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TRANSFORMATIONAL LEADERSHIP: THE GROWTH OF
COMMITMENT THROUGH THE INTEGRATION OF THE FOUR
FACTORS (STUDY OF LEADERSHIP OF LOCAL GOVERNMENT OF
CIMAHI)

Idi Jahidi¹, Rahmayanti², Mulyani³

^{1,3}BINUS Bandung, School of Creative Technology, Pasirkaliki Street 25th-27th, Paskal Hyper Square, Bandung 40181, West Java, Indonesia

²Academy of Secretary and Management Ariyanti, Pasirkaliki Street 127th-131st, Bandung 40173, West Java, Indonesia

idijahidi@yahoo.co.id; rahmayanti@ariyanti.ac.id; mulyani@binus.edu

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ABSTRACT

Leadership is a factor that enables a leader to mobilize and direct all resources in achieving the organization's vision, mission, and goals. In transformational leadership, influencing and mobilizing subordinates are through the idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration in achieving the goals. The strength of the transformational leadership lies in the ability of a leader in developing subordinate's commitment by integrating categories of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration in achieving the goals.

INTRODUCTION

As a nonprofit institution in creating a broad regional autonomy, local government has a position at the forefront in providing public services and welfare improvement. Consequently, local government needs to reform and restructure various components in the system of governance based on the principles of regional autonomy.

Cimahi development planning cannot be separated from human development. In the Medium-Term Development Plan of the Government of Cimahi in 2007-2012 period, three criteria for human qualities are set, namely: (1) healthy and long-lived; (2) smart, creative, skilled, educated, and devoted to God Almighty; and (3) independent and has access to a decent life. Based on the aforementioned criteria, the achievement of human development is fully set forth in the strategic plan of Cimahi; in this case, the government established six priorities, namely: (1) improving means of

economic and employment; (2) improving the quality of education and health; (3) improving the law enforcement; (4) improving the infrastructures; (5) controlling the developments to make it environmentally sound; and (6) increasing partnerships with the business communities.

Many factors are influencing the achievement of the vision, mission, and goals which have been transformed into six priorities of the development. One of these factors is determined by the leadership of Regional Head of Cimahi, which is able to mobilize and direct all resources in achieving the organization's vision, mission, and goals.

The leadership of Regional Head of Cimahi can build a shared commitment between leaders and subordinates. Shared commitment gives easiness, and builds teamwork, as well as lightens the workloads, so that the vision, mission, and goals can be achieved well. The leadership of Regional Head of Cimahi can also set an example of a good leader figure that has the capacity and capability that mobilizes and directs subordinates in completing work tasks with high spirit, inspiring, enthusiastic, optimistic, innovative, creative and leading to independence.

Based on the background, the problem statement proposed in this study is the transformational leadership of Regional Head of Cimahi. The transformational Leadership of Regional Head of Cimahi is one of the factors in the achievement of development priorities. The issue to be examined is "how is the transformational leadership of Regional Head of Cimahi?"

LITERATURE REVIEW

In this paper, the basic theory used is transformational leadership. Bass (1985) and Bass & Bass (2008) proposed a theory of transformational leadership which was built based on the early idea of James Mc. Gregor Burns (1978). According to Bass (1985), transformational leader level is measured from the relationship between the effects of the leader to subordinates. Effects of perceived transformational leaders include trust, admiration, loyalty, and respect of subordinate to the leader. The subordinates also motivated to do more than they originally expected. In line with the opinion of Yukl (2010), transformational leadership change and motivate subordinates by means of: (1) making subordinates more aware of the importance of the job; (2) encouraging subordinates to be more concerned with the organization rather than the personal interests; and (3) enabling their needs to a higher level.

According to Bass and Bass (2008) and Hawkins (2011), subordinate commitment tangible work behavior, seeks to: (1) concept, in this case, transformational leadership can influence subordinates to improve self-concept and self-confidence in order to organize and carry out tasks for the achievement of the set objectives; (2) trust in the leadership, in this case, the trust of subordinates to leaders is an important factor in the growing commitment of subordinates to achieve goals; (3) focused on the purpose and value, in this case, transformational leadership is able to encourage the confidence of subordinates in order to achieve higher goals in their work, build commitment, and improve performance.

According to Bass and Bass (2008), transformational leadership is a leadership that can stimulate and inspire followers to achieve extraordinary results, to be able to develop their own leadership. The leader helps

subordinates in order to grow and develop to become a leader for the scope of its own capacity by taking into account the needs and empower subordinates based on the subordinate's own goals, leaders, groups, and larger organizations.

Burns (1978) and Bass and Bass (2008) define transformational leadership as the ability of a leader in a changing environment, motivation, patterns, and work values perceived by subordinates so that they are better able to optimize the performance in achieving organizational goals. The same thing is also presented by Fairholm and Fairholm (2009) stating that transformational leadership focuses on the formation and structure changes and the actors within the organizational structure.

Meanwhile, Basuki (2007) states that transformational leadership is essentially a process of building commitment to organizational goals and gives trust to the subordinates to achieve these goals. Transformational leadership is a process in which leaders and subordinates mutually raise themselves to the higher level of morality and motivation, such as freedom, justice, and humanity, not based on emotions, such as greed, jealousy, or hatred.

According to Robbins (2008), transformational leadership is leadership that can inspire subordinates to put aside personal interests for the good of the organization. Transformational leaders, in no doubt, have a tremendous influence on subordinates. Transformational leaders pay attention to the developmental needs of his subordinates, changing subordinate awareness of the issues that exist in a way to help them look at old problems in new ways, and be able to provide job satisfaction and inspire subordinates to work hard in order to achieve common goals.

Yukl (2010) and Morse and Buss (2008) state that transformational leadership is a leader who is able to: 1) declare a clear and compelling vision; 2) explain how this vision can be achieved; 3) act in secret and optimistic; 4) show trust to subordinates; 5) use dramatic and symbolic actions to emphasize important values; 6) lead by example; and 7) authorize people to achieve the vision.

Based on some earlier definitions, it can be concluded that in transformational leadership, both leaders and subordinates have a common perception in optimizing their efforts to achieve organizational goals. This way rises trust, pride, commitment, respect, and loyalty to the leaders; therefore, effort and performance can be optimized. Transformational leaders clearly seek the accomplishment of the transforming of visionary that any subordinate can act as a leader to realize the shared vision into reality.

According to Bass and Bass (2008), in achieving the goals and better work, a transformational leader uses transformational leadership components: 1) Idealized influence; transformational leader seeks to influence subordinates through direct communication by emphasizing the importance of values, assumptions, commitments and beliefs, and have the determination to achieve the goal by always considering the consequences of moral and ethics of every decision made; 2) Inspirational motivation, transformational leaders seek to motivate and inspire subordinates by providing meaning and challenges to the subordinate tasks; 3) Intellectual stimulation, transformational leaders encourage subordinates to be innovative and creative in dealing with the problems that exist in a way to

think and look for new ways to solve them; and 4) Individual consideration, transformational leaders pay special attention to the needs of subordinates in the completion of their tasks. Research by Saybani, Yusof, Soon, & Hassan (2015) provide evidence that leaders with transformational leadership styles (coaches) tend to influence the commitment of subordinates (Saybani et al., 2015). The leader acts as a coach or mentor who assists subordinates to develop the potential for higher levels continuously.

MATERIALS AND METHODS

This study used a qualitative approach that emphasized certain research procedures to generate qualitative data, so as to obtain a deep understanding of the problems that were examined (Creswell, 1997). In this case, the researchers wanted to gain a deep understanding on the leadership of Regional Head of Cimahi, so it emphasized on the process, which explained comprehensively the leadership of Regional Head of Cimahi. In addition, researchers also sought to understand the symptoms that could reveal the process and found the meaning of leadership of Regional Head of Cimahi.

Instruments in this study were the researchers themselves; in qualitative research, the researcher is also a research instrument. In this context, researchers must be critical, sensitive, and integrated with the object of research. The techniques used were the observation in in-depth interviews with key persons, and the record of events encountered in the field.

Determination of informants was the person who knew and understood about the leadership of Regional Head of Cimahi, the apparatus of Local Government Units in Cimahi, are: 1) the Secretary; 2) Head of Departments; 3) Head of Offices and Agencies; and 4) Some of the Government Employees who knew and understood the leadership of Regional Head. Data collection techniques were used as tools to obtain the necessary data in this study, including: observations, interviews, and documentation studies.

Data processing began by examining all available data from various sources, both the observations, and interviews. Then, a summary of the field notes was made, which consists of: a record of observations, notes of theory, and methodological notes. Then, the categories were defined on the basis of the mind, intuition, opinions or specific criteria to the data obtained and then put the data in the respective category. Testing the data was performed to measure the validity of the data with triangulation techniques: check, recheck, and crosscheck from the obtained data.

Triangulation is a technique that utilizes measurement of other data validity other than the data itself for the purpose of data checking or comparison. The last step was the interpretation of the data, performed using predefined categories. The data have been collected and tested associated with predefined categories. Furthermore, it can be interpreted by plugging existing concepts or theories.

RESULTS AND DISCUSSIONS

The results of this study show that transformational leadership of Regional Head of Cimahi is determined by the efforts of local leaders in influencing and mobilizing subordinates through: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration in achieving the goals.

1. Idealized Influence

Transformational leadership of Regional Head of Cimahi in the effort of influencing and mobilizing subordinates in achieving organizational goals is done through the idealized influence. This category includes subcategories, the regional head: 1) sets a good example; 2) has the capability; 3) has a strong determination; 4) has perseverance; 5) conducts consistency; 6) takes risks; and 7) is trusted by subordinates.

Category of idealized influence in transformational leadership of Regional Head of Cimahi which includes seven subcategories mentioned above is an effort to influence and mobilize subordinates as to respect and admire him, so they will instill and foster trusts. Saybani, et al. (2015) states that idealized influence is dimension of transformational leadership that can increase subordinates' self-confidence and create an excellent vision and strong belief among them for achieving shared goals. Therefore, the regional head should set a good example and be able to demonstrate integrity as mentioned in sub-subcategories above to subordinates. Bass and Riggio (2006) explain that: *Transformational leaders behave in ways that allow them to serve as role models for their followers. The leaders are admired, respected, and trusted. Followers identify with the leaders and want to emulate them; leaders are endowed by their followers as having extraordinary capabilities, persistence, and determination.*

The Regional Head of Cimahi realizes that trust can foster subordinates' commitment (responsibility). Therefore, the leader can mobilize and direct subordinates simultaneously in achieving the vision, mission, and goals of the organization. This is in line with the Regional Head of Cimahi statement, that:

As a leader, my tool is the science of administration, (I believe) that in an organization, the main focuses are the leadership and management. Therefore, I run this position by leading and managing various positions towards the organizational goal, which is the accomplishment of Cimahi public welfare. I try to formulate each position of trust by managing them with best efforts in order to achieve the organizational goals. (Interview with Regional Head Cimahi on Tuesday, July 17, 2012).

Regional Head of Cimahi believes that the trust of subordinates can be gained through his integrity and dedication, therefore the head of the local government manages and leads the organization by involving subordinates at all levels as well as possible in achieving the goals.

2. Inspirational Motivation

Transformational leadership of Regional Head of Cimahi in an attempt to influence and mobilize subordinates in achieving organizational goals is also done through motivational inspirational category. This category includes sub-subcategories, that regional head: 1) provides motivation to; 2) has an enthusiasm; 3) has optimism; 4) provides inspiration; 5) involves subordinates; 6) cultivates team spirit; and 7) has a commitment in achieving the goals.

Inspirational motivation category in transformational the leadership of Regional Head of Cimahi which includes seven subcategories mentioned

above is an effort to influence the regional heads and subordinates so they are motivated and inspired in carrying out their duties and responsibilities. Motivation and inspiration given can foster the regional heads' enthusiasm, optimism, and cultivates the team spirit to be together involved in achieving vision, mission, and goals of the organization. Ultimately, the responsibility of subordinates continues to grow and well maintained. Bass and Riggio (2006) explains that: *transformational leaders behave in ways that motivate and inspire those around them by providing meaning and challenge to their followers' work. Team spirit is aroused. Enthusiasm and optimism are displayed. Leaders get followers involved in envisioning attractive future states; they create clearly communicated expectations that followers want to meet and also demonstrate commitment to goals and the shared vision.*

3. Intellectual Stimulation

Transformational leadership of Regional Head of Cimahi in an attempt to influence and mobilize subordinates in achieving organizational goals is also done through the intellectual stimulation category. This category includes sub-subcategories, that the regional head: 1) uses logic decisions based on intuition; 2) makes improvements obsolete traditions; 3) uses new approaches; 4) encourages regional head of public criticism; 5) is creative; 6) is innovative; and 7) makes improvements organization confidence.

Intellectual stimulation Category in the transformational leadership of Regional Head of Cimahi which includes seven subcategories mentioned above as the regional head is an effort to influence and mobilize subordinates have innovation and creativity in resolving problems through new ways and more creative and able to maintain trust and enhance the reputation of the organization (Bass & Riggio, 2006).

Regional Head of Cimahi makes an effort to influence and mobilize subordinates through the intellectual stimulation category as a follow-up to run the previous transformational leadership. After understanding and having confidence that his subordinates already have the confidence and commitment to him as a leader through the intellectual stimulation category, it is the right time for the Regional Head of Cimahi to affect and move subordinates simultaneously in achieving the vision, mission, and goals of the organization by using new approaches and strategies, also being creative and innovative. Transformational leadership through the intellectual stimulation category is expected to be able to keep and maintain the trust of the organization and enhance the positive image of the Cimahi Government. This is in line with the Regional Head Cimahi statement, that:

What is being done (here) is essentially a reference. A regional head must have human resources' reference as well as possible, to understand the inputs and the pattern of recruitment, their commitment and positions, so that when we need something more, (like) innovation programs, we can search what are required for such changes. Then we also have to follow the rules related to the ranks and the faction promotion with regard that employee must have and understand various references and strategic frameworks, so that they can compete. (Interview with the Regional Head of Cimahi on Tuesday, July 17, 2012).

To influence and move subordinates through intellectual stimulation category, the Regional Head of Cimahi prepares human resources in competitive recruitment, manages differences and individual needs in accordance with the needs of the organization, provides trainings and development in order to have better and extraordinary performances, and encourages subordinates to be creative and innovative.

4. Individual Consideration

Transformational Leadership of Regional Head of Cimahi in an attempt to influence and mobilize subordinates in achieving organizational goals is also done through individual consideration category. This category includes sub-subcategories, that the regional head: 1) identifies the capabilities and needs of subordinates; 2) understands and accepts the existence of individual differences; 3) provides training and improve their capabilities and skills; 4) empowers subordinates; 5) provides the opportunity for subordinates to learn; 6) delegates certain authority to subordinates; 7) practices two-way communication with subordinates; 8) listens to the effective variety of input and suggestions from subordinates; and 9) carries out management functions around the unit.

Individual consideration category in transformational leadership Regional Head Cimahi has nine subcategories used to influence and mobilize subordinates to have more potential, so as to produce exceptional performance.

The transformational leadership of Regional Head of Cimahi, through individual consideration category is an effort to mobilize and direct subordinates in order to have better and outstanding performance. Previously, subordinates already have trust and commitment, motivation and inspiration also to be creative and innovative. Then, the efforts by Regional Head of Cimahi are to move and direct subordinates together to achieve the vision, mission, and goals of the organization by identifying abilities, skills, the differences of desires and needs of individuals, also to train, provide opportunities to learn, empower them optimally, or give authority to delegate certain tasks, and perform around management. Transformational leadership implementation through the individualized consideration category is expected to improve the outstanding performance and productivity of more subordinates and to be committed, motivated, creative and innovative in achieving the vision, mission, and goals of the Cimahi Government. This is in line with the Regional Head Cimahi statement, that:

I strongly agree that the subordinates (who) have the capabilities and skills and (are) smart would really help and facilitate the work. But not the subordinates who "play smart" because employees who have this kind of attitude will do many violations and will end up being trapped in Collusion, Corruption and Nepotism. As a leader, I should not be afraid of being shifted, I have different "flying hours" (more experienced), progressive subordinates will greatly assist leaders in implementing programs and have more (capabilities) to develop it. In the process, I give trust and delegate programs to subordinates, before the execution as a leader, I try to evaluate whether the program is qualified or not. When the delegated programs are not qualified, I will try to pay attention to the various motivation of the subordinates and restructure the program, so it can be done well. This is

where I do a lot of “get down from the mountain” in order (to do) sharing (sessions), so that peers (can execute the programs) with various references. (interview with the Regional Head of Cimahi on Tuesday, July 17, 2012).

Transformational Leadership of the Regional Head of Cimahi through individual consideration category is an effort to optimize the potential (commitment, motivation, and inspiration) subordinates by mobilizing, directing, and empowering subordinates (training, guiding, and providing an opportunity), so they are challenged to perform more productively and to increase leadership capacities.

5. Commitment as the Strength of Transformational Leadership: Integrating Ideal Influence, Inspirational Motivation, Intellectual Stimulation, with Individual Considerations

Transformational Leadership of Regional Head of Cimahi in influencing and mobilizing subordinates is carried through categories: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration in achieving the vision, mission, and goals of Cimahi City.

Through the idealized influence category, Regional Head of Cimahi mobilizes and directs subordinates by setting a good example or role model. The Regional Head of Cimahi has shown that he is a leader who has the capacity and capability, competence, and is consistent with the values, has perseverance, and courage to take risks that would be imitated by his subordinates, thus building trust to the regional head. Confidence and trust to the regional head is also able to increase responsibility (commitment) within the subordinates, so that they are moved in doing tasks as instructed by the regional heads.

Therefore, in the next leadership, the inspirational motivation category head by the head area will affect and move the subordinates and become the focus in transformational leadership. Regional Head of Cimahi has a tendency to run his transformational leadership in the category of inspirational motivation, in order to gain and grow the trust of the subordinates, and to realize that the commitment and motivation of subordinates as a key to success in achieving the vision, mission, and goals of Regional Government of Cimahi.

The next transformational leadership of Regional Head of Cimahi is through intellectual stimulation category that serves to involve subordinates to participate and be committed to the vision, mission, and goals of the organization in excess of what is expected. Accordingly, the Regional Head of Cimahi through this intellectual stimulation category is able to influence and mobilize subordinates in a way that inspires subordinates to be challenged. Therefore, they can solve problems with more creativities, also are able to develop their capacities through education and training, as well as to think innovatively.

Regional Head of Cimahi inspires the subordinates by challenging them in order to make the creative and innovative changes. Subordinates have to venture out of the box ways and habits that bind them to work for this. Bottoms must be able to search and find new ways to implement and execute development programs in more creative and innovative ways.

Further efforts made by the Regional Head of Cimahi in running transformational leadership are by influencing and mobilizing subordinates' efforts through individualized consideration. This effort serves to increase the commitment of individuals at all levels. Subordinates feel cared for their needs and want to develop their careers, the different needs and individual desires properly addressed, and they have opportunities to grow with the creation of a favorable climate. Transformational Leadership of Regional Head of Cimahi through individualized consideration category leads subordinates to be considered in full, has stable motivation which tends to increase, and has sufficient capacity to make changes in creative and innovative way.

Thus, transformational leadership Regional Head of Cimahi is done by correlating and integrating the four categories of transformational leadership to influence and mobilize subordinates to make commitment establishment, that: through the idealized influence category that serves instill and cultivate the seeds of trust and commitment to subordinates; through the motivational inspirational categories that function sense of commitment, encourage and stimulate subordinates to perform in excess of that expected; through the intellectual stimulation category that works to increase the commitment of subordinates capability in searching for and finding new ways to make changes in the implementation of development programs and to be more creative and innovative; and through individualized consideration category serves that support, maintain trust, commitment, motivation, performance, creativity and innovation of the subordinates to be more effective by paying full attention, provides training, coaching and mentoring, and support.

CONCLUSIONS

Transformational Leadership of the Regional Head of Cimahi is done as an effort to influence and mobilize the subordinates through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration in achieving goals of Cimahi City.

Regional Head of Cimahi in his transformational leadership is able to integrate the categories of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration), in order to foster commitments of the subordinates, the head region, and the organization in achieving goals.

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