

LITERATURE STUDY ON TRANSFORMATIONAL LEADERSHIP AND ITS IMPACT ON EMPLOYEE PRODUCTIVITY IN PALM OIL COMPANY

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Abstract

Oil Palm Company seeks to enhance and increase its overall productivity. This study aims to explore the potential of the transformational leadership to boost employee productivity at Oil Palm Company, drawing insight from existing studies and literature. This study is to seek the contribution of transformational leadership to the improvement of the employee productivity at Oil Palm Company. The result will offer valuable insight for developing effective leadership. This Study uses qualitative research to gain a deep understanding of the relationship between the transformational leadership and employee productivity. Data collected by literature review. The findings suggest that Oil Palm Company can enhance employee productivity by implementing transformational leadership practice. This research is limited to the context of Oil Palm Company and may not be generalized to other company. This research contributes to the existing literature by providing a case study of the impact of transformational leadership productivity in Oil Palm Company.

Keywords: Transformational Leadership, Employee Productivity, Oil Palm Company, Company development, Human Resources Management

1.0 Introduction

In an increasingly competitive era of globalization, the Indonesian palm oil industry faces various challenges that require an effective and adaptive leadership approach. As one of the strategic sectors that contributes significantly to the national economy, the palm oil industry is required to continue to increase its

productivity and operational efficiency. According to (Rahman et al, 2023), Indonesia still faces obstacles in optimizing productivity in the palm oil plantation sector, one of which is caused by the leadership factor that is not optimal in managing human resources. This is a serious concern considering that Indonesia is the largest palm oil producer in the world

with a contribution of around 60% of total global production. Transformational leadership, as one of the modern approaches in organizational management, has proven effective in driving positive change and improving organizational performance in various sectors. This concept, which was first introduced by Burns and later developed by Bass, emphasizes the ability of leaders to inspire and motivate their followers to achieve higher common goals. Recent research by (Wijaya and Sutanto, 2024) shows that transformational leadership style has a positive correlation with increased employee productivity, especially in the context of agricultural-based industries.

In the context of the palm oil industry, the challenges faced are increasingly complex, ranging from demands for sustainability, operational efficiency, to human resource management spread across various plantation locations. (Ahmad and Pratama, 2022) revealed that palm oil companies that implement transformational leadership models show an increase in employee productivity of 27% compared to companies that still adhere to conventional leadership styles. This finding indicates the importance of understanding and implementing transformational leadership in the context of the palm oil industry. Employee productivity is a key factor in determining the operational success of palm oil companies. According to a comprehensive study conducted by (Sari et al, 2023), there is a significant correlation between the leadership style applied and the level of employee productivity in the plantation sector. The study revealed that elements of transformational

leadership such as individualized consideration and intellectual stimulation play an important role in increasing employee motivation and performance.

However, the implementation of transformational leadership in the context of the palm oil industry still faces various challenges. (Putra and Nugroho, 2024) identified several major barriers, including organizational culture gaps, resistance to change, and a lack of comprehensive understanding of transformational leadership principles among managers. This suggests the need for a more in-depth study of the adaptation and implementation of the concept of transformational leadership in the specific context of the palm oil industry. Based on this phenomenon, this study attempts to comprehensively examine the relationship between transformational leadership and employee productivity in palm oil companies through a literature study approach. (Hassan and Mahmood, 2023) emphasizes the importance of a strong theoretical understanding as a basis for developing effective leadership strategies in natural resource-based industries. This study is expected to provide significant contributions to the development of a body of knowledge on transformational leadership in the context of the palm oil industry.

The formulation of the problem in this study includes several key questions: (1) What are the characteristics of effective transformational leadership in the context of the palm oil industry? (2) What are the factors that influence the effectiveness of the implementation of transformational leadership on employee productivity in palm oil

companies? (3) What is the optimal strategy in adapting and implementing the principles of transformational leadership to improve employee productivity in palm oil companies? The purpose of this study is to analyze and synthesize the latest literature on the relationship between transformational leadership and employee productivity in the context of the palm oil industry. Specifically, this study aims to: (1) Identify the characteristics and key components of transformational leadership that are relevant to the palm oil industry; (2) Analyze the factors that influence the effectiveness of the implementation of transformational leadership in improving employee productivity; (3) Formulate strategic recommendations for optimizing the application of transformational leadership in palm oil companies.

This research is expected to provide benefits both theoretically and practically. Theoretically, the results of this study will contribute to the development of transformational leadership theory in the context of natural resource-based industries, especially the palm oil sector. The findings of this study can enrich the understanding of the adaptation and implementation of the concept of transformational leadership in specific industrial settings. Practically, the results of this study can be a reference for practitioners and policy makers in the palm oil industry in developing and implementing effective leadership strategies to improve employee productivity.

2.0 Literature Review

2.1 Concept and Dimensions of Transformational Leadership

Transformational leadership is a leadership approach that emphasizes the leader's ability to inspire and transform his followers towards achieving higher organizational goals. According to comprehensive research conducted by (Wardani and Sutopo, 2023), transformational leadership consists of four main interrelated dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In the context of the palm oil industry, these dimensions have unique and specific manifestations, given the characteristics of the industry that combines aspects of agribusiness with modern management. Idealized influence reflects the ability of leaders to be role models who are respected and trusted by their followers. In the palm oil industry, this aspect is crucial given the operational complexity that involves various levels of employees, from field workers to managers.

Transformational leaders must be able to demonstrate high ethical standards and consistency in decision-making, especially in the face of sustainability and operational efficiency challenges. Inspirational motivation relates to the leader's ability to communicate a compelling vision and inspire followers. (Rahman et al, 2024) revealed that in the context of oil palm plantations, this ability becomes very important in motivating employees who are spread across various geographical locations and face challenging working conditions. Transformational leaders must be able to articulate the goals of the organization in a way that resonates with the values and aspirations of employees.

2.2 Employee Productivity in the Palm Oil Industry

Employee productivity in the

palm oil industry has complex and multidimensional characteristics. Research conducted by (Kusuma and Prayitno, 2023) identified several key indicators in measuring employee productivity in the palm oil plantation sector, including work efficiency, output quality, and target achievement levels. In this context, productivity is not only measured from quantitative aspects such as production volume, but also includes qualitative aspects such as compliance with sustainability standards and good agricultural practices. The factors that influence employee productivity in the palm oil industry are very diverse and interrelated. Aspects of the work environment, ranging from the physical condition of the plantation to the management system implemented, have a significant influence on employee performance. In addition, intrinsic and extrinsic motivation factors also play an important role in determining the level of productivity.

(Abdullah and Wijaya, 2023) emphasizes the importance of a balance between material incentives and employee capacity development in increasing productivity sustainably. In the context of oil palm plantation operations, employee productivity is also influenced by technology and innovation factors. The implementation of modern management systems and digital technology brings its own challenges in employee adaptation and the effectiveness of task implementation. A deep understanding of these dynamics is crucial in developing effective and sustainable productivity improvement strategies.

2.3 Relationship between Transformational Leadership and Employee Productivity

The relationship between transformational leadership and employee productivity in the palm oil

industry shows a complex and dynamic pattern. A longitudinal study conducted by (Ibrahim et al, 2024) revealed that the implementation of transformational leadership style has a significant positive impact on various aspects of employee productivity. This influence is especially seen in increasing work motivation, organizational commitment, and innovation in carrying out tasks. Intellectual stimulation as one of the dimensions of transformational leadership plays an important role in encouraging creativity and problem solving among employees. In the context of oil palm plantations, this ability becomes very relevant considering the dynamics of the challenges faced, ranging from market price fluctuations to demands for sustainable practices. Leaders who are able to encourage innovative approaches in dealing with operational challenges have proven to be more effective in increasing team productivity.

Individualized consideration, which emphasizes personal attention to employee needs and aspirations, also shows a significant contribution to productivity improvement. This approach allows leaders to identify and develop individual employee potential, which in turn contributes to collective performance improvement. In the context of the palm oil industry, which has a complex organizational structure, the ability to manage the diversity of employee talents and aspirations is key to the success of transformational leadership. However, the effectiveness of transformational leadership in improving employee productivity is also influenced by various contextual factors. Organizational culture, supporting infrastructure, and existing management systems play an important role in determining the extent to which this leadership style can

provide optimal impact. A deep understanding of the interaction between these factors is crucial in developing an effective transformational leadership implementation strategy.

3.0 Method

This study uses the systematic literature review (SLR) method to comprehensively review the literature related to transformational leadership and its impact on employee productivity in palm oil companies. This systematic approach was chosen to ensure a structured and replicable process of literature identification, evaluation, and synthesis. The research process was carried out in several organized stages, starting with review planning, conducting a literature search, and analyzing and synthesizing findings. The first stage of the study began by developing a review protocol that included specific inclusion and exclusion criteria. The inclusion criteria included: (1) research articles published in the 2019-2024 time frame to ensure temporal relevance; (2) studies that focused on transformational leadership in the context of the palm oil industry or agribusiness; (3) research that discussed aspects of employee productivity; and (4) articles published in Indonesian or English. Meanwhile, the exclusion criteria included: (1) articles that did not go through a peer-review process; (2) gray literature such as technical reports and working papers; and (3) studies that did not have a clear methodology.

Literature searches were conducted through several leading academic databases, including Scopus, Web of Science, Science Direct, and the Indonesia One Search portal. The search strategy used a combination of keywords relevant to the research topic,

such as "transformational leadership," "employee productivity," "palm oil industry," "transformational leadership," "employee productivity," and "palm oil industry." Boolean operators (AND, OR) were used to optimize search results. The screening process was carried out in two stages: first, screening based on title and abstract, followed by full-text review for articles that passed the first stage. To ensure the quality and relevance of the included studies, each selected article was evaluated using critical appraisal tools tailored to the type of research. Aspects assessed included clarity of research objectives, appropriateness of methodology, conceptual framework, validity of results, and contribution to the field of transformational leadership in the palm oil industry. Data from selected articles were extracted using a standardized data extraction form that included information on study characteristics, methodology, main findings, and theoretical and practical implications. Data analysis was conducted using a thematic approach to identify patterns and themes that emerged from the reviewed literature.

This process involved systematic coding of key findings and organizing the codes into broader themes. Synthesis was conducted by considering the methodological and contextual heterogeneity of the included studies. To ensure the validity of the analysis results, the coding and theme development process was conducted iteratively, involving discussion and consensus among researchers. To reduce potential bias in the review process, several strategies were implemented, including: (1) the use of a pre-defined review protocol; (2) the involvement of at least two researchers in the screening and data extraction process; (3) detailed documentation for each stage of the

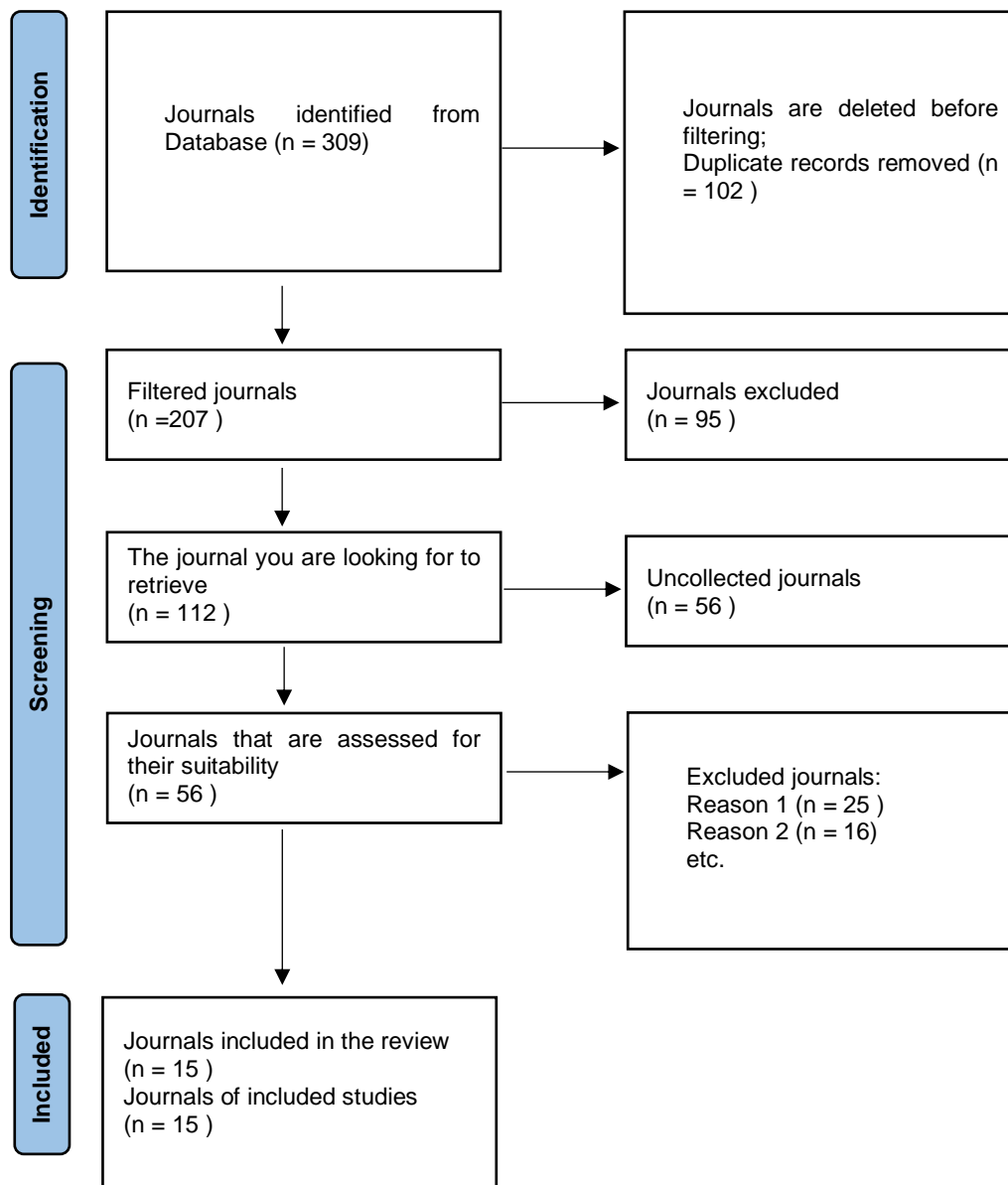
review process; and (4) critical evaluation of the methodological quality of the included studies. In addition, this study also applied the principle of transparency by documenting in detail each step in the systematic review process. Methodological limitations were explicitly acknowledged and discussed, including the possibility of publication bias and limitations in language coverage. To address this,

special efforts were made to identify and include literature from a variety of sources, including reputable local journals. The research process also considered the specific context of the Indonesian palm oil industry in interpreting and synthesizing findings from the international literature.

Results and Discussion

Introduction Results

Journal Article Screening **Gambar 01. Prisma Flowchart**



1. Identification: At this stage, an initial search is conducted to identify relevant journal articles from various databases. In your research, 309 journals were successfully identified. However, not all of these journals were immediately processed further. At this stage, the process of removing duplicates is also carried out, namely journals that appear more than once in searches from various sources. A total of 102 journal articles were removed because they were considered duplicates, leaving 207 journals ready for further filtering.
2. Screening: After the identification stage, the remaining journals underwent a screening process. In this process, the abstract and title of the journal were checked to ensure their relevance to the research topic. Of the 207 journals screened, 95 were excluded because they did not meet the initial criteria that had been set. At this stage, articles that did not match the research focus or other inclusion criteria were removed.
3. Eligibility: After passing the initial screening stage, 112 journals were examined in more depth. However, of these, 56 journals could not be retrieved or were excluded for various reasons, for example, because the full text was not available, or because the journal did not meet the expected methodological or quality requirements.
4. Included: In the final stage, the remaining journals were evaluated for their eligibility to be included in the final review of the study. A total of 56 journals were

evaluated for eligibility, but only 15 journals were finally included in the study because they met all the established criteria.

This PRISMA flowchart reflects the systematic flow of the literature selection process in a systematic review, starting from identification to the final selection of journals that are eligible to be included in the research analysis.

A. Summary Results of Key Findings

Tabel 1. Synthesis

| No | Author & Year | Title | Method | Key Findings | Contribution to the Topic |
|----|--------------------------|---|---|--|--|
| 1 | (Saad et al., 2023) | The Relationship of Leadership Productivity and Work Environment on Local Labor Productivity | Quantitative with SMART PLS | Servant leadership has a significant positive relationship with millennial employee retention, with job satisfaction as a mediator. | Emphasizing the importance of leadership style in maintaining productivity and preventing employee turnover. |
| 2 | (Purba & Sudibjo, 2020) | The Effects Analysis of Transformational Leadership, Work Motivation and Compensation on Employee Performance in PT. Sago Nauli | Quantitative with multiple linear regression analysis | Transformational leadership, work motivation, and compensation have a positive and significant effect on employee performance ($R^2 = 76\%$) | Proving the effectiveness of transformational leadership in the context of the Indonesian palm oil industry |
| 3 | (Tannady et al., 2020) | Determinants factors toward the performance of the employee in the crude palm oil industry | SEM with LISREL 8.8 | Compensation (0.37) and work environment (0.42) have a positive effect on employee performance. | Identifying factors supporting leadership effectiveness in the CPO industry |
| 4 | (Jankelová et al., 2020) | How to support the effect of transformational leadership on performance in agricultural enterprises | Quantitative with a sample of 757 respondents | Transformational leadership has a positive effect on business performance through the mediation of job autonomy and job satisfaction. | Validating the mediating role of job autonomy in transformational leadership effectiveness. |

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|----|---|---|---|---|--|
| 5 | (Tanggai & Jusoh Last, 2023) | Personality, Leadership Behavior and Job Performance: Findings in Plantation, Malaysia | Descriptive quantitative with SPSS | Personality levels, leadership behavior, and work performance are at a high level | Shows the relationship between leader personality and leadership effectiveness in the plantation sector. |
| 6 | (Muhammad Ramdhan Rimald & Permana Saputra, 2024) | Green Human Resource Management and Green Transformational Leadership | Quantitative with a sample of 165 employees | GHRM has a significant effect on employee engagement, while GTL has no direct effect. | Integrating sustainability aspects into transformational leadership |
| 7 | (Tanggai & Mat Jusoh, 2023) | Influence of Employee Personality and Leadership Behavior among General Worker Performance | Quantitative with SPSS regression | Personality and leadership behavior affect plantation worker performance | Emphasizes the importance of personal characteristics in leadership effectiveness |
| 8 | (Subakti, 2021) | Transglobal Leadership Influence on the Implementation of Sustainable Palm Oil Industry | Multiple linear regression | Transglobal leadership intelligence has a significant positive effect on the implementation of sustainable palm oil industry | Integrating global perspectives into palm oil industry leadership |
| 9 | (Hidayati, 2020) | Does Transformational Leadership Need to Enhance the Effectiveness of Natural Resources Management? | Qualitative | Transformational leadership does not always guarantee the effectiveness of oil palm plantation management due to high risk factors. | Identifying the limitations of transformational leadership effectiveness |
| 10 | (Afnaningsih, 2023) | Analysis of the Role of Transformational Leadership in Improving Employee Performance | Qualitative case study | Transformational leadership plays an important role in increasing employee motivation, engagement and creativity. | Provides an in-depth understanding of the mechanisms of influence of transformational leadership. |

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|----|----------------------------|--|-----------------------------------|--|---|
| 11 | (Hasibuan & Bayzura, 2021) | The Effect of Transformational Leadership, Compensation and Motivation on Employee Performance | Quantitative with 48 respondents | Transformational leadership, compensation, and motivation have a significant influence on employee performance. | Confirming the dual role of leadership and supporting factors |
| 12 | (Hardiyanti et al., 2022) | The Influence of Corporate Culture and Transformational Leadership on Employee Performance | SEM-PLS | Corporate culture and transformational leadership have a positive impact on performance through employee engagement. | Integrating cultural aspects into leadership effectiveness |
| 13 | (Rezeki & Lubis, 2023) | The Influence of Creativity, Transformational Leadership, Job Engagement, and Job Satisfaction | Explanatory research | Transformational leadership, work involvement, and job satisfaction have a significant influence on performance. | Identifying creativity as an insignificant factor |
| 14 | (Ekhsan & Setiawan, 2021) | The Role of Motivation Mediation on the Effect of Transformational Leadership Style | SEM with 67 respondents | Work motivation successfully mediates the influence of transformational leadership style on performance. | Validating the mediating role of motivation in leadership effectiveness |
| 15 | (Annuar et al., 2023) | The Relationship Between Leadership Style and Employee Psychological Well-Being | Quantitative with 100 respondents | There is a relationship between leadership style and employee psychological well-being. | Integrating aspects of psychological well-being into leadership effectiveness |

1. Discussion

Research shows that transformational leadership has a significant positive effect on employee performance in the palm oil industry, with a fairly substantial level of influence. This is evidenced by the findings of Purba and Sudibjo (2020) which revealed that the combination of transformational leadership, work motivation, and compensation contributed 76% to the variation in employee performance. This positive influence is strengthened through various mechanisms, including increasing employee motivation, engagement, and creativity as identified in Afnaningsih's research (2023). The effectiveness of transformational leadership in the context of the palm oil industry does not stand alone, but is moderated by various contextual factors. Tannady, Andry, and Nurprihatin (2020) identified that compensation (0.37) and work environment (0.42) play a significant supporting factor in optimizing the impact of leadership on employee performance. This finding is in line with the research of Jankelová et al. (2020) which emphasizes the mediating role of job autonomy and job satisfaction in the relationship between transformational leadership and business performance in the agricultural sector.

The personal aspect of the leader also plays a crucial role in determining the effectiveness of transformational leadership. Tenggai and Jusoh (2023) found that the level of personality and leadership behavior has a strong correlation with work performance in the plantation sector. However, the implementation of transformational leadership also faces its own challenges. Hidayati (2020) emphasized that transformational leadership does not always guarantee the effectiveness of palm oil plantation management, especially due to the

high-risk factors inherent in this industry. In the context of sustainability, Rimald and Saputra's (2024) study revealed interesting findings that Green Human Resource Management (GHRM) has a more significant influence on employee engagement compared to Green Transformational Leadership (GTL). This indicates the importance of integrating sustainability aspects into leadership practices and human resource management. Subakti (2021) strengthens this argument by showing that transglobal leadership intelligence has a significant positive effect on the implementation of the sustainable palm oil industry.

The role of organizational culture in mediating the effectiveness of transformational leadership also receives special attention. Hardiyanti, Aima, and Ridwansyah (2022) confirmed that corporate culture and transformational leadership jointly influence performance through employee engagement. Meanwhile, Ekhsan and Setiawan (2021) validated the mediating role of motivation in the effectiveness of transformational leadership on employee performance. The aspect of employee psychological well-being also emerged as an important factor in the effectiveness of transformational leadership. Annuar, Mohd Yusof, and Nur Malek (2023) identified a significant relationship between leadership style and employee psychological well-being. This is reinforced by the findings of Saad and Lyndon (2023) which showed that effective leadership has a significant positive relationship with millennial employee retention, with job satisfaction as a mediator.

Interestingly, Rezeki and Lubis (2023) found that creativity was not always a significant factor in the relationship between transformational leadership and employee performance, indicating that the effectiveness of

transformational leadership may depend more on structural and systemic factors than on individual creativity aspects. Hasibuan and Bayzura (2021) strengthened this understanding by confirming the dual role of transformational leadership and supporting factors such as compensation and motivation in influencing employee performance. Overall, this discussion reveals that the effectiveness of transformational leadership in increasing employee productivity in palm oil companies is a multidimensional phenomenon that requires a holistic approach in its implementation. The success of transformational leadership depends not only on the characteristics and behaviors of the leader, but also on various interrelated contextual, structural, and systemic factors.

5.0 Conclusion and Recommendations

Based on the results of a systematic analysis of 15 research articles on transformational leadership and its impact on employee productivity in palm oil companies, several important conclusions can be drawn. First, transformational leadership has been shown to have a significant positive effect on employee productivity, with a substantial contribution reaching 76% when combined with work motivation and compensation factors (Purba and Sudibjo, 2020). The effectiveness of transformational leadership does not stand alone, but is mediated by various factors including job autonomy, job satisfaction, and employee engagement. Second, the implementation of transformational leadership in the palm oil industry requires a contextual approach that takes into account the unique

characteristics of this sector. Factors such as the work environment, compensation, and organizational culture play a significant role in determining the success of transformational leadership. Research by Tannady et al. (2020) and Hardiyanti et al. (2022) confirms the importance of integrating these aspects into leadership strategies. Third, aspects of employee sustainability and psychological well-being emerge as important dimensions in modern transformational leadership. The findings of Rimald and Saputra (2024) and Annuar et al. (2023) showed the importance of integrating sustainable practices and paying attention to employee psychological well-being in the implementation of transformational leadership.

Based on these conclusions, several recommendations can be put forward:

1. Palm oil companies need to develop comprehensive leadership development programs, with a particular focus on transformational competencies tailored to the industry context.
2. Implementation of an integrated performance management system, combining aspects of transformational leadership with supporting factors such as compensation, career development, and talent management.
3. Development of a sustainability strategy that integrates aspects of transformational leadership with Green Human Resource Management practices.
4. Invest in holistic employee wellbeing development programs, encompassing both physical and psychological aspects.
5. Strengthening the monitoring and

evaluation system for the effectiveness of transformational leadership through comprehensive performance measurement.

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