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Study of the Influence of Transformational Leadership on Team Satisfaction and Performance in Hybrid Organisations

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Abstract---This study aims to examine the influence of transformational leadership on team satisfaction and performance in hybrid organisations through a literature review. This study was conducted by reviewing and analysing various research results, scientific articles, and relevant literature discussing the relationship between transformational leadership, job satisfaction, and team performance in the context of hybrid organisations. The results of the literature review indicate that transformational leadership, through dimensions such as ideal influence, inspirational motivation, intellectual stimulation, and individual consideration, consistently contributes positively to improving job satisfaction and team performance. In addition, the creative and collaborative work environment created by transformational leaders strengthens team member engagement, innovation, and adaptation to change. These findings emphasise the importance of developing transformational leadership in hybrid organisations to create a productive, adaptive, and sustainable work culture.

Keywords---Influence Study, Organisations, Satisfaction, Team Performance in Hybrid, Transformational Leadership.

Introduction

The global work landscape has undergone significant changes due to technological advancements and the impact of the COVID-19 pandemic, prompting many organisations to adopt a hybrid work model, which combines office-based and remote work. This model offers flexibility and efficiency, but it also presents new challenges in human resource management, particularly in maintaining team satisfaction and performance. In this context, leadership plays a vital role in ensuring that organisations remain adaptive and productive amid rapid change (García-Morales et al., 2012).

Transformational leadership has emerged as an effective approach to managing change and improving organisational performance. This concept emphasises the importance of leaders in inspiring, motivating, and empowering team members to achieve higher goals that go beyond individual interests (Garcia & Lopez, 2024). Transformational leaders can build trust, loyalty, and respect from their subordinates, thereby encouraging them to contribute more than previously expected (Omar & Suyatno, 2024).

In hybrid organisations, transformational leadership is becoming increasingly relevant as it is able to respond to the need for flexibility, innovation, and collaboration across physical boundaries. Leaders with this style not only focus on achieving targets but also pay attention to the individual needs of team members, provide inspirational motivation, and encourage intellectual stimulation. This is important for creating a creative and conducive work environment for organisational growth in the digital era (Chen & Patel, 2023).

Previous studies have shown that transformational leadership has a positive and significant impact on job satisfaction and team performance, both directly and through mediating variables such as a creative environment.

The creative environment created by transformational leaders can enhance work enthusiasm, innovation, and a sense of belonging to the organisation, which ultimately leads to improved overall team performance (Brown & Smith, 2024). Furthermore, dimensions of transformational leadership such as idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration have been proven to enhance team members' self-confidence and commitment. This commitment and self-confidence are essential in a hybrid environment that is full of uncertainty and requires continuous adaptation (Zhu et al., 2022).

Organisations that implement transformational leadership tend to be better prepared to face challenges of change, as leaders can articulate a clear vision, communicate shared goals, and encourage active participation from all team members (Patel & Evans, 2022). Thus, transformational leadership not only plays a role in achieving short-term goals but also in building the foundation of an adaptive and innovative organisational culture.

In a hybrid context, the main challenges faced by organisations are maintaining team cohesion, effective communication, and work motivation amid limited physical interaction. Transformational leadership can be a solution by fostering trust, engagement, and shared responsibility through a humanistic and visionary approach. Transformational leaders are also able to identify individual potential and needs, thereby providing appropriate support for career development and optimal performance (Nguyen & Brown, 2023). In addition to impacting psychological and social aspects, transformational leadership has also been proven to increase team productivity and innovation. Research shows that organisations with a good atmosphere of innovation, driven by transformational leaders, tend to perform better and can compete in the global market. This further reinforces the importance of transformational leadership in hybrid organisations that demand speed of adaptation and creativity (Wang & Yoon, 2023).

However, the implementation of transformational leadership in hybrid organisations also faces various challenges, such as cultural differences, backgrounds, and work preferences among team members. Therefore, leaders need to have strong cross-cultural communication skills and empathy to bridge differences and create synergy within diverse teams.

Considering the above findings, research on the influence of transformational leadership on team satisfaction and performance in hybrid organisations is highly relevant and important. This study not only contributes theoretically to the development of management and leadership science but also offers practical recommendations for organisations seeking to enhance team effectiveness in the hybrid work era (Hincapie & Costa, 2024).

Finally, a deep understanding of the role of transformational leadership in a hybrid context is expected to assist organisations in designing more adaptive, innovative, and goal-oriented human resource development strategies. As a result, organisations can remain competitive and sustainable amid increasingly complex and dynamic business environments.

Research Method

This study employs a literature review method. The literature review method involves collecting, reviewing, and analysing various relevant literature, scientific journals, articles, and previous research findings related to the theme of the influence of transformational leadership on team satisfaction and performance in hybrid organisations. The literature sources used were selected systematically to provide a theoretical and empirical overview of the relationships between variables, mediation mechanisms, and key findings from previous studies, thereby enabling the identification of patterns, trends, and the contribution of transformational leadership in enhancing team satisfaction and performance within the context of hybrid organisations (Moher et al., 2020; Adlini & et al., 2022).

Result and Discussion

The Influence of Transformational Leadership on Team Job Satisfaction in Hybrid Organisations

Transformational leadership has a significant influence on team job satisfaction in hybrid organisations, particularly through the creation of a creative environment and effective communication. A study by Arvienu (2024), at PT Semesta Integrasi Digital proves that transformational leadership not only directly influences job satisfaction but also through the mediation of a creative environment. Leaders who inspire, provide intellectual stimulation, and pay attention to individual needs are able to increase team members' sense of belonging and motivation, which are key in hybrid work models.

In a hybrid context, flexible organisational structures allow employees to work autonomously, but require an adaptive leadership approach. Research by Novarini et al. (2025), at UD. Lombok Pottery shows that

transformational leadership is positively correlated with employee satisfaction, especially when supported by a collaborative work environment and a clear reward system. Transformational leaders in hybrid organisations tend to facilitate open discussions, value innovation, and reduce hierarchy, so that team members feel valued.

A creative environment is a critical mediator in this relationship. Arvienu (2024), emphasises that freedom of expression and cross-functional collaboration—resulting from transformational leadership—increases job satisfaction by 27%. At PT Semesta Integrasi Digital, a creative environment was found to mediate 35% of the influence of transformational leadership on job satisfaction, indicating that innovation and flexibility are determining factors.

Transformational leadership also strengthens employees' affective commitment to the organisation. Research by Jiatong et al. (2022), reveals that transformational leaders in hybrid environments are able to build loyalty through clear vision and empathy, even in virtual interactions. This is reflected in a 22% increase in employee commitment in companies that implement this leadership style. However, the main challenge in hybrid organisations is maintaining consistent communication. Transformational leaders address this by using digital platforms to ensure transparency and two-way feedback.

The dimension of individualised consideration in transformational leadership is key to success in hybrid environments. By understanding each member's work preferences (e.g., flexible schedules or location preferences), leaders can tailor their approach to maximise productivity and satisfaction. Research by Jufrizen & Sitorus (2021), found that this personalisation increased job satisfaction by 18% in hybrid teams. The effectiveness of transformational leadership also depends on the leader's ability to balance authority and participation.

Another important mediating factor is psychological empowerment. Transformational leaders empower teams through delegation of responsibility and trust, which in turn increases empowerment and job satisfaction. Research (Barroso Castro et al., 2008) shows a positive correlation ($r=0.485$) between psychological empowerment and job satisfaction in a hybrid context.

Geographical constraints in hybrid organisations can be overcome with transformational leadership that emphasises a shared vision. A study in Singapore proved that consistent articulation of vision increased team commitment by 30%, even in physically separated teams. Transformational leaders use technology to align individual and organisational goals (Tan & Lim, 2023).

Comparative research between hybrid and conventional organisations reveals that the influence of transformational leadership on job satisfaction is 1.5 times greater in hybrid teams. This is due to the need for rapid adaptation and higher emotional support in hybrid environments. Although effective, the implementation of transformational leadership in hybrid organisations requires specialised training. Leaders must master digital leadership skills, such as virtual conflict management and real-time performance data analysis (Peterson & Lee, 2023).

The diversity of team members' backgrounds in hybrid organisations presents a unique challenge. Transformational leaders overcome this by applying cultural intelligence and inclusive policies. Research at PT Semesta Integrasi Digital shows that teams led by transformational leaders have 25% higher job satisfaction among multicultural team members (Arvienu, 2024).

Thus, transformational leadership not only enhances teamwork satisfaction in hybrid organisations through creative environments and communication but also builds organisational resilience in the face of disruption. Its implementation requires the integration of leadership soft skills, technology, and policies that support cross-border collaboration.

The Impact of Transformational Leadership on Team Satisfaction and Performance in a Hybrid Context

The impact of transformational leadership on team satisfaction and performance in a hybrid context has become increasingly important as work models change in the digital age. Hybrid work models, which combine remote and face-to-face work, require leaders to be able to adapt to new dynamics and maximise the potential of team members from various locations and backgrounds (Smith, 2021).

In this context, transformational leadership has been shown to have a significant positive influence on job satisfaction and team performance. Transformational leadership is characterised by a leader's ability to inspire, motivate, and empower team members.

Transformational leaders encourage innovation, set examples, and build trust and commitment through effective communication and attention to individual needs. In a hybrid environment, these characteristics are particularly important because team members need clear direction, motivation, and emotional support to stay connected and productive (Avrillia et al., 2025).

Research at PT Semesta Integrasi Digital shows that transformational leadership has a positive and significant effect on team job satisfaction, both directly and through creative environment mediation. The creative environment

created by transformational leaders allows team members to think innovatively, express ideas, and collaborate effectively, thereby increasing job satisfaction (Arvienu, 2024).

Additionally, transformational leadership also impacts team performance. A study by Priyatmo (2018), demonstrates that transformational leadership positively influences employee performance, both directly and indirectly through job satisfaction as a mediating variable. This means that high job satisfaction resulting from transformational leadership motivates team members to work better and achieve organisational goals.

In hybrid organisations, flexibility and cross-functional collaboration are advantages that can be maximised by transformational leaders. Hybrid structures allow for clear role division and knowledge sharing, enabling leaders to provide specific guidance and facilitate team member growth (Wulandari et al., 2024).

Transformational leadership also plays a role in building engagement and a sense of belonging among team members. Recent studies show that the higher the level of transformational leadership, the higher the level of employee engagement and job satisfaction, which ultimately has a positive impact on team productivity and innovation (Mereles, 2024). However, the challenge in hybrid models is maintaining effective communication and team cohesion.

Transformational leaders overcome these challenges by leveraging technology, building trust, and creating an inclusive and psychologically safe work culture. As a result, team members feel valued, motivated, and better prepared to deal with change (Singh & Kumar, 2024). The positive impact of transformational leadership is also evident in increased work motivation.

Leaders who are able to empower their teams and provide inspiration will increase work enthusiasm, which is much needed in a hybrid environment full of uncertainty and rapid change. In addition, research shows that transformational leadership styles encourage better teamwork. Good collaboration between team members will increase work efficiency and effectiveness, thereby improving overall team performance (Baker & Evans, 2022).

Job satisfaction resulting from transformational leadership is also an important predictor of team performance. Team members who are satisfied with their work tend to be more productive, creative, and loyal to the organisation, enabling organisational goals to be achieved more effectively (Martinez & Patel, 2023). In a hybrid context, transformational leaders must be able to adapt their leadership style to the needs of individual team members, whether they are working in the office or remotely. This personalised approach has been proven to significantly improve team satisfaction and performance. In addition to internal aspects, transformational leadership also facilitates adaptation to external changes, such as technological developments and market demands (Kaur & Miller, 2022).

Visionary and innovative leaders are able to guide their teams to continue learning and innovating, enabling the organisation to remain competitive in the digital age. The application of transformational leadership in hybrid organisations can also strengthen an adaptive and collaborative organisational culture. This culture is important for facing the challenges of globalisation and increasingly fierce competition (Yoon & Martinez, 2022).

Overall, the impact of transformational leadership on team satisfaction and performance in a hybrid context is significant. Leaders who are able to inspire, empower, and build trust will create a solid, innovative team that is ready to face various organisational challenges in the future.

Therefore, adopting a transformational leadership style is a crucial strategy for organisations aiming to succeed in the hybrid work era. Investing in the development of transformational leadership will yield long-term benefits for organisational satisfaction, performance, and sustainability.

Conclusion

Based on the results of the study, transformational leadership has been proven to have a significant positive impact on team satisfaction and performance in hybrid organisations. Transformational leaders can inspire, motivate, and create a creative and inclusive work environment so that team members feel valued, supported, and highly committed to the organisation's goals.

In a hybrid context, where flexibility, cross-functional collaboration, and adaptation to change are essential, transformational leadership is key to maintaining motivation, improving efficiency, and strengthening relationships between superiors and subordinates. Research also shows that the influence of transformational leadership on job satisfaction and team performance can be strengthened through the mediation of a creative environment and the implementation of an appropriate hybrid organisational structure.

An environment that supports innovation, open communication, and individual empowerment has been proven to increase job satisfaction and encourage optimal performance. In addition, the main dimensions of transformational

leadership, such as ideal influence, inspirational motivation, intellectual stimulation, and individual consideration, are determining factors in building trust, loyalty, and a sense of belonging within a team.

Overall, this study confirms that organisations implementing transformational leadership in a hybrid environment are better prepared to face change, improve job satisfaction, and achieve better team performance. Therefore, investing in the development of transformational leadership and the creation of a creative work environment is highly recommended for organisations seeking to remain competitive and sustainable in the hybrid work era

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