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## Transformational leadership and job performance in the marketing sector companies of metropolitan lima

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### Abstract

The current study was conducted with the aim of examining the relationship between transformational leadership (TL) and job performance (JP) in marketing companies in Metropolitan Lima in 2024. Therefore, a correlational study was conducted under a quantitative approach using a non-experimental cross-sectional design. The sample consisted of 366 workers selected from a total of 7,558 employees of the companies associated with the National Association of Advertisers of Peru, ANDA. A significant relationship was found between TL and JP, showing that leadership based on inspiration and motivation leads to better performance. Therefore, it is necessary to implement leadership strategies that increase commitment, efficiency, and satisfaction in the workplace within the marketing sector.

**Keywords:** Job performance, Motivation, Transformational leadership.

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**Transparency:** The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

**Institutional Review Board Statement:** All methods applied in this research were conducted in accordance with ethical guidelines and regulations for social science studies. Although no experimental procedures were carried out and no human tissue samples were used, the study involved the participation of individuals through the application of an anonymous questionnaire. For this reason, ethical approval was sought to ensure compliance with fundamental principles such as participant confidentiality, informed consent and the overall ethical conduct of the study. The research has the approval of the Ethics Committee of the Management career of the Faculty of Business Sciences of the Universidad San Ignacio de Loyola (USIL), under the code USIL-FCE-A-2025-03. All participants provided informed consent prior to their participation in the study.

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## **1. Introduction**

In recent years, organizations have found it increasingly difficult to keep teams motivated, committed, and aligned with their work goals. This situation has highlighted the need to rethink leadership styles and their direct impact on work results, especially in contexts where poor work performance becomes an obstacle to competitiveness. Research has shown that transformational leadership in marketing companies is low or deficient in different regions. In Europe, inconsistent implementation has limited innovation and competitiveness in companies [1, 2]. On the other hand, in Mexico, the organizational structures of companies tend to be made up of work teams led by a leader due to their size and number of employees, which makes effective leadership models necessary to apply [3]. Furthermore, in Peru, 86% of employees resign due to unfavorable working conditions, highlighting the need for effective transformational leadership [4]. Globally, the importance of strengthening motivation and social exchange to improve performance is highlighted [5]. The need to foster creativity and adaptation to change is also emphasized [6]. Finally, in Peru, it is suggested to implement leadership training, coaching and mentoring programmes to align individual and organizational goals, thus improving performance and job satisfaction [7, 8].

Little research has been found on the implementation of transformational leadership (TL) in the marketing sector, which is dynamic, competitive, and innovative. This sector requires leaders capable of adapting to market changes, but the lack of studies limits the understanding of the relationship between TL and job performance (JP). Additionally, previous research has pointed to limitations such as the use of small samples (34 employees) [9], which makes it difficult to apply findings to larger populations [10]. the failure to consider contextual factors, such as organizational culture, which could have influenced the results on the relationship between TL and JP [11] although TL influences job performance, this impact can be affected by external economic factors, such as market instability and staff turnover, which limits the stability of its positive effects [7]. A study was conducted on transformational leadership in university teachers, concluding that this type of leadership fosters a more humanistic approach to teaching, focusing on influence and positive change in followers [12, 13].

Marketing companies face economic and technological challenges that affect their competitiveness. In Latin America, the economic downturn has limited investment in innovative strategies, and in Peru, the high closure rate of service firms reflects the vulnerability of the sector. These problems justify the need to investigate how transformational leadership (TL) can improve job performance (JP). Despite the extensive literature on transformational leadership and job performance in sectors such as education, public service, or industry, little research has been done in the specific field of marketing firms, especially in Metropolitan Lima. This sector, characterized by its dynamism, creativity, and constant innovation, faces unique challenges that require adaptive leadership styles. The lack of studies focused on this area hinders the understanding of how transformational leadership could impact employee performance in such a competitive and changing environment. Therefore, the main objective is to determine whether there is a significant relationship between TL and JP in marketing companies in Metropolitan Lima in 2024. In addition, the impact of the different elements of TL (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) on JP will be analyzed.

The contribution of this paper is to provide empirically substantiated evidence on the relationship between transformational leadership (TL) and job performance (JP) in the under-researched sphere of marketing. Furthermore, these results can serve as a basis for possible future research in comparable industries or any other type of organizational setting. The present study may be useful for companies in the marketing field to learn how to implement TL strategies more successfully and efficiently, thus increasing their performance and reducing turnover.

## **2. Literature Review**

Transformational leadership motivates followers to reframe their expectations and motivations to achieve common goals; its effect on behavior is both positive and negative [14]. In addition, it has an indirect effect on reducing cyberbullying at work, due to the reduction of role stress and negative team climate [15]. Key in transformative nursing education, it motivates staff and students [16]. Overall, these studies confirm the multidimensionality and theoretical underpinnings of Bass's model.

Bass' transformational leadership brings significant benefits to organizations, decreasing stressors such as role conflict and negative climate, thereby decreasing cyberbullying [15]. When leaders feel good and are truly engaged, they not only improve their own performance but also inspire their team to do the same [17]. This creates a more positive work environment, where both individuals and the organization can grow and develop, motivating everyone to do their best [18]. Taken together, these studies highlight its impact on well-being, engagement and productivity. Campbell's three-dimensional model is useful for conceptualizing job performance, distinguishing task performance and organizational citizenship behaviors [19]. Separating these components allows identifying their antecedents and effects in organizations [20]. In addition, it helps to analyze specific predictors, such as the impact of perfectionism on both dimensions [21]. Overall, these studies highlight the accuracy of the model in assessing situational and individual factors of job performance.

HG: There is a significant relationship between transformational leadership and job performance in the marketing firms sector in Metropolitan Lima 2024.

The significant relationship between transformational leadership and job performance has been supported by previous research. This leadership style contributes to improved performance by motivating and inspiring employees [22] strengthens organizational commitment [23] and fosters collaborative environments that enhance both personal and professional development [24].

HE1: There is a significant relationship between Idealized Influence and job performance in the marketing firms sector in Metropolitan Lima 2024.

The hypothesis positing a significant relationship between idealized influence and performance is supported by several studies. Idealized influence fosters strong organizational identification, which increases employee commitment and performance [25] directly impacts workers' intrinsic motivation [26] and improves performance by promoting ethical standards, clear vision and trust in leaders [27].

HE2: There is a significant relationship between inspirational motivation and job performance in the marketing firms sector in Metropolitan Lima 2024.

The significant relationship between inspirational motivation and job performance is supported by several studies. This dimension of transformational leadership improves employee satisfaction and commitment by inspiring employees with a clear and motivating vision [28], positively influences individual and organizational performance [29] and is strengthened when there is a good leader-member relationship, mediating this relationship [30].

HE3: There is a significant relationship between intellectual stimulation and job performance in the marketing sector in Lima Metropolitan 2024.

The significant relationship between intellectual stimulation and job performance is substantiated by a variety of research. Intellectual stimulation promotes engagement and efficiency when facing organizational challenges [31], fosters creativity and innovative thinking in demanding sectors such as telecommunications [32] and boosts innovation and effective problem solving, improving employees' overall performance [33].

HE4: There is a significant relationship between individualized consideration and job performance in the marketing firms sector in Metropolitan Lima 2024.

The significant relationship between individualized consideration and job performance is supported by several studies. This type of leadership fosters individual differentiation and improves performance by promoting creativity and recognition of personal strengths [34] facilitates the effective use of those strengths in the work environment [35] and empowers employees to improve their performance, even in demanding contexts such as the banking sector [36].

### 3. Methodology

The study used a non-experimental research design, as there is no intervention in the variables, and a cross-sectional design, since data collection was carried out at a single point in time. This research has a correlational approach, as it seeks to examine the relationship between transformational leadership and job performance in the marketing sector in Metropolitan Lima during 2024. The approach used is quantitative, as descriptive and inferential statistical techniques were employed for hypothesis testing [37].

The study population consisted of 7,558 employees of marketing companies belonging to the National Association of Advertisers of Peru (ANDA). The finite population formula was used to calculate the sample size, which allowed us to determine that 366 workers were needed, with a confidence level of 95% and a margin of error of 5%. The following inclusion criteria were applied: to be an active worker in a selected marketing company and to voluntarily consent to participate in the research. Exclusion criteria excluded employees on leave, on holiday, or with incomplete or inconsistent surveys. A structured questionnaire with a Likert scale from 1 to 5 was used as the evaluation instrument, consisting of two sections. The TL variable was assessed using a questionnaire previously validated by Lee et al. [38] based on 8 questions. To assess the JP variable, 18 questions from Ramos-Villagrasa et al. [39] were used. The reliability of the instruments was verified using Cronbach's alpha, obtaining values of 0.916 for TL and 0.700 for JP, which indicates an excellent and acceptable reliability.

The information was collected through survey instruments in digital format using Microsoft Forms, guaranteeing accessibility and anonymity for the participants. The collaboration of the selected companies was requested, ensuring that workers completed the questionnaire in a suitable environment and without external pressures. For data processing, SPSS was used, applying statistical techniques such as descriptive statistics, the Kolmogorov-Smirnov normality test, and for inferential analysis, Spearman's correlation test.

### 4. Results

According to Table 1 shows that 67.5% of the respondents consider a high level of TL, while 18.9% consider it medium and 13.7% rate it as low. As for the JP, most (55.2%) are at a medium level, followed by 44.8% with high performance, and none reported a low level (0%). These results suggest that the TL may be contributing to maintaining an acceptable LD, although the predominance of medium performance indicates the need to strengthen strategies that encourage higher worker performance.

**Table 1.**  
Descriptive analysis of variables.

Level	TL		JP	
	Frequency	Percentages	Frequency	Percentages
Low	50	13.7%	0	0%
Medium	69	18.9%	202	55.2%
High	247	67.5%	164	44.8%
Total	366	100.0%	366	100.0%

#### 4.1. Normality Test

The assessment of normal distribution was carried out using the Kolmogorov-Smirnov test, since, unlike the Shapiro-Wilk test, it is suitable for data sets with more than 50 samples [40].

**Table 2.**

Normality analysis.

	Kolmogorov-Smirnov <sup>a</sup>		
	Statistic	df	Sig.
Variable 1: TL	0.413	366	0.001
Dimension 1: Idealized influence	0.438	366	0.001
Dimension 2: Inspirational motivation	0.430	366	0.001
Dimension 3: Intellectual stimulation	0.400	366	0.001
Dimension 4: Individualized Consideration	0.393	366	0.001
Variable 2: JP	0.368	366	0.001

According to the results in Table 2, the significance values for the variables 'Transformational Leadership' and 'Job Performance', as well as for their four dimensions, are less than 0.05 (Sig. < 0.05). This indicates that the data do not follow a normal distribution, leading to the rejection of the null hypothesis of normality. Therefore, it is recommended to use Spearman's test for the analysis of the hypotheses.

After calculating the statistics, the hypothesis analysis was carried out:

#### 4.1.1. General Hypothesis

Table 3 presents a significance value of 0.001 (Sig. < 0.05), which leads to the rejection of the null hypothesis and provides evidence of a significant relationship between transformational leadership and job performance in marketing companies in Metropolitan Lima in 2024. Spearman's correlation coefficient (Rho) is 0.771, indicating a high positive correlation, i.e., the higher the transformational leadership, the higher the job performance tends to be.

**Table 3.**

Testing the HG.

			Variable 1: TL	Variable 2: JP
Spearman's Rho	TL	Correlation coefficient	1.000	0.771
		Sig. (bilateral)	.	0.001
		N	366	366
	JP	Correlation coefficient	0.771	1.000
		Sig. (bilateral)	0.001	.
		N	366	366

#### 4.1.2. Specific Hypothesis 1

As can be seen in Table 4 there was a significance level of 0.001. Therefore, the null hypothesis (H0) is discarded. There is a significant relationship between Idealized Influence and the Job Performance (JP) of the marketing companies sector in Metropolitan Lima 2024. Meanwhile, the Rho coefficient is 0.449; this evidences a moderate positive correlation between Idealized Influence and the JP variable, which means that a higher level of Idealized Influence is associated with a moderate increase in JP.

**Table 4.**

HE1 Test.

			Dimensión 1:II	Variable 2: JP
Spearman's Rho	Idealised influence	Correlation coefficient	1.000	0.449
		Sig. (bilateral)	.	0.001
		N	366	366
	Job performance	Correlation coefficient	0.449	1.000
		Sig. (bilateral)	0.001	.
		N	366	366

#### 4.1.3. Specific Hypothesis 2

Table 5 indicates that there was a Sig. of 0.001. Therefore, the H0 is rejected, so that there is a significant relationship between inspirational motivation and the JP of the marketing firms sector in Metropolitan Lima 2024. At the same time, the Rho coefficient is 0.464, which reflects a moderate positive correlation between inspirational motivation and the JP variable; in other words, the higher the inspirational motivation, the higher the job performance tends to increase moderately.

**Table 5.**  
Testing of HE2.

			<b>Dimension 2: MI</b>	<b>Variable 2: JP</b>
Spearman's Rho	Inspiring motivation	Correlation coefficient	1.000	0.464
		Sig. (bilateral)	.	0.001
		N	366	366
	Job performance	Correlation coefficient	0.464	1.000
		Sig. (bilateral)	0.001	.
		N	366	366

#### 4.1.4. Specific Hypothesis 3

As shown in Table 6, the Sig. was 0.001 (Sig. < 0.05). Consequently, H0 is rejected, indicating that there is a significant relationship between intellectual stimulation and job performance (JP) in marketing firms in Metropolitan Lima in 2024. The Rho coefficient is 0.652, which reflects a moderately positive correlation between intellectual stimulation and the JP variable; i.e., the higher the intellectual stimulation, the higher the job performance tends to increase moderately.

**Table 6.**  
Testing HE3.

			<b>Dimension 3: EI</b>	<b>Variable 2: JP</b>
Spearman's Rho	Intellectual stimulation	Correlation coefficient	1.000	0.652
		Sig. (bilateral)	.	0.001
		N	366	366
	Job performance	Correlation coefficient	0.652	1.000
		Sig. (bilateral)	0.001	.
		N	366	366

#### 4.1.5. Specific Hypothesis 4

According to the data presented in Table 7, a significance level of 0.001 (Sig. < 0.05) was observed. For this reason, the H0 is rejected, indicating a significant relationship between the individualized consideration and the JP of the marketing companies sector in Metropolitan Lima 2024. Likewise, the Rho coefficient is 0.677, which indicates a moderate positive correlation between individualized consideration and the JP variable, meaning that as individualized consideration increases, the JP also tends to improve moderately.

**Table 7.**  
Testing of HE4.

			<b>Dimension 4: CI</b>	<b>Variable 2:JP</b>
Spearman's Rho	Individual consideration	Correlation coefficient	1.000	0.677
		Sig. (bilateral)	.	0.001
		N	366	366
	Job performance	Correlation coefficient	0.677	1.000
		Sig. (bilateral)	0.001	.
		N	366	366

## 5. Discussion

In line with the general hypothesis, the study findings support a significant and positive high relationship between TL and JP, with a correlation coefficient of 0.771. As the practice of TL increases in marketing companies in Metropolitan Lima in 2024, the performance of workers improves. This result coincides with previous studies that highlight its positive influence on job performance [22]. Also, its direct and indirect impact through organizational commitment has been highlighted in the logistics sector in Pakistan [23]. Similarly, it is explained that this type of leadership motivates and inspires employees to collaborate and work together in municipalities in Jordan [24]. Therefore, transformational leadership is essential to solve the problems in the marketing sector as it improves performance and increases innovation and flexibility.

Regarding specific hypothesis 1, a significance value (Sig. = 0.001) and a Spearman correlation coefficient of Rho = 0.449 are obtained, suggesting a moderate and statistically significant relationship between the idealized influence of TL and JP in marketing firms in Metropolitan Lima in the year 2024. Similar findings are obtained in previous literature, which show that leaders with strong idealized influence foster organizational identification, increasing commitment and performance [25]. In addition, their direct impact on intrinsic motivation has been highlighted, which further improved workplace performance [26]. Furthermore, this dimension was found to be the strongest predictor of performance in the hospitality industry in Malaysia [27]. All these achievements shed light on idealized influence as the key component of TL, due to its potential to improve job performance in a highly competitive environment such as the marketing sector in Metropolitan Lima.

Regarding the second specific hypothesis, the coefficient of 0.464 in this study implies a moderate and significant positive relationship between inspirational motivation and job performance. In other words, the higher the inspirational motivation, the higher the employee performance in marketing firms in Metropolitan Lima by 2024. This finding is in line with previous research that transformational leadership, especially through inspirational motivation, adds value to

transactional leadership and increases employee satisfaction and performance [28]. It was also concluded that inspirational motivation has a positive impact on individual and contextual performance, as well as on employee commitment and productivity when guided by a clear vision [29]. Moreover, leader-member exchange is highlighted as mediating such a relationship, highlighting the quality of the leader-worker interrelationship as a key factor in enhancing performance [30]. Overall, these studies support the research findings, emphasizing the relevance of inspirational leadership in the organizational setting to strengthen job performance.

In relation to the third specific hypothesis, the analysis evidenced a moderate positive correlation ( $Rho = 0.652$ ) between intellectual stimulation and job performance (JP) in marketing firms in Metropolitan Lima. This indicates that leaders who foster critical thinking and creativity positively influence the performance of their workers. This finding is consistent with previous research that highlights intellectual stimulation as a fundamental element of transformational leadership in strengthening commitment and efficiency in bank employees in Jordan [31]. Furthermore, it is argued that this leadership style enhances distributed leadership by promoting creativity and innovative thinking among workers in the telecommunications sector in Pakistan [32]. Similarly, it is emphasized that intellectual stimulation promotes creativity and innovation in multinational organizations in China, which contributes to improved overall employee performance [33]. Taken together, these findings underline the relevance of intellectual stimulation within transformational leadership as a key factor for optimizing distributed leadership in dynamic and competitive environments.

Regarding the fourth specific application, the findings indicate a significant relationship between individualized consideration and JP in marketing firms in Metropolitan Lima in 2024, with a coefficient of 0.677. This suggests that a higher level of individualized consideration tends to moderately improve employee performance. This finding is supported by previous research concluding that leaders who implement this practice encourage individual differentiation, which, in turn, promotes creativity and positive performance in bank employees and managers in China [34]. Similarly, it is highlighted that individualized consideration allows leaders to identify and enhance employees' strengths in various Chinese organizations, thus optimizing their performance [35]. Furthermore, it is noted that this type of leadership has a positive and significant relationship with job performance in the banking sector of Dar es Salaam, Tanzania, by empowering employees and improving their performance [36]. Overall, these studies highlight the importance of individualized consideration as a key element in optimizing JP, although they also suggest that organizational culture could influence this relationship.

## 6. Conclusion

Research indicates that there is a significant and positive connection between TL and JP in marketing firms in Metropolitan Lima, with an empirically high correlation of 0.771. Idealized influence positively influences performance, but it does so moderately, suggesting that other elements may play an important role. In particular, inspirational motivation was widely identified as a primary performance enabler, adding group cohesion and increasing performance. On the other hand, intellectual stimulation fosters creativity and an innovative spirit, which positively affects how individuals approach problems and how precise and effective they are at work. Finally, leaders' individualized consideration of employees also improves performance and engagement, emphasizing the need to address individual employee needs to improve competence and productivity in the sector.

## 7. Recommendations

The study recommends the adoption of a comprehensive TL plan in marketing companies in Metropolitan Lima, emphasizing training, mentoring, and impact assessment, ensuring alignment with corporate goals and strengthening the work environment. To strengthen the idealized influence of leaders, training in self-management, empathy, and professional ethics is suggested, in addition to group mentoring programs and the adoption of ethical principles to consolidate organizational culture. To promote inspirational motivation within the organization, the implementation of storytelling and strategic communication techniques is suggested, as well as the establishment of a merit and reward system for employees. Intellectual stimulation should be achieved through brainstorming sessions and critical thinking training, as well as a monthly innovation day, which will provide employees with the opportunity to stimulate their creativity. Finally, individualized consideration through feedback meetings and an individual recognition system is an appropriate measure to improve employee retention and engagement in this industry.

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