



EXPLORING THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON WORK PRODUCTIVITY DYNAMICS AT PT MITSUBISHI ELECTRIC AUTOMOTIVE INDONESIA

MENJELAJAHI DAMPAK KEPEMIMPINAN TRANSFORMASIONAL TERHADAP DINAMIKA PRODUKTIVITAS KERJA DI PT MITSUBISHI ELECTRIC AUTOMOTIVE INDONESIA

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DOI: <https://doi.org/10.62567/micjo.v2i2.718>

Abstract

This study aims to explore the impact of transformational leadership on work productivity dynamics at PT Mitsubishi Electric Automotive Indonesia. Transformational leadership, which emphasizes inspiration, intellectual stimulation, individualized consideration, and value-based motivation, is thought to have a significant influence on improving employee productivity. However, how such mechanisms work in the context of the automotive industry in Indonesia still requires in-depth exploration. Using a qualitative approach, this research adopts a case study method to analyse the perceptions, experiences, and interactions of employees and managers in responding to transformational leadership styles. Data was collected through in-depth interviews with managers and employees at PT Mitsubishi Electric Automotive Indonesia, as well as participatory observation in the work environment. Thematic analysis was used to identify key patterns related to motivation, work engagement, and productive behaviour change. The results revealed that transformational leadership contributes to increased productivity through three main mechanisms: (1) strengthening the psychological climate that encourages innovation, (2) increasing organizational commitment through identification with the company's vision, and (3) optimizing team collaboration through inspiring communication. However, implementation challenges were also identified, including resistance to change and a gap between management expectations and employees' adaptive capacity. The implications of this study provide practical insights for companies in designing more effective leadership development programs, while enriching the human resource management literature with a contextual perspective from the Indonesian automotive industry. Policy recommendations include case-based leadership training, participatory feedback approaches, and integration of transformational values in corporate culture.

Keywords : Transformational Leadership, Work Productivity, Organizational Dynamics, Automotive Industry.

Abstrak

Penelitian ini bertujuan untuk mengeksplorasi dampak kepemimpinan transformasional terhadap dinamika produktivitas kerja di PT Mitsubishi Electric Automotive Indonesia. Kepemimpinan transformasional, yang menekankan pada inspirasi, stimulasi intelektual,



pertimbangan individual, dan motivasi berbasis nilai, diduga memiliki pengaruh signifikan terhadap peningkatan produktivitas karyawan. Namun, bagaimana mekanisme tersebut bekerja dalam konteks industri otomotif di Indonesia masih memerlukan eksplorasi mendalam. Dengan pendekatan kualitatif, penelitian ini mengadopsi metode studi kasus untuk menganalisis persepsi, pengalaman, dan interaksi karyawan serta manajer dalam merespons gaya kepemimpinan transformasional. Data dikumpulkan melalui wawancara mendalam dengan manajer dan karyawan di PT Mitsubishi Electric Automotive Indonesia, serta observasi partisipatif di lingkungan kerja. Analisis tematik digunakan untuk mengidentifikasi pola-pola kunci terkait motivasi, keterlibatan kerja, dan perubahan perilaku produktif. Hasil penelitian mengungkap bahwa kepemimpinan transformasional berkontribusi pada peningkatan produktivitas melalui tiga mekanisme utama: (1) penguatan iklim psikologis yang mendorong inovasi, (2) peningkatan komitmen organisasi melalui identifikasi dengan visi perusahaan, dan (3) optimalisasi kolaborasi tim melalui komunikasi yang inspiratif. Namun, tantangan implementasi juga teridentifikasi, termasuk resistensi terhadap perubahan dan kesenjangan antara harapan manajemen dan kapasitas adaptif karyawan. Implikasi penelitian ini memberikan wawasan praktis bagi perusahaan dalam merancang program pengembangan kepemimpinan yang lebih efektif, sekaligus memperkaya literatur manajemen sumber daya manusia dengan perspektif kontekstual dari industri otomotif Indonesia. Rekomendasi kebijakan mencakup pelatihan kepemimpinan berbasis kasus, pendekatan umpan balik partisipatif, dan integrasi nilai-nilai transformasional dalam budaya perusahaan.

Kata Kunci: Kepemimpinan Transformasional, Produktivitas Kerja, Dinamika Organisasi, Industri Otomotif.

1. INTRODUCTION

Transformational leadership has long been one of the central topics in management studies and organizational psychology, especially in the context of increasing work productivity. This leadership style is considered a key driver in creating a dynamic, innovative, and goal-oriented work environment (Ho, Nguyen and Giang, 2025). In the era of increasingly fierce business competition, companies are required not only to rely on operational efficiency, but also on leadership capacity that is able to inspire, motivate, and transform employee work values (Gomes et al, 2024). PT Mitsubishi Electric Automotive Indonesia, as one of the automotive industry players competing in the global market, faces similar challenges in maintaining productivity and innovation amidst fast-changing industry dynamics.

Indonesia's automotive industry, including the vehicle component manufacturing sector, is a significant contributor to the national economy. However, challenges such as fluctuations in market demand, global competitive pressures, and demands for technological adaptation require companies to have effective leadership strategies. Transformational leadership, with its characteristics that emphasize inspirational vision, intellectual stimulation, individualized consideration, and ideal-based motivation, is believed to be a solution in improving the dynamics of work productivity. However, the extent to which this leadership model actually impacts productivity in a specific work environment such as PT Mitsubishi Electric Automotive Indonesia still needs to be explored more deeply.

Work productivity itself is a critical indicator in assessing organizational performance (Chesley and Johnson, 2015). Productivity is not only measured by physical output, but also includes aspects of motivation, job satisfaction, and organizational commitment (Nwankpa and



Roumani, 2024). In this context, transformational leadership acts as a catalyst that influences various dimensions of productivity through employee empowerment, strengthening the culture of innovation, and creating a collaborative work climate (Nayak, Dubey and Pandey, 2023). However, its implementation in the automotive industry environment, which often has strict hierarchies and structured work systems, is certainly a challenge. Can this leadership style accommodate rigid operational needs while encouraging employee adaptability? This question underlies the importance of this research.

Several previous studies have revealed a positive relationship between transformational leadership and work productivity. For example, research by Raziq et al., (2025) and Bush et al., (2018) show that transformational leaders are able to improve team performance through increased employee engagement. However, most of these studies were conducted in Western contexts or service industries, so the generalizability of these findings to manufacturing settings in Indonesia with different work culture characteristics and organizational structures still needs to be tested. The collective work culture in Indonesia, for example, may strengthen or moderate the effect of transformational leadership on productivity. Therefore, this study seeks to fill the literature gap by exploring in depth how transformational leadership is implemented at PT Mitsubishi Electric Automotive Indonesia and its impact on work productivity dynamics.

PT Mitsubishi Electric Automotive Indonesia was chosen as the research locus because it represents a multinational company operating in Indonesia with a management system that integrates global and local practices. The company is also working to improve production efficiency while developing innovations in the face of vehicle electrification. In situations like this, the role of transformational leaders becomes crucial to ensure that strategic changes are not only designed at the top management level, but also adopted and executed by all levels of employees. However, no research has specifically examined how this leadership style affects productivity within the company.

This research is also motivated by the phenomenon of leadership paradigm shift, where employees increasingly expect leaders who are not only target-oriented, but also empathic and able to build team resilience. Transformational leadership dimensions such as individualized consideration and inspirational motivation are becoming increasingly relevant in this context. Thus, this research not only contributes to the development of leadership theory, but also provides practical recommendations for PT Mitsubishi Electric Automotive Indonesia in strategizing leadership development that suits the needs of the new era.

Methodologically, a qualitative approach was chosen to explore a holistic and contextual understanding of the transformational leadership phenomenon at PT Mitsubishi Electric Automotive Indonesia. Through in-depth interviews, observations, and document analysis, this research aims to uncover subjective narratives from leaders and employees regarding how transformational leadership is practiced and its impact on productivity.

TRANSFORMATIONAL LEADERSHIP

Transformational leadership is one of the most influential and widely researched leadership approaches in management and organizational studies. Transformational leadership as a process in which leaders and followers increase each other's motivation and morality (Kyambade and Nmatovu, 2025). Transformational leaders are not only able to influence their followers emotionally, but also able to inspire them to achieve performance beyond initial expectations (Masenya and Ngoepe, 2025). Pounder, (2003) mentions four main dimensions of transformational leadership, known as the Four I's, namely: Idealized Influence,



Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. Idealized Influence refers to the leader's ability to be a role model and build trust and respect from subordinates. Inspirational Motivation relates to the leader's ability to articulate an interesting and challenging vision, thus motivating followers to work hard for a common goal. Intellectual Stimulation shows the leader's efforts in encouraging innovation and critical thinking among his followers. Meanwhile, Individualized Consideration reflects the personal attention given by leaders to the individual development needs of their subordinates. In the context of modern organizations that are full of dynamics and change, transformational leadership is becoming increasingly relevant. Transformational leaders are considered capable of creating an adaptive and collaborative work environment, which in turn encourages increased productivity, job satisfaction, and employee loyalty (Makumbe, 2025). Research by Soontornchaiya and Charoensukmongkol, (2024) shows that this leadership style contributes significantly to the achievement of superior organizational performance, especially in an environment that demands continuous strategic change. In practice, the implementation of transformational leadership is not free from challenges. One of them is the need for integrity and consistency of leader behaviour, so that followers do not experience dissonance between rhetoric and reality. In addition, leaders are also required to have sufficient intellectual and emotional capacity to navigate organizational dynamics and accommodate the diverse needs and aspirations of employees (Dillon and Manz, 2016). In the context of this research, transformational leadership is an important conceptual framework for understanding how leaders can influence employee perceptions and experiences. Leadership styles that emphasize inspiration, openness to new thinking, and individual attention are highly relevant in responding to the challenges of modern organizations that prioritize technological approaches while upholding human values in HR management (Kark and Shamir, 2013).

WORK PRODUCTIVITY

Work productivity is a key indicator in assessing the effectiveness and efficiency of individual and organizational performance in achieving strategic goals (Guo et al., 2023). Work productivity reflects how effectively labor produces valuable output in a given period, with respect to the resources used (Palvalin, 2024). In the context of a manufacturing organization such as PT Mitsubishi Electric Automotive Indonesia, productivity is not only related to the quantity of products produced, but also to quality, consistency, and contribution to the company's value chain. Work productivity cannot be separated from psychological and social factors, such as motivation, employee engagement, and interpersonal relationships in the workplace (Rokonuzzaman et al., 2024). This is in line with the human relations approach that emphasizes the importance of the human dimension in productivity management. Employees who feel valued, have role clarity, and receive support from superiors tend to show sustainable productivity improvements. In the context of transformational leadership, work productivity is seen as the result of the internalization process of organizational values and vision transmitted through leadership styles that inspire, motivate, and empower employees (Marikyan et al., 2024). Transformational leaders facilitate productivity improvement not through strict control or direct instruction, but rather by generating intrinsic commitment and collective awareness of the importance of individual contributions to organizational success (Lee, 2023). In a manufacturing environment that demands high efficiency and continuous innovation, such leadership has the potential to create a dynamic, collaborative and adaptive work culture. Furthermore, work productivity is also influenced by structural factors such as performance



measurement systems, training, and reward systems that are consistent with organizational goals (Hashmi, Ghaithi and Sartawi, 2023). However, in practice, productivity dynamics are often complex and contextual. Therefore, a qualitative approach is important to explore in depth the subjective experiences of employees regarding their perceptions of productivity, especially in their interactions with transformational leader figures. Thus, the study of work productivity in this research does not only look at quantitative aspects, but also explores how employees' values, meanings, and work experiences are formed in the context of transformative leadership.

2. RESEARCH METHODS

Research Approach and Type

This research uses a qualitative approach with an exploratory study design, aiming to deeply understand the impact of transformational leadership on the dynamics of work productivity at PT Mitsubishi Electric Automotive Indonesia. The qualitative approach was chosen because it is able to reveal the meaning, perceptions, and experiences of research subjects holistically (Creswell, 2014), and allows researchers to explore phenomena contextually. The type of research used was an intrinsic case study in which PT Mitsubishi Electric Automotive Indonesia was chosen as a unique case due to the application of transformational leadership in the dynamic automotive industry. Case studies allow in-depth analysis of the interaction between leaders and employees in influencing productivity.

Location and Research Subjects

The research was conducted at PT Mitsubishi Electric Automotive Indonesia, focusing on mid-level employees and work teams directly exposed to transformational leadership style. Participants were selected using purposive sampling technique with criteria:

- Employees who have worked at least 2 years to ensure a deep understanding of leadership in the company.
- Team members directly led by managers with transformational characteristics (based on initial assessment through company documents or HR recommendations).

Data Collection Technique

1. In-Depth Interviews
 - Semi-structured with open-ended guided questions,
 - Interviews were recorded and transcribed verbatim to maintain the authenticity of the data.
2. Participatory Observation
 - Researchers engage in observation of work activities (e.g. team meetings or production processes) to record the dynamics of leader-employee interactions.
 - Focus on aspects of communication, empowerment, and response to change.
3. Document Study
 - Analyse internal documents such as performance reports, HR policies, or employee satisfaction surveys to triangulate data.

Data Analysis

Data were analysed following a thematic analysis model with stages:

1. Transcription and Familiarization: Repeated reading of interview transcripts and observation notes.



2. Initial Coding: Identifying leadership-related codes.
3. Theme Formation: Grouping codes into theme
4. Triangulation: Verifying findings by comparing interviews, observations, and documents.

3. RESULTS AND DISCUSSION

This research was conducted through a qualitative approach with data collection techniques in the form of in-depth interviews with several key informants at PT Mitsubishi Electric Automotive Indonesia. Based on thematic analysis of the interview results, four main themes were found that represent the influence of transformational leadership on the dynamics of work productivity, namely: (1) inspiration of vision and work goals, (2) individual attention to employees, (3) intellectual stimulation, and (4) the influence of leader idealization.

The informants stated that the transformational leaders in their work units were able to convey the organization's vision in an inspiring and motivating manner. Employees not only understood the strategic direction of the company, but also felt that they had a direct contribution to make towards achieving the vision. This finding suggests that inspiration towards a broader vision and meaning of work has been instrumental in improving morale, reducing resistance to change, and proactively driving productivity. This is consistent with Prabhu and Modem's, (2023) research on inspirational motivation as one of the main dimensions of transformational leadership.

The second theme that stood out was the leader's individual attention to the needs, psychological conditions, and potential of each team member. Informants described the personal approach taken by their superiors, such as providing training opportunities according to their interests, and listening to employees' aspirations in informal meetings. This kind of attention has a positive impact on loyalty, employee engagement, and sustainable productivity improvement. This finding is in line with the findings of Puni et al., (2022) who stated that individualized attention in a transformational leadership style encourages the creation of a work climate that is supportive and adaptive to employee dynamics.

Transformational leadership at PT Mitsubishi Electric Automotive Indonesia is also reflected in the encouragement of creative and innovative thinking. Informants reported that leaders often encourage them to come up with new ideas to solve work problems and provide space for controlled experimentation. This encouragement of intellectual stimulation increases the capacity to adapt to change and job complexity, which is an important part of modern productivity, especially in a technology-based manufacturing environment such as this company. This reinforces the results of research showing that intellectual stimulation in transformational leadership is correlated with increased work effectiveness and employee innovation (Khan et al., 2020).

The informants stated that their leaders were role models in terms of work ethics, discipline and commitment. This makes employees feel inspired to follow high work standards, while strengthening team cohesion. This aspect of idealizing influence plays an important role in shaping a productive and high performance-oriented work culture. In transformational leadership, the leader becomes a trusted role model, which in turn strengthens trust and cohesiveness within the team (Hu, Gu and Chen, 2013).

In the context of PT Mitsubishi Electric Automotive Indonesia, the implementation of transformational leadership not only impacts individual motivation, but also strengthens the collective dynamics of work productivity. Leaders act as catalysts to change the organizational culture from bureaucratic to more participatory and innovative. In the context of the automotive



industry, which demands high efficiency and continuous innovation, this leadership style is very relevant. Interestingly, the dynamics of work productivity are not only influenced by the direct actions of leaders, but also by employees' perceptions of the sincerity and consistency of leaders in carrying out transformational values. When leaders are only rhetorical without real exemplification, the impact on productivity is minimal. Therefore, the success of transformational leadership is highly dependent on the integrity and authenticity of the leader himself. In addition, the context of organizational culture and local values are also important factors. The work culture at PT Mitsubishi Electric Automotive Indonesia, which combines Japanese disciplinary values with local Indonesian flexibility, creates a space that enables the effective application of transformational leadership. The synergy between adaptive organizational structure and visionary leadership results in a work climate conducive to long-term productivity growth.

The findings provide important implications for the strategic management of HR at PT Mitsubishi Electric Automotive Indonesia, that the development of leaders with transformational characteristics should be part of the long-term strategy. Leadership training programs, coaching, and appraisal systems based on transformational values need to be further developed to ensure the sustainability of positive impacts on work productivity.

4. CONCLUSION

This research reveals that transformational leadership has a significant and profound influence on the dynamics of work productivity at PT Mitsubishi Electric Automotive Indonesia. Through a qualitative approach and thematic analysis, it was found that key dimensions of transformational leadership-*ie.* vision inspiration, individualized attention, intellectual stimulation, and idealizing influence-contributed directly to increased employee motivation, engagement, and innovative capacity. Leaders who are able to align organizational values with individual aspirations are shown to foster a collaborative, adaptive, and high performance-oriented work climate. In addition, employees' perceptions of leaders' authenticity and exemplarity play an important role in strengthening work commitment and organizational loyalty. In the context of the competitive and dynamic automotive industry, transformational leadership style not only improves individual productivity, but also transforms work culture towards collective excellence. Thus, transformational leadership is not just a managerial style, but a strategic instrument in building human-based organizational excellence. The role of leaders as inspirers, coaches, as well as catalysts of change is the key to sustainable productivity in an ever-evolving business landscape.

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