of transformational leadership: first, idealized influence, which refers to the leader's behavior as a role model and professional, thereby inspiring respect and trust from employees. Second, inspirational motivation encompasses the leader's ability to convey a clear, compelling, and challenging vision to motivate employees to perform better, as well as the leader's ability to articulate a vision that inspires followers. Third, intellectual stimulation, which refers to the leader's encouragement of creativity and innovation by challenging assumptions and fostering critical thinking, refers to the extent to which the leader pays attention to the needs of each employee and acts as a mentor or coach to listen to concerns when facing obstacles. Fourth, individualized

consideration reflects a leader's attention and support for the individual needs and development of employees, as well as developing various ways to achieve goals and objectives (Lutfi Nur, Disman, Eeng Ahman, Heny Hendrayati, 2021).

Transformational leadership has a strong impact on subordinates, the organization, and society in general, thanks to its ability to navigate internal and external change. Positive impacts for employees include a sense of trust, admiration, and loyalty toward their superiors, which motivates them to perform better (Qusairi et al., 2023). Conversely, if transformational leadership fails to effectively engage with employees, it can have negative impacts on employees, including feelings of neglect and decreased work motivation, which can lead to lower productivity (Khairuddin, 2021). Transformational leaders strive to integrate the aspirations and needs of each individual within the organization. In general, transformational leaders are able to increase employee commitment to the organization and inspire them to be more productive (Albustomi, 2025). Research explains that transformational leadership is essentially a process of building commitment to several organizational goals and empowering members to achieve those goals (Adeoye & Munawwaroh, 2025). Transformational leadership theory also examines how leaders change organizational culture and structure in the hope of creating more consistent management strategies to achieve organizational goals (Qoyyimun Nafal et al., 2024).

Meanwhile, evaluation management encompasses a control system for all aspects, including establishing plans, setting performance targets, evaluating employee performance, and establishing the steps the organization must take, as well as the decisions necessary to achieve organizational goals. Some of the objectives of evaluation management include: improving employee performance competencies through coaching and motivation, such as through conferences; measuring employee competencies as a basis for career progression; and making decisions based on performance evaluation results, including planning and human resources. Performance evaluation management of organizational members can also increase commitment to running an organization, which serves as the brain behind the necessary processes (Indah, 2023).

Transformational leadership competencies and evaluation management have an impact on increasing organizational commitment (Basri et al., 2024). When both are effective, transformational leadership motivates and inspires enthusiasm in carrying out tasks, while evaluative management improves tasks to achieve goals, with the hope of increasing organizational commitment. Organizational commitment has a positive and significant impact on the performance of organizational members, as they feel a sense of belonging, fostering a desire to remain with the organization.

Based on the above statement related to transformational leadership and evaluation management on organizational commitment, previous research has been conducted by Armiyanti with the title "Transformational Leadership in Improving Educational Service Performance" which examines how organizational members participate in improving the quality of educational services. The following research was conducted by Fitri Wahyuni with the theme "Transformational Leadership in Islamic Education" which discusses how to provide idealistic influence to all school members with rote learning methods to achieve the school's vision. And the last research was conducted by Ahmad Rivai with the theme "The Influence of Transformational Leadership and Organizational Culture on Employee Performance" which examines how

influential transformational leadership is as a force in improving employee performance. What is different from this research with previous research related to transformational leadership is the collaboration with evaluation management which not only examines leadership, but how evaluation management as a consistent improvement of what has been planned and agreed upon by leaders and organizational members to increase commitment in order to achieve goals in quality and quantity.

RESEARCH METHODS

This research was conducted in several villages in Gading District, Probolinggo. The researchers chose this location because some villages only use evaluation management as organizational improvement without using transformational leadership, resulting in less than optimal organizational commitment and performance. One village uses both transformational leadership and evaluation management, resulting in different outputs. This research uses a descriptive approach, combining article analysis, relevant literature, and surveys of several organizational member regions as direct findings in the field, which are empirical facts.

RESULTS AND DISCUSSION

Transformational leadership plays a crucial role in guiding and influencing employees by conveying a vision that increases their awareness and consideration of values, goals, and performance, resulting in a strong commitment to the organization. One key aspect of transformational leadership is the ability to inspire through charisma and enthusiasm. Transformational leaders possess a magnetic presence that draws others toward their vision, igniting a shared passion for organizational excellence. Previous researchers have described the following characteristics of transformational leadership: (1) Transformational leaders are able to influence peers and superiors as well as subordinates. (2) The transformational leadership process is rooted in the leader's personal values and beliefs. However, in this process, no material exchange takes place between superiors and subordinates. (3) Leaders are inspired by personal values such as fairness, honesty, and honor. (4) By conveying values as personal standards, transformational leaders create harmony and unity among their followers. More importantly, they manage to shift followers' personal goals and beliefs in line with organizational goals. (5) Transformational leadership inspires from the heart and mind, and demonstrates them. (6) Transformational leadership has perspective and links that perspective to passion and purpose. (7) Transformational leadership pays attention to the personal concerns of staff and uses them to build trust and commitment to the organization. (8) Transformational leadership refers to the powerful force of the mind, from the mind becoming curious and then open to new ideas for continuous learning (Armiyanti et al., 2023).

There are two reasons underlying the superiority of transformational leadership. First, it is useful as a response to the authoritarian leadership style that has emerged in large organizations. Second, it is useful as a learning tool for managers who value construction, even though it is still merely a simple descriptive approach. However, in practice, this theory generally fails to meet scientific standards, perhaps because it attempts to explain too much with too few variables (Fitri Wahyuni, 2021). Transformational leadership is also capable of influencing organizational members to carry out goals, because true leaders

direct the organization in ways that were previously unattainable, and leaders must be able to steer the organization in new directions (Rivai, 2022).

Evaluation management helps organizations systematically assess, regulate, monitor, and measure the commitment of members to the organization and leaders in implementation in the field. Through systematic evaluation management, organizations can identify weaknesses and strengths in the implementation of commitments and performance of organizational members, as well as obstacles and controls that occur in the field. Several important steps that need to be considered in evaluation management include reviewing the basic assumptions of the strategy, comparing expected results with the results achieved, and taking actions or decisions to ensure that the planned strategy remains relevant and effective in facing changes in the external and internal environment.

Strategic evaluation is also part of strategic management, serving as a monitoring mechanism to ensure continuous quality standards are met, operational performance is optimized, commitment is fully realized, and global competitiveness is strengthened. However, many organizations do not utilize evaluation management. This is due to a lack of understanding of the importance of evaluation or limited human resources and the ability to implement it effectively (Agusnawati et al., 2024). The direction of evaluation and optimal oversight activities in management is essentially an activity to correct deviant activity results and rectify them with activities that facilitate the achievement of goals based on organizational commitment. Evaluation management is not only carried out on activities or objectives that are the organization's goals; self-evaluation is also an important part of realizing the responsibilities they assume. When a person fully understands how to carry out tasks responsibly, even without external factors (leadership or society), organizational members will continue to carry out those tasks responsibly because they understand how to position themselves (Ariskawanti, 1985).

The commitment of organizational members is crucial for an organization to achieve its agreed-upon goals. Commitment also indicates an organization member's desire to remain, work, and dedicate themselves to the organization. Member commitment can be assessed by their contributions to the organization, including the quantity, quality, duration of output, disciplined attendance at work, and cooperative attitude. Researchers also state that individuals with high commitment will see themselves as genuine long-term members of the organization. Conversely, individuals with low commitment will see themselves as less influential outsiders and will not see themselves as long-term members of the organization. A committed organizational member indicates identification with the organization's goals, a sense of belonging, and a sense of loyalty. Researchers concluded that there is a significant simultaneous influence between evaluation management and organizational commitment. This study was conducted to examine the influence of transformational leadership and evaluation management on organizations globally.

CONCLUSION

Based on the research results, it can be concluded that transformational leadership has a significant influence on organizational commitment. This leadership style inspires, motivates, and addresses the needs of organizational members to foster loyalty and a sense of belonging to the organization. Furthermore, effectively implemented evaluation management plays a crucial

role in strengthening organizational commitment by increasing transparency, accountability, and individual performance.

The synergy between transformational leadership and effective evaluation management creates a productive, communicative work environment that is oriented toward human resource development. Therefore, organizational leaders need to consistently implement both aspects to build a strong organizational culture and a strong commitment to shared goals.

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