

A Literature Review: Does Transformational Leadership impact and Effective in the Public Bureaucratic

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Abstract- There is comprehensive literature in the public sector on the management of organizational change. Recent studies, however, have shown that due to transformative leadership, the particular context of public organizations may have implications for the organizational change of management. This research explores the effect of transformative leadership in relation to creative actions in order to create a successful corporate culture. Approaches to institutional change and direct supervisors' transformative leadership contribute to the successful adoption of organizational change in public organizations, and to what degree the public organizations' bureaucratic framework allows the implementation of organizational change unique. The application of transformative leadership in a public corporation is analyzed using the leader's direct questions. The findings suggest that with both expected and evolving transition strategies, bureaucratic institutions can successfully adopt transformational leadership. The contribution of transformational leadership depends on the style of approach to change and the nature of the organization.

Keywords: Transformational Leadership, Public Organization, Innovative Behavior, Corporate Culture

A. INTRODUCTION

Today the dynamics of social and technological change are so high, that they force organizations to be able to continue making major changes in order to remain relevant to these dynamics. However, making these changes is not an easy matter for organizations, especially if these changes involve changing mindsets, habits, and cultures within the organization. To oversee the process of organizational change, leadership is one of the main keys that determines whether an organization is able to implement a major change / innovation well (Carreiro & Oliveira, 2019).

B. LITERATURE REVIEW

1. Organizational Leadership

Leaders and Leadership are part of a strategic organization. In an organization, a leader is responsible for ensuring that changes are implemented properly. (Drucker, 1964). Leader and leadership can also be explained as a relationship between a trait inherent in an individual (Moeljono, 2003). Leadership is also seen as a process of influencing through organized group activities to achieve mutually set goals (Yukl et al., 2019). Statements that are very easy to understand from the meaning of leadership are a process of giving

influence by someone called a leader to an organization or group so that every element in the group or organization is willing to work together in order to achieve the goals set by the organization. It can also be said that a leader is someone who is able to create a positive organizational culture to respond to a change.

2. Organizational Innovation

In the realm of innovation, this type of transformational leadership is often considered the right style to drive the pace of change in organizations. Transformational leadership can be defined as a type of leadership that focuses on the use of collective interest from all parts of the organization to achieve common goals. Transformational leadership is able to create the right environment for its members to innovate by creating inspiring emotional relationships (García-Morales et al., 2012). This emotional relationship can provide a moral boost to organizational members to be able to increase their contribution to the organization. When the emotional relationship between the leader and the members of the organization can be strengthened, it will be much easier for a leader to be able to create a collective interest which is the culmination of the organization's common goals. These things if achieved then encourage the level of adaptation of the organization to environmental changes.

The idea of cultural change as a cycle differs from past conceptualizations of organizational culture change. For example, Schein uses Kurt Lewin's model to change (Lim, 1995), unfreeze, transform, refreeze (Kent et al., 2001), to show that the process of cultural change is linear and the resulting new culture is static. Although cultural changes in successful sports organizations may not impact entirely static cultures because humans are dynamic individuals themselves, this does not mean that an organization does not have mechanisms in place that help maintain its current values. For example, organizations can ensure there is a strong fit with new employees during the recruitment process of individuals applying for membership as well as seeking to ensure that there is a cultural fit (Taormina, 2008). However, when a new member joins an organization and the old member has left, the culture is ensured to continue running as usual and not then creating significant visible changes. Technological development also needs to be considered, because in fact, technological development is felt to be very useful in order to develop the quality of existing human resources that the organization has, especially if it is accompanied by a growth in the quality of human resources, the function of transformational leadership will be much more visible and dominating in it drives the pace of organizational change in accordance with the needs of the existing environment.

By applying the right transformational leadership model, a leader will undoubtedly encourage the emergence of new innovations that support organizational development.

3. Transformational Leadership in correlation with Good Corporate Culture

Transformational leadership is defined as having four sub-dimensions, such as Idealized Influence, Inspirational motivation, Intellectual Stimulation, and Individualized Consideration. These four dimensions are what distinguish transformational leadership from transactional leadership (Bass, 1999). Although transactional leadership also has its own four sub-dimensions, each sub-dimension actually does not always produce positive

results, unlike transformational leadership which is always found to have a strong interrelation trait (Deinert et al., 2015).

In practice, transformational leadership is often associated with charismatic leadership (Bass & Riggio, 2006, p.230) although transformational leadership is considered broader because it involves other aspects by inspiring and encouraging intellectual stimulation of its members (Bass, 1999). However, because transformational leadership uses charisma as one of the main components, when this charisma is used this type of leadership is considered to be included in the directive leadership category. Bass argues that actually transformational leaders are not limited by their charisma, but can also apply participative leadership according to organizational needs at certain times (Bass & Riggio, 2006, p. 230). Organizational change should be an appropriate dynamic response to environmental changes that require changes in procedures, processes, values, and member management in accordance with these environmental changes (Yue et al., 2019) no longer fixated on applying one-way concepts between directive leadership or participative leadership, between authoritarian or democratic.

C. METHOD

The first step we take in carrying out research methods is to make research questions by directing questions to leaders in the organization. Then after getting the question material, the questions are made, describing three main things to ask the followers.

Keywords used (1) Innovation in the Public Organization, (2) Transformational Leadership in the Public Organization, (3) Relation transformational leadership and Good Corporate Culture (4) Bureaucratic in relation with Good Corporate Culture.

D. Result and Discussion

1. Innovation in the Public Organization.

There is a time when transformational leaders must apply an authoritarian model to ensure change occurs quickly to respond to environmental movements that occur suddenly amid organizational confusion in acting where there are many different views within the organization regarding these changes, but there are also times when transformational leaders can become open- minded and democratic while exploring further innovation and creativity when the organization is in a position to lead environmental change. The same thing can happen when the organization is defining new rules of the game. Transformational leaders can be very democratic in the discussion stages of defining the rules of the game by involving many parties and listening to many opinions before making decisions. Then the transformational leader will become very authoritarian when the rules of the game that have been decided together are then violated by members of the organization so that the transformational leader must take firm decisions as a consequence. This is where the ability of transformational leaders is tested, whether they are able to make the right decisions to apply an authoritarian or democratic model to respond to any changes that arise.

There is also an opinion which states that every leader in the end also has a different personality (Antonakis et al., 2012). The research sees that there are at least significant differences between leaders that come from the personal side of the leader himself. These differences ultimately add a multi-dimensional aspect to transformational leadership.

2. Transformational Leadership in the Public Organization

Transformational leadership is also associated with the Big 5 personality traits that are considered to indirectly influence the performance effectiveness of leaders (Deinert et al., 2015). Where the personality is believed to affect behavior, including personal preferences. Because of this difference, even though two individuals both have transformational leadership types, this type of leadership is at a certain distance unable to ensure that each individual will ultimately take the same steps in the same situation. It could be that an individual because he has a certain personality has a preference to use an authoritarian model, while other individuals with different personalities prefer to act democratically and listen to more parties in general decision making.

3. Relation transformational leadership and Good Corporate Culture

In order for a transformational leader to be able to take the right model at every opportunity, the leader must really be able to dive into the members of the organization, know what their needs are and create an organizational environment that is able to prioritize the strengths of each member at every appropriate opportunity. . If this fails to be achieved, then no matter what approach the transformational leader uses, it will not make the organization move better.

So in the process, transformational leaders can only function properly if they have the support of the entire organization. Without full support from the organization, no matter what model the transformational leader uses, neither authoritarian nor democratic can be the right solution.

Every member of the organization must be open to change to be able to respond to any policies by the transformational leader properly. This openness to change can be achieved by applying transparent open communication by transformational leaders. When these two things are achieved, there is an employee trust element that will ultimately smooth the occurrence of organizational change (Yue et al., 2019) regardless of the model being used by transformational leaders.

4. Bureaucratic in relation with Good Corporate Culture

However, creating employee trusts is not an easy process. This is due to the lack of practice in openness and transparency of information and communication from the leadership. Although technological advances have helped a lot in this regard, there are still many leaders who have not been able to accept rapid change. This is very unfortunate, because actually leaders must have the ability to prepare management and the actors not to struggle with technological challenges. Because in principle, the technology and innovations created will be very helpful in planning and implementing the goals of the company or government. So for that the success or failure of an organization will be achieved because it lies in the existence of very close cooperation between the professional staff in the organization or that institution. With the right leadership, the organization can ensure that every stage of change that occurs can be managed appropriately. The right leader

will be able to motivate its members to think and move creatively in the stages of change so as to produce an innovation (Carreiro & Oliveira, 2019). This will all be reflected in the leader's ability to create a good corporate culture.

With this organizational culture, which requires the values of freedom to innovate within the organization, such as making detailed rules. When the organization is able to create a culture that enables the organization to move in all organizational activities, it is believed that it will become the basis for the formation of a habit. If this habit can continue to be developed, this will build a strong organizational commitment among its members and will be a proof that the organization has been able to create a foundation as a catalyst for employee trust.

There are also studies that argue that the sense of belonging of organizational members actually affects the overall work performance of the organization. There are also aspects of work engagement that organizations need to pay attention to. Work engagement includes positive feelings that make organizational members feel mentally fulfilled so that they are able to work with dedication and enthusiasm (Buil et al., 2019). So from the results of these studies, it can be said that even if transformational leadership implements a democratic and non-elitist system, this does not guarantee that the organization can still be relevant and encourage adaptive organization. Factors from organizational members are actually much more important in ensuring the organization moves into an adaptive organization.

E. CONCLUSION

In addition, organizations led by high transformational leaders manage organizations that carry out cultural building activities to manage change, achieve goals, coordinated teamwork, and orient customers to a higher level than organizations led by low transformational leaders.

Although there is no evidence to suggest that there is a significant difference in the level of job satisfaction of employees in organizations led by transformational leaders with a high degree when compared with organizations led by transformational leaders with low levels.

For this reason, if it is concluded from all the opinions and research results collected, with the existence of transformational leadership that is applied appropriately and continuously in organizations, be it private organizations or government institutions, it is believed that it will produce a positive organizational culture and so is in line with the emergence of a sense of trust from members of the organization which will also increase in the organization. The influence of organizational culture, and the trust of organizational members that can be generated is as follows:

- Organizational culture is considered to have a positive effect on organizational performance. This means that a conducive organizational culture will lead to increased employee performance.
- Trust affects employee performance. This means that trust in accordance with the field will increase, in terms of the work environment and will lead to improving the performance of employees in the organization.

So, if there is criticism that transformational leadership is often elitist, even if it is suspected that it will be anti-democratic, it is a sign that employee trust has not been achieved in the organization. If employee trust has been achieved, any model applied by transformational leaders should no longer be considered important so that it needs to be criticized.

Organizations should focus on fulfilling other aspects of leadership rather than just relying on a single leader, in fact the organization should move from only relying on leaders alone, towards organizations that implement decentralization of decision making, and ultimately become an organization that moves dynamically so as to create an ecosystem that is complex through collaboration with other dynamic organizations (Scharmer, 2016). By creating an ecosystem, the organization will actually become much more adaptive and relevant to environmental changes, while ensuring that the organization responds to market needs and is undoubtedly able to survive for a very long time.

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