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●●● **ARTICLE 3**

TRANSFORMATIONAL LEADERSHIP AND ITS IMPACT ON THE DEVELOPMENT OF HIGH-PERFORMANCE TEAMS

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Abstract: Leadership is one of the fundamental pillars for organizational success and development. Intrinsically, transformational leadership highlights the relevance of charisma, inspiration, intellectual stimulation, and individualized attention from the leader in their interaction with their subordinates. The problem that guides the research is to know how leaders should act, positively impacting their team so that the organizational culture performs well. This is a bibliographic research based on studies by renowned authors such as Bernard M. Bass, James MacGregor Burns, and Daniel Goleman. The analysis of secondary data shows that transformational leaders are able to inspire their teams, promoting a more innovative and collaborative organizational environment. Furthermore, it is evident that this leadership style positively influences talent retention, reduces turnover, and improves organizational productivity. It also has four main pillars, which are: Motivational inspiration; Idealized influence; Individualized consideration; Intellectual stimulation. The research methodology adopted was bibliographic, using books and articles as sources of research, which will consist of secondary data. The approach that will support the analysis and description is qualitative and exploratory, whose main scope is to analyze and interpret the impacts of transformational leadership through the analysis of existing theories and studies. The research was conducted in February and March 2025.

Keywords: Leader; Motivation; Organizational Culture; Performance.

INTRODUCTION

Given the contemporary business scenario in Brazil, where leaders are increasingly required not only to have the ability to manage processes and achieve goals, but also the ability to inspire and promote a work environment that favors the well-being and engagement of employees. The "Panorama da Liderança 2024" (Leadership Outlook 2024) survey, conducted by Amcham Brasil in partnership with Humanizadas, reinforces this trend by revealing that 94% of Brazilian business leaders recognize a positive relationship between well-being, motivation, and productivity. However, despite this understanding, most of these professionals are still evaluated predominantly by traditional short-term indicators, such as financial goals and customer satisfaction, highlighting a misalignment between perception and organizational management practice.

In this context, transformational leadership, proposed by James MacGregor Burns (1978), emerges as an essential model for the development of high-performance teams. Unlike the transactional approach, based on rewards and punishments, transformational leadership is based on creating an inspiring bond between leaders and followers, promoting a process of mutual growth. This type of leadership not only boosts productivity but also fosters a healthier and more innovative organizational environment, aligned with the growing need for companies to balance financial results with the appreciation of human capital.

Thus, this article aims to explore the impact of transformational leadership on the development of high-performance te-

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ams, analyzing how its principles can be applied to strengthen motivation, engagement, and organizational culture in Brazilian companies. Based on a theoretical review and contextualization with the current market reality, we intend to demonstrate the relevance of this leadership model as a competitive and sustainable differential for organizations.

LITERATURE REVIEW

Leadership

Over time, the meaning of leadership has undergone transformations, driven by constant changes and the dissemination of new perspectives within organizations. What used to be limited to the figure of the boss or manager has evolved into a focus on organizational development, giving rise to several concepts explored by different scholars (BERGAMINI, 2009; YAMAFUKO; SILVA, 2015).

According to MARINI (2016), in the past, leadership was understood as an authoritarian standard that instituted rules and actions. Previously an authoritarian boss, today they adopt the role of an educator, their weapon no longer being the power of hierarchy and control, but rather team motivation, encouragement, and development.

According to Sérgio Azevedo (2002), many people in management positions are not prepared to lead a team if they think that being a leader and being a boss are the same thing, but managing and leading are not the same thing.

Currently, the term "leader" is differentiated from the term "boss," which were

previously seen as synonyms, but now have different profiles.

According to Lacombe, Heilborn (2003, p. 348), leading is:

> "Leading a group of people, influencing their behaviors and actions, to achieve the group's common goals and objectives, according to a vision of the future based on a coherent set of ideas and principles."

Hunter (2004, p. 25) defines leadership as: "the ability to influence people to work enthusiastically to achieve goals identified as being for the common good." In other words, the leader acts as a representative of the collective, aiming for and considering what is most beneficial to the group as a whole, according to a vision of the future based on a coherent set of ideas and principles. This concept conveys the idea that the leader works in collaboration with the team to achieve objectives and does not just impose orders.

According to Faria (1982), a boss is a person who uses formal authority through their position, who decides and gives orders within the limitations of their role. In reality, they are the one in charge, having some form and possibility of coercing someone to perform a certain task or mission.

This definition highlights the difference between a leader and a boss. While leaders seek solutions together with their employees, accept suggestions, and are very flexible, bosses have a totally contradictory concept, with a profile of someone who gives orders without seeking to know what the

members of their company think about a given situation.

Transformational leadership

Transformational leadership was developed by James MacGregor Burns (1978), differentiating it from other forms of leadership by highlighting its ability to promote profound and positive changes in both followers and the organization. According to Burns, this type of leadership goes beyond simply exchanging rewards for performance (as in transactional leadership). Instead, it is based on a relationship of mutual inspiration and charisma, in which the leader elevates the values, motivations, and aspirations of those being led, encouraging them to overcome individual interests in favor of collective and long-term goals.

According to Burns (1978), the leadership process is characterized by leaders inducing followers to take action toward certain goals, goals that represent the values and motivations, desires and needs, aspirations and expectations of both the leader and the follower.

Transformational leadership highlights the relevance of charisma, inspiration, intellectual stimulation, and individualized attention from the leader in their interaction with their followers. This leadership style has become essential for job satisfaction (BASS, 1985) and has also proven to be significant for the psychosocial process in the context analyzed (ABDALLA et al., 2016).

For Burns, transformational leadership occurs when leaders and followers influence each other in a process of continuous development. In other words, it is not just about influencing subordinates, but about creating an environment where both grow and evolve together, sharing a common vision and a meaningful purpose. This leadership model has a strong ethical appeal and seeks to transform not only individuals, but also organizational culture and values.

According to Steve Jobs' biography, written by ISAACSON, Walter (2011), Steve possessed some striking characteristics of a transformational leader due to his ability to inspire and motivate his team, promoting innovation and excellence. His leadership was based on clearly communicating his vision for Apple, encouraging his employees to share this ideal and constantly challenge themselves to create innovative products in the market. Jobs not only set ambitious goals, but also cultivated an organizational culture focused on creativity, perfection, and user experience.

He demonstrated the main pillars of transformational leadership described by Bass (1985): motivational inspiration, idealized influence, individualized consideration, and intellectual stimulation. His perfectionism and attention to detail served as a model of excellence, encouraging his team to push boundaries and constantly seek innovation.

Considering that organizational culture is the identity of a company, that is, it is the essence of an organization and can be characterized as the corporate identity that will be shared by all members of a company, it is extremely important that this factor receive greater attention and be carefully evaluated.

"Culture is what your employees' hearts and stomachs feel on Sunday night about Monday morning." This quote from Bill Marklein emphasizes that a company's culture is not defined solely by formal sta-

tements or written values, but rather by the actual experience of employees on a daily basis. The idea behind this quote is that a healthy corporate culture makes employees feel motivated and engaged, while a toxic culture generates anxiety and demotivation, especially on the eve of a new work week. It emphasizes that employees' feelings have a significant impact on the essence of a company.

Accordingly, it is important to highlight the importance of incorporating transformational leadership into a company, considering that the pillars of this leadership are necessary to achieve a healthy environment and high-quality performance.

The four pillars of Transformational Leadership

Bernard Bass, together with Bruce Avolio (1994), expanded the concept and defined that transformational leadership is supported by four essential components: motivational inspiration, idealized influence, individualized consideration, and intellectual stimulation. These elements work together to promote a high-performance environment in which leaders not only guide their teams but also foster the personal and professional development of employees.

Currently, transformational leaders base their actions on these four main elements that have been structured internally in transformational leadership, namely:

Motivational inspiration

According to the in-depth analysis of the four pillars of transformational leadership by Bass and Avolio (1994), one of the central aspects of this leadership style is the ability to communicate a clear, motivating,

and ambitious vision for the future. Leaders use resources such as metaphors, stories, and concrete examples so that employees can identify with this vision, increasing expectations and, consequently, making it achievable, demonstrating that employees can also conquer and achieve goals that previously seemed very "distant."

"Transformational leaders are role models for their followers, inspiring trust and respect through their ethical behavior and shared purpose" (BASS; AVOLIO, 1994).

By setting challenging but achievable goals, leaders foster a sense of purpose and accomplishment among team members. This characterizes the extent to which a leader presents a vision to motivate followers. This process generates enthusiasm and commitment, boosting performance and strengthening employees' emotional connection to the organization.

Idealized influence

This approach represents the emotional component (charisma). Transformational leadership is characterized by the presence of a leader who serves as a reference for their followers.

This leader demonstrates confidence, integrity, and commitment to solid organizational values, which inspires respect and admiration. Their posture and attitudes create a sense of shared purpose, encouraging employees to engage not only in organizational goals but also in the development of a strong culture aligned with company principles. They become a role model to be followed by those who identify with leaders and seek to replicate their behaviors.

In addition, idealized influence is associated with ethical decision-making and set-

ting a practical example of expected behaviors within the team. This inspires respect and trust in employees.

Individualized consideration

This pillar emphasizes care for the personal and professional development of each team member. It would be the ability to offer personalized attention to your followers, advising and providing support when necessary (Avolio & Bass, 2004).

The transformational leader adopts a mentoring stance, identifying individual growth needs and offering personalized support. It would be a supervisor who takes the time to guide their team, demonstrating that they are willing to contribute directly to the knowledge of employees and teach techniques, passing on their knowledge to others.

This may include constructive feedback, learning opportunities, skill development, and emotional support. This type of attention strengthens trust between leaders and followers, increasing engagement, job satisfaction, and overall team performance.

Intellectual stimulation

According to Avolio & Bass (2004), this pillar seeks to instigate creativity and innovation, reflection on one's own values, and the solution of everyday challenges, creating an environment where employees are encouraged to seek creative solutions and new perspectives.

A good leader does not abandon their subordinates to their own devices to learn on their own. On the contrary, they encourage the continuous training of their team.

For ABELHA, D. M et al. (2018, p. 522), this construct refers to the supervisor who encourages employees to analyze a given situation from different angles, thus allowing for a broader view and enabling them to solve that demand in a way they may never have imagined before.

Instead of offering ready-made solutions, the leader encourages the team to think critically, analyze problems independently, and develop new strategies for dealing with complex situations. This environment of intellectual stimulation promotes a more dynamic and adaptable organizational culture, essential for companies seeking continuous innovation and competitive advantage.

Effects of Transformational Leadership on Organizational Engagement and Performance

The way leaders conduct their teams directly influences the level of employee engagement and, consequently, organizational performance. By encouraging an environment of trust, inspiration, and continuous development, transformational leadership promotes a stronger connection between employees and the company, resulting in greater commitment to organizational goals.

Based on the study by ABELHA, D. M et al. (2018), with the hypothesis that "Transformational leadership is positively associated with job satisfaction." The results confirmed the possibilities based on the literature on transformational leadership. Based on the analysis of the data collected for the article "Transformational leadership and job satisfaction: evaluating the influence of organizational context factors and individual characteristics," the positive association

between the transformational leadership attributed by the follower to their superior and their job satisfaction was confirmed. In other words, studies show that organizations that adopt transformational leadership have higher levels of employee performance. This is because transformational leaders create an environment that encourages innovation and continuous learning.

This leadership model stimulates the intrinsic motivation of the team, promoting a work environment where employees feel valued, challenged, and connected to a greater purpose (BASS; AVOLIO, 1994).

Unlike more traditional approaches, which prioritize control and strict supervision, transformational leadership focuses on the development of individuals, creating a space where innovation and commitment thrive.

According to Judge and Piccolo (2004), transformational leadership is directly associated with increased organizational engagement. Leaders who demonstrate idealized influence and inspirational motivation are able to convey a clear and meaningful vision, which raises employee satisfaction and dedication levels. When employees see a genuine purpose in their activities and realize that their contributions make a difference, their performance tends to improve and their tenure in the organization tends to be prolonged.

According to Bass and Riggio (2006), transformational leaders are able to raise engagement levels by encouraging employees to identify with the organization's mission. This is because these leaders not only communicate a clear vision, but also act as role models, encouraging positive behaviors within the team. In this way, employees be-gin to feel that they are part of something bigger, which increases their motivation to achieve meaningful results.

In addition, individualized consideration, another central component of this leadership model, strengthens the bonds between leaders and followers. When employees receive support, continuous feedback, and opportunities for growth, they feel more engaged and willing to contribute to the organization's success (ZHANG; BARTOL, 2010). This shows that an environment where the leader cares about the personal and professional development of their team results in greater job satisfaction and better collective performance.

Thus, it is clear that transformational leadership not only influences the individual behavior of employees, but also drives organizational results. The engagement generated by this type of leadership is reflected in talent retention, continuous innovation, and the creation of a strong organizational culture aligned with the company's values.

As Bass (1990, p. 22) states, "transformational leadership occurs when leaders broaden the interests and aspirations of their followers, causing them to achieve higher levels of performance and commitment."

There is a significant correlation between this leadership style and indicators of organizational success, showing that transformational leaders play a strategic role in building high-performance environments.

Therefore, investing in transformational leaders is not only a strategic choice but a necessity for companies seeking to stand out in the current scenario, ensuring engaged, productive teams aligned with a positive organizational culture.

MATERIAL AND METHODS

From a methodological point of view, this work is structured as a study that adopts a bibliographic approach, based on the analysis of previously published materials, such as books, dictionaries, encyclopedias, journals, magazines, and scientific articles, in addition to other publications relevant to the topic. It is a study based on secondary data, through documentary research, which uses previously existing information to organize, analyze, and interpret it, contributing to the construction of new reflections and investigations.

The methodology used was essentially bibliographic, drawing on different contemporary authors from various sources, including books, academic articles, and studies available on the internet. Following the line of organizational theories, this research focuses on behavior within the corporate environment, with an emphasis on the relationship between leaders and followers. The main objective is to identify the impacts generated by leaders on their teams, exploring different leadership styles and the motivational effects promoted in the organizational context.

It is structured based on an analysis of basic literature, which aims to achieve a better understanding of this phenomenon mobilized in organizational culture. It is a descriptive-explanatory proposal, which aims to deepen knowledge of reality, since it seeks to explain the reason and why the practices and discursive mobilizations carried out.

As for the nature of the approach, the research is qualitative and exploratory, with the main scope of analyzing and interpreting the impacts of transformational leadership through the analysis of existing theories and studies. Qualitative research allows for an in-depth interpretation of organizational phenomena, while its exploratory nature makes it possible to expand knowledge about the impacts of this leadership style in the corporate environment.

As this research is based exclusively on secondary data, there is no collection of primary information, such as interviews or questionnaires applied to professionals and organizational leaders. Thus, possible limitations include the lack of direct empirical perception on the topic and the dependence on already published studies. In addition, the selection of materials may restrict some perspectives on the phenomenon analyzed, considering the time frame and criteria adopted for the search for references.

Seeking to extract the most pertinent information to the problem and objectives of the research through the analysis of the selected content, with the aim of qualifying the most relevant information on the topic of transformational leadership through previously published studies.

The investigation is based on bibliographic procedural techniques, but draws on renowned authors who are knowledgeable on the topic, including Bernard M. Bass, James MacGregor Burns, Bruce J. Avolio, James C. Hunter, among others, supplemented by consultations of works published on the internet and work cases.

RESULTS AND DISCUSSION

This section discusses the main findings of the research based on the literature on transformational leadership and its impact on the development of high-performance teams. The analysis of secondary data shows

how this leadership model directly influences factors such as motivation, engagement, organizational culture, and employee performance.

Impact of Transformational Leadership on Motivation

Maximiano (1995, p. 318) understands that: "the word motivation (derived from the Latin *motivus, movere, to move*) indicates the set of reasons or motives that explain, induce, encourage, or provoke some type of action or behavior."

Minicucci (1995, p. 215) states that: "Motivation is the driving force behind an individual's pursuit of a goal." In other words, motivation can lead an individual in a certain direction, in such a way that they are interested in achieving it and persisting until they reach their goal.

However, it is important to note that not all people have the necessary drive to carry out their activities. Motivation is the main driver of life and the functioning of a company, and is essential to its success. Without motivation and engaged employees, no organization can survive. A motivated individual tends to persevere until they achieve their goal, and a company that inspires motivation has greater potential for growth.

"Motivation is the force that drives people to act." Gil (2001, p. 202). According to Gil (2001), motivation originates from a need, and each individual has their own motivations generated by different needs.

According to Chiavenato (2002, p. 185), among the main motivations of people in relation to their work, we can mention the following: making a personal contribution to the organization or community;

having intrinsic satisfaction at work; having the freedom to exercise natural curiosity; learning without fear of appearing incompetent; being able to take risks and make mistakes without fear of reprimand; receiving adequate and compatible remuneration, etc.

And how could a leader generate this motivation in their employees? It is possible for a transformational leader to generate this motivation in their employees through a sense of purpose generated for each employee individually.

Each individual has different needs. With a leader who is always present when possible and who, over time, strives to understand the particular aspirations of each of their employees, it becomes easier to instill this motivation based on the goal set by that particular person. With this individualized consideration, the employee begins to be seen and feels like someone who can achieve their ideal goal, because they were noticed by someone who was once in their place. Thus, the individual feels that they are not alone in this challenge and that they have someone who believes in their potential.

The literature indicates that transformational leadership plays a crucial role in increasing employee motivation and engagement.

According to Bass and Riggio (2006), transformational leaders are able to inspire their followers through a clear and motivating vision, creating a more dynamic and challenging work environment. This inspiration generates a sense of purpose in employees, who begin to feel more valued and committed to organizational goals.

Studies show that leaders who demonstrate individualized consideration and

intellectually stimulate their teams promote higher levels of engagement.

According to Bass and Riggio (2006), transformational leaders invest in the growth of their followers, creating an environment where innovation and high performance are encouraged. Thus, training is not only a technical investment, but an essential strategy for strengthening engagement and motivation within organizations.

Following the previous line of thinking, an effective leader does not leave their followers without support, expecting them to learn on their own. On the contrary, they encourage the continuous training of their team. By participating in this learning process and helping employees with the challenges they encounter along the way, they ensure that they do not feel "alone" on this journey and that they have someone to turn to, motivating them to continue even when unexpected challenges arise. This support generates a sense of belonging and security in employees, who begin to see their leader as a source of support in the face of daily challenges. This statement is very much in line with one of the quotes from one of today's recognized leaders:

"Leaders must be close enough to relate to others, but far enough away to motivate them" (MAXWELL, John C, 2008).

In addition, ongoing employee training is critical to organizational success. When a leader neglects to train their team, they limit the potential of their subordinates, preventing them from developing their skills to the best of their ability.

According to Chiavenato (2014), training not only improves technical skills, but also reinforces employees' commitment to the company. A well-trained employee understands their responsibilities and feels more confident in performing them, which directly impacts their motivation and engagement.

New employees need clear guidance on what is expected of them, and those who have been part of the team for a longer time should also receive ongoing training for updating and improvement. This attention to individual development contributes to a solid organizational culture, in which employees feel valued and an essential part of the company's success.

In addition, the idealized influence of transformational leaders creates an environment of trust and mutual respect, fostering collaboration within teams (JUDGE; PICCOLO, 2004).

This reinforces the idea that organizational motivation is not only linked to financial incentives, but also to the recognition and inspiration conveyed by leaders.

Relationship between Transformational Leadership and Organizational Culture

Many studies on people management highlight that the main reason for employee turnover is not the organization itself, but the direct relationship with their managers. There is a quote from an unknown author that is worth noting: "People don't leave companies, they leave managers."

This quote has a huge impact on today's organizational culture. It symbolizes that most of the time, employees do not resign because of the company itself, but because of the relationship they have with their managers. A work environment can be great, but if the leadership is toxic, demotivating, or absent, the team feels undervalued

and eventually seeks other opportunities. On the other hand, when there is a leader who inspires, supports, and develops their employees, they feel more engaged and have reasons to stay, even in the face of challenges. Ultimately, how a manager treats their team makes all the difference in retaining talent.

As Buckingham and Coffman (1999) point out, leaders who do not develop a positive and inspiring relationship with their teams contribute to a demotivating environment, increasing turnover. This reinforces the importance of a leadership style that values communication, support, and continuous team development.

But after all, what is meant by "Organizational Culture"? As with many other terms, it has numerous concepts, but this article refers to the concept that some authors are able to highlight well, such as Barney:

> [...] organizational culture is typically defined as a complex set of values, beliefs, assumptions, and symbols that define the way a firm conducts its business. In this sense, culture has effects that permeate the organization because it not only defines who its employees, customers, suppliers, and relevant competitors are, but also defines how the company will interact with these key elements (BARNEY, 1986, p. 657).

According to Schein (2010), an organization's culture is shaped by the behavior and values of its leaders, who directly influence the norms and practices adopted internally. Transformational leaders, by promoting innovation and collaboration, help to create a more adaptable and resilient organizational environment. It can be compared to the personality of each individual: unique and singular.

Organizational culture directly impacts how employees perceive their work environment. As Nielsen and Yammarino (2008) state, companies with transformational leaders tend to have a more positive organizational climate, where employees feel they belong and are motivated to contribute to the company's growth.

In addition, the "Panorama da Liderança 2024" (Leadership Outlook 2024) survey found that 94% of Brazilian business leaders recognize a positive relationship between well-being, motivation, and productivity. However, even with this recognition, many leaders are still evaluated based on traditional indicators, such as financial goals and customer satisfaction. This shows that, despite advances in the perception of the importance of employee well- , there are still challenges in the practical implementation of transformational leadership within organizations.

Effects of Transformational Leadership on Organizational Performance

According to a survey conducted by PageGroup, a UK-based recruitment company, data shows that 80% of professionals resign because they are unhappy with the leadership they are subjected to. In this survey, director Michael Page says that "Performance below what is expected of a leader is the main reason cited by both those who

ask to leave the company and those who are discouraged in their job."

It is also important to note that the results of the study by JIANG, W. et al. (2017) indicate that transformational leadership has a positive influence on the sustainable performance of employees. In addition, it emphasizes that leaders with transformational leadership can help subordinates achieve their goals by cultivating a high degree of collectivism and a harmonious relationship between the leader and subordinates.

The literature also shows that organizations led by transformational managers perform better than those that use more traditional leadership models. According to Wang et al. (2011), there is a direct relationship between transformational leadership and team performance, as this management style stimulates creativity, innovation, and proactivity among employees.

However, it is essential to emphasize that leadership effectiveness is linked, among other aspects, to the characteristics of employees (HILDENBRAND; SACRAMENTO; BINNEWIES, 2017). In other words, it is necessary to consider the intrinsic factors of individuals, especially the personality of those being led, as this can influence their reactions to transformational leadership in different ways (KLEIN; HOUSE, 1995). Thus, to better understand the relationship between transformational leadership and job satisfaction, as well as to verify whether all followers obtain the same benefits in terms of satisfaction when stimulated by this leadership style, the personality of the employee was considered a determining factor in this dynamic.

According to research conducted by POUBEL, L. et al. (2022), it was possible to conclude that transformational leaders must be constantly aware of how to manage their subordinates, especially those with low openness to experiences, with the aim of increasing the degree of growth and learning at work (Prosperity at Work), reducing work stress, and increasing Job Satisfaction rates.

This is because one of the effects that can occur is increased stress within the work environment, both on the part of leaders and subordinates, which can even lead to the emergence of stress-related disorders.

Avolio, Walumbwa, and Weber (2009) emphasize that teams operating under transformational leadership tend to demonstrate greater commitment, reducing turnover and absenteeism rates. This is because these leaders establish a relationship of trust and appreciation with employees, who feel more engaged and motivated to actively contribute to the organization's success.

In addition, studies such as those by Judge and Piccolo (2004) indicate that transformational leaders not only boost the individual performance of employees, but also improve the overall performance of the company, making it more competitive in the market.

CONCLUSION

This research analyzed the impacts that leadership can have on team development. Leadership is one of the fundamental pillars for organizational success and development. The study and data collected throughout this article clearly demonstrate that leaders play a decisive role in the performance of their teams, directly influencing the work environment, motivation, and productivi-

ty of employees. Effective leadership, both at the strategic and operational levels, has a direct impact on team cohesion, employee engagement, and the creation of a positive organizational climate, characteristics that are decisive for the good performance of the company as a whole.

Studies by various authors confirm that inspiring and well-prepared leaders are able to create environments of trust and respect, which results in greater employee satisfaction and commitment to organizational goals. The research by Avolio et al. (2009) on transformational leadership, for example, reveals that leaders who encourage autonomy and active participation among their subordinates not only increase the level of team engagement but also foster innovation and continuous improvement. Additionally, Bass's (1990) findings reinforce that leadership styles that value open communication and personal development are more effective in creating high-performance environments.

Furthermore, data from companies that have implemented leadership development programs prove that continuous training of managers has a positive effect on both team performance and the organization's financial results. Organizations that invest in training programs for their leaders see an improvement in talent retention and a reduction in turnover, as well-prepared leaders tend to promote a safer and more stimulating work environment.

According to Goleman (2000), leaders' emotional intelligence not only strengthens interpersonal bonds but also improves team resilience, an essential factor for maintaining long-term engagement.

In summary, the empirical and theoretical data collected from other articles throughout this study prove that leadership has a significant impact on organizational performance. Investing in leadership development is not only a strategic issue but a necessity to ensure the sustainability and growth of companies. The positive impact of effective leadership reverberates directly on employees, creating a virtuous cycle of commitment, satisfaction, and organizational success.

It can therefore be inferred that leaders play a central role in organizational transformation, being responsible not only for team performance but also for building a sustainable and promising environment for the future of companies.

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