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IMPACT OF TRANSFORMATIONAL LEADERSHIP AND DIMENSIONS ORGANIZATION : RESPONSE TO GLOBAL CHANGES

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ABSTRACT

The focus of writing this article is on transformational leadership. Transformational leadership practices are the only type of leadership that can help a leader build a team and communicate organizational goals, values, and procedures. Transformational leadership practices have leaders and followers, who support each other related to teamwork in a collaboration that focuses on the common good and achieving organizational goals.

Writing method is using a theoretical approach. Writing is done by conducting studies of various theories sourced from books or literature and from various official journals related to the results of researchers' research on transformational leadership. Before the writing was done, a focus group discussion (FGD) was conducted to discuss various literature and journals related to transformational leadership.

The results of this paper conclude that transformational leadership is leadership that has a vision and mission for the future and is able to identify changes in the existing environment and is able to transform these changes into the organization, make changes and provide motivation and inspiration to its followers to be creative, innovative, and brave and responsible. by working optimally to achieve organizational goals.

Suggestions that can be given to organizational leaders is that they should practice transformational leadership, take the time to understand each of their followers and then take advantage of it by developing it and growing the entire organization. Practicing transformational leadership will help improve team building by emphasizing relationships among followers.

Keywords: Transformational.

INTRODUCTION

Transformational leadership is a leadership style that identifies necessary changes, creates a vision that will pave the way for the changes to be made and implements the plans necessary for these changes to occur. The term transformational leadership is not new, this term was coined by James Mac Gregor Burns in 1978 but has only become widely known in recent years. Transformational leadership is a situation where a leader has charisma or influence. Leaders have a vision and use it to transform organizational members, in this case the members are inspired, believe and believe in the interests and values in their work to achieve common goals.

The phenomena that exist in the management of a public entity change rapidly so that they have to make changes and adapt, the way of working and the mindset of employees in the public sector is difficult to change, this is where the transformational leadership function is

needed. The goal of transformational leaders is to create positive change; therefore, they must be able to adapt to a dynamic work environment. To be able to implement change there must be acceptance of new values and procedures first. Leaders are required to have an open mind regarding the proposed new methods. Leaders should try not to be conservative or skeptical.

Transformational leaders must be visionary in order to predict ideal conditions for their entity before planning changes to achieve the organization's vision and mission. To develop an organizational vision and mission, transformational leaders must have an optimistic mindset about technological developments and continuously analyze how these developments can impact their entity's internal business processes. Changes must be made accompanied by gradual changes in thoughts, thought patterns and behavior.

From the discussion above, it can be concluded that the definition of transformational leadership is leadership that has a vision and mission for the future and is able to identify changes in the existing environment and is able to transform these changes into the organization, make changes and provide motivation and inspiration to its followers to be creative, innovative and Courageous and responsible by working optimally to achieve organizational goals.

Transformational leadership is leadership that has a vision and mission for the future and is able to identify changes in the existing environment and is able to transform these changes into the organization, pioneer change and provide motivation and inspiration to individuals to be creative, innovative, and brave and responsible to work collectively. maximum to achieve organizational goals. This is the reason why transformational leadership is an interesting study in writing this article, so it is hoped that it will be an inspiration for other writers to carry out further studies.

METHOD

This research uses a theoretical approach. The writing is done by conducting a study of various theories sourced from books or literature and from various official journals related to the results of researchers' research on transformational leadership. Before the writing was done, a focus group discussion (FGD) was conducted to discuss various literature and journals related to transformational leadership.

RESULTS AND DISCUSSION

Transformational leadership is defined as a process in which leaders inspire their followers to perform at a higher level than expected and potentially exceed the followers' own self-interest for a shared vision with maximum achievement, (Han, Seo, Yoon, Yoon, 2016). According to Ivancevich, Bernand and Bass, (2006), transformational leadership is a leader who motivates his followers to work to achieve a goal, to achieve achievement and self-actualization, not for short-term personal interests.

Transformational leadership is a process that changes and transforms individuals, in other words, transformational leadership is the ability to make people want to change. Therefore, a transformational leader can make the organization more successful because he is willing to help others contribute to the organization, (Northouse 2001). According to Robbins (2010), transformational leadership is a leader who devotes his attention to the problems faced by his followers and the development needs of each of his followers by providing enthusiasm and encouragement to achieve his goals.

Transformational leadership is leadership that is able to articulate a vision and provide support to individuals in the organization (Thamrin, 2012). In line with this, Robbins & Judge,

(2015), stated that transformational leadership is leadership that is able to generate self-confidence (intrinsic motivation), commitment, high loyalty and develop a leadership spirit in other people.

This transformational leadership is truly defined as true leadership because this leadership truly works towards targets in the act of directing the organization to a goal that has never been achieved before. According to Robbins (2010), transformational leadership is a leader who stimulates and inspires his followers to achieve extraordinary results. The same thing was found by Helmi & Arisudana, (2015), that the transformational leadership applied will foster trust in his followers as capital for growth and development. sharing knowledge.

A transformational leader has the ability to empower followers to do their best for the organization. Can be a strong role model with high values, willing to listen to all points of view to develop a spirit of cooperation. act as a change agent in the organization by setting an example of how to initiate and implement change, (Northouse; 2001). Transformational leadership is leadership that has a vision and mission for the future, and is able to identify changes in the existing environment, and is able to transform these changes into the organization, pioneer change and provide motivation to individuals to be creative, innovative and brave and responsible for leading and controlling the organization (Widayati & Rahardjo, 2017).

In transformational leadership, stakeholder members feel empowered, so they contribute their passion, talents and unique ideas to achieve collaborative success (Tabassi, Roufechaei, Abu Bakar, & Yusof, 2017). The same thing was stated by Raes et al., (2013), that transformational leadership seeks to empower members and take them beyond their own personal interests by providing individual consideration, intellectual stimulation, and inspirational motivation. Robbins (2015) states that transformational leadership is leadership that inspires its followers to go beyond their personal interests which is capable of having an extraordinary impact on their followers.

By showing these positive attributes, it will automatically inspire the stakeholders around them and make it easier to implement the necessary changes. Something that is transformational involves changing and improving, or basically progressing. Therefore, leaders who have transformational goals must be progressive; willing to accept ideas and best practices that will raise the bar for collaboration in various aspects. They are not afraid to explore new areas, as long as they are deemed to be profitable in the future.

Through transformational practices, organizational leaders take the time to understand each member of the collaboration. Then, they take advantage of it by developing it and leveraging it to grow the entire organization. Practicing transformational leadership will likely help improve team building by emphasizing relationships among collaborative members thereby increasing organizational achievements. Through transformational leadership, followers feel admiration, trust, loyalty and respect for the leader. Followers will be motivated to perform and show better performance than before.

Communicating goals, values, and procedures is one powerful way for transformational leaders to grow an organization. According to Raes et al. (2013), a transformational leadership style will have a positive impact on the collaboration process that takes place in a group. Through this collaborative process, transformational leadership practices can influence organizations and produce effects that help increase organizational achievements and levels of success. Transformational leadership will make followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than what was initially expected of them. Transformational leadership is interpreted as a way for leaders to strengthen mutual cooperation (teamwork) for the sake of collective self-improvement (Yulk, 2010).

Transformational leadership is leader behavior that stimulates and inspires followers to achieve extraordinary achievements and maintains a level of commitment and morale between the leader and his followers. The transformational leader type tends to involve employees or subordinates in managing organizational performance, so that subordinates are considered equal work partners and need each other. Transformational leadership applied will foster trust in followers, providing capital for the growth and development of knowledge sharing (Helmi & Arisudana, 2015)

Transformational leadership is a leadership style that takes an approach by demonstrating leader behavior and abilities that inspire followers to work well and produce the desired performance. Transformational leadership is a leader who is seen as someone who is able to have a great influence on his followers, thereby creating a situation that inspires his followers to achieve organizational goals that exceed the desires of the leaders.

Good relationships with all individuals in an organization will be able to influence other individuals to be willing to carry out their orders and duties happily. Through transformational leadership, followers feel admiration, trust, loyalty and respect for the leader. Followers will be motivated to perform and show better performance than before. Transformational leadership will make followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than what was initially expected of them (Yulk, 2010).

This is in line with research conducted by Wang, G., Oh, I. S., Courtright, S. H., & Colbert, A. E. in 2011 entitled Transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of research. *Group & Organization Management*, 36(2), 223-270. The results of his research concluded that transformational leadership is more effective than transactional leadership because it can motivate stakeholders and improve organizational performance.

Research by Murtiningsih in 2015, entitled The Influence of Transformational Leadership Style on the Performance of Nurses at Siti Aisyah Madiun Islamic Hospital, concluded that transformational leadership has a significant influence on organizational performance. Research from Septyan, F. B., Musadieq, M. Al, & Mochammad Djudi Mukzam in 2017, entitled The Influence of Transformational Leadership Style on Motivation and Performance (Study on Employees of Cv. Jade Indopratama Malang). *Journal of Business Administration (JAB)*, 53(1), 81–88, concludes that transformational leadership includes intense interactions or relationships between leaders and stakeholders in managing their organizations to achieve mutually desired goals.

Research from Senny, M. H., Wijayaningsih, L., & Kurniawan, M. in 2018, entitled Application of Transformational Leadership Style in PAUD Management in Sidorejo District, Salatiga. *Scholaria: Journal of Education and Culture*, 8(2), 197–209, concludes that transformational leadership provides inspirational motivation and intellectual stimulation to subordinates so that the tasks given can be achieved optimally.

Research by Asbari, M., Purwanto, A., & Santoso, P. B in 2019, entitled Influence of Leadership, Motivation, Competence, Commitment and Culture on ISO 9001:2015 Performance in Packaging Industry. *Scholars Journal of Economics, Business and Management*, 8875, 577–582, concluded that transformational leadership is characterized by the ability of a leader to understand the needs of his followers and be able to motivate his followers.

Research by Bernardo, I., Bachtiar, D., Sudibjo, N., Suryawan, I. N., Purwanto, A., & Asbari, M. in 2020, entitled Effect of transformational leadership, perceived organizational support, job satisfaction toward life satisfaction: Evidence from Indonesian teachers. *International Journal of Advanced Science and Technology*, 29(3), 5495–5503, concludes that

transformational leadership is leadership characterized by the ability of a leader to understand the needs of his followers and be able to motivate them.

Implementation of transformational leadership can be done in the following ways:

1. Understand the potential or strengths of followers and choose the right tasks so that followers feel challenged to complete the task well (Farooqui and Nagendra 2014).
2. Provide opportunities to develop followers' knowledge through training and resource empowerment (Yıldız and Şaylıkay 2014).
3. Build social relationships and eliminating negative beliefs (Yıldız and Şaylıkay 2014).
4. The ability to make decisions so that the leader's behavior is in accordance with agreed values will create trust in followers and reduce negative thinking (Yıldız and Şaylıkay 2014).
5. Provide attention and care to followers in the form of mentoring and role modeling. Leaders with this model will demonstrate behavior that builds self-confidence so that they try to imitate the characteristics of leaders who are considered good (Marshall Elaine Sorensen 2011).
6. Overcome helplessness by demonstrating positive behavior, through social interaction so that followers will reciprocate the leader's positive response by improving performance (Astarlioglu, Kazozcu, and Varnali 2011). Overcoming helplessness by increasing the self-esteem of followers so that they can provide positive encouragement and provide motivation (Johar 2013).
7. Demonstrate the ability to manage followers fairly in the decision-making process (Yean and Yusof 2016).
8. Demonstrate performance and commitment that can convince followers so that trust is formed (Yean and Yusof 2016).
9. Motivate through enthusiasm and challenge, explain the vision, encourage individual and team change, support goal achievement, (Schwartz et al. 2011).
10. Overcome the fear of losing their job by encouraging followers to increase productivity, (Theodossiou and Vasileiou 2007). Overcoming the fear of losing their job by encouraging followers to increase productivity, (Theodossiou and Vasileiou 2007). Overcoming the fear of losing their job by encouraging followers to increase productivity, (Theodossiou and Vasileiou 2007).
11. Overcome unfair organizations by building positive relationships between followers so that the organizational environment becomes conducive (Yean and Yusof 2016).
12. Challenge followers to change old perspectives through innovation, creativity and encouragement to participate in making decisions and solving problems, (An, Zhang and Zhan 2015).
13. Provide support so that followers show positive behavior. Studying followers' personalities can help overcome insecurities positively (Astarlioglu, Kazozcu, and Varnali 2011).
14. Rahmadin (2010), formulated four characteristics possessed by a leader so that he has transformational qualities, including:
 - (a) Having charisma that is recognized by his followers.
 - (b) Provide inspiration or being a source of inspiration for his followers.
 - (c) His behavior and attention to his followers are individual.
 - (d) Stimulate thoughts or ideas from followers.

MacKenzie, Podsakoff, and Rich (2001), summarize how transformational leadership is, namely first, that forms of transformational leadership behavior involve far more than just giving rewards and punishments. Second, transformational leadership involves changing followers' values, goals, and aspirations, so that they do their work because it is

consistent with their values, as opposed to the expectation that they will be rewarded for their efforts.

CONCLUSION

Based on the results of the discussion above, it can be concluded that :

- [1.] Transformational leadership is part of the delivery process in providing an overview of the organization's vision where the key to success lies in the role and expertise of a leader in convincing members to carry out all the organization's achievement targets.
- [2.] The best achievement of a transformational leader is to provide opportunities for followers to develop skills so that they can generate internal motivation and work commitment for followers because of a leader's support system that inspires their followers.
- [3.] Improving transformational leadership can be done by providing transformational leadership training and feedback, providing counseling by providing feedback and providing a series of leadership development programs consisting of training, personal feedback and group discussions.

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