

HISTORY OF TRANSFORMATIONAL LEADERSHIP

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Abstract: Transformational leadership is a new leadership paradigm that pays more attention to the charismatic and affective elements of leadership. Therefore in this paper will describe the history of transformational leadership to understand more deeply how the emergence of transformational leadership. This research is a library research (library research) namely a series of activities related to library data collection methods. Research that uses methods to obtain information data by placing existing facilities in the library such as books, magazines, documents, records of historical stories or pure literature research related to the object of research. The analysis used using content analysis. The results of the study show that transformational leadership is leadership that is able to encourage followers to realise the importance of work results, prioritise the interests of the team/organisation, encourage achieving higher needs, maintain consistency between beliefs, verbal and actions, prohibit being inconsistent between words and deeds, be careful in calling for something, have to measure/evaluate yourself, and have to be an example before saying something. The emergence of transformational leadership relates to the development of leadership theory ranging from Trait Theory namely leadership theories that focus on the traits of leaders, then the skill theory of leadership namely leadership theory that discusses the abilities and skills of leaders in running organisations. furthermore Style Theory namely the theory related to leadership style, along with developments and needs so that transformational leadership emerges.

Keywords: History, Leadership, Transformative.

Abstract: Kepemimpinan transformasional merupakan paradigma kepemimpinan baru yang memberikan perhatian lebih pada unsur karismatik dan afektif kepemimpinan. Oleh karena itu dalam makalah ini akan memaparkan sejarah kepemimpinan transformational untuk memahami lebih dalam bagaimana munculnya kepemimpinan transformational. Penelitian ini merupakan penelitian kepustakaan (library research) yaitu serangkaian kegiatan yang berkenaan dengan metode pengumpulan data pustaka. Penelitian yang menggunakan cara untuk mendapatkan data informasi dengan menempatkan fasilitas yang ada di perpustakaan seperti buku, majalah, dokumen, catatan kisah-kisah sejarah atau penelitian kepustakaan murni yang terkait dengan obyek penelitian. Analisis yang digunakan menggunakan konten analisis. Hasil penelitian menunjukkan bahwa kepemimpinan transformational adalah kepemimpinan yang mampu memberikan dorongan bagi pengikut untuk menyadari pentingnya hasil pekerjaan, lebih mendahulukan kepentingan tim/organisasi, mendorong untuk mencapai kebutuhan yang lebih tinggi, menjaga konsistensi antara keyakinan, lisan, dan perbuatan, larangan bersikap inkonsisten antara perkataan dan perbuatan, berhati-hati dalam menyerukan sesuatu, keharusan untuk mengukur/ mengevaluasi diri sendiri, dan harus menjadi teladan terlebih dahulu sebelum mengatakan sesuatu. Munculnya kepemimpinan Transformasional berkaitan dengan perkembangan teori kepemimpinan mulai dari Trait Theory yaitu teori kepemimpinan yang berfokus pada sifat pemimpin, kemudian the skill theory of leadership yaitu teori kepemimpinan yang membahas kemampuan dan keterampilan pemimpin dalam menjalankan organisasi. selanjutnya Style Theory yaitu teori yang berkaitan dengan gaya kepemimpinan, seiring dengan perkembangan dan kebutuhan sehingga muncullah kepemimpinan transformational.

Keywords: Sejarah, Kepemimpinan, Transformatif.

Introduction

Leadership has been one of the objects of endless debates that began in the last few decades even today as one of the organisational components that determines the success and also the decline of an organisation. An indicator of the reality that leadership is a key factor in the progress and decline of organisations is the emergence of theories about leadership. Another indicator of the reality that leadership is a key factor in organisational progress and decline is the emergence of theories on leadership. This attention is in line with an era characterised by changes in various spheres of life.¹

Leadership becomes very urgent in overseeing progress for organisations in conditions that often face uncertain changes. According to Lawler, this uncertain change requires a leader who is able to anticipate change with comprehensive knowledge in transforming organisational change²In the context of (Islamic) educational institutions as an organisation, effective leadership is needed in order to bring significant changes towards the desired goal. The discussion of leadership or leadership of Islamic educational institutions is an interesting and important discussion theme in the sustainability of an educational institution. Why is this so because one of the factors that determine the good and bad of an organisation is leadership.

Tavfelin mentions that one leadership model that seems promising in terms of managing ongoing change in social service organisations (including education) is transformational leadership³. This leadership was very popular and received a lot of response from many researchers in the early 1980s. Transformational leadership is part of a new leadership paradigm that pays more attention to the charismatic and affective elements of leadership. The popularity of transformational leadership may be due to its emphasis on intrinsic motivation and development for followers who are aligned with organisational needs, inspired and empowered to succeed in times of

¹ Faculty of Economics and Business, *Leadership Characteristics: Transformational versus Transactional I Made Narsa*, n.d.

² J Lawler, "Leadership in Social Work: A Case of Caveat Emptor," *British Journal of Social Work* 37, no. 1 (2007).

³ S Tavfelin, "The Transformational Leadership Process Social Services. In *Print & Media Umea, Sweden*. www.pixgallery.com (2013).

uncertainty⁴. Therefore, this paper will present the history of transformational leadership to understand more deeply how transformational leadership emerged.

Method

This type of *library research* is a series of activities related to data collection methods Library⁵. Library research is research that uses ways to obtain information data by placing facilities in the library such as books, magazines, documents, records of historical stories or pure library research related to the object of research. In this case, it is a book or journal document related to the history to the development of transformative leadership. The stages that must be taken by researchers in library research are First, collecting research materials. Second, reading library materials. Third, making research notes. Fourth, processing research notes. All materials that have been read are then processed or analysed to obtain a conclusion that is compiled in the form of a research report. Data analysis is the process of simplifying data into a form that is easy to read and interpret. In this study, after collecting data, the data was analysed to get conclusions, the form of technique in this data analysis is content analysis or content analysis.

Findings and Discussion

A. The Nature of Transformational Leadership

Leadership is something that is widely discussed in management, several figures have defined the word leadership. Robbins explained that leadership is the ability to influence a group towards achieving goals by basing it on managerial functions. Slightly different from Gibson, this figure explains that leadership is an effort to use various types of influence that are not coercion to motivate members of the organisation to achieve certain goals, and Greenberg

⁴ I Komsiyah,. (2016). Kepemimpinan Transformatif Perkembangan dan Implementasinya pada Lembaga Pendidikan. *Ta'allum: Jurnal Pendidikan Islam*, Vol.4, No. 2, (2016), 293–316. <https://doi.org/10.21274/taalum.2016.4.02.293-31>

⁵ Mahmud. *Metode Penelitian Pendidikan* (Pustaka Setia. 2011), 45

and Baron state that leadership is the process by which a leader influences its members to achieve group/organisation goals.⁶

Leadership is one of the decisive factors in the development and progress of an organisation. Leadership becomes very urgent in overseeing progress for organisations in conditions that often face change. According to Lawler, this change requires a leader who is able to anticipate change with comprehensive knowledge in transforming organisational change. One leadership model that seems promising in terms of managing the ongoing changes in the organisation is the transformational leadership model.⁷

Burns argues that transformational leadership is a process of mutual empowerment between leaders and followers to higher levels of morality and motivation. Transformational leadership is not only direct and top-down, but can also be observed indirectly, bottom-up, and horizontally. Leaders here are not only those at the highest managerial levels in the organisation, but also those at formal and informal levels, regardless of their position or title.⁸

Bass (1985) states that transformational leadership motivates followers to do more than expected by doing the following: (a) raising the level of awareness of followers about the importance and value of the goals set and desired, (b) asking followers to put the interests of the team first or transformative leadership can be defined as leaders using their charisma to transform and revitalise their organisations. However, transformative leadership is different from charismatic leadership. Transformative leaders are more concerned with revitalising their followers and the organisation as a whole rather than giving top down instructions. Transformative leaders position themselves more as mentors who are willing to accommodate the aspirations of their subordinates. Transformative leaders place more emphasis on how to revitalise their institutions, both at the organisational and institutional levels⁹. Komariah and Triatna mentioned that transformational leadership can be seen micro and

⁶ Jerald Greenberg, *Perilaku Organisasi* (Jakarta: Prentice Hall, 2010), 13

⁷ J Lawler. (2007). Leadership in Social Work: A Case of Caveat Emptor. *British Journal of Social Work*, Vol. 37, No. 1, (2007).

⁸ P. G. Northouse, *Leadership: Theory and Practice*. London: SAGE Publications, International Education and Professional (London: Thousan Oaks Publisher, 2007), 145

⁹ Umiarso. *Kepemimpinan Transformasional*, (Jakarta: Kencana. 2018), 50

macro. Micro transformational leadership is a process of influencing between individuals, while macro is a process of mobilising power to change social systems and reform institutions¹⁰

B. History of the Emergence of Transformational Leadership

The historical background of the birth of transformational leadership theory is inseparable from the previous wave of theories. When viewed from the early history of leadership research can be traced back to the early twentieth century. Early research on leadership focused more on the *traits* and characteristics of leaders in an effort to identify successful leaders, known as the *trait theory of leadership*. This *trait* theory states that leadership success depends on the *traits of the* leader. Leadership researchers develop personality tests and compare the results to those considered leaders. The research examined individual traits, such as intelligence, birth order, and socioeconomic status. This approach has been criticised for identifying traits that cannot be predicted under highly situational conditions, as leaders must not only be decisive, but also flexible and inclusive of change.¹¹

The next development was the emergence of the *skill theory of leadership*, which attempted to answer objections to the trait theory, stating that traits are factors that are difficult to teach and train. *The Skills-Based Theory of Leadership* is a theory that seeks to identify the abilities or skills that leaders need to have in order to be able to perform their role in the organisation. One of the distinguishing features of this theory is that anyone can be a good leader, as long as he or she is willing to learn a certain set of skills required for a certain level of leadership. A leader is chosen by his or her peers who feel comfortable with the leader, which is where the trait factor comes into play. However, the chosen leader will not be successful if he/she does not have a certain set of skills, namely *technical skills, human skills, and conceptual skills*¹².

¹⁰ A. Komariah, &Tratna. Visionary Leadership, Menuju Sekolah Efektif. (Jakarta: Bumi Aksara. 2008). 56

¹¹ S Tafvelin,. *The Transformational Leadership Process Social Services. In Print & Media Umea, Sweden.* www.pixgallery.com (2013). 147

¹² S Tafvelin,. *The Transformational Leadership Process Social Services. In Print & Media Umea, Sweden.* www.pixgallery.com (2013). 10

The next wave of leadership studies focused on leadership behaviour and style, known as *The Style Theory of Leadership*. This theory emerged to answer objections to the *skill* theory that seemed to ignore the situation. This theory emphasises the leader's agility in perceiving the situation and adjusting to the necessary skills.¹³

One of the leadership style theories that falls into this category comes from Kurt Lewin whose research was conducted at Iowa State University (Lewin, Lippit, & White, 1939). Lewin et al. explained leadership styles based on their leadership orientation. Leadership styles are categorised into three. The first is *Laissez-faire*, which is a leader who does not care about subordinates and does not supervise them. He just lets everything go by itself. Second is autocratic *leadership style*, this autocratic leader will make his own decisions, order his subordinates to do what he decides, and strictly supervise the behaviour of his subordinates. Third is the *democratic leadership style*, which encourages subordinate participation in making decisions, works with subordinates to determine what to do, and feels no need to strictly supervise subordinates. Below is a description of the leadership style according to Lewin et al.

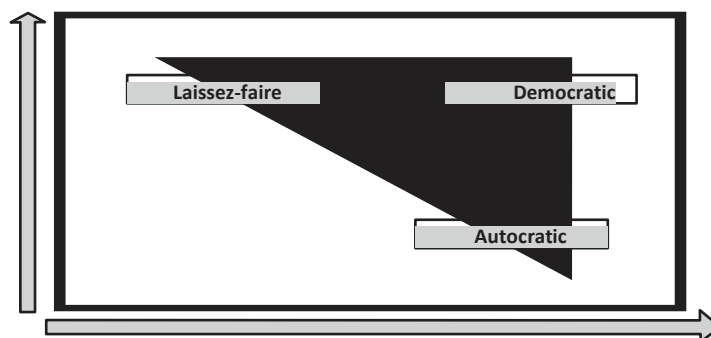


Figure 1: leadership style according to Lewin

As a reaction to the unclear results regarding effective leadership behaviours and styles. Some researchers came to focus in the late 1960s on the influence of the situation and context in which leadership takes place. Effective leaders were now suggested to be those who were able to adapt their leadership style to the requirements of their followers and situation. A number of different

¹³ M. Solikin Juhro. *Transformational Leadership: Konsep, Pendekatan, dan Implikasi pada Pembangunan*. Bank Indonesia Institute. (2020). 202

theories developed, such as Blake and Mouton (1969) developing the Leadership Grid, Hersey and Blanchard (1969) developing the situational leadership model. Other examples include Vroom and Yetton (1973) with the normative decision model, Fiedler's contingency theory, and DPR's (1971) path goal theory. Situational leadership theory turned out to be very popular, for several reasons. *First*, it was useful as an answer to the overly authoritarian style of leadership with the emergence of large organisations. *Secondly, it is useful* as a learning tool for managers who value construction, even if it is still just simple descriptive. However, in practice these theories generally fail to meet scientific standards, perhaps because they try to explain too much with too few variables.¹⁴

In the 1970s a new work by Burns was born, which inspired a new paradigm of leadership. This paradigm shift made old ways of thinking obsolete. This new way of thinking explains better what the old way of thinking was supposed to explain. This new paradigm incorporates what is good about the old paradigm. This paradigm is called transformational leadership.¹⁵ James MacGregor Burns (1978) introduced the concept of transformational leadership. He learnt from political leaders in the United States, and suggested that leadership can be expressed in two different forms, transformational or transactional leadership, which in his opinion are opposite to each other. Transactional leaders have an exchange relationship with their followers. These exchanges can be financial, psychological or political, and money can be exchanged for productivity, praise for loyalty, or promises for judgement. Regardless of the exchange, the relationship between leader and follower lasts no longer than making an exchange. It does not form a deeper relationship between leader and follower. To achieve change, Burn argues another better form of leadership is transformational leadership¹⁶.

Burns was a young staff member in President Roosevelt's administration, at which time he wrote a biography of Roosevelt, from writing the book, the

¹⁴ G. Hughes, R. L., Ginnet, R. C., & Curphy, *Leadership: Enhancing the Lesson of Experience (5th Ed.)*. (New York: McGraw- Hill, 2006). 56

¹⁵ W. M. Saskin and Burke, "Understanding and Assessing Organizational Leadership", in K.E. Clark and M.B. Clark, *Measure of Leadership*, *Leadership library of America* (1990): 297-325.

¹⁶ Isnaini Muallidin, *Transformational Leadership in Therapeutic and Empirical Studies* (Yogyakarta, 2019). 24

idea of writing a book on leadership was born. He examined a number of national and social leaders who were outstanding in their achievements and charisma. Some of the leaders who became the object of his study include Gandhi, Martin Luther King, Abraham Lincoln, Hitler, Stalin, Franklin Delano Roosevelt. In his book Burns asserts that these leaders transform their followers into leaders who are better able to direct themselves, the leader is able to transform society. In this process, leaders and their followers lift each other up towards new achievements and moral development.¹⁷

From that fact, it can be understood that the emergence of transformational leadership is related to the development of leadership theories ranging from the *Great Man Theory*, *Trait Theory*, *Skill Theory*, *Style Theory*, so that transformational leadership emerges. The wave of transformational leadership history can be seen in the picture below.

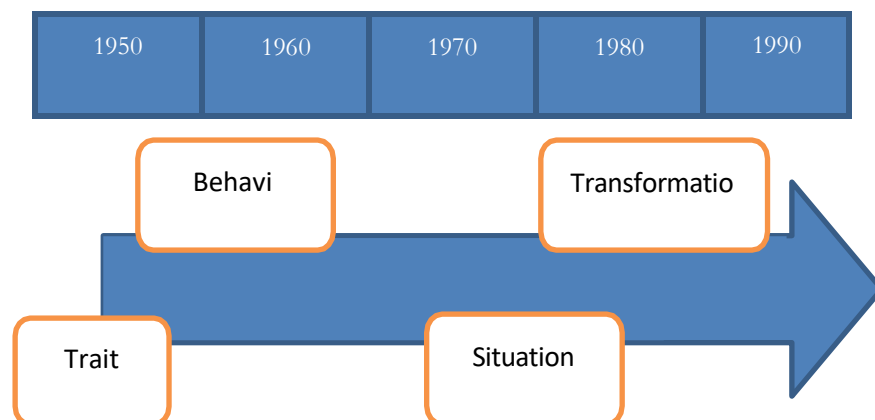


Figure 2.2 Waves of Transformational Leadership History

C. Development of the Transformational Leadership Concept

The initial concept of transformative was proposed by Burns in 1978 and further developed by Bass in 1985¹⁸. Burns first defined transactional leadership before defining transformational leadership. According to Burns, transactional leadership is defined as leadership based on transactions or exchanges that occur between leaders and subordinates. This exchange is based on the leader's discussion with related parties to determine the needs, specifications and

¹⁷ Burns J.M, *Leadadership* (New York: Harper & Row, 1978). 65

¹⁸ B.M. Bass, "Personal Selling and Transactional/Transformational Leadership," *Journal of Personal Selling & Sales Management* XVII, no. 3 (1997), 19-28.

conditions of rewards or gifts that will be given to subordinates if the subordinates fulfil or achieve the conditions determined by the leader. Transactional leadership sees the needs of subordinates as potential motivators and makes subordinates aware that every action taken by subordinates will be rewarded appropriately. Bass in 1985 defined transactional leadership in relation to the needs of subordinates focused on change, where leaders fulfil the needs of subordinates in change to improve performance. 'This shows that transactional leaders act by avoiding risks and building subordinates' confidence so that subordinates are able to achieve goals.'¹⁹. According to Robbins, the relationship pattern between leaders and subordinates in transactional leadership can be explained as follows:

1. Leaders know what subordinates want and try to make it clear that subordinates will get what they want if their performance meets expectations.
2. Leaders give or exchange efforts made by subordinates in return or promise to get rewards.
3. Leaders are responsive to the personal interests of subordinates as long as the personal interests are commensurate with the value of the work done by subordinates.²⁰

Furthermore, Bass states that the characteristics of transactional leadership are shown by three dimensions, namely first, *Contingent reward*. This leadership is a behaviour that explains the expectations of subordinates and the rewards obtained when subordinates reach the expected level of performance. Contingent rewards are shown in the form of leader behaviour that informs members of the organisation about activities that must be carried out if they want to obtain certain rewards, always talks about recommendations and promotions for every job that subordinates do well, guarantees that subordinates will get their wishes in lieu of efforts that have been made, subordinates can negotiate what will be obtained from the efforts that have been made and

¹⁹ Bass, "Two Decades of Research and Development in Transformational Leadership," *European Journal of Work and Organizational Psychology* (1999): 9-32.

²⁰ S.P. Robbins, *Organisational Behaviour: Concepts, Controversies, Applications*. Translation of Hadyana Pujaatmaka (Jakarta: Prenhallindo, 1996). 204

provide subordinates' wishes in lieu of the support that subordinates provide to the organisation.

The second is *active management by exception*. This leadership is a behaviour that monitors the implementation of tasks and problems that may arise and takes corrective action to maintain existing performance. In this case, the leader shows the existence of rules and controls so that subordinates avoid mistakes and failures in carrying out tasks. Leaders also always monitor symptoms of deviation, member errors and take corrective action or show an active corrective attitude to problems and member performance.

The third is Laissez-faire or passive avoidant. This is a behaviour that seeks no leadership, reacts only after something goes wrong and avoids making decisions. In this leadership, the leader gives full freedom to subordinates to act, provides materials and does not want to participate except to answer questions and does not make evaluations or judgements. Leaders tend to let subordinates do the job the same way every time. This leadership is a combination of laissez-faire leadership behaviour with passive exclusionary leadership and is the most extreme and ineffective dimension.

Research on transactional leadership type concludes that all work activities performed by subordinates must have a price or get a reward. However, this is actually a weakness of transactional leadership type because subordinates' commitment to the organisation is usually short-term²¹. They add that subordinates' work activities are only focused on negotiating wages and ignore problem solving or shared vision. Subordinates' commitment to the organisation will depend on the extent of the organisation's ability to fulfil subordinates' wishes. This seems to have encouraged Bass in 1990 to develop the concept of transformational leadership to complement transactional leadership theory which still has weaknesses. Initially, the concept of transformational leadership was introduced by Burns in 1978 who stated that transformational leaders increase the needs and motivation of subordinates and promote dramatic

²¹ B. M. Bass B.J. Avolio, "Re-Examining the Components of Transformational and Transactional Leadership Using the Multifactor Leadership Questionnaire," *Journal of Occupational and Organizational Psychology* (1999): 441-462.

changes in individuals, groups, and organisations. Bass, 1985 in Jabnoun and al-Ghasyah defined that a transformational leader is someone who increases individual and group confidence, raises awareness and interest in the group and organisation, and tries to move subordinates' attention to achievement and development of existence.²²

According to Avolio, Bass and Jung, transformational leadership was initially demonstrated through three behaviours, namely charisma, individualised consideration, and intellectual stimulation. But in its development, charisma behaviour was later divided into two, namely charisma or idealisation of influence and inspirational motivation.²³ Indeed, charismatic and inspirational motivation cannot be distinguished empirically, but the conceptual difference between the two behaviours makes the two factors above can be viewed as two different things. Therefore, in subsequent developments, transformational leadership was described in four main characteristics, namely: idealisation of influence, inspirational motivation, individualised consideration, and intellectual stimulation. The detailed definition of each of these main characteristics is as follows²⁴

1. Idealised Influence. Idealised influence is behaviour that generates high standards of behaviour, provides insight and awareness of vision, demonstrates confidence, engenders respect, pride and trust, fosters commitment and performance beyond expectations, and enforces ethical moral behaviour.
2. Inspirational Motivation. Inspirational motivation is an attitude that constantly fosters challenges, is able to achieve high expectations, is able to generate enthusiasm and motivation in others, and encourages intuition and kindness in others.
3. Individualised Consideration. Individualised consideration is a behaviour

²² H. A. Al-Ghasyah N. Jabnoun, "Leadership Styles Supporting ISO 9000:2000," *The Quality Management Journal* 12 (2005): 21-29.

²³ B. J. Avolio, "Re-Examining the Components of Transformational and Transactional Leadership Using the Multifactor Leadership Questionnaire,"

²⁴ B. J. Avolio, "Re-Examining the Components of Transformational and Transactional Leadership Using the Multifactor Leadership Questionnaire,"

that always listens with care and gives special attention, support, encouragement, and effort to the achievement and growth needs of its members.

4. Intellectual Stimulation. Intellectual stimulation is the process of increasing understanding and stimulating new ways of looking at problems, thinking, and imagining, as well as in establishing belief values.

Then, in the next era, Sarros and Santora and Pounder redefined the aspects of transformational leadership that were implicitly stated in the original aspects into: inspirational motivation, integrity, innovation, impression management, individual consideration, and intellectual stimulation²⁵. Pounder, expanded the idealised influence dimension by adding three other dimensions, namely: Integrity. Leaders walk the talk, they align their actions with their words. This dimension measures the extent to which followers perceive the degree of congruence between the leader's words and perceived actions. Innovation. Leaders are prepared to challenge existing limitations and processes by taking risks and experimenting with them. Leaders encourage their subordinates to take risks and experiment and treat mistakes as opportunities to learn rather than as reproaches. This dimension focuses on the extent to which leaders can foster a commitment to innovation in the organisation. Impression management. Leaders are prepared to oversee personal needs and desire for the common good.

Leaders are those who congratulate their subordinates' successes and are warm and caring towards their subordinates, not limited to their working lives. This dimension measures the extent to which organisational members perceive that their leaders genuinely care about them as persons rather than mere instruments of the leader or proponents of the organisation's mission²⁶. After that, Spreitzer, Perttula and Xin by adopting Podsakof developed the dimensions of transformational leadership into 6 dimensions, namely articulating a vision, providing an appropriate model, fostering the acceptance of group goals, setting

²⁵ J.C. Sarros, and J.C. Santora. "The Transformational-Transactional Leadership Model in Practice. Leadership & Organisation." *Development Journal* (2001): 383-393.

²⁶ J.S. Pounder, "New Leadership" and University Organizational Effectiveness: Exploring the Relationship. Leadership & Organisation Development," *Journal* 22, no. 6 (2001): 281-290.

high performance expectations, providing individualised support, and intellectual stimulation.²⁷

The evidence supporting the superiority of transformational leadership over transactional leadership is impressive. For example, numerous reviews of US, Canadian and German military officers found at all levels that transformational leaders were rated as more effective than transactional leaders. Managers at Federal Express who demonstrated more transformational leadership were rated by their immediate supervisors as higher performing and more promotable. Dubinsky found that sales managers who exercise transformational leadership tend to have more committed followers, have higher job satisfaction, and are less stressed. In summary, the overall evidence suggests that transformational leadership is better than transactional leadership in terms of reducing employee turn-over, increasing productivity and making employee satisfaction greater²⁸.

Sarros and Butchatsky state that many researchers and management practitioners agree that the transformational leadership model is the best leadership concept in describing leader characteristics. This transformational leadership concept integrates ideas developed in traits, styles and contingency approaches.²⁹ Daryanto mentioned that transformational leadership also combines and refines previous concepts developed by sociologists such as Weber and political experts represented by Burns.³⁰

Tichy and Devanna in Luthan state that transformational leaders have the following characteristics: 1) They identify themselves as instruments of change, 2) They are courageous, 3) They trust others, 4) They are value drivers, 5) They are lifelong learners, 6) They have the ability to deal with complexity, ambiguity, and uncertainty, 7) They are visionary. They are visionary. So, transformational

²⁷ Spreitzer, G.M., K.H. Perttula, and K. Xin. "Traditionally Matters: An Examination of the Effectiveness of Transformational Leadership in the United States and Taiwan." *Journal of Organizational Behaviour* 2, no. 5 (2006): 205-227.

²⁸ W.D. Spangler, A.J. Dubinsky, F.J. Yammarino, M.A. Jolson, "No Title," *Transformational Leadership: An Initial Investigation in Sales Management* 15, no. 2 (1995).

²⁹ J.C. Sarros, "The Transformational-Transactional Leadership Model in Practice. Leadership & Organisation."

³⁰ Daryanto, A., & Daryanto, H. K. Model Kepemimpinan dan Profil Pemimpin Agribisnis di Masa Depan. *Agrimedia*, Vol. 5, No. 1, (2012), 1–12.

leadership will have a positive influence on the relationship between superiors and subordinates. With the concept of transformational leadership, subordinates will feel trust, admiration, pride, loyalty, and respect for their superiors and be motivated to do work with results that exceed the targets that have been determined together. This type of leadership encourages followers (individuals within an organisation) to spend extra effort and achieve what they think is possible.

Transformational leadership raises the awareness of its followers by appealing to ideals and values such as justice, peace and equality. Meanwhile, Humphreys stated that leaders who apply transformational leadership style with the characteristics expressed by Bass will cause constant changes towards improvement for the organisation. With these positive changes, employees are ready to accept the tasks given by the leader without burden, happy and satisfied in doing their work and will increase the productivity and performance of the employees concerned.³¹ . So, transformational leadership will have a positive influence on the relationship between superiors and subordinates. With the concept of transformational leadership, subordinates will feel trust, admiration, pride, loyalty, and respect for their superiors and be motivated to do work with results that exceed the targets that have been determined together. This type of leadership encourages followers (individuals within an organisation) to spend extra effort and achieve what they think is possible.

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³¹ Luthans, F. (2006). *Perilaku Organisasi. Terjemahan Vivin Andika, dkk.*, Penerbit Andi.

satisfied in doing their work and will increase the productivity and performance of the employees concerned³²

Conclusion

Transformational leadership is leadership that is able to provide encouragement for followers to realise the importance of work results, put the interests of the team/organisation first, encourage to achieve higher needs, maintain consistency between beliefs, words, and actions, prohibition of being inconsistent between words and actions, careful in calling for something, the need to measure/evaluate themselves, and must be an example first before saying something. The emergence of Transformational leadership is related to the development of leadership theory starting from *Trait Theory*, which is a leadership theory that focuses on the nature of the leader, then *the skill theory of leadership*, which is a leadership theory that discusses the abilities and skills of leaders in running the organisation. then *Style Theory* is a theory related to leadership style, along with developments and needs so that transformational leadership emerges.

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³² I Komsiyah,. (2016). Kepemimpinan Transformatif Perkembangan dan Implementasinya pada Lembaga Pendidikan. *Ta'allum: Jurnal Pendidikan Islam*, 4(2), 293–316. <https://doi.org/10.21274/taalum.2016.4.02.293-316>

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