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## TRANSFORMATIONAL LEADERSHIP (A STYLE OF MOTIVATING EMPLOYEES)

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### ABSTRACT

The common problem faced by company today is related to human resource management and development especially in career advance. Many of unsatisfied employees make company difficult to achieve target. Motivation can be enhanced by a kind of leadership that devotes its attention to the problems faced by its followers and the development needs of each of its followers by encouraging and encouraging them to achieve the goals. Transformational leadership has 4 functions in motivating employees, namely the dimensions of charisma, inspiration motivation, intellectual stimulation, attention to the individual. By the implementation of transformational leadership, the psychological aspects of employees can be mastered so that leads to increased motivation. Transformational leadership is good to apply in both government institution and private company.

**KEYWORDS :** Transformational Leadership, Motivation, Performance, Employee

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### INTRODUCTION

The problem faced by some companies today is the problem of managing human resource especially in career improvement. Employees' encouragement is very required in improving ability in their field. In order to be able to influence the followers, it needs an appropriate style of leadership, there are many types of applicable leadership styles and each organization has their own style for leading. Leadership is a process of directing and influencing work-related activities of its followers. Leadership is the process of influencing and determining organizational goals, motivating followers' behavior to achieve goals, affecting their groups and cultures (Rivai, 2011).

Leadership is the style of a leader in influencing his subordinates, in order to cooperate and work effectively in accordance with his orders. To achieve company goals and employee goals, this is not an easy job to do, because the effectiveness of a leadership is measured by the performance and growth of the organization he leads and the employee's satisfaction with his / her leadership. Therefore, a leader must be able to influence his subordinates to perform tasks that are commanded without coercion so that subordinates will voluntarily behave and perform according to the demands of the organization through the direction of their leadership. This leadership style is basically a transformational leadership style that emphasizes the importance of a leader creating a vision and environment that motivates subordinates to excel beyond their expectations. (Burns, 1978:

5) But in reality, there are still less employees get support and attention by their leaders that resulted in decreased employee performance and it impacts to the company's productivity becomes less optimal and not fulfilling the vision of the company.

This paper is to answer how a leadership style can motivate employees to work with their best in line with company's vision and mission. It is very urgent to find a solution because less employee motivation caused by less effective leadership in company can cause less performance and when employees is less performed then human resource investment becomes failed and company cannot achieve its goal because they don't get much support from people running the company.

Ermawati & Amboningtyas (2017) conducted research on the effect of intrinsic motivation to work performance. This research focuses on quantifying the measurement for employee performance therefore they focused on production staff and found out result that intrinsic motivation can positively affect employee performance. Their research also suggested that leader should care more about the need of their employees and keep their communication intensity to provide supporting work environment that can comfort the employees to work.

## LITERATURE REVIEW

### Transformational Leadership Style

Success or failure of a company is determined by leadership, because leaders are responsible for the failure of work implementation. On the contrary success in leading an organization is someone's success to influence others to move or run the vision, in addition to the coordination or good cooperation between the leaders and subordinates. The statement as described by Naile and Selesho (2014) that leadership has a close relationship with motivation because the success of a leader in moving others to achieve the goals set depends heavily on their leadership style

Based on the literatures above, then leadership is an activity to influence followers in order to achieve organizational goals, since the need of every organization and department is different therefore every leader has a style different in leading the company. One of the leadership styles discussed in this research is the transformational leadership style. Transformational leadership is a leader who devotes his attention to the issues faced by his followers and the development needs of each of his followers by encouraging them to achieve the goals (Robbins, 2013)

### Transformational Leadership Dimension and Indicators

There are some dimensions that form transformational leadership style, which consists of (1) charisma or idealism; (2) inspiration or motivation; (3) intellectual stimulation; (4) individual considerations. While the indicators of transformational leadership style are (1) vision and mission, instilling pride, gaining respect and trust; (2) communicating high expectations, using symbols to focus on the business; describes the importance of simply (3) encouraging intelligence, rationality and problem solving carefully; (4) give personal attention, serve personally, training and advising. (Robbins, 2013)

### Work Motivation

According to Pinder (2014) motivation is a desire within a person that causes the person to take action. Motivation is a psychological process that reflects the interaction between attitudes, needs, perceptions and decisions that occur in a person. There are two absolute requirements to motivate the work of an employee that is the ability of work and willingness to work. (1) The ability of the work of the leader will give rewards to the employees in

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accordance with the capabilities possessed by the employee; (2) the willingness of the work of the leader will try to know the needs or desires of his subordinates. Based on the above understanding can be concluded that motivation is an activity that results, channel, maintain and encourage human behavior. Leaders need to understand people behave in a certain way in order to influence it in working in accordance with the wishes of the organization.

### **Work Motivation Dimension and Indicators**

The dimension of employee motivation is influenced by 5 factors, as stated by Abraham Maslow, that human needs consist of five levels of needs, namely; (1) psychological; (2) security; (3) social; (4) awards; (5) self-actualization. While the indicators of the dimensions of work motivation are; (1) the need for hunger, thirst, protection, biological needs and income needs that can be used to meet their physical needs; (2) safety and protection against physical and emotional harm; (3) includes the factors of affection, belonging, acceptance and friendship; (4) includes self-respect factors; (5) the drive to become someone / something according to his ambition that includes growth, achievement of potential goals and self-fulfillment. (Robbins, 2013)

### **Determinant of less motivation**

The study of the underlying factors of low employee motivation in organizations conducted by several thousand men and women from hundreds of companies over the past twenty years suggests that there are six major factors causing the morale and motivation of the employees themselves (Leiter and Robichaud, 1997). The six factors are:

1. Excessive workload: over work, less time available and lack of system support deplete resource reserves. It will also impact on job quality degradation. For example: the ratio of nurses to the number of patients who are not balanced, the number of transactions that must be done bank officials, managers who do too much administrative duties and so forth
2. Lack of authority: the amount of responsibility that must be borne but not accompanied by authority in making decisions. For example: excessive supervisors up to technical aspects, standard operating procedures (SOP) are too rigid and so forth
3. Inadequate rewards: minimum wage compared to the volume of work, unattractive incentive scheme of target to be achieved, new policy which is worse than previous policy. For example: postponement of wage increases, changes to contract workers, reduction of welfare benefits, the exclusion of bonuses
4. Less communication with subordinates: too rigid work environment will make employees boring and as social person, they cannot communicate to share opinion, idea and maintain relationship therefore they feel less chance to develop themselves and stay long in the office, personal assignment is too over that makes feel isolated from other subordinates will not result in good performance as well
5. Unfair treatment: subjective treatment which is based on like and dislike instead of performance will also demotivate employee, for example: arrogant policies, the absence of a clear and standard reward system, discrimination based on tribal similarity, similarity of alumni, common interest and nepotism.
6. The occurrence of value conflicts: non-conformity between personal principles and job demands. For example: an assignment that requires them to bribe, lie, or other tactics that justifies all means but the activity is contrary to the moral values it believes

Today many of company leaders still emphasize on the use of reward and punishment in motivating employees, these things can be given either in the form of financial and non-financial thing. In the concept of management, reward is one tool to increase employee motivation. This method can associate the actions and behaviors of a person to be happy, obedient and usually will make them do a good deed repeatedly. In addition to motivation, a reward also aims for someone to become more active in organization, stimulate them to increase their achievements that have been achieved. If reward is a positive form of reinforcement, then punishment is a negative reinforcement form, however if properly and wisely delivered can be a motivational tool. The purpose of this method is to cause displeasure with someone so they do not make something wrong. Thus, the punishment must be pedagogical, that is to improve and educate for a better direction.

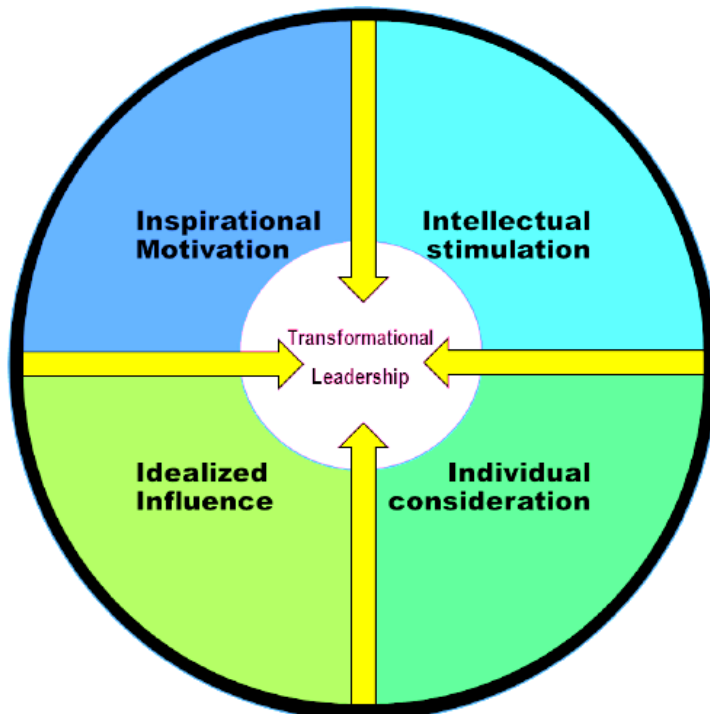
### **RESULTS AND DISCUSSION**

The obligation of a company leader not only stops as a giver of orders and policy makers about career path system in the company, but as a motivator who must be able to generate motivation or desire employees to improve his career. Psychologically, not only reward and punishment systems that must be pursued by the company because along with the development of the era, instant-generation community will realize that they are trapped into the reward and punishment incentive system so they end up trying to get out or try to change the system for personal gain, this will lead to bad practices that are also based on the bad perception of the leader as a maker of reward and punishment systems such as the science of shamanism, theft, corruption and betrayal with consideration of rewards given by higher competitors. Therefore, the solution must be found to be able to generate the desire of employees to contribute more to achieve the vision of the company apart from consideration of reward and punishment.

#### **Problem Solving Model**

Through a transformational leadership style, a corporate leader can certainly play a maximum role in generating motivation of achievement employees. The rise of employee achievement motivation to achieve a higher career ladder is part of the success of the company leader as a motivator and is a valuable asset if its employees are loyal to the company and want his career developed within the company. Through four dimensions of transformational leadership style, it is expected that company employees will maximize their performance in the company without pressure. This can be seen from each of the dimensions in question.

**Picture 1**  
**Component of Transformational Leadership**



Source: Avolio, Walumbwa, & Weber (2009)

The dimension of charisma or idealized influence is described as a leader's behavior that keeps his followers admiring, respecting, and at the same time believing. Avolio, Walumbwa, & Weber (2009) said charisma is a fundamental factor in the transformational process. Furthermore, they said that charisma means showing an interesting personality of a leader, charisma also means giving vision and mission, growing pride, and being able to earn the trust and respect of his followers. Transformational leaders have behavioral integrity or perceptions of conformity between support value and role value. In order to be able to support the dimension of charisma, then the leadership of the company with a transformational leadership style is expected to provide examples and act as positive role models in behavior, attitudes, achievements, or commitment with subordinates.

This is reflected in high moral and ethical standards. The leader should pay attention to the need of his employees, use his power when necessary and not use it for personal gain, vision and sense of mission and instill a sense of pride in his employees when led by a transformational leader. Through such influence, respect, admiration, and trust in the company's leadership will be instilled in the souls of employees, so that they are willing to do the same thing as their leaders do. This greatly benefits in adaptation to change, especially of a radical and fundamental.

The dimensions of inspirational motivation described as leaders who are able to communicate high expectations, use symbols to focus hard work, express important goals in a simple way (Avolio, Walumbwa, & Weber, 2009). This dimension can be reflected in the transformational leadership style within the company, with an exciting vision of the future, challenging high-standard employees, speaking optimistically with enthusiasm and providing a meaningful impetus for what employees need to do. Influence such as this will

be great to cultivate enthusiasm and optimism, can inspire achievement motivation, so that individuals are driven to pursue standards of excellence with high achievers.

The dimension of intellectual stimulation described as a leader who seeks to create a climate conducive to the development of innovation and creativity (Avolio, Walumbwa, & Weber, 2009). This dimension can be reflected in the leadership style of leadership of the company leadership, by growing new ideas, providing creative solutions to the problems faced by employees, and motivating employees to find new approaches in carrying out the tasks faced. According to Avolio, Walumbwa, & Weber (2009) intellectual stimulation is the introduction of an ingenious, rational, and cautious way of solving so that one can think about problems in new ways that result in creative solutions. In this case, an important intellectual stimulus grown by the company's leaders is appreciating ideas, developing rationality, respecting dissent, and making careful decisions. For that the employees are really involved and empowered in the process of formulating problems and finding solutions within the company. Basically transformational leadership style is about sharing of power in the sense of involving employees to make changes together. This kind of influence provide great benefit because by a strong sense of self efficacy, employees will be better able to work and succeed in performing various tasks.

The dimension of individualized consideration, in this dimension, the concept of transformational leadership style described as one who listens attentively to the inputs, employee complaints and is particularly willing to pay attention to the employees' needs for personal development, soft skills, and career. Avolio, Walumbwa, & Weber (2009) emphasized the individual's attention is personalized attention, caring for individual employees, providing advice, support, and providing guidance.

Supported by the agility of the transformational leadership style that corporate leaders have, it enables them to adapt their leadership behaviors by delivering their employees to the rapidly changing demands of the environment. It also can grow the sense of optimism can be stimulated so that it will be able to encourage the desire to work optimally will eventually lead to increased achievement in the career of employees. Success achieved will lead to positive feelings and attitudes toward self and the environment, which will eventually lead to the desire to be able to do the tasks as well as possible in accordance with the standards of excellence set. Standards of excellence set out can be observed in various forms of behavior such as (1) demonstrating an effort to achieve success, (2) success-oriented, (3) innovative, (4) responsible, (5) anticipating failure. This theory is supported by researchh output of Cetin and Kinik (2015) that the transformational leadership model is the best leadership concept in describing the characteristics of leaders. Similarly, by Starchevich (1997), transformational leaders have the following characteristics: (1) having a mission and transmitting, (2) creating a learning environment, (3) being a positive example, (4) recognizing individual abilities and values, (5) enhancing self-esteem and self-esteem, (8) encouraging self-participation, (9) developing sustainable improvement, (10) developing initiative and responsibility, (11) sacrificing perseverance and persistence, (12) attaching essential qualities, and (13) practicing common leadership.

Through the dimensions of charisma, inspirational motivation, intellectual stimulation, individual attention, packed into a transformational leadership style will help employees become more confident and motivated to pursue current success, driving the achievement of higher goals in the future. Thus, conditions that support the development of employee achievement motivation can be created by a transformational leadership style. This means, the more transformational leadership style of a corporate leader will increase the motivation of employees in contributing to the company itself.

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