

# Exploring the Impact of Transformational Leadership on Employee Career Development in the Financial Services Sector

*Transformational  
Leadership and Career  
Development*

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## **ABSTRACT**

*Transformational leadership plays a vital role in enhancing employee career development by fostering motivation and professional growth in organizations. This study aims to examine the influence of transformational leadership on employee career development within a state-owned financial institution in Indonesia. Data were collected from 30 employees using a questionnaire with a five-point Likert scale, designed to measure perceptions of leadership and career progression, and analyzed through statistical methods to test the relationship between variables. The findings reveal that transformational leadership, characterized by inspirational motivation, intellectual stimulation, idealized influence, and individual consideration, significantly enhances employees' skills, career advancement, and motivation. Leaders who provide personalized support and a clear vision create a supportive environment that aligns individual aspirations with organizational goals. In conclusion, transformational leadership is a key driver of career development, offering practical insights for improving leadership practices in financial institutions. Organizations should invest in training programs to cultivate transformational leadership skills, ensuring sustained employee growth and organizational success. This study highlights the importance of effective leadership in addressing career development challenges and fostering a motivated workforce.*

**Keywords:** *Career Development, Employee Performance, Organizational Leadership, Transformational Leadership.*

## **ABSTRAK**

*Kepemimpinan transformasional memainkan peran penting dalam meningkatkan pengembangan karier karyawan dengan menumbuhkan motivasi dan pertumbuhan profesional dalam organisasi. Studi ini bertujuan untuk mengkaji pengaruh kepemimpinan transformasional terhadap pengembangan karier karyawan di sebuah lembaga keuangan milik negara di Indonesia. Data dikumpulkan dari 30 karyawan menggunakan kuesioner dengan skala Likert lima poin, yang dirancang untuk mengukur persepsi kepemimpinan dan perkembangan karier, dan dianalisis melalui metode statistik untuk menguji hubungan antar variabel. Temuan penelitian*

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*mengungkapkan bahwa kepemimpinan transformasional, yang dicirikan oleh motivasi inspiratif, stimulasi intelektual, pengaruh ideal, dan pertimbangan individual, secara signifikan meningkatkan keterampilan, kemajuan karier, dan motivasi karyawan. Pemimpin yang memberikan dukungan personal dan visi yang jelas menciptakan lingkungan yang suportif yang menyalurkan aspirasi individu dengan tujuan organisasi. Kesimpulannya, kepemimpinan transformasional merupakan pendorong utama pengembangan karier, yang menawarkan wawasan praktis untuk meningkatkan praktik kepemimpinan di lembaga keuangan. Organisasi harus berinvestasi dalam program pelatihan untuk mengembangkan keterampilan kepemimpinan transformasional, memastikan pertumbuhan karyawan yang berkelanjutan dan kesuksesan organisasi. Studi ini menyoroti pentingnya kepemimpinan yang efektif dalam mengatasi tantangan pengembangan karier dan membina tenaga kerja yang termotivasi.*

**Kata kunci:** *Kepemimpinan Organisasi, Kepemimpinan Transformasional, Kinerja Karyawan, Pengembangan Karir.*

## INTRODUCTION

Leadership is a critical determinant of organizational success, with transformational leadership being particularly effective in inspiring and motivating employees to achieve higher performance by transforming their mindsets and behaviors (Avolio et al., 2018; Angelina, 2018; Beigi et al., 2020). Transformational leaders foster a strong vision, empower individuals, and promote a growth-oriented work environment through four key components: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration (Judge & Piccolo, 2018; Kalliath, 2018; Kossek & Lautsch, 2018). This leadership style has been shown to enhance employee career development by creating opportunities for skill improvement and professional growth (De Vos & Cambré, 2017; Haar et al., 2019; Hammer et al., 2019). In the context of financial service organizations, transformational leadership is vital for addressing challenges related to employee performance and career progression, ensuring alignment with organizational goals (Juhro, 2019; Humaisi et al., 2024; Mustafa et al., 2025).

Despite extensive research on transformational leadership, there remains a significant research gap in its application within the Indonesian financial services sector, particularly in state-owned enterprises. Avolio et al. (2018) and Mustafa and Hameed (2020) have explored transformational leadership's impact on career development in Western and banking contexts, but their findings may not fully apply to Indonesia's unique socio-cultural and organizational dynamics. For instance, Lange and Rowold (2019) noted that cultural factors influence how transformational leadership translates into career outcomes, yet few studies have examined this in the Indonesian pawnshop industry. This gap is critical, as state-owned financial institutions in Indonesia face distinct challenges, such as balancing short-term performance targets with long-term employee development, which may require tailored leadership approaches.

Employee career development is a systematic process where individuals enhance their skills, knowledge, and experience to achieve career goals that align with organizational strategies (Gragano et al., 2020). Effective career development improves individual performance, employee retention, and motivation, contributing to organizational sustainability. In state-owned financial enterprises, employees often face unclear career paths despite participating in training programs, highlighting a disconnect between leadership practices and career development initiatives. For example, data from a financial services branch indicate a diverse workforce with varying tenure (1–33 years) and educational backgrounds (high school to bachelor's degree), suggesting a need for leadership that supports individualized career progression. This study addresses this issue by examining how transformational leadership can bridge the gap between employee expectations and organizational career development practices.

In the era of globalization and increasing competition, employee career development is a key factor in ensuring organizational adaptability and success. Transformational

leadership, with its emphasis on empowerment and innovation, is well-suited to address these challenges (Mustafa et al., 2025). By examining its impact in a specific organizational context, this study seeks to highlight the importance of leadership in fostering a responsive and adaptive workforce. Through surveys and quantitative analysis, the research will explore employee perceptions, offering a comprehensive understanding of how transformational leadership can drive career development in financial service organizations.

This study aims to investigate the effect of transformational leadership on employee career development within a state-owned financial institution in Indonesia. By focusing on the influence of transformational leadership's four components, the research seeks to provide insights into optimizing employee potential and addressing career development challenges. The findings are expected to offer practical recommendations for implementing effective leadership strategies that enhance career growth and organizational performance. Additionally, this study contributes to the literature by addressing the understudied context of Indonesian financial services, providing a foundation for future research in similar settings.

## **LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT**

### **Transformational Leadership and Employee Career Development**

Transformational leadership is a leadership style that inspires and motivates followers to achieve higher performance by changing the way they think and behave. Transformational leaders can create a strong vision and move the entire organization towards that goal, while empowering and developing the potential of individuals in their team (Avolio et al., 2018; Dries et al., 2019; De Simone et al., 2021). Basically, transformational leadership involves four main components, namely: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Asraf et al., 2024; Murniawati & Achmad, 2024). Mustafa et al. (2025) states that through these components, leaders not only focus on achieving short-term goals, but are also committed to shaping and developing the abilities and careers of their followers in the long term.

Transformational leadership plays an important role in the employee career development process (Magasi, 2021; Zhang et al., 2021; Butar-Butar et al., 2024). Lange and Rowold (2019) revealed that transformational leaders can create a work environment that supports career development by providing challenges, constructive feedback, and opportunities for growth. In this context, transformational leadership not only facilitates the achievement of organizational goals but also allows employees to grow professionally and personally (Wirawan, 2018; Susanto, 2019; Permata Sari & Candra, 2020).

Meanwhile, employee career development is a process in which individuals improve their skills, knowledge, and experience to achieve desired career goals. According to Gragnano et al. (2020), career development involves systematic planning and decision-making about an individual's career path, as well as achieving career goals that are integrated with the company's strategy. Effective career development not only has a positive impact on individual performance, but also on employee retention and motivation (Palinkas et al., 2015; Kraimer et al., 2019; Palumbo, 2020).

Ho: Transformational leadership has a significant influence on employee career development.

Ha: Transformational leadership does not have a significant influence on employee career development.

### **Research Conceptual Model**

The conceptual framework in this study serves as a visual or descriptive representation that describes the relationship between the variables studied (Salawu et al., 2023; Ghanad, 2023). In the context of the study, there are two main variables identified, namely Variable X (Independent) in the form of Transformational Leadership and Variable Y (Dependent) in the form of Employee Career Development.

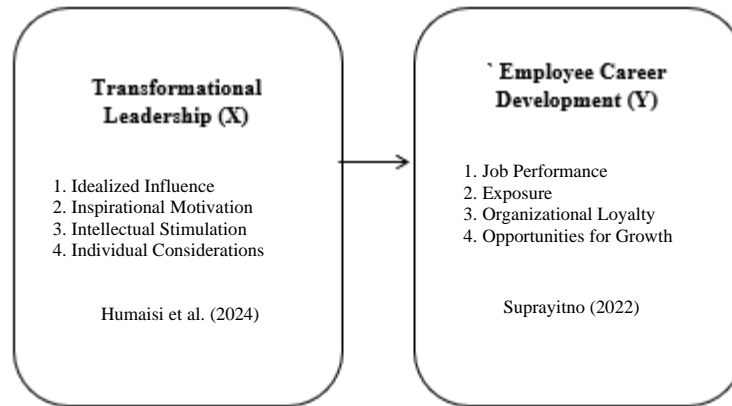


Figure 1. Research Framework

Figure 1 shows a conceptual framework that describes the relationship between transformational leadership as an independent variable (X) and employee career development as a dependent variable (Y). According to Riwukore et al. (2022), transformational leadership consists of four dimensions, namely idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. This leadership style is believed to have a positive influence on employee career development. Meanwhile, according to Suprayitno (2022), employee career development includes aspects of work performance, exposure (opportunity to be recognized in the organization), organizational loyalty, and opportunity to grow. The arrow connecting the two variables indicates a suspected causal relationship, where transformational leadership is thought to have a significant influence on employee career improvement and development.

## RESEARCH METHOD

This study uses a quantitative method with a descriptive and explanatory approach to measure the influence of transformational leadership on employee career development at PT. Pegadaian, Pematangsiantar City Branch. The descriptive approach describes the phenomena in the field, while the explanatory approach explains the cause-and-effect relationship between variables (Creswell, 2018; Braun & Clarke, 2019). Quantitative research is based on positivism, using research instruments to collect data and statistical analysis to test hypotheses. This approach is relevant to provide an accurate picture of the influence of leadership on career development.

This research was conducted at PT Pegadaian, Pematangsiantar City Branch, which implements transformational leadership. The location was chosen because of the large and diverse number of employees, providing a perspective on career levels. The study took place from August 14 to September 14, 2024, to ensure comprehensive data collection and analysis. The data collection method in this study used a survey technique with a questionnaire, which is effective for collecting data from many respondents quickly and at low cost (Sekaran & Bougie, 2019). The questionnaire was designed to measure employee perceptions of transformational leadership and career development at PT. Pegadaian Cabang Kota Pematangsiantar. Each statement uses a 5-point Likert scale, ranging from Strongly Agree to Strongly Disagree. This questionnaire was carefully designed to ensure relevance and reflect the objectives of the study. The population of this study was all employees of PT Pegadaian Cabang Kota Pematangsiantar, who were considered to have relevant experience related to work-life balance. The sample was selected using purposive sampling, allowing researchers to select subjects with in-depth information on the topic. The sample consisted of 30 employees who had worked for at least one year and experienced company policies.

Validity and reliability tests were conducted to ensure that the research instrument could measure accurately and consistently. Validity refers to the ability of a measuring

instrument to measure the intended concept, while reliability indicates the consistency of measurement. Validity is tested through content validity, which involves expert review, and construct validity using confirmatory factor analysis. Reliability testing is carried out by calculating the Cronbach's Alpha value, where a value above 0.70 indicates good reliability. In this study, all variables have a Cronbach's Alpha value above 0.70. Partial test or t-test is used to determine the effect of each independent variable on the dependent variable. This test is important in regression analysis to assess the significance of the influence of independent variables. In this study, a partial test was conducted to test the effect of transformational leadership (Variable X) on employee career development (Variable Y) at PT. Pegadaian Branch of Pematangsiantar City. The hypotheses tested are H0: There is a significant effect, and Ha: There is no significant effect. The test was carried out using SPSS version 25, with a p-value <0.05 indicating a significant effect.

**RESULTS**

Validity testing was conducted to ensure that the questionnaire was effective in measuring transformational leadership and career development variables. Validity was assessed using SPSS version 25 through Pearson Product Moment correlation with the criteria  $r > 0.3$  indicating validity (Ghozali, 2018). The questionnaire contained 5 questions and was given to 30 respondents. The decision-making criteria stated that if the calculated r value exceeded the table r value of 0.349 at a significant level of 5%, then the instrument was considered valid; otherwise, the instrument was considered invalid. This test aims to ensure the accuracy of the measurement instrument used in the study.

**Table 1.** Results of the Transformational Leadership Questionnaire Validity Test (X)

No.	Statement	R-count	R-Table	Information
1.	Statement 1	0.376	0.349	Valid
2.	Statement 2	0.649	0.349	Valid
3.	Statement 3	0.638	0.349	Valid
4.	Statement 4	0.778	0.349	Valid
5.	Statement 5	0.782	0.349	Valid
6.	Statement 6	0.651	0.349	Valid
7.	Statement 7	0.833	0.349	Valid
8.	Statement 8	0.768	0.349	Valid
9.	Statement 9	0.529	0.349	Valid
10.	Statement 10	0.542	0.349	Valid

Based on Table 1 shows the results of data processing with the help of SPSS for Windows version 25, the validity test results of each statement about the transformational leadership variable (X) consisting of 10 statements in the research questionnaire (questionnaire) obtained a calculated r value greater than the R-table (0.349) so that it can be stated that all statements of transformational leadership variables (X) in this study is "Valid". It can be said to be valid because the value of r is greater than the r of the table where the significant value is 0.05 (5%),  $df = n-2$  with  $n = 30$  so that the r value of the table is 0.349. The results of the validity test show that all statements in the questionnaire are declared valid. Statement 1 has a R-count value of 0.376, which is greater than the R-table of 0.349, so it is declared valid. Statement 2 is also valid with a R-count of 0.649 exceeding the R-table. Statement 3 has a R-count of 0.638, which is greater than the R-table, so it is valid. Statement 4, with a R-count of 0.778, and statement 5, with a R-count of 0.782, are both also valid. Statement 6 has a R-count of 0.651, which is greater than the R-table, so it is declared valid. Statement 7 shows a R-count of 0.833, and statement 8 has a R-count of 0.768, both valid. Statement 9 with a R-count of 0.529 and statement 10 with a R-count of 0.542 are also declared valid, because both are greater than the R-table of 0.349. Thus, all statements in the questionnaire meet the validity criteria.

**Table 2.** Results of the Career Development Questionnaire Validity Test (Y)

No.	Statement	R-count	R-table	Information
1.	Statement 1	0.365	0.349	Valid
2.	Statement 2	0.650	0.349	Valid
3.	Statement 3	0.639	0.349	Valid
4.	Statement 4	0.780	0.349	Valid
5.	Statement 5	0.786	0.349	Valid
6.	Statement 6	0.655	0.349	Valid
7.	Statement 7	0.834	0.349	Valid
8.	Statement 8	0.768	0.349	Valid
9.	Statement 9	0.490	0.349	Valid
10.	Statement 10	0.538	0.349	Valid

Table 2 shows the results of data processing with the help of SPSS for Windows version 25 obtained the results of the validity test of each statement about the career development variable (Y) consisting of 10 statements in the research questionnaire obtained a calculated r value greater than r table (0.349) so that it can be stated that all statements of career development variables (Y) in this study are "Valid". It can be said to be valid because the calculated r value is greater than r table where the significant value is 0.05 (5%),  $df = n-2$  with  $n = 30$  so that the r table value is 0.349

The results of the validity test show that all statements in the questionnaire are declared valid. Statement 1 has a R-count value of 0.365, which is greater than the R-table of 0.349, so it is declared valid. Statement 2 is also valid with a R-count of 0.650 exceeding the R-table. Statement 3 has a R-count of 0.639, which is greater than the R-table, so it is declared valid. Statement 4 shows a R-count of 0.780, and statement 5 with a R-count of 0.786 is also declared valid. Statement 6 has a R-count of 0.655, which is greater than the R-table, so it is valid. Statement 7 shows a R-count of 0.834, and statement 8 has a R-count of 0.768, both of which are valid. Statement 9 with a R-count of 0.490 and statement 10 with a R-count of 0.538 are also declared valid, because both are greater than the R-table of 0.349. Thus, all statements in the questionnaire meet the validity criteria.

Reliability testing was conducted using Cronbach's Alpha to assess the consistency of respondents' answers in the questionnaire. SPSS version 25 was used, with the criteria that the Cronbach's Alpha value above 0.7 indicates reliability. This ensures that the measurement instrument provides consistent and reliable results for transformational leadership and career development.

**Table 3.** Results of the Test of the Reliability

Variable	Cronbach's Alpha	N of Items
Transformational Leadership (X)	0.842	10
Career Development (Y)	0.839	10

Table 3 shows the results of the calculation of the Cronbach's Alpha value for transformational leadership is 0.842, which indicates that this questionnaire is reliable (consistent) because the Cronbach's Alpha value is  $> 0.7$  (Sugiyono, 2017). While the Cronbach's Alpha value for the career development variable is 0.839, which means it is greater than the threshold value of 0.7. This shows that all questionnaire instruments have good internal consistency, so they are reliable for use in research. Based on the results of the reliability test, it can be concluded that the instruments or questionnaires in this study have a high level of reliability. This means that the questionnaire can be used consistently to collect data related to transformational leadership and employee career development. High reliability indicates that respondents provide consistent answers to each questionnaire item, so that the data produced can be used for further analysis. Thus, the reliability test supports the validity of the results of this study, because a reliable instrument will provide more accurate and reliable results.

**Table 4.** Item-Total Statistics of Transformational Leadership (X) and Career Development (Y)

Variable		Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Transformational Leadership (X)	TL01	30.40	12.524	0.264	0.848
	TL02	30.77	11.220	0.547	0.827
	TL03	30.73	11.237	0.533	0.828
	TL04	30.73	10.961	0.715	0.813
	TL05	30.80	10.441	0.704	0.811
	TL06	30.90	11.403	0.561	0.826
	TL07	30.67	10.713	0.782	0.807
	TL08	30.60	10.662	0.691	0.813
	TL09	31.07	11.030	0.337	0.860
	TL10	30.53	11.637	0.420	0.838
Career Development (Y)	CD01	30.43	12.254	0.251	0.846
	CD02	30.80	10.924	0.548	0.823
	CD03	30.77	10.944	0.533	0.824
	CD04	30.77	10.668	0.716	0.809
	CD05	30.83	10.144	0.708	0.806
	CD06	30.93	11.099	0.564	0.822
	CD07	30.70	10.424	0.783	0.803
	CD08	30.63	10.378	0.691	0.809
	CD09	31.07	11.030	0.295	0.860
	CD10	30.57	11.357	0.414	0.835

Table 4 shows the Item-Total statistics for the variables Transformational Leadership (X) and Career Development (Y). Each item in these two variables is analyzed based on the scale meaning if the item is deleted, the scale variance if the item is deleted, the corrected item-total correlation, and the Cronbach's Alpha value if the item is deleted. For the Transformational Leadership variable, item TL07 has the highest item-total correlation (0.782) and the lowest Cronbach's Alpha value if deleted (0.807), indicating a good contribution to the overall reliability. Meanwhile, for the Career Development variable, item CD07 also shows a high item-total correlation (0.783) and the lowest Cronbach's Alpha value if deleted (0.803). Overall, this table helps in realizing the consistency and contribution of each item to the reliability of the instrument used.

Simple regression analysis aims to determine the effect of transformational leadership (X) on career development (Y) at PT. Pegadaian of Pematangsiantar. The statistical calculation of simple regression analysis used in this study is by using the help of the SPSS for Windows version 25 computer program. The results of the simple regression analysis can be seen in the following table:

**Table 5.** Multiple Linear Regression Test Results and Test Result t

Model		Uns. Coef. Beta	Std. Error	Std. Coef. Beta	t	Sig.
1	(Constant)	0.479	0.310		1.543	0.134
	Transformational Leadership	0.987	0.009	0.999	109.215	0.000

Based on Table 5 shows, the constant value and simple regression coefficient value for the independent variable are listed. Based on these values, the simple linear regression value can be determined as stated in the following equation:

$$Y = 4,79 + 0,987X_1 + e$$

The results of the regression analysis show that Transformational Leadership has a positive effect on Career Development. The constant value of 4.79 indicates that if Transformational Leadership remains constant, Career Development (Y) will increase by 4.79. The regression coefficient for Transformational Leadership (X) is 0.987, indicating an increase in Career Development of 9.87% with increased leadership. The t value of

10.9215 exceeds the t table value of 2.04841 at  $\alpha = 0.05$ , with a significance value of 0.000, indicating a significant effect. Thus, these results support the hypothesis that increasing Transformational Leadership will have a positive impact on employee Career Development at PT Pegadaian, Pematangsiantar City Branch.

Table 6. Coefficient of Determination

Statistic	Value
R	0.999
R Square	0.998
Adjusted R Square	0.998
Std. Error of the Estimate	0.179

Based on Table 6, the coefficient value (R) = 0.999 is obtained, which means that the relationship between transformational leadership has a strong relationship with employee career development, which is 99.9%. The determination coefficient value of 0.998 (R<sup>2</sup> x 100%) means that the transformational leadership variable contributes to the employee career development variable (Y) by 99.8%.

## DISCUSSION

This study confirms that transformational leadership significantly influences employee career development in a state-owned financial institution in Indonesia, aligning with prior research emphasizing the role of leadership in fostering professional growth. The high regression coefficient ( $\beta = 0.987$ ,  $p < 0.001$ ) indicates that transformational leadership, characterized by inspirational motivation, intellectual stimulation, idealized influence, and individual consideration, strongly drives career advancement. Avolio et al. (2018) similarly found that transformational leaders enhance career development by inspiring employees to pursue higher goals and providing personalized support, a pattern evident in the current findings where leaders' attention to individual needs significantly boosts employee motivation and skill development. The validity and reliability tests (Cronbach's Alpha = 0.842 for leadership, 0.839 for career development) further confirm the robustness of these results, ensuring that the measurement instruments accurately capture the relationship between the variables.

The findings resonate with existing literature, particularly in financial services contexts, but also highlight unique aspects of the Indonesian setting. Mustafa and Hameed (2020) demonstrated that transformational leadership fosters career development in the banking sector by creating opportunities for mentorship and growth, a mechanism mirrored in this study's results where leaders' encouragement of creativity and vision-setting enhances employees' career progression. However, unlike Western studies, the current research reveals that cultural factors, such as collectivism in Indonesian organizations, amplify the effectiveness of individualized consideration, as employees value personal attention from leaders. Lange and Rowold (2019) noted that transformational leadership facilitates career growth through job crafting, where employees proactively shape their roles, a process observed here as employees reported increased opportunities to develop skills when guided by transformational leaders. This suggests that while the principles of transformational leadership are universal, their application in Indonesia's financial sector may require culturally sensitive adaptations.

The significant correlation ( $r = 0.999$ ) between transformational leadership and career development underscores the leadership style's capacity to create a supportive work environment. Northouse (2018) argues that transformational leaders empower employees by aligning individual aspirations with organizational goals, a dynamic evident in this study where leaders' inspirational motivation led to higher employee commitment to career goals. However, the findings also indicate that other factors, such as organizational support and training facilities, contribute to career development, as highlighted by Dessler (2020). In the studied institution, existing training programs were noted, but their effectiveness was enhanced when paired with transformational leadership, suggesting a

synergistic effect. This aligns with Beigi and Khosravi (2021), who found that transformational leadership promotes a culture of continuous learning, particularly in dynamic industries like financial services, where adaptability is crucial.

These findings offer important implications for both practice and theory. Practically, state-owned financial institutions should invest in leadership training programs that emphasize transformational leadership skills, such as fostering inspirational motivation and providing individualized support, to enhance employee career development. Such initiatives could include workshops on mentoring and goal-setting to align employee aspirations with organizational objectives. Additionally, organizations should strengthen career development programs by integrating structured mentorship and skill-building opportunities, ensuring that leadership efforts are complemented by robust institutional support. Theoretically, this study contributes to the literature by validating the applicability of transformational leadership in the Indonesian financial services sector, an understudied context. It extends the work of Avolio et al. (2018) and Mustafa and Hameed (2020) by highlighting the role of cultural factors in shaping leadership outcomes. Future research could explore longitudinal effects to assess the sustained impact of transformational leadership on career development or investigate additional variables, such as organizational culture or employee self-efficacy, to provide a more comprehensive understanding of career growth dynamics.

## **CONCLUSION**

This study demonstrates that transformational leadership significantly enhances employee career development within a state-owned financial institution in Indonesia. Leaders who provide inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence create a supportive environment that fosters professional growth, skill enhancement, and career progression. The robust statistical results, including a high correlation and reliable measurement instruments, confirm that transformational leadership is a key driver of employee career advancement. By addressing the gap between employee expectations and organizational career development practices, this research highlights the critical role of leadership in aligning individual aspirations with organizational goals, contributing to improved employee motivation and retention.

The findings offer practical implications for financial institutions aiming to strengthen career development programs. Implementing leadership training focused on transformational principles, such as mentoring and vision-setting, can enhance employee growth and organizational performance. However, this study is limited by its focus on a single organization and a small sample size, which may restrict the generalizability of the results. Additionally, the research only examines transformational leadership, overlooking other factors like organizational culture or personal motivation. Future studies should explore these dynamics across diverse industries and employ longitudinal designs to assess the long-term impact of transformational leadership on career development, providing a more comprehensive understanding of effective leadership strategies.

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