

The Dynamics of Transformational Leadership Style: Evidence from Indonesia

Gretty Syatriani Saleh¹, Haedar Akib², Juriko Abdussamad³, Rifdan⁴,
Jasruddin Daud Malago⁵

¹Vice Rector for Administration and Finance, University of Pohuwato, Gorontalo

²Head of Administration Science Department Faculty of Social Science and Law Universitas
Negeri Makassar

³Universitas Negeri Gorontalo

⁴Head of Public Administration Doctoral Program, Universitas Negeri Makassar

⁵LLDIKTI Wilayah IX Kementerian Pendidikan, Kebudayaan, Riset dan Teknologi Republik
Indonesia

Correspondence Author, Email: grettysyatrianisaleh1@gmail.com

ABSTRACT

This study aims to describe the transformational leadership style of Pohuwato Regent in running the governance and development in Gorontalo Province. This study uses a quantitative descriptive approach with a sample of 134 civil servants distributed in proportionate stratified random. Data collection used a questionnaire which was analyzed with descriptive statistics. The results showed that the Regent of Pohuwato in running the governance and development in Gorontalo Province tended to use transformational leadership style by displaying inspirational motivation, charisma or idealized influences, intellectual stimulation and individualized consideration or individualized attention. However, there are still some indicators that compose aspects of transformational leadership styles that are rarely or never carried out including the attitude of two-way communication, believing in the vision can be achieved, asking the status quo, encouraging innovations or the latest perspectives and giving full responsibility to subordinates. This research has implications for the development of leadership styles in the future.

Keywords: Leadership Style, Transformational,

INTRODUCTION

Public services are always associated with an activity carried out by a person or group of people or institutions to provide assistance and convenience to the community to achieve certain goals. The governance carries out its function as a servant in the implementation of public services which requires a policy that regulates public services. Law Number 25 of 2009 concerning Public Services is intended to provide legal certainty for public and community service providers. Organizers must feel that they have a legal obligation to provide services to the community. The goal of implementing the country is the creation of good, clean, authoritative, professional and responsible governance, which is realized by efficient and effective bureaucratic figures and behaviour and can provide excellent service to the entire community. The presence and capacity of governance in an area is significant (Stier, 2015).

Tasks and authorities of partial affairs of the governance are handed over to the regions through decentralization of power and by strengthening regional autonomy, demands for openness, accountability, responsiveness, and creativity from all state apparatus (Law Number 32 of 2004). The goal of implementing the country is the creation of good, clean, authoritative, professional and responsible governance, which is realized by effective and efficient bureaucratic behaviour and can provide excellent service to the entire community.

Pohuwato Regency in Gorontalo Province is one of the regencies with a very strategic position in terms of social, economic and political interests so that it is worth developing both the quantity of its development and the quality of community resources. But in fact, based on the Accountability Statement of the Pohuwato's Regional Governance in 2014 and 2015 many weaknesses had not been able to be fulfilled

The Dynamics of Transformational Leadership Style: Evidence from Indonesia

regarding the implementation of equitable development and optimal implementation of governance as expected by the community. Pohuwato Regency is one of the lagging regions of the three lagging regions in Gorontalo province. Nevertheless, the performance of the Pohuwato's governance based on the accountability report of Pohuwato Regency in 2016 has been increased. Various achievements were made by the Regent in governance. This phenomenon shows that the presence of the Regent as a regional leader is capable of running the governance and development.

The capability of the leader as a determinant of the direction to be achieved is an essential asset in the life of the organization. A leader is someone who can influence others (Ruben & Gigliotti, 2016; Silva, 2016). The role of leaders is vital in building the employee's work climate (Hamdan et al., 2014; Little et al., 2016). Furthermore, An organization will succeed or fail primarily determined by the leadership factor (Abdal-Haqq, 2002; Mattayang et al., 2019; Nurhidayani, 2020).

Effective leadership is the most important contributor to the success of overall organizational performance (Duressa & Debela, 2014; Shahab & Nisa, 2014). Leadership in public organizations is a figure that can bring progress in the organization if the leader plays the role as well as its function. The success of leaders in improving the performance of their members in providing public services is very dependent on their behaviour in carrying out leadership functions in their leadership strategies (Abdussamad, 2014). Only by implementing the right leadership is the main aspect capable of providing the welfare that is expected by the community and the state (Sultana, et al, 2015).

The leadership paradigm undergoes a shift that leads to the skills and characteristics of leaders (Amanchukwu et al., 2015). The concept of leadership is categorized into four main theories, namely nature, behaviour, contingencies and visionaries that have been measured in various private and government sectors (Hemsworth et al., 2013). But the visionary leadership that attracted the most attention from various circles was the concept of transactional leadership and transformational leadership (Bass & Bass Bernard, 1985; Bolden et al., 2003; Sultana et al., 2020).

Transformational leadership as a leadership style that leads to an increase in awareness of shared interests among members of the organization and also helps them in achieving their collective goals (Bass & Bass, 2009). Transformational leadership style concentrates on the development and needs of their followers (Nanjundeswaraswamy & Swamy, 2014). This opinion shows that the attitude of transformational leaders leads to an increase in human resources to achieve common goals.

Transformational leadership occurs when one or more people engage with others in such a way that leaders and followers increase to a higher level of motivation and morale (Wilson-Evered et al., 2001). Transformational leadership facilitates with new knowledge or ideas through the application of innovative stimulation aspects that motivate subordinates, or in other words, these leaders inspire followers to rethink the problems and challenges of current attitudes and values (Cassar et al., 2017; Jung et al., 2009).

Transformational leadership style is used by leaders to support strategic changes in the organization (Onorato, 2013). Transformational leadership stimulates and transforms, creates positive change, puts enthusiasm and energy into everything and acts in the interests of the group as a whole to achieve extraordinary results (Gupta & Singh, 2015). Transformational leadership style has a substantial positive impact on organizational performance (Awaru et al., 2020; Ejere & Ugochukwu, 2013; Men & Stacks, 2013; Shahhosseini et al., 2013). These statements have implications for leaders to apply transformational leadership style in empowering their subordinates to achieve the expected organizational goals.

Some of the research descriptions above show the importance of transformational leadership style in running an organization. The results of relevant research studies also show that transformational leadership styles have contributed to creating an organizational climate. The results of the related research study confirm that transformational leadership style can be an essential factor in ensuring that public services run well. Previous research analyzed the contribution of transformational leadership styles to performance. Furthermore, previous research focused on leadership styles in private companies and educational institutions. Therefore, this research will focus on exploring the dynamics of the transformational leadership style of the Regent of Pohuwato, especially in the public service sector in running governance and development in Gorontalo Province.

This research contributes to providing an overview of the transformational style of the Regent of Pohuwato Regency in Gorontalo Province in running the governance and development. The implications of the results of this study could be a reference for all regional leaders in Indonesia in running the governance and development.

METHOD

This study uses descriptive quantitative research (Brooks & Normore, 2015; Bryman, 2004; Klenke, 2008), with the consideration that this research attempts to describe events or events that have occurred in the present in the form of meaningful numbers. This research was conducted in Pohuwato Regency in Gorontalo

Province, Indonesia. The study population was the employees of the Regional Governance of Pohuwato Regency in Gorontalo Province who had Class IV of rank (not including teachers/overseers) totalling 267 people. The sampling technique used proportionate stratified random sampling with an error rate of 5% to obtain a sample of 134 (Haque, 2010; Marshall, 1996).

Data collection technique in this study used transformational style questionnaires using a scale model 1-4. Data analysis technique was using descriptive analysis. Data analysis techniques using the descriptive analysis to determine the characteristics of aspects and indicators of variables and can do an objective representation of research problems based on the achievement of the percentage score of respondents (employees).

RESULT

The Regent of Pohuwato's transformational leadership style in running the governance and development in Gorontalo Province can be observed through four aspects, namely inspiration motivation, charisma or idealized influence, intellectual stimulation and individualized consideration or individualized attention. Visually, the response of employees on four elements with indicators of the transformational leadership style is presented in the following table.

Table 1. The Percentage of data of inspirational motivation

Indicators	Percentage			
	Never	Rarely	Often	Always
Decentralized delegation of authority	0	0	44,8	54,5
Decision making involves the subordinate's opinions	1,5	4,5	39,5	54,5
Conduct two-way communication	2,2	33,6	64,2	2,2
Be oriented to relationships with subordinates.	0	4,5	31,3	64,2
Promote cooperation and morals	0	1,5	30,6	67,9
The subordinate joint planning	0	2,2	15,5	82,1

Table 1 shows that most employees feel that the Regent of Pohuwato often displays transformational leadership styles especially in aspects of inspirational motivation in running governance and development in Gorontalo Province. Nevertheless, there are still some indicators of inspirational motivation that the Regent of Pohuwato has not or rarely done in running the governance and development in Gorontalo Province according to the employees' responses.

Table 2. The Percentage data on charisma or idealized influences

Indicators	Percentage			
	Never	Rarely	Often	Always
Demonstrate confidence in changes	0	2,2	29,1	68,7
Demonstrate a consistent attitude in achieving goals	0	5,2	26,9	67,9
Demonstrate values for action	0	9,0	40,3	50,7
Growing confidence	0	6,0	35,8	58,2
Believing that the vision can be achieved	0	14,9	38,8	46,3
Demonstrate compliance with organizational goals	0	8,2	31,3	60,4

Table 2 shows that most employees feel that the Regent of Pohuwato tends to be frequent and often displays transformational leadership style especially in the aspect of charisma or idealized influence in running governance and development in Gorontalo Province. Nevertheless, there are still charismatic or idealized indicators of influence that the Regent of Pohuwato has not or rarely carried out in running the governance and development in Gorontalo Province according to employees' response, such as a belief that the mission and vision can be achieved, demonstrating values for actions and demonstrating compliance to the organizational goals.

Table 3. Percentage data of intellectual stimulation

Indicators	Percentage			
	Never	Rarely	Often	Always
Ask about the status quo	20,9	43,3	21,6	14,2
Encourage using the imagination	0	15,7	54,5	29,9

The Dynamics of Transformational Leadership Style:
Evidence from Indonesia

Encourage using intuition and logic	1,5	15,7	45,5	37,3
Encourage new innovations or new perspectives	0	43,3	44,0	12,7
Using the symbol of innovation.	6,0	24,6	40,3	29,1
Ask for old assumptions in application	8,2	31,3	46,3	14,2
Trust is attached to the subordinates	8,2	31,3	46,3	14,2

Table 3 shows that most employees feel that the Regent of Pohuwato tends to be frequent and always displays a transformational leadership style especially in the aspect of intellectual stimulation in running governance and development in Gorontalo Province. Nevertheless, there are still intellectual stimulation indicators that the Regent of Pohuwato has not or rarely done in running the governance and development in Gorontalo Province according to employees' response such as the attitude of never and rarely asking about the status quo, rarely pushing innovations or recent perspectives and never and rarely asking for old assumptions in the application.

Tabel 4. Percentage data of individualized consideration or individualized attention

Indicators	Percentage			
	Never	Rarely	Often	Always
Delegate authority.	3,0	8,2	44,8	41,0
Give full responsibility to subordinates	11,2	26,8	36,6	25,4
In delegating, avoid communication with subordinates	59,7	26,9	4,5	9,0
Convince subordinates to be able to control themselves and the work	5,2	11,2	47,0	36,6
Freedom in planning goals	7,5	20,1	41,8	30,6

Table 4 shows that most employees feel that the Regent of Pohuwato tends to be frequent and always display transformational leadership styles especially in the aspects of individualized consideration or individualized attention in running governance and development in Gorontalo Province. Nevertheless, there are still employees who consider that the Regent of Pohuwato is rarely even never show the attitude of individualized consideration or individualized attention in running governance and development in Gorontalo Province. The most dominant indicator is the attitude of the Regent of Powuhato who even rarely gives full responsibility to all of his subordinates.

DISCUSSION

Aspects of inspiration motivation. The results of the study (Table 1) show that most employees believe that the Regent of Powuhato tends to display inspirational motivation in running the governance and development in Gorontalo Province. The analysis results showed that the inspirational motivation of the Powuhato's Regent was categorized as good, especially in the decentralized delegation of authority, prioritizing cooperation and morals, subordinate joint planning, subordinate-relations oriented and decision making involving the subordinates' opinions which were the most frequent indicators carried out by the Regent of Powuhato in running the governance and development in Gorontalo Province.

The high percentage of the employees' perceptions regarding the transformational leadership style shown by the Regent in the aspect of inspirational motivation in running governance and development is strongly influenced by the three statements of the employees regarding the variable compiler indicators. This finding confirms that the transformational leadership style which shown by the Regent in running the governance and development of Pohuwato Regency in Gorontalo Province on aspects of inspirational motivation is very good.

Some experts (Cassar et al., 2017; Duressa & Debela, 2014; Hattke & Hattke, 2019; Shahhosseini et al., 2013) states that inspiration motivation leader attitudes describe leaders who tend to involve employees in decision making, delegate power, encourage employee participation in determining how the work method and goals are to be achieved and view feedback as an opportunity to train employees. Inspirational motivation leadership attitudes could improve subordinate tendencies to have high morale, can work together, prioritize work quality and can direct themselves (Choi, 2006; Hattke & Hattke, 2019). Furthermore, Gong et al., (2009); Gumusluoglu & Ilsev (2009) stated that inspirational motivation' of leadership style respects the ability of the employees to distribute knowledge and creativity to improve service, develop business, and generate many benefits and could be a motivator for employees at work. The inspiration motivation leader can encourage employees to improve their quality personally, which has implications for improving services. However, there are still indicators that compiling aspects of inspiration

motivation that is rarely done by the Regent of Powuhato, that is conducting two-way communication (Table 1). This needs to be the biggest concern of the Regent of Powuhato in addressing the different characteristics of the employees to run the governance optimally. Crisis in trust can cause problems that hinder the organizational wheel empirically (Schoorman et al., 2016). Lack of trust can have an impact on the delegation of tasks and responsibilities from the leadership to low employees. Meanwhile, every professional leadership needs to ensure that employees do the work needed and fulfil business objectives, while on the other hand employee satisfaction and realization must also be achieved. To achieve this goal, leaders need to approach employees in the right way (Gonos & Gallo, 2013).

Charisma aspects or idealized influences. The results of the study (Table 2) show that most employees believe that the Regent of Powuhato tends to display charisma or idealized influences in running governance and development in Gorontalo Province. The results of the analysis show the charisma or idealized influence of Regent Powuhato is in good categories, especially on attitudes and behaviours showing self-confidence related to change, showing a consistent attitude in achieving goals, fostering confidence, showing adherence to organizational goals, showing values for actions and believing in the vision can be achieved which is the dominant indicator most often carried out by the Regent of Powuhato in running the governance and development in Gorontalo Province.

The high percentage of employees' perception regarding the transformational leadership style shown by the Regent in the aspect of charisma or idealized influences in running the governance and development is strongly influenced by the three statements of employees regarding variable compiling indicators. This finding confirms that the transformational leadership style shown by the Regent in the aspect of charisma or idealized influence in running the administration and development of Powuhato Regency in Gorontalo Province is very good. However, there are still some employees who argued that the Regent of Powuhato is rarely shown the charisma or idealized influences. This matter needs to be the concern of the Regent of Powuhato in addressing the different characteristics of various employees to provide role models or role models. This needs to be done to make it easier for Regent Powuhato to organize the employees in running the governance in Powuhato Regency optimally.

A charismatic attitude is essential for a leader. Charismatic leadership will be the preferred leadership style in an individualistic and loose society (Mittal & Dhar, 2015). Charisma attitude shown by the leader in leading can motivate the interests of his subordinate work at work. Charismatic leadership is a gift from followers (Kempster & Parry, 2013). When employees think that their managers have charismatic leadership qualities, they tend to associate the motives of the organization to engage in activities that have a social responsibility for the company. The extent to which managers are considered charismatic leaders is positively related to job satisfaction (Niswaty et al., 2021; Vlachos et al., 2013). Charismatic leadership attitudes will be sensitive to citizen behaviour, organizational environment / strategic vision and articulation, responsive to the needs of his members, and the status quo (Zehir et al., 2014).

The aspect of intellectual stimulation. The results of the study (Table 3) show that most employees believe that the Regent of Powuhato tends to display the attitude of intellectual stimulation in running the governance and development in Gorontalo Province. The results of the analysis show that the intellectual stimulation attitude of the Regent of Powuhato is categorized as good, especially on encouraging attitudes and behaviour utilizing imagination, encouraging the use of intuition and logic, using the symbol of innovation, asking old assumptions in the application, trust in subordinates, encouraging new changes or the latest perspectives and asking the status quo is the dominant indicator most often carried out by the Regent of Powuhato in running governance and development in Gorontalo Province. However, the statement of encouraging innovations or the latest perspectives and asking about the status quo is a relatively low indicator or rarely carried out by the Regent in running the governance and development in Gorontalo Province. This condition needs to be the concern of the Regent of Powuhato as a leader in giving meaning and challenges to followers. This needs to be done to make it easier for Regent Powuhato to be able to arouse enthusiasm and encourage the creativity of his followers. The vision of the leader in the mindset of followers to connect with leaders, organizations and their neighbours and organizational goals occur, creativity can deal with all problems (Cassar et al., 2017; Jung et al., 2009; Zehir et al., 2014).

Organizations around the world give top priority to innovation because it leads them to be successful in the long term. Intellectual stimulation culture development is now crucial for organizations to maintain their competitive position and sustainability. The attitude of innovation can improve efficiency because this brings breakthroughs in the traditional way of working. The intellectual stimulation culture not only brings innovation and gradual change in ways of thinking and conducting business activities, but it greatly influences people's behaviour (Alharthey et al., 2013; Gumusluoglu & Ilsev, 2009).

The intellectual stimulation leader refers to the spirit of working in producing sustainable social transformation (Alvord et al., 2004; Ruben & Gigliotti, 2016). The attitude of intellectual stimulation is needed by leaders in building organizational culture. The behaviour of intellectual stimulation can support

The Dynamics of Transformational Leadership Style: Evidence from Indonesia

innovation in company performance measures (Hogan & Coote, 2014). Providing motivation and avoidance of uncertainty is an attitude of intellectual stimulation shown by organizational leaders (Engelen et al., 2014).

Individualized consideration of individualized attention aspects. The results of the study (Table 4) show that most employees are surprised that Regent Powuhato tends to display the attitude of individualized consideration or individualized attention in running governance and development in Gorontalo Province. The results of the analysis show that the Regent of Powuhato's individualized attention is categorized as good, especially in the attitude and behaviour of delegating authority, convincing subordinates to be able to control themselves and work, in commissioning, avoiding communication with subordinates and freedom in planning goals which are the most frequent indicators carried out by the Regent of Powuhato in running governance and development in Gorontalo Province.

The high percentage of employees' perceptions related to the individualized consideration aspects of the transformational leadership style shown by the Regent in running the governance and development is strongly influenced by the three statements of employees regarding the aspect compiler indicators. This finding confirms that the transformational leadership style shown by the Regent on individualized consideration aspects in carrying out the governance and development of Pohnuato Regency in Gorontalo Province is very good. However, there are still some employees who argued that the Regent is rarely shown individualized consideration or individualized attention attitudes especially in attitudes and behaviour giving entirely the responsibility to subordinates in running governance and development in Gorontalo Province. This needs to be the biggest concern of Regent in training employees to develop their potential and be responsible for the work provided.

Leaders who show individualized consideration attitudes rarely make decisions; leave certain parts to employees, delegate responsibilities to their employees and offer guidance to trusted team members (Asgari, 2014; Cassar et al., 2017; Niswaty et al., 2021; Shahab & Nisa, 2014). If experienced, mature, competent employees and day-to-day company operations become commonplace and no longer represent challenges, leaders can take a step back and focus on more complex strategic decisions, allowing employees to manage themselves to keep the company going (Mihai, 2015). Through the attitude of individualized consideration or individualized attention the leader is always present when followers need. This approach educates the next generation of leaders and encourages the fulfilment of self-actualization. By providing assistance as a leader, providing services as a mentor, checking individual needs for development and increasing success (Bass & Bass Bernard, 1985; Men & Stacks, 2013; Onorato, 2013; Shahhosseini et al., 2013).

CONCLUSION AND RECOMMENDATION

The Regent of Pohnuato Indonesia tends to display a transformational leadership style in running governance and development in Gorontalo Province according to the employees' response. The transformational leadership style of Pohnuato's Regent in running governance and development in Gorontalo Province includes some aspects, such as inspirational motivation, charisma or idealized influence, intellectual stimulation and individualized consideration or individualized attention. More specifically, the Regent of Pohnuato tends to display the attitude of inspiration motivation, charisma or idealized influence, intellectual stimulation and individualized consideration or individualized attention. Nevertheless, there are still deficiencies in each indicator of each aspect of transformational leadership style which rarely shows up even by the Regent of Powuhato Regency in running governance and development in Gorontalo Province according to the employees' response. The next research can add or reduce aspects of transformational leadership styles that are used in different contexts with a different analysis, such as regression analysis or pathways to find out more about the influence between these leadership style aspects/variables.

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The Dynamics of Transformational Leadership Style:
Evidence from Indonesia

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