

A Qualitative Study of Transformational Leadership and Organization Success

Dewi Jannah and Latip

Institute of the Malay World and Civilisation
Universiti Kebangsaan Malaysia
UKM Bangi, 46300, Selangor, Malaysia
jhodyfendy@gmail.com, latip.stiadmi@gmail.com

A. Tarmizi

Department of Public Administration
Postgraduate Program
Universitas Islam Riau
Pekanbaru, Riau 28284, Indonesia
tarmiziuir@soc.oir.ac.id

Teuku Afrizal

Department of Public Administration
Faculty of Social Science and Political Science
Universitas Diponegoro
Tembalang, Semarang, Jawa Tengah 50275, Indonesia
teukurian@lecturer.undip.ac.id

Jumadil Saputra

Faculty of Business, Economics and Social Development
Universiti Malaysia Terengganu
21030 Kuala Nerus, Terengganu, Malaysia
jumadil.saputra@umt.edu.my

Abdul Talib Bon

Department of Production and Operations
Universiti Tun Hussein Onn Malaysia
86400 Parit Raja, Johor, Malaysia
talibon@gmail.com

Abstract

A leader is one of the most critical elements that will never disappear from human social life. Leaders arise because of the differences in heterogeneous human life, which then need to be unified, harmonized, and directed so that these differences do not create conflict. Leaders are there for that. He is like the "chosen one" because all parties with different opinions agree to mediate him. Therefore, most of the true leaders we know are people who have advantages over most humans. It is very natural and rightfully, so because there is no way he will be a leader if he does not have things that make other people give in. To become a leader, anyone can. However, finding a qualified leader is difficult. Leadership must bring good influence and produce good things, not vice versa; leadership brings terrible influence and destructive impact for subordinates and the organization. Transformational leadership's importance is to empower followers to perform effectively by building their commitment to new values, developing their skills and beliefs, and

creating a climate conducive to innovation and creativity. Transformational leaders motivate their subordinates to perform above and beyond their duty call. The essence of transformational leadership is the sharing of power by involving subordinates together to make changes. Leadership is one of the most decisive factors in the development and progress of an organization. Because leaders are needed to determine goals according to the organization's vision and mission, allocate resources, motivate human resources to be more competent coordinate change, and build intense empowerment with subordinates to determine the right and best direction. In achieving organizational goals, a leader will not succeed without subordinates. Conversely, subordinates will also not carry out their duties without movement and direction from a leader. For this reason, organizational success must be seen as the result of comprehensive teamwork as a mutual success (successful group effort).

Keywords

Organisation Success, leadership, and transformational leadership model

1. Introduction

The challenges facing organizations in the current era of globalization are very accelerating and are increasingly showing a fast and complex intensity. The implication is to build an image of the organization in the perspectives of society. A leader must create innovatively and accommodating change through institutional, managerial, and human resource development. It is in its consideration to improve reliable and superior performance (reliable and excellent service). Organizations can anticipate and face the dynamics of business competition in seizing "opportunities" and overcoming the "challenges". Strategically, a leader plays a crucial role in determining goals according to its vision and mission, allocating resources, motivating human resources to be more competent, coordinating change, and building intense empowerment with subordinates to set the right and most productive direction. One of the toughest challenges often faced by leaders is how they can mobilize their subordinates always to be willing and willing to exert their best ability for the organization's benefit. The organization will run well if the leadership role is carried out with dedication, responsibility, and accountability. On the other hand, if the leadership role is not well realized, various problems will arise that can hinder or affect the people they lead.

Each leader has his leadership style, which is different from one another. Often, we find leaders who use their power absolutely. Like ordering his subordinates without paying attention to his subordinates' state. Leaders place too much emphasis on rigid rules without a humanistic approach to their subordinates; a leader who gives orders with all the emotional stress without tolerance that has an impact on the psychological impact of his subordinates; leaders who do not have a social approach to their subordinates; a leader who is arrogant and insensitive, only wants to be heard but does not want to listen; and the attitude of other unwise leaders. In this way, the leader thinks that he will show his authority and strength as a superior that cannot be denied by subordinates. Without realizing that such a leader's attitude can lead to a rigid and disharmonious work relationship in the organization, psychological pressure can result in employees experiencing stress and depression and can impact lowering morale, motivation, and performance of subordinates. McShane and Von Glinov (2010: 360) argue that leadership is about influencing, motivating, and enabling others to contribute to the effectiveness and success of the organizations in which they are members. Hughes, Ginnett, & Curphy (2009: 4) states that leadership is a complex phenomenon involving leaders, followers, and situations. Leaders need to act confidently and humble enough to know that others' views are helpful too. Ideally, in building a humanistic work relationship, a leader must position himself wisely as an innovator, motivator, advisor, mediator, and mentor to his subordinates.

Everyone has the right to be a leader. Nevertheless, not everyone who, when they become a leader, can carry out their leadership duties and responsibilities properly. To become a leader, anyone can. But finding a qualified leader is difficult. Leadership must bring good influence and produce good things, not vice versa; leadership brings terrible influence and harmful impact on employees and the organization. Generally, people who work can develop themselves personally from the point of view of knowledge (mindset). However, for the formation of behavior and character (attitude), especially regarding integrity, responsibility, discipline, and work ethic, an employee needs to be motivated, build awareness and continuously directed, so that the spirit of work, concern and a sense of belonging to the organization is born.

In this case, the role of leadership and its influence on employee motivation is crucial. Motivation is essential for employees because motivation will encourage employee morale in carrying out their duties with total dedication, discipline, and responsibility, resulting in high productivity. For that, a leader must be sensitive and wise to understand

the nature of his employees. What drives them to do their best, and how to motivate them. Every employee at work has various goals and expectations, such as: to get an income or salary, for personal satisfaction from his work, an increase in status, awards from colleagues and superiors, and others. According to Anoraga (2003: 77), employees as social beings at work are not only pursuing income. They also expect that their work can be accepted and appreciated by their fellow employees. Besides, they will be happier if they can accept and help other employees. On the other hand, every leader has unique traits, habits, personalities, and characteristics, distinguishing a leader from another leader. There are still questions about the effective leadership style in daily reality or how to implement effective leadership in running an organization. An effective leader is someone who can create situations that inspire his followers to achieve optimal goals.

An effective leader can read situations, is responsive to organizational problems, is responsible, highly dedicated, and willing to develop his subordinates. The most important thing is that a leader has integrity and sound ethics because he must set an example or act as a role model for his subordinates (role model). Leadership does not only depend on the position of status, but more because of the influences that come from his capacity because he must be able to lead himself (managing self), lead people (managing people), and leading tasks (managing jobs). The effectiveness of the leader in using his influences will determine how he can play his role well. Influences like this will provide strength for a leader in carrying out his leadership duties and responsibilities. He cannot only give orders, give instructions, give punishments, give rewards, threaten, direct, but further than that, his role as a leader will have a positive impact on the person being led or the environment. Nevertheless, the fact is that in the field, there are still complaints and perceptions of some employees about the attitude of the leader who is considered to be unwise and humanistic in treating their employees, including the leadership is not consistent, both with their words and actions, likes to admonish their subordinates emotionally in front of the crowd, which causes the shame of their subordinates. However, they ignore their attitudes and should not be criticized, the behavior of indifferent leaders, do not want to know or are less sensitive to the condition of their subordinates, leaders who do not want to accept or listen to their subordinates, and the attitude of leaders who like to look down on employees.

As a result, psychological clashes, and conflicts of interest between personal interests and organizational interests often occur. Not only between leaders, leaders, and employees or vice versa but also among employees. Of course, it can adversely affect employees' psychological work. Depression, fear, the tension in work relationships, and unsympathetic leadership attitudes can cause employees to experience stress, frustration, and even major depression. Leaders forget that an employee, even in the lowest position, is still a human who has dignity and wants to be treated humanely, valued and respected. Leaders who are not wise and humanistic towards their employees will harm employee judgment and lack of respect for their leaders and affect organizational performance. The reality is, no leader in any organization can be successful and prosperous without the support of his employees. Based on the explanation above, the subject matter of the discussion of this paper is: "How to Model Transformational Leadership and Organizational Success." Of these, this study is written to find out the transformational leadership model and analyze transformational leadership models and organizational success.

2. Literature Review

2.1 Leadership

Leadership issues always give an attractive impression. This topic always gives a strong appeal to everyone. The literature on leadership always explains how to be a good leader, attitudes and styles that are by the leadership situation, and a good leader's requirements. In a broad sense, everyone can use leadership and is not only limited to a particular organization or office. Leadership does not have to be limited by bureaucratic rules or rules and does not have to be tied to a particular organization. In general, the definition of leadership can be formulated as the ability and readiness possessed by a person to influence, encourage, force people or groups to accept this influence and then do something that can help achieve certain predetermined goals. (Rosmiati, Taty; 2009: 125). According to Robbins (1996: 39), leadership can influence a group towards achieving goals. A similar opinion is expressed by Hersey et al (1996: 99) that leadership is a process to influence individual or group activities to achieve predetermined goals. Therefore, a leader must be task-oriented and human relationships. Based on some of the definitions above, it can be concluded that leadership is a person's ability and readiness to influence, guide, direct and mobilize the people they lead so that they can work effectively to achieve the expected goals.

2.2 Conceptions of Transformational Leadership

James McGregor Burns first put forward the concept of transformational leadership. With transformational leadership, Bernard Bass (Stone et al, 2004) said: "Transformational leaders transform the personal values of followers to support the vision and goals of the organization by fostering an environment where relationships can be formed and by

establishing a climate of trust in which visions can be shared". Furthermore, operationally Bernard Bass (Gill et al. 2010) defines transformational leadership: "Leadership and performance beyond expectations. Gill et al., 2010 explain; "The process influences major changes in the attitudes and assumptions of organizational members and builds commitment to the mission or goals of the organization." According to Burns (1978), transformational leadership is "a process in which leaders and followers raise morality and motivation to higher levels." This kind of leadership style will bring awareness to followers by bringing up constructive ideas, synergistic relationships, responsibility, educational care, and shared aspirations. It is confirmed by Yukl (1994), who states that the essence of transformational leadership is to empower his followers to perform effectively by building their commitment to new values, developing their skills and beliefs, and creating a climate conducive to the development of innovation and creativity. The essence of transformational leadership is sharing of power by involving subordinates together to make changes.

In formulating change, a humane transformational approach is usually used. A participatory work environment with a collegial management model full of openness and decisions is taken together. Thus, transformational leadership is leadership capable of creating fundamental changes and based on the system's religious values and culture to create innovation and creativity for its followers to achieve the predetermined vision.

Yammarino and Bass (1990), transformational leaders must be able to persuade their subordinates to carry out their duties beyond their interests in the interests of the larger organization. Bass and Avolio (1994), suggest that transformational leadership has four dimensions which he calls "The Four I's": (a) leader's behavior makes his followers admire, respect, and trust (ideal influence). (b) Transformational leaders are described as leaders who can articulate clear expectations of subordinates' achievements (motivation-inspiration). (c) Transformational leaders must foster new ideas and provide creative solutions to problems faced by subordinates (intellectual stimulation). (d) The transformational leader is described as a leader who is willing to listen attentively to subordinates' input and is specifically willing to pay attention to subordinates' needs for career development (individual consideration).

Many researchers and management practitioners agree that the transformational leadership model is the best leadership concept in describing leaders' characteristics (Sarros and Butchatsky 1996). Meanwhile, the characteristics of transformational leadership, according to Avolio et al. (Stone et al., 2004), are as follows:

Idealized Influence (or Charismatic Influence)

Idealized influence means that a transformational leader must have the charisma that can "bewitch" subordinates to react to the leadership. In a concrete form, this charisma is shown by understanding the organization's vision and mission, having a firm stance, commitment, consistency with every decision taken, and respecting subordinates. In other words, transformational leaders become role models who are admired, valued, and followed by their subordinates.

Inspirational Motivation

Inspirational motivation means the character of a leader who can apply high standards but at the same time can encourage subordinates to achieve these standards. This kind of character can generate high optimism and enthusiasm from subordinates. In other words, transformational leaders always inspire and motivate their subordinates.

Intellectual Stimulation

Intellectual stimulation, the character of a transformational leader who can encourage his subordinates to solve problems carefully and rationally. Besides, this character encourages subordinates to find new, more effective ways of solving problems. In other words, transformational leaders can encourage (stimulate) subordinates to always be creative and innovative.

Individualized Consideration

Individualized consideration means the character of a leader who can understand the individual differences of his subordinates. In this case, transformational leaders are willing and able to listen to aspirations, educate, and train subordinates. Also, a transformational leader can see his subordinates' potential achievements and development needs and facilitate them. In other words, transformational leaders can understand and appreciate subordinates based on the needs of their subordinates and pay attention to their desires for achievement and development. The transformational leadership style is believed by many to be an effective leadership style in motivating subordinates to behave as desired. According to Bernard Bass (NN, 2009), to motivate employees, for leaders who apply a transformational leadership style, there are three ways, namely: 1) Encouraging employees to be more aware of the importance of business results; 2) Encouraging employees to prioritize group interests, and 3) Increasing higher employee requirements such as self-

esteem and self-actualization. Transformational leadership explained through the components of transformational leadership behavior, which are as follows:

Charismatic

That charisma is traditionally seen as inherent and only possessed by world-class leaders. Leaders who have these characteristics show their vision, abilities, and expertise and actions that put the interests of the organization and the interests of others (society) more than personal interests. Therefore, charismatic leaders are made role models, idols, and role models by their subordinates. Subordinates trust the leader because the leader is considered to have views, values, and goals that he considers correct. Therefore, leaders who have more extraordinary charisma can more easily influence and direct subordinates to act following what the leader wants.

Idealist Influence

Transformational leaders serve as role models for followers. Because followers trust and respect the leader, they imitate this person and internalize in him. They believe in the philosophy that a leader can influence his followers only when the leader practices what he says. It is due to behavior that prioritizes subordinates' needs, consistently shares risks with subordinates, and avoids using power for personal gain. Thus, subordinates are determined and motivated to optimize efforts and work towards common goals.

Inspirational Motivation

Transformational leaders have a clear vision that they can articulate to followers. Subordinates are given the freedom to participate optimally in terms of ideas and provide a vision of the organization's future state that promises clear and transparent expectations.

Intellectual Stimulation

The leader encourages subordinates to rethink working and looking for new ways of working in completing their tasks. The effect is expected, subordinates feel that their leadership accepts and supports them to think about their ways of working, look for new ways of completing tasks, and feel new ways of working in accelerating their tasks. Through intellectual stimulation, leaders stimulate subordinates' creativity and encourage them to find new approaches to old problems.

Individual Considerations

Individual attention, that is, leaders give personal attention to their subordinates, such as treating them as whole individuals and appreciating their caring attitude towards the organization. Leaders act as mentors for their followers and reward followers for their creativity and innovation.

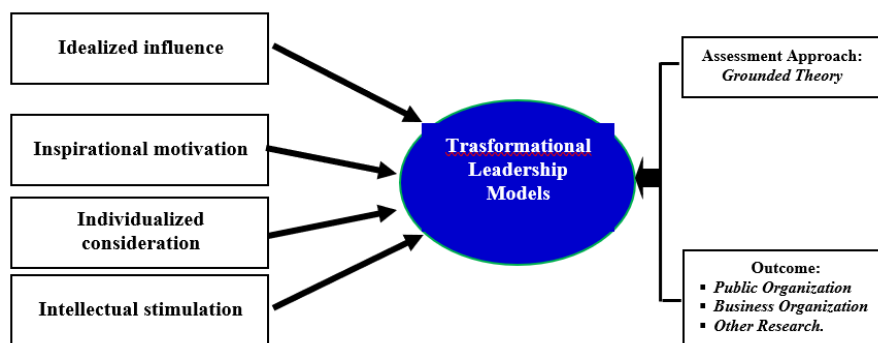


Figure 1. Research Framework

3. Results and Discussion

Leadership has received the attention of many researchers around the world. Leadership has also been extensively studied using quantitative and qualitative methods in many contexts. The approach to understanding a leader and leadership is very complex, especially studies related to leadership styles and models, because it focuses more on the behavior and character of someone who is a psychological leader. Without leadership, it will not be easy to achieve

organizational goals. So, leadership has a strategic position because its role is to bring the organization to its stated goals. Leadership can determine whether an organization can achieve the goals set. Leadership is a series of structuring activities that are manifested as the ability to influence other people in certain situations so that they are willing to work together to achieve agreed goals.

The role of leadership in an organization is not just an administrative and technical activity, but instead leads to developing the potential of employees' human resources to be creative and innovative. Each organization's effectiveness is greatly influenced by human behavior because it is an expected resource for all organizations. Organizational performance depends on individual performance, and leaders must have more than just knowledge in terms of determining individual performance. Many researchers have conducted studies on leadership styles or models, one of which is the Transformational Leadership Model. Transformational leadership is still relatively new, which is considered effective in dedicating change, especially in transitional environmental situations. The transformational leadership model essentially emphasizes a leader needs to motivate his subordinates to carry out their responsibilities more than they expect. In this context, transformational leaders must be able to define, communicate and articulate the organization's vision, and subordinates must accept and acknowledge their leaders' credibility.

However, in fact, there are not many organizational leaders who lead with a transformational leadership model. Some of the problems that become obstacles in the implementation of transformational leadership models in an organization include: 1) The old paradigm of leadership, which tends to "one-man show," slows down the formation of understanding in implementing transformational leadership; 2) The transformational leadership approach is fresh and requires particular expertise in its application; 3) Transformational leadership requires the readiness of adequate human resources, especially in developing logic thinking, analytical thinking, creativity in dealing with a problem; 4) The freedom given to develop ideas and how to solve problems cannot be maximally utilized, and 5) The implementation of transformational leadership requires a strong understanding of the vision between leaders and followers. A leader's success in carrying out leadership is measured not only by formal technical expertise, but a leader must also have social skills and humanistic behavior in managing and directing his subordinates. Efforts to empower and mobilize employees today are based on the approach that employees are social beings with dignity, feelings, aspirations, desires, tranquility, and expectations that vary from one individual to another. As human beings, every employee has dignity. They need respect according to a dignity as a human being. Davis (in Abdurrahman; 2001) asserts that human dignity is an ethical and moral basis for human relationships.

Various pressures and very rigid social interaction approach without a leader's tolerance for employees at work will impact work relationships that are not constructive and dynamic, which can directly or indirectly affect employee motivation and performance. This condition can be seen from employees' work behavior, including laziness and lack of enthusiasm at work; rigid working relationship; lack of discipline, low sense of responsibility, apathy, lack of respect for leaders, etc. Transformational leadership is a leadership model for increasing human resources. In addition to the measurable relationship between the influence of leaders and subordinates, through indicators of trust, admiration, loyalty, and respect for the leader, trying to motivate followers to do something more and do it. exceed their expectations (Bass, 1994). An effective leadership style or model is very influential in improving employee performance and organizational success in achieving goals.

A leader has the technical expertise and being able to keep up with change is essential. However, social skills are much more critical in creating a harmonious and empathetic relationship with his employees. An employee will work with high morale when he feels needed, feels essential, feels counted, feels part of the group. Leaders must be able to position themselves not only as leaders or holders of the highest power, but more than that; leaders are required to be empathetic, sensitive to employees, willing to listen, to be fair or non-discriminatory, and to become a role model (rule model) in an effort to increase employee awareness and morale in working happily and voluntarily for the realization of organizational goals.

4. Conclusion

Leadership is an integral part of organizational success. Leaders are needed to determine the organization's vision and goals, allocate and motivate resources to be more competent, coordinate change, and build intense empowerment with their followers for the achievement of mutually set organizational goals. The essence of transformational leadership is to empower followers to perform effectively by building their commitment to new values, developing their skills and beliefs, and creating a climate conducive to the development of innovation and creativity.

References

Abdurrahman, Oemi. 2001. *Dasar-Dasar Public Relations*. Bandung: PT Citra Aditya Bakti.
Anoraga, Pandji. *Psikologi Kepemimpinan*, Jakarta: Rineka Cipta, 2003.

- Bass, B.M. 1990. Bass & Stodgill's Handbook of Leadership: *Theory, Research, and Managerial Applications*. Third Edition. New York: The Free Press.
- Bass, B.M. and Avolio, B.J. 1994. *Improving Organizational Effectiveness through Transformational Leadership*. Sage: Thousand Oaks.
- Burns, J.M. 1978. *Leadership*. New York: Harper and Row.
- Hughes, Richard L., Robert C. Ginnett, and Gordon J. Curphy. 2009. *Leadership*, Boston: McGraw-Hill Companies Inc.
- Ivancevich, dkk. 2007. *Perilaku dan Manajemen Organisasi*. Jakarta: Erlangga.
- McShane, Steven L. And Mary Ann Von Glinov. 2010. *Organizational Behavior*, New York: McGraw-Hill Companies.
- Rivai, Viethzal, Baktiar, & Amar Rafli Boy. 2013. *Pemimpin dan Kepemimpinan dalam Organisasi*. Jakarta: PT RajaGrafindo Persada.
- Safaria Triantoro. 2004. *Kepemimpinan*. Yogyakarta: Graha Ilmu.
- Soetari Endang. 2014. *Model Kepemimpinan & Sistem Pengambilan Keputusan*. Bandung: CV Pustaka Setia.
- Wibowo. 2016. *Kepemimpinan, Pemahaman Dasar, Pandangan Konvensional, Gagasan Kontemporer*. Jakarta: PT RajaGrafindo Persada.
- Yukl. 2005. *Kepemimpinan dalam Organisasi*. Jakarta: Index
- Gill, A., Fitzgerald, S., Bhutani, S., Mand, H., and Sharma, S. *The Relationship Between Transformational Leadership and Employee Desire for Empowerment*. International Journal of Contemporary Hospitality Management, Vol. 22 No. 2, 2010, pp. 263-273.
- Stone, G.A., Russel, R.F., and Patterson, K. *Transformational Versus Servant Leadership: A Difference in Leader Focus*. *The Leadership & Organization Development Journal*, Vol. 25 No. 4, 2004, pp. 349-361.

Acknowledgements

We would like to thank you for Universiti Malaysia Terengganu and Universiti Tun Hussein Onn Malaysia for this excellent collaboration work.

Biographies

Dewi Jannah is a PhD. Candidate at the Institute of The Malaysia World and Civilization, Universiti Kebangsaan Malaysia. She is also a lecturer at the Academy of Administrative Sciences (STIA) Lancang Kuning Dumai. She is active in various social and scientific activities as a speaker and trainer. Master of Ceremony Instructors, Character Building Motivators, and Art Loving Student Community either.

Latip is a lecturer at Institute of Administrative Science Lancang Kuning Dumai (STIA), Riau. He obtained a bachelor's degree in State Administration in June 1994 at the Lancang Kuning University, Pekanbaru, Indonesia and a master's degree in administration and Public Policy at Riau University Pekanbaru, Indonesia. Currently, he is doing Doctor of Philosophy at the Institute of the Malay World and Civilization Universiti Kebangsaan Malaysia.

A.Tarmizi is a lecture of Department Public Administration, Post Graduate Program, Universitas Islam Of Riau Pekanbaru. Master of Political Science University Kebangsaan of Malaysia. He holds a Ph. D. in Public management College of Law Government and International Studies from Universitas Utara Malaysia Kedah.

Teuku Afrizal is a senior lecturer in the Department of Public Administration, Universitas Diponegoro, Indonesia, and a researcher at the university's SDGs Center. He is an expert on Development Studies, especially on environmental sociology and anthropology, anthropology of development, community development studies, social theory, and demography. He gained research experience in several projects funded by Ford Foundation, Toyota Foundation, UNDP, Scalabrini Migration Center, IKMAS, UKM, National Grant (Malaysia Government), BorIIS, UMS, Sabah Forestry Department, Jhon Hopkins University, Boston University, Sultan Mizan Royal Foundation (YDSM) and Malay Strategy Foundation. He has published several articles in international refereed journals, chapter in books and book. He is a member of the Malaysia Social Science Association

Jumadil Saputra is a PhD holder and works as a senior lecturer in the Department of Economics, Faculty of Business, Economics and Social Development, Universiti Malaysia Terengganu, Malaysia. He has published 125 articles Scopus/ WoS indexed. As a lecturer, he has invited as a speaker in numerous universities, the examiner (internal and external), the reviewer for article journal and proceeding, the conference committee, journal editorial board, and

others. He is a professional member of the International Business Information Management Association (IBIMA), Ocean Expert: A Directory of Marine and Freshwater Professional, and Academy for Global Business Advancement (AGBA). His research areas are Quantitative Economics (Microeconomics, Macroeconomics, and Economic Development), Econometrics (Theory, Analysis, and Applied), Islamic Banking and Finance, Risk and Insurance, Takaful, i.e., financial economics (Islamic), mathematics and modelling of finance (Actuarial). His full profile can be accessed from <https://jumadilsaputra.wordpress.com/home-2/>.