Strategies for Overcoming Challenges and Taking Advantage of Opportunities in Transformational Leadership

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HIGHLIGHTS

- This article is that leadership with a new approach is an inevitable need when facing the demands of fast-paced times

ARTICLE INFO

A B S T R A C T / A B S T R A K

This article aims to describe the concept of transformative leadership in organizations or companies. This article uses a qualitative descriptive approach with a library research method. The results of this article generally explain transformational leadership, including the definition, principles, styles, various factors, characteristics, steps, advantages, and disadvantages of transformational leadership. The conclusion obtained in this article is that leadership with a new approach is an inevitable need when facing the demands of fast-paced times. One of them is the need for a transformative leadership model that can develop the potential of oneself and subordinates innovatively, empower staff and organizations with changes in thinking, develop vision, understanding, and comprehension of organizational goals, and bring the organization towards sustainable change.

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1. INTRODUCTION

In almost every hospital, the era of the Industrial Revolution 4.0 is an absolute and unavoidable phenomenon. Hospitals must have a strategy that can transform and innovate to face it. It is so that hospitals and businesses are protected from time and hampered by their development (Novitasari et al., 2020). Hospitals must have an integrated roadmap to make business development direction visible. Among the strategies that urgently need to be considered is the readiness to change in every organization, especially in global business organizations. Global competence in the current era creates a readiness to change without pause from every industry person.

Leaders facing these changes must radically rethink how to manage human resources and their institutions. Human resources are one of the most essential resources for a company to run smoothly. Many factors can influence employee performance, including a leader who can influence his subordinates and actively involve subordinates in achieving company goals through an appropriate leadership style (Roni F, 2019).

Leadership will function properly in an organization if leaders and employees can collaborate. Hence, a leader's interest in learning and implementing different leadership styles must be enhanced.

 (Nur et al., 2021). Learning and applying leadership styles can also help leaders become wiser and more responsible and develop their knowledge, experience, and abilities. In our country's political world today, many leaders apply various traits, behaviors, and leadership styles to their subordinates.

According to Dewiana (2020), in her research entitled The Influence of Transformational Leadership on Employee Performance "The Role of Readiness to Change as a Mediator, it is said that transformational leadership style does not have a significant effect on employee performance, but transformational leadership has a positive and significant effect on readiness to change. This study concludes that readiness to change positively and significantly affects the relationship between transformational leadership and employee performance. In this case, transformational leadership plays a vital role in improving employee performance, evidenced by a leader with a highly transformational attitude; the leader will provide a positive example to employees (Nur et al., 2021).

Transformational leadership can be interpreted as a leader providing motivation and direction to subordinates to work optimally in achieving company goals. Transformational leadership comes from the desire to transform an organization towards better change, implemented by motivating, inspiring, and paying attention to subordinates. This study aimed to explore transformational leadership through a comprehensive review of related research. The following section of the theoretical study will explain the background of transformational leadership and provide a comprehensive review of the subject.

2. MATERIALS AND METHOD
Theoretical Study
2.1 Leadership

Leadership is a process by which an individual influences a group of people to achieve a common goal. The concept of leadership has evolved over the years with various theories and models explaining how effective leadership can be achieved (Northouse, P.G., 2021). Leadership can also be interpreted as something significant in every company/organization; the presence of a leader can help the organization run smoothly in achieving goals and success (Artanto D, 2022). A company without a leader will not run smoothly because an organization/team needs someone to protect, guide, and support it in achieving its goal.

We can see that lately, there have been many issues regarding leadership, one of which is a leader who does not have the right leadership style, resulting in a loss of control over his followers and a loss of responsibility and obligations as a leader (Majid Abd, 2014). Therefore, leadership style (Leadership) is an essential factor that can determine the success of an organization. This study is predicated on the significance and impact of organizational leaders on their followers. In addition, the significance of a leader's appropriate leadership style. Leadership style is a method a leader uses and a behavior that can influence subordinates (Nurjaya et al., 2020). Leadership styles can be delegated, democratic, charismatic, autocratic, situational, transactional, and transformational leadership styles, (Sufiyati et al., 2022). All leadership styles must be adjusted to the conditions of the company and employees that the leader will face

2.2 Transformational Leadership

Transformational leadership is a leadership style in which a leader works with a team to identify needed changes, creates a vision to guide those changes through inspiration, and implements those changes with team member commitment. This leadership style is often considered effective in motivating and improving team performance (Bass et al., 2019).

Transformational leadership theory studies how leaders change organizational culture, organize structures, and implement management strategies to achieve organizational goals (Iqbal M, 2021). Transformational leaders also help companies and employees make positive changes in their activities, which can occur on a large scale.

Transformational leadership seeks to transform the values followed by subordinates in supporting the organization's vision and mission (Priscilla & I Putu, 2019). Based on some of the descriptions above, we can conclude that transformational leadership is a process that brings change through a clear vision, involves subordinates in every activity, and has a charismatic attitude as an approach between leaders and followers. Transformational leadership plays a vital role in improving employee performance; we can see this if a leader with a highly transformational attitude and nature provides a positive example for his subordinates (Nur et al., 2021).

2.3 Key elements of transformational leadership

There are several key elements of transformational leadership (Winkler I., 2018)
a. Idealized Influence: Leaders become role models that subordinates respect and idolize.
b. Inspirational Motivation: Leaders communicate an exciting and challenging vision.
c. Intellectual Stimulation: Leaders encourage innovation and creativity through critical thinking.
d. Individualized Consideration: Leaders pay personal attention to each team member, respecting their needs and aspirations.

3. RESULTS AND DISCUSSION

Researchers used a literature study method, such as a qualitative approach, through library research. A literature study collects data through various written works, including books, journals, notes, and reports, that are directly relevant to the issue addressed and will be utilized as reference materials (Nazir, 2014).

According to Sugiyono (2012, 14), a literature study is a theoretical study of various reference sources and other literature closely related to the culture, values, and norms developing in the social situation studied. Before conducting a literature study, a researcher must have a broad and deep understanding of the problem to be studied. After the researcher has decided on the research topic and the problem formulation,

they apply this literature review before heading into the field to collect the required data (Arikunto, 2018).

3.1 Concept and Definition

Recent literature reinforces the four main dimensions of transformational leadership identified by Bass and Riggio (2019): Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. A study by Northouse (2021) shows that transformational leadership remains dominant in various sectors.

According to (Hakim, 2018), transformational leaders are more interested in re-actualizing their followers and their organization as a whole rather than giving instructions from the top down. The top-down approach is one in which the government communicates decisions to the general public. In addition, transformational leaders position themselves more as mentors willing to accommodate their subordinates' aspirations. According to Bass and Yukl (2019), transformational leadership occurs when followers of leaders feel trust, admiration, loyalty, and respect for them and are inspired to go beyond what they have previously wanted and dreamed.

3.2 Impact of Transformational Leadership

Research by Antonakis and House (2020) revealed that transformational leadership significantly impacts team and organizational performance. Banks et al. (2016), in their meta-analytic study, found that transformational leadership is more effective than other leadership styles in increasing employee motivation and performance.

Transformational leadership has unique qualities that distinguish it from other leadership styles because the transformational principle serves as a reference or direction and has its characteristics. Various guiding concepts support the transformational leadership approach, including (Bass et al., R, E 2019):

a. Idealized Influence

Transformational leaders behave as role models who can be trusted and respected. They demonstrate high integrity, ethics, and commitment to organizational values. Leaders like this build trust and loyalty among their followers.

b. Inspirational Motivation

Transformational leaders can articulate an attractive vision and motivate followers to work towards that vision. They use optimism and enthusiasm to inspire and provide clear goals and stimulating challenges.

c. Intellectual Stimulation

Transformational leaders encourage creativity and innovation. They challenge existing assumptions, encourage followers to think critically and solve problems in new ways. These leaders value new ideas and support the development of followers' knowledge and skills.

d. Individualized Consideration

Transformational leaders consider each follower's needs, abilities, and aspirations. They provide personal support, coaching, and mentoring to help followers achieve their personal and professional goals. These leaders recognize individual differences and create an environment that supports individual growth and development.

3.3 Implementation of Transformational Leadership Principles

Leadership here is a leadership style that inspires and motivates subordinates to achieve optimal results. According to Northouse, P.G (2021), implementation of transformational leadership principles:

a. Building a Clear Vision and Mission
    Leaders must develop a clear vision and communicate it effectively to followers. This vision must reflect the organization's values and shared aspirations, providing direction and purpose.
b. Setting a Good Example
    Transformational leaders must consistently act and behave, demonstrating high integrity and ethics. They must be examples that their followers can follow.
c. Encouraging Creativity and Innovation
    Leaders must create an environment that supports exploring new ideas and innovative approaches. They must be open to change and encourage followers to take calculated risks.
d. Providing Support and Guidance
    Transformational leaders must focus on the individual development of their followers through training, mentoring, and personal support. They must identify each follower's needs and aspirations and help them achieve their goals.
e. Increasing Motivation and Commitment
    Leaders must communicate effectively and provide appropriate rewards to increase followers' motivation and commitment. They must create a positive work climate and support the active involvement of all team members.

3.4 Challenges and Opportunities of Transformational Leadership

Ghasabeh et al. (2015) stated that although transformational leadership has many benefits, its implementation is challenging, especially in dynamic and complex environments. Tucker and Russell (2020) emphasized the importance of continuous leadership development to maintain effectiveness.

Challenges of Transformational Leadership
1. Resistance to change
    a) Description: Followers and the organization may resist change, especially if the change requires a shift in culture or long-standing habits.
    b) Overcoming: Leaders must communicate the vision, why the change is needed, and how the change will benefit all parties.
2. Commitment and consistency
    a) Description: Transformational leaders must be consistent in their actions and commitment to the vision and values they promote.
    b) Coping: Leaders need to build trust by acting consistently and transparently and by setting a good example
3. Individual development
    a) Description: Providing individual attention to each follower requires significant time and resources.
    b) Coping: Leaders can delegate mentoring and coaching responsibilities to more senior team members while ensuring adequate support and guidance.
4. Dealing with uncertainty and ambiguity
    a) Description: Transformational leaders often have to make decisions in uncertain and ambiguous situations.
    b) Coping: Leaders must be ready to take on new challenges, adapt, and deal with change.
5. Balancing the interests of multiple stakeholders
    a) Description: Leaders must balance the interests of multiple stakeholders with different goals and expectations.
    b) Coping: Leaders need to have strong communication and negotiation skills to reach a consensus and align the interests of multiple stakeholders.

Transformational Leadership Opportunities
1. Improve performance and productivity.
   a) Description: Transformational leadership can improve follower motivation and performance through inspiration and a clear vision.
   b) Strategy: Leaders can set challenging but achievable goals and provide constructive feedback.
2. Create a culture of innovation.
   a) Description: Transformational leaders can create an innovative organizational culture by encouraging intellectual stimulation and creativity.
   b) Strategy: Leaders must value new ideas and provide support for innovative initiatives.
3. Develop the capacity of future leaders.
   a) Description: Transformational leaders can help develop the skills and abilities of future leaders through individualized attention and mentoring.
   b) Strategy: Leaders can identify potential leaders and provide structured development opportunities.
4. Increase follower loyalty and satisfaction.
   a) Description: Transformational leadership can increase follower loyalty and satisfaction through idealized influence and individualized attention.
   b) Strategy: Leaders must build strong relationships with followers, understand their needs, and provide appropriate support.
5. Addressing complex and dynamic challenges
   a) Description: Transformational leadership enables organizations to be more flexible and adaptive when facing complex and dynamic challenges.
   b) Strategy: Leaders must promote a culture open to change and encourage followers to learn and adapt continuously.

3.5 Application in Different Contexts
A study by Dinh et al. (2014) highlighted the application of transformational leadership in various contexts, including the education, health, and business sectors. Winkler (2018) showed that adapting this leadership style according to the organization's specific needs can increase the success of Implementation.

4. CONCLUSION

Transformational leadership is a highly effective approach to motivating and inspiring followers to reach their full potential and exceed expectations through a strong vision, deep commitment, and high integrity. The fundamental principles of transformational leadership, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, provide a solid foundation for leaders to create positive organizational change.

Implementing transformational leadership in various contexts demonstrates flexibility and relevance in addressing challenges and exploiting opportunities in various sectors. Thus, transformational leadership is effective in specific contexts and can be applied broadly to achieve positive change and sustainable organizational growth.

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