

## Transformational Leadership and Employee Motivation: Inquiry into Behavioral Mechanisms within Private Enterprises.

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DOI:

Received: November 2024

Revised: December 2024

Accepted: January 2025

### Abstract:

Employee motivation remains a critical issue in private enterprises because it directly affects productivity, organizational commitment, and long-term business sustainability. Among the leadership approaches widely associated with enhanced employee outcomes, transformational leadership has received substantial scholarly attention. However, limited research has examined the behavioral mechanisms through which transformational leadership influences employee motivation, particularly in the context of private enterprises in regional settings. This study aims to explore how transformational leadership shapes employee motivation through behavioral mechanisms within PT. Tamarin Jaya Lombok Timur. A qualitative case study approach was employed to obtain an in-depth understanding of leadership practices and employees' motivational experiences in their natural organizational context. Data were collected through in-depth interviews, direct observation, and document analysis, and were analyzed using the interactive model of data condensation, data display, and conclusion drawing/verification. The findings reveal that transformational leadership influences employee motivation primarily through relational and behavioral processes, especially role modeling, consistency between words and actions, fairness, and direct leader involvement in work activities. Employees were more motivated when they perceived their leaders as trustworthy, disciplined, and worthy of emulation. The study further shows that motivation is not merely a result of formal authority or material incentives, but is constructed through employees' interpretations of leaders' everyday behaviors. These findings contribute to the transformational leadership literature by clarifying the micro-level behavioral mechanisms that connect leadership practices with employee motivation in private enterprise settings. Practically, the study suggests that organizations should strengthen leadership development by emphasizing integrity, relational competence, and exemplary conduct in order to foster a more motivating work environment.

**Keywords:** *transformational leadership, employee motivation, behavioral mechanisms, private enterprises*

### Abstrak:

Motivasi karyawan tetap menjadi isu penting di perusahaan swasta karena secara langsung memengaruhi produktivitas, komitmen organisasi, dan keberlanjutan bisnis jangka panjang. Di antara pendekatan kepemimpinan yang banyak dikaitkan dengan peningkatan hasil karyawan, kepemimpinan transformasional telah menerima perhatian akademis yang substansial. Namun, penelitian yang terbatas telah mengkaji mekanisme perilaku yang melaluinya kepemimpinan transformasional memengaruhi

motivasi karyawan, khususnya dalam konteks perusahaan swasta di lingkungan regional. Studi ini bertujuan untuk mengeksplorasi bagaimana kepemimpinan transformasional membentuk motivasi karyawan melalui mekanisme perilaku di PT. Tamarin Jaya Lombok Timur. Pendekatan studi kasus kualitatif digunakan untuk memperoleh pemahaman mendalam tentang praktik kepemimpinan dan pengalaman motivasi karyawan dalam konteks organisasi alami mereka. Data dikumpulkan melalui wawancara mendalam, observasi langsung, dan analisis dokumen, dan dianalisis menggunakan model interaktif kondensasi data, tampilan data, dan penarikan/verifikasi kesimpulan. Temuan menunjukkan bahwa kepemimpinan transformasional memengaruhi motivasi karyawan terutama melalui proses relasional dan perilaku, khususnya teladan, konsistensi antara kata dan tindakan, keadilan, dan keterlibatan langsung pemimpin dalam aktivitas kerja. Karyawan lebih termotivasi ketika mereka menganggap pemimpin mereka dapat dipercaya, disiplin, dan layak diteladani. Studi ini lebih lanjut menunjukkan bahwa motivasi bukan hanya hasil dari otoritas formal atau insentif materi, tetapi dibangun melalui interpretasi karyawan terhadap perilaku sehari-hari para pemimpin. Temuan ini berkontribusi pada literatur kepemimpinan transformasional dengan mengklarifikasi mekanisme perilaku tingkat mikro yang menghubungkan praktik kepemimpinan dengan motivasi karyawan dalam lingkungan perusahaan swasta. Secara praktis, studi ini menyarankan agar organisasi memperkuat pengembangan kepemimpinan dengan menekankan integritas, kompetensi relasional, dan perilaku teladan untuk menumbuhkan lingkungan kerja yang lebih memotivasi.

**Kata Kunci:** *kepemimpinan transformasional, motivasi karyawan, mekanisme perilaku, perusahaan swasta*

## INTRODUCTION

Transformational leadership and employee motivation are crucial issues in modern society because they are directly related to work quality, organizational productivity, and employee well-being (Přivara, et al., 2025). In an increasingly competitive workplace, companies no longer only require efficient managerial systems but also leadership styles capable of sustainably driving employee commitment, loyalty, and work enthusiasm (Huddin, et al., 2025). This is crucial because the quality of the relationship between leaders and employees significantly determines how organizations respond to change, market pressures, and internal challenges (Tjahjadi, et al., 2025). Numerous studies have shown that transformational leadership contributes to increased job satisfaction, employee engagement, and organizational performance through an inspiring vision, individualized attention, and intellectual stimulation (Lusiantoro, et al., 2025). Therefore, research into the behavioral mechanisms linking transformational leadership and employee motivation is crucial not only for companies but also for society at large, as it has implications for improving the quality of the work environment, promoting economic stability, and developing more productive human resources (Bakashaba, & Bindeeba., 2025).

The general problem underlying this research is the persistently low employee work motivation in various private companies, often characterized by declining work enthusiasm, lack of initiative, low work involvement, and weak commitment to organizational goals (Widjajanti, et al., 2025). In many cases, these conditions are influenced not only by material factors such as salary and work benefits, but also by non-material factors such as leadership style,

communication patterns, psychological rewards, and the quality of interpersonal relationships in the workplace (Maharani, 2023). When leaders fail to build trust, inspire, or show concern for the needs of subordinates, employees tend to perform minimally and focus solely on fulfilling obligations (Fahmi, et al., 2025). This situation has an impact on the overall effectiveness of the organization (Akhiroh, et al., 2025). Therefore, the business community needs a deeper understanding of how certain leadership styles, particularly transformational leadership, can influence employee motivation through behavioral mechanisms that operate in everyday organizational practices (Yamali, 2025).

In the field, a common phenomenon in private companies indicates that the relationship between leaders and employees is not always effective, even though a formal organizational structure has been established (Augustie, et al., 2025). In many companies, including regional private companies, leaders often focus on instructions, supervision, and achieving short-term targets without fostering emotional and psychological engagement with employees (Huda, et al., 2025). At the same time, employees face high work demands, changing procedures, and productivity pressures that can impact their work morale (Pratiwi, 2025). At PT. Tamarin Jaya, East Lombok, this situation is relevant to examine because private companies require motivated human resources to maintain operational continuity and competitiveness. This phenomenon demonstrates that employee motivation depends not only on formal incentive systems but also on how leaders provide direction, role models, morale boosts, and recognize employee contributions in a dynamic work environment (Binsar, et al., 2026).

Conceptually, previous literature has extensively discussed transformational leadership as a leadership style capable of positively influencing employee attitudes, behaviors, and performance (Pal, et al., 2025). Various studies have shown that transformational leadership is associated with increased intrinsic motivation, job satisfaction, organizational commitment, and individual performance (Wilopo, et al., 2026). Transformational leaders are understood as figures capable of building a shared vision, providing inspiration, stimulating new thinking, and attending to the personal needs of subordinates (Koporcic, et al., 2025). In various studies, the relationship between transformational leadership and employee motivation is often explained through the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized attention (Sakina, & Dou., 2025). These research findings demonstrate that this leadership style is relevant in building a work environment that encourages employee engagement and loyalty (Citraresmi, et al., 2025). However, most previous research tends to emphasize direct relationships between variables and often uses a quantitative approach, thus failing to fully explain the underlying behavioral processes of how transformational leadership actually stimulates employee motivation in specific organizational contexts (Ahmed, et al., 2025).

On the other hand, several studies have also attempted to explain the role of mediating variables such as job satisfaction, trust in leaders,

organizational commitment, and employee engagement in the relationship between transformational leadership and motivation or performance (Wibisono, & Rosmunie., 2026). However, limitations remain in the literature, particularly the lack of studies that specifically explore the behavioral mechanisms that occur in daily interactions between leaders and employees (Dariah, et al., 2025). Many studies rely on statistical models that demonstrate influence, but do not sufficiently explain how concrete leader actions are translated by employees into work motivation, trust, enthusiasm, and commitment (Sompong, et al., 2026). This gap becomes even more significant when the research is directed at private companies in regional areas, such as PT. Tamarin Jaya, East Lombok, whose organizational characteristics, work culture, and leader-subordinate relationship dynamics may differ from those of large companies in industrial centers. Therefore, this study holds a crucial position by offering a deeper contextual understanding of the behavioral processes that bridge transformational leadership and employee motivation (Sánchez, et al., 2025).

The novelty, or state-of-the-art, of this research lies in its effort to examine transformational leadership not only as a variable influencing employee motivation, but as a social and behavioral process occurring in a real organizational context. This research focuses on identifying behavioral mechanisms that explain how leader actions such as setting an example, building inspirational communication, providing recognition, and encouraging participation shape employee work motivation in a private company environment. Focusing on PT. Tamarin Jaya, East Lombok, provides a specific empirical contribution because the context of regional private companies has been relatively rarely explored in depth in leadership studies. Thus, this research not only expands theoretical understanding of the relationship between transformational leadership and motivation but also offers a crucial contextual perspective to explain how leadership behavior dynamics operate outside of large corporate settings (Seow., 2026). This novelty is crucial for developing leadership theory that is more sensitive to the organizational context and the realities of employment relationships at the local level.

Based on this description, the research problem is formulated as the main question: how does transformational leadership influence employee motivation through behavioral mechanisms in private companies, specifically at PT. Tamarin Jaya, East Lombok? This research starts from the argument that employee motivation is not automatically formed by the presence of a leader, but is influenced by a series of leadership behaviors that employees receive, interpret, and respond to in their daily work experiences. In other words, the influence of transformational leadership on motivation occurs through processes such as the formation of trust, the emergence of meaningful work, an increased sense of appreciation, and the development of emotional involvement in the organization. Therefore, this research is expected to provide a theoretical contribution in deepening the explanation of the behavioral mechanisms in transformational leadership theory, while also providing practical contributions for companies in designing more effective leadership patterns to continuously increase employee motivation, commitment, and productivity.

## RESEARCH METHOD

This research uses a qualitative approach with a case study design to deeply understand how transformational leadership influences employee motivation through behavioral mechanisms in the context of a private company (Khawaja, & Karimi., 2024). A qualitative approach was chosen because this research seeks to explore the meanings, experiences, perceptions, and social interactions that occur between leaders and employees in daily work activities (Yu, & Jang., 2024). The focus of this research is not only to measure the influence of leadership on motivation but also to explain how this process occurs contextually within organizational practices (Raoush., 2023). The case study design was chosen because the research focuses on a specific unit of analysis, namely PT. Tamarin Jaya Lombok Timur, allowing researchers to explore the phenomenon in depth, holistically, and contextually. This design allows researchers to understand the dynamics of transformational leadership and employee motivation in a real-world organizational setting, including the factors that shape work behavior, interpersonal relationships, and the organizational culture that develops within the company (Alwali, & Alwali., 2025).

The location of this research is PT. Tamarin Jaya Lombok Timur, a private company that serves as the primary context for examining the relationship between transformational leadership and employee motivation. This location was chosen based on several considerations. First, as a private company, PT. Tamarin Jaya Lombok Timur has managerial dynamics and work relationships that demand effective leadership in maintaining employee motivation and productivity. Second, this company provides a relevant context for examining the mechanisms of leadership behavior because interactions between leaders and employees occur directly in daily operational activities (Umair, et al., 2024). Third, this location was chosen because it was deemed capable of representing the phenomenon being studied: how transformational leadership styles are applied and interpreted in the context of private companies in the region. Therefore, selecting PT. Tamarin Jaya, East Lombok, as the research location is expected to provide a contextual empirical picture of leadership practices and the formation of employee motivation in a real-world work environment.

Data collection techniques in this study were conducted through in-depth interviews, observation, and documentation (Ahmad, & Ahmed., 2023). In-depth interviews were used to obtain primary data from informants consisting of leaders, managers, and employees, allowing researchers to understand their experiences, perceptions, and the meanings they attach to leadership practices and work motivation (Saif, et al., 2024). Observations were conducted to directly observe interactions between leaders and employees, communication patterns, the work atmosphere, and behaviors reflecting transformational leadership practices and employee motivational responses (Gupta., 2025). Meanwhile, documentation was used to supplement the data obtained through interviews and observations, such as organizational structure,

company regulations, job evaluation documents, and other archives relevant to the research focus (Shah, et al., 2023). Data analysis was conducted using the interactive model of Miles, Huberman, and Saldaña, which includes data condensation, data reduction, data display, and data verification (Canterino, et al., 2024). Data condensation was carried out by selecting and focusing on important data, data reduction was carried out by grouping data based on themes, data display was carried out in narrative and matrix forms to facilitate understanding of patterns, while data verification was carried out through drawing conclusions that were continuously tested throughout the research process (Alruwaili., 2025). To ensure data validity, this study used the following techniques:

**Table 1: Data Validity Check**

<b>Data Validity Techniques</b>	<b>Objective</b>	<b>How to Apply</b>
Source triangulation	Checking the consistency of data from various informants	Comparing data from leaders, managers, and employees
Engineering triangulation	Ensuring data validity through various methods	Comparing the results of interviews, observations, and documentation
Member check	Testing the accuracy of the researcher's interpretation	Confirming interview results and interpretations with informants
Peer debriefing	Reducing researcher subjectivity	Discussing research processes and results with colleagues
Audit trail	Ensuring traceability of the research process	Systematically store field notes, interview transcripts, and analysis documents.

## FINDINGS AND DISCUSSION

### Findings

Operationally, idealized influence in this study is defined as the ability of leaders at PT. Tamarin Jaya Lombok Timur to become role models who are respected, trusted, and followed by employees through integrity, consistency in attitude, responsibility, and courage in decision-making. In the field, idealized influence is not only reflected in the leader's formal position, but is also visible in how the leader demonstrates discipline, direct involvement in work activities, and willingness to provide concrete examples before asking subordinates to perform their duties. In this context, employees are not motivated merely by instructions or supervision, but because they perceive the leader as a figure worthy of emulation. Thus, idealized influence becomes an important behavioral mechanism because it builds employees' respect, trust, and confidence in the direction provided by the leader, which ultimately contributes to increased work motivation within the company.

Interview results with one employee indicated that the leader was perceived as someone who directly set an example in the workplace. One informant stated, "*The leader here does not only give orders, but also comes directly to observe our work. That is what makes us respect him and want to work more seriously.*" This statement suggests that idealized influence is formed through tangible example rather than merely structural authority. The researcher interprets this as showing that the leader's direct involvement

creates psychological closeness with employees and strengthens the moral legitimacy of leadership. In such a situation, employees do not interpret the leader's direction as pressure, but rather as a form of shared commitment to the job. This kind of role modeling becomes a source of motivation because employees feel that the work standards established by the company are also practiced by the leader.

Another interview with a different informant revealed that the leader's integrity and consistency were the main reasons employees maintained their work enthusiasm. The informant stated, "*When the leader says something, it is usually carried out. So we trust him and feel more confident in the direction given.*" These data show that idealized influence is also manifested through consistency between words and actions. The researcher interprets that employees' trust in the leader emerges from repeated experiences showing alignment between verbal commitment and actual behavior. In workplace relations, such consistency is important because it reduces uncertainty, builds a sense of security, and fosters confidence that employees' work efforts have a clear direction. Therefore, employee motivation in this context is driven not only by economic needs, but also by the belief that they work under leadership that can be trusted.

The results of field observations further reinforced these interview findings. The researcher found that the leader of PT. Tamarin Jaya Lombok Timur maintained an active presence in daily work activities, both through direct monitoring in the field and through firm yet respectful communication with employees. In several situations, the leader was observed giving instructions while demonstrating what was considered the correct way of working, as well as showing time discipline and responsibility toward work targets. These observations indicate that idealized influence does not operate merely symbolically, but is practiced concretely in organizational interactions. The researcher interprets that the leader's presence as a role model creates a work culture that emphasizes responsibility, discipline, and commitment. Thus, employee motivation is formed through a mechanism of identification, in which employees take the leader's behavior as a reference point in carrying out their work roles.

Based on the overall data, it can be understood that idealized influence in transformational leadership at PT. Tamarin Jaya Lombok Timur functions as a relational foundation connecting leadership behavior with employee motivation. Employees are motivated not only because of work targets or formal obligations, but because they view the leader as a consistent, responsible, and exemplary figure. In other words, the main substance of this finding is that work motivation grows stronger when leadership is exercised through concrete example, integrity, and direct involvement in work activities. In the context of a private enterprise, idealized influence becomes important because it strengthens employees' trust in the organization while simultaneously increasing their commitment to work.

The description of the data pattern shows a consistent tendency that the higher the leader's role modeling, integrity, and consistency, the stronger the

employees' motivation to work seriously. This pattern is evident from the similarity in informants' narratives emphasizing respect, trust, confidence, and admiration toward the leader as important reasons for maintaining work enthusiasm. Thus, idealized influence can be understood as a behavioral mechanism that operates through employees' identification with the leader. This pattern also indicates that in the context of PT. Tamarin Jaya Lombok Timur, motivation is not generated solely by formal work systems, but is also shaped by the leader's moral qualities and concrete behavior in everyday organizational life.

**Table 2 : Findings on Idealized Influence**

<b>Informant Position</b>	<b>Interview Excerpt</b>	<b>Indicator</b>
Operations Manager	"The leader always tries to set an example first before asking employees to work according to the target."	Leader's role modeling
Administrative Staff	"We trust his direction because what he says is usually consistent with what he does."	Consistency between words and actions
Field Supervisor	"When there is a problem in the field, the leader comes down directly and does not simply blame subordinates."	Responsibility and direct involvement
Production Employee	"He is disciplined about time, so we also feel that we must maintain work discipline."	Discipline as a role model
Warehouse Employee	"We respect him because the leader is firm, but still fair in making decisions."	Leader's integrity and fairness

The interpretation of the table above shows that idealized influence in transformational leadership at PT. Tamarin Jaya Lombok Timur is primarily shaped by behavioral role modeling, moral consistency, and the leader's concrete involvement in work processes. Informants from different positions described that the leader does not merely carry out administrative functions, but also plays a symbolic role as a figure to emulate. When the leader demonstrates discipline, fairness, and responsibility, employees interpret these behaviors as the basis for assessing leadership credibility. In this context, idealized influence works through the development of trust and respect. This trust then becomes psychological capital that encourages employees to follow directions, maintain work commitment, and display more stable motivation.

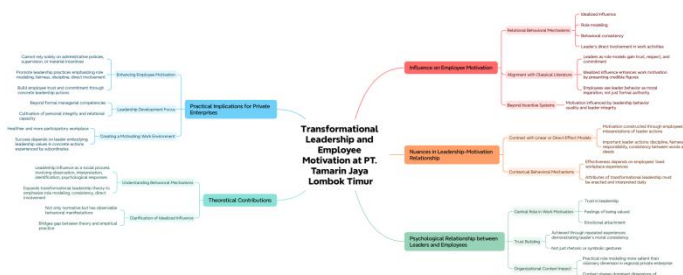
Furthermore, the table also shows that employee motivation emerges not merely because of structural control, but because of social and moral identification with the leader figure. Employees tend to be motivated when they see that the leader practices the same values expected from subordinates. This indicates that idealized influence has a strong behavioral dimension, as its effectiveness depends on the alignment between leadership roles and concrete actions in the field. In this study, idealized influence does not merely create compliance, but also fosters confidence that the work has a clear direction and is led by a figure worthy of emulation. Therefore, idealized influence becomes one of the important mechanisms explaining how transformational leadership can strengthen employee work motivation in private enterprises.

The description of the pattern from the table data shows a recurring

pattern across all informants, namely that leader role modeling generates trust, trust generates respect, and respect drives work motivation. This pattern confirms that idealized influence operates gradually through the psychological relationship between leader and employees. The stronger employees' perceptions of the leader's integrity and consistency, the greater the likelihood that they will work with discipline, loyalty, and responsibility. Thus, the main pattern emerging from the data is that employee motivation at PT. Tamarin Jaya Lombok Timur is strongly influenced by the leader's figurative quality as a role model within the organization.

## Discussion

The findings of this study indicate that transformational leadership at PT. Tamarin Jaya Lombok Timur influences employee motivation through relational behavioral mechanisms, particularly through idealized influence, role modeling, behavioral consistency, and the leader's direct involvement in work activities. These findings are consistent with the classical literature on transformational leadership, which emphasizes that leaders who are able to serve as role models tend to gain trust, respect, and commitment from their subordinates (Kement, et al., 2024). A number of previous studies have also found that the dimension of idealized influence contributes to the enhancement of work motivation because employees feel that they are led by a credible figure worthy of emulation (Kılınç, et al., 2024). In the context of this study, such alignment is reflected in the way employees interpret the leader's behavior not merely as an exercise of formal authority, but as a source of moral inspiration and a reference point for work-related behavior (Judson, et al., 2024). Thus, the findings reinforce the view that employee motivation in private organizations is determined not only by incentive systems, but also by the quality of leadership behavior and the leader's integrity in everyday interactions (Zaid, & Yaqub., 2024).



**Figure 1 : Transformational Leadership and Employee Motivation at PT. Tamarin Jaya Lombok Timur**

At the same time, the findings of this study reveal nuances that differ from some strands of the literature that tend to explain the relationship between transformational leadership and employee motivation in a linear manner or primarily in terms of direct effects (Mansaray, & Atan., 2025). Many previous studies, especially those employing quantitative approaches, have focused on correlations among variables without sufficiently illustrating the behavioral

processes that mediate such influence (Davis, 2023). This study demonstrates that motivation does not automatically emerge as a response to a leadership style; rather, it is constructed through employees' interpretations of the leader's concrete actions, such as discipline, fairness, responsibility, and consistency between words and deeds (Matsunaga, 2024). This distinction is important because it highlights that the behavioral mechanisms of transformational leadership are contextual and depend on employees' lived experiences in the workplace (Zadok, & Benoliel, 2023). In other words, this study enriches the literature by showing that the effectiveness of transformational leadership lies not only in its conceptual attributes, but also in how those attributes are enacted and interpreted in everyday organizational life.

Furthermore, the results support the view that the psychological relationship between leaders and employees is a central element in shaping work motivation. Previous literature has widely emphasized that trust in leadership, feelings of being valued, and emotional attachment are important mediating factors in explaining the influence of transformational leadership on employee attitudes and behaviors (Fan, et al., 2023). The findings of this study show that at PT. Tamarin Jaya Lombok Timur, trust is not built merely through leadership rhetoric or symbolic gestures, but through repeated experiences that demonstrate the leader's moral consistency. This finding is in line with theories that position transformational leadership as a process of meaning-making and social identification. However, the study also reveals that in the context of a regional private enterprise, practical role modeling appears to be more salient than the visionary dimension often highlighted in the literature on large corporations (Wamalwa, 2023; Salameh-Ayanian, et al., 2025). This suggests that organizational context plays a significant role in determining which dimensions of transformational leadership become dominant in practice.

Theoretically, this study contributes to a deeper understanding of the behavioral mechanisms underlying the relationship between transformational leadership and employee motivation (Jasmine, & Utomo, 2024; Onan, et al., 2025). It confirms that leadership influence should not be understood merely as a simple cause-and-effect relationship, but rather as a social process involving observation, interpretation, identification, and employees' psychological responses to leader behavior (Nassir, & Benoliel, 2025; Abolnasser, et al., 2023). These findings broaden the scope of transformational leadership theory, particularly by positioning role modeling, consistency, and direct involvement as important elements in the formation of work motivation within private enterprise settings (Majeed, et al., 2025; Badrinarayanan, 2024). Another theoretical contribution lies in the clarification that idealized influence is not merely normative in nature, but also has concrete behavioral manifestations that can be observed in organizational practice (Sharma, & Adeoye, 2024; Jun, & Lee, 2023). In this way, the study helps bridge the gap between the theoretical concept of transformational leadership and its empirical reality in the field.

Practically, the findings of this study have important implications for private enterprises, particularly PT. Tamarin Jaya Lombok Timur, by showing

that efforts to enhance employee motivation cannot rely solely on administrative policies, supervisory systems, or material incentives. Organizations need to promote leadership practices that emphasize role modeling, fairness, discipline, and leaders' direct involvement in work processes in order to build employee trust and commitment. The findings also imply that leadership development within companies should focus not only on formal managerial competencies, but also on the cultivation of personal integrity and relational capacity among leaders. In doing so, organizations can create a healthier, more participatory, and more motivating work environment. Ultimately, this study confirms that the success of transformational leadership in enhancing employee motivation depends greatly on the leader's ability to embody leadership values in concrete actions that can be directly experienced by subordinates.

## CONCLUSION

This study demonstrates that transformational leadership at PT. Tamarin Jaya Lombok Timur influences employee motivation primarily through relational behavioral mechanisms, particularly role modeling, consistency between words and actions, fairness, and the leader's direct involvement in work activities. The most important finding of this study is that employee motivation is not shaped solely by material incentives or formal organizational control, but develops through employees' everyday experiences when they perceive their leader as a trustworthy figure worthy of emulation. The principal lesson derived from this study is that leadership effectiveness lies in the leader's ability to embody leadership values through concrete actions rather than merely normative discourse. From a scholarly perspective, this study strengthens and extends the literature on transformational leadership by showing that the dimension of idealized influence has concrete behavioral manifestations and operates as a psychological mechanism bridging leadership and employee motivation. Accordingly, the main strength of this article lies in its contribution to explaining the micro-level and contextual processes that are often insufficiently captured in previous quantitative studies.

However, this study also has several limitations. First, it focuses on a single private enterprise, and therefore the generalization of its findings to other organizational contexts should be made with caution. Second, the use of a qualitative case study approach provides depth of meaning and contextual understanding, but does not allow for broader testing of relationships among variables. Third, this study emphasizes one principal dimension of transformational leadership, while other dimensions such as inspirational motivation, intellectual stimulation, and individualized consideration still require deeper exploration. Therefore, future research is recommended to extend the investigation to different types of companies, compare diverse organizational contexts, and combine qualitative and quantitative approaches in order to achieve a more comprehensive understanding of the behavioral mechanisms linking transformational leadership and employee motivation. Future studies should also examine other mediating factors, such as trust, work

engagement, and organizational culture, in order to further enrich both leadership theory and practice in private enterprise settings.

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