Implementation of transformational leadership in increasing the organizational commitment of civil servants

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Article Info

ABSTRACT

Leaders have an important role in an organization. Various tasks are the responsibility of the leader in an organization, including increasing the organizational commitment of civil servants at the Andi Jemma Airport Operator Unit Office. This can also be influenced by the leadership style used by a leader, one of the leadership styles that can affect the organizational commitment of civil servants is transformational leadership. The purpose of this study is to explore the implementation of transformational leadership in improving the organizational commitment of civil servants at the Andi Jemma Airport Operator Unit Office. This research uses exploratory research with a qualitative approach. Primary data sources in this study are the results of questionnaires and secondary data sources from the exploration of various journals. Activities in data analysis are data reduction, data presentation, and conclusion drawing or verification. The research results show that to achieve optimal results and maintain organizational sustainability, the role of human resource (HR) quality is key, which affects organizational performance and success. Transformational leadership style, with aspects of employee empowerment, effective communication, and individual development, emerges as an approach that has the potential to increase employee organizational commitment. The implementation of transformational leadership can form an environment that motivates and inspires employees to be dedicated to the organization, positively impacting the performance and existence of the organization, as in the case of Andi Jemma Airport.

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Introduction

A leader in addition to being expected to be capable and skilled should also be willing and have the sincerity to work effectively and efficiently. Leadership is needed by humans, because there are certain limitations and advantages in humans. Ability human abilities vary, some have advantages and some are limited in their ability in leading. Here arises the need for leaders and leadership (Fazira & Mirani, 2019). Abilities and abilities will be less meaningful if they are not followed by work morale and employee discipline in realizing goals. To achieve high-performance goals and be useful for the progress and smooth running of the organization, the role of a leader must provide motivation, direction, supervision, and good communication with his subordinates or those he leads (Fazrien, 2014). Leaders must be able to realize the demands for the realization of good governance in the company itself. Realizing the importance of this, the support of employees who work hard for the benefit of

the company is needed, to achieve the goals of the organization itself by taking various approaches and improving employee performance (Walukow, Rumimper, & Pangemanan, 2022).

Improving organizational performance and productivity, namely by improving the quality of human potential, which can work faster and better, that is what the company needs, in getting employee performance, it is very important to pay attention to the reason that organizations that work efficiently and effectively are what employees or employees need (Setiadi & Lutfi, 2021). Leadership is one of the important elements in a company because with leadership that is under the expectations of employees, the company can improve its performance ((Salju, 2023a); (Firah & Abdu, 2019)). However, everyone has a different leadership style. One leadership style that can be used to improve employee performance is the transformational leadership style.

The performance appraisal within the civil servant (PNS) itself is known as the assessment of work implementation (Government Regulation Number 10 of 1979). The performance appraisal is carried out using a list of job implementation assessments (DP3), with the elements contained therein, including loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative, and leadership (only assessed for Civil Servants with the rank of Young Organizer of room II / a and above who hold a position) (Salju, 2023b). In addition, to improve the performance of the public sector and the quality of service to the community, in the Decree of the Minister of State Apparatus Empowerment no 25/KEP/M.PAN/04/2002, several circumstances that occur today, such as lack of public satisfaction with the services provided by the state apparatus, lack of integrity, the role of leaders who cannot be role models and tend to ask to always be obeyed by their subordinates, and lack of discipline and strict sanctions for mistakes made (Suryosukmono, 2020).

Research conducted (Sidik, 2020) states that Transformational Leadership, Commitment, and Organizational Culture have a significant influence on Employee Performance. The variable that has the most dominant influence on employee performance is the transformative leadership style. In contrast to previous research, the novelty of this study has a focus on civil servant commitment. Discussing more deeply the application of transformational leadership in influencing organizational commitment. Based on the background above, it is explained that the importance of leadership style in influencing organizational commitment. Thus, this study aims to explore transformational leadership in improving the organizational commitment of civil servants at the Andi Jemma Airport Management Unit Office.

Method

This research is exploratory research with qualitative methods. Exploratory research aims to deepen knowledge and seek new ideas about a particular phenomenon, describe social phenomena, and explain how a social phenomenon occurs to formulate problems in more detail or develop hypotheses rather than test hypotheses (Mudjiyanto, 2018). Qualitative method is a research method that uses data in the form of words and images to describe the phenomenon under study. Qualitative methods prioritize meaning over numbers (Haryono, 2020) Primary data sources in this study are the results of questionnaires and secondary data sources from the exploration of various journals. The office where the research was conducted was the Andi Jemma Airport Operator Unit Office. Activities in data analysis are data reduction, data presentation, and conclusion drawing or verification.

Results and Discussions

Based on the results of the distribution of questionnaires to 26 civil servants at the Andi Jemma Airport Management Unit Office, it was found that a leader who uses a transformational leadership style has an impact on his members. Based on the results of the questionnaire regarding

Inspirational Motivation
Leaders with transformational leadership styles have an uncanny ability to motivate and inspire their team members. They create a vibrant work environment through open communication, clearly explain company goals, and demonstrate confidence in team members' ability to achieve common goals. In addition, awarding, recognition, and opportunities for growth are important practices that strengthen the bond between leaders and team members. Transformational leaders also give team members autonomy in completing their tasks, allowing them to feel a sense of responsibility and encouraging creativity in thinking. The support and assistance provided by the leader, whether in the form of resources, training, or personal assistance, creates an atmosphere where team members feel valued and supported in their efforts.

In addition to being role models in attitude, hard work, and dedication, transformational leaders also create positive, inclusive, and collaborative work environments. This not only boosts the morale and motivation of

team members but also promotes effective teamwork. Providing opportunities for career development and advancement within the organization is a powerful incentive for team members to continue to deliver at their best. Leaders also need to support the professional development of team members outside the work environment, such as in hobbies or additional education, showing deep concern for individual well-being and development. Thus, transformational leaders not only motivate team members to achieve mutual success in work but also to grow and develop personally.

Idealized Influence
The results of the questionnaire show that the importance of leaders with transformational leadership, namely leaders who can provide support and positive feedback, is strongly emphasized. Such leaders are considered to have the ability to increase the confidence of team members in coming up with their creative ideas. In addition, they are also considered effective collaborators, focused on teamwork, and have the ability to work with various teams and departments. These qualities help strengthen synergies among different parts of the organization, which in turn can increase productivity and achievement of common goals.

In addition to providing support and positive feedback, transformational leaders are also identified as individuals who link the work of team members to the vision and values of the organization as a whole. This is seen as an important step in giving more meaning to their work. Team members feel involved in a mission bigger than themselves, and this can create a high sense of pride and commitment to the organization. In conclusion, transformational leadership plays an important role in motivating, inspiring, and steering team members toward greater success.

Intellectual Stimulation
The conclusion of the results of the transformational leadership questionnaire with intellectual stimulation is that leaders who apply this approach effectively can provide supportive challenges to team members. They provide challenging tasks, according to individual interests and expertise, which encourage team members to think creatively in finding unique solutions. Leaders also need to articulate a clear end goal, allowing team members to focus on relevant solutions. In addition, transformational leadership promotes collaboration, creating an environment where the exchange of different ideas and perspectives is encouraged. This sparks further creativity and results in more innovative solutions. Appreciation and recognition of the efforts and achievements of team members are also important factors in fostering morale and motivation. Lastly, transformational leaders encourage experimentation and dare to take risks. This action stimulates creative thinking and helps find solutions that were not thought of before. Overall, transformational leadership with Intellectual Stimulation provides a solid foundation for outstanding growth, innovation, and achievement in an organizational context.

Individual Consideration
The results of a transformational leadership questionnaire with a focus on individual consideration show that leaders who apply this approach have a significant impact on individual development in teams. Caring leaders will provide constructive feedback to help team members grow and develop professionally. They also play an active role in developing team members' careers, helping them plan steps to achieve their career goals. In addition to the professional aspect, leaders who treat team members as individuals will show empathy for personal problems that may be faced by team members. They will provide support and flexibility when needed, creating an environment where team members feel valued and supported. In addition, leaders who value individuals will seek to build personal relationships with team members, creating a warm and inclusive work environment.

Overall, transformational leadership with a focus on individual attention is an important factor in shaping a work culture that cares, is inclusive and supports the personal and professional development of team members. This can increase individual motivation, commitment, and performance in an organizational context. Based on the results of the questionnaire above, to achieve maximum organizational work results, each organization must strive to meet its objectives by utilizing the resources it has while ensuring long-term organizational sustainability. This means that organizational performance is achieved if tasks or work are carried out effectively and efficiently and remain relevant to the wishes of all stakeholders (Suryani & FoEh, 2018). One of the key success factors of an organization in achieving its vision and mission is the quality of good human resources (Rani, S., Dharmayanti, G. C., & Adnyana, 2017). Human resources (HR) are the most important asset for organizations because HR is the main driver of organizational activities, both as operators, maintainers, producers, and designers of every system in the organization (Aula, Hanoum, & Prihananto, 2022). Improving the quality of human resources needs to be done so that organizations become more competitive and able to respond to external challenges for the existence and sustainability of the company (Supriyadi, Khamdari, & Susilowati, 2020).

Human resources (HR) increasingly play a greater role in the success of a company, so many companies realize that the human element in the company can provide a competitive advantage (Sugijono, 2016) HR is a strategic element in determining whether an organization is healthy or not (Dahlan, Hasim, & Hamdan, 2017) Planned and sustainable human resource development is an absolute necessity, especially for the future of the organization. Effective HR management requires managers to find the best way to get people to achieve company goals and improve organizational performance. The ability of an organization is very dependent on the availability and ability of human resources to carry out tasks or jobs and their leaders (Dahlan et al., 2017). The success of an organization in achieving goals cannot be separated from one's ability to lead, especially in hiring the right people for the right job, and motivating, assessing, and developing employees (Avianda, 2018).

A leader is someone who has the right to act to influence others more than others influence him. A leader must dare to take risks in deciding to produce a better change in the organization under him (Istika, N. A., Sihombing, Y. A. G., & Nasution, 2022) Leaders hold important functions in an organization. According to (Yuliana & Widayati, 2018), The five leadership functions discussed briefly are as follows: (1) The leader is a determinant of the direction to be taken to achieve goals, (2) Representatives and spokespersons of the organization in relations with parties outside the organization, (3) Leaders as effective communicators, (4) Reliable mediators, especially in inward relationships, especially in handling conflict situations, (5) Leaders as effective, rational, objective, and neutral integrators.

Leadership is often associated with the skills, aptitudes, and level of influence that a person has, including the ability to increase team productivity (Dirham, 2019). Leadership is an important role in organizations. The main role of leadership is to influence others to achieve predetermined goals (Waedoloh, Purwanta, & Ediyono, 2022). Leadership style is important for every leader to have because, with this attitude, an organizational goal can be achieved. Through servant leaders, employee performance can be improved to produce good output in serving the community (Ferdinandito & Haryani, 2021). Leadership style or style of leadership is the way a leader carries out his leadership function or carries out his management function in leading his subordinates (Mattayang, 2019).

(Setiawan & Nimran, 2010) state that a task-oriented leadership style predominantly influences employee performance and job satisfaction. According (Ramadhani & Indawati, 2021), the success of leaders responding to the challenges of change requires a leadership style that suits the demands themselves. Transformational leaders are charismatic leaders and have a central and strategic role in bringing the organization to its goals. Transformational leaders must also have the ability to equate a vision of the future with that of their subordinates. Superiors need to see the performance of their employees to improve the performance of the company or agency as a whole so that actions can be taken to correct the weaknesses that cause human performance (Anshari, 2022). The application of transformational leadership gives employees a sense of trust, more value, obedience, and responsiveness to their leaders, the impact of which employees will get the motivation to do something more than what exceeds the expectations of the leader.

Robbin's transformational leadership indicators in (Kristiawan & Widodo, 2020) consist of: (1) Charisma leads to transformational leadership behavior where followers strive beyond what is imagined. Followers especially admire, respect, and trust as they lead. (2) Inspirational motivation is where leaders use symbols to focus their efforts or actions and express goals in simple ways. Leaders also evoke a spirit of teamwork, enthusiasm, and optimism among colleagues and their subordinates. (3) Intellectual stimulation is an effort to provide support to followers to be more innovative and creative where leaders encourage followers to state assumptions and come up with new ideas. (4) Individual consideration is transformational leadership that pays special attention to the needs of each individual to excel and develop, using coaches, advisors, teachers, facilitators, trusted people, and counselors.

(Zaky, 2022) explained that organizational commitment is significantly and positively affected by transformational leadership. Employees who work under leadership and implement transformational leadership generally show higher levels of organizational commitment and better performance. Supported by research by (Kumala & Qomariyah, 2022) which states that it shows a significant positive influence between transformational leadership on organizational commitment. Based on the results of the questionnaire, it was found that respondents committed to helping the organization significantly in various aspects. One way in which they commit is through the automation of routine tasks, where they are ready to help automate repetitive tasks that can save time and human resources, so teams can focus more on more strategic tasks. In addition, application development is also a focus of commitment, where respondents are ready to contribute by developing text-based applications or software that utilize natural language processing capabilities. This can increase efficiency in various aspects of the organization.

Digital marketing is also one of the areas where respondents are committed, readily assisting in digital marketing campaigns through creative content creation, keyword optimization, and providing strategic advice. In addition, to monitor competitors, respondents demonstrated their commitment to competitor analysis. They are willing to assist in monitoring competitor activity by analyzing competitor-related reports, articles, or content, which can provide valuable insights into competitor strategy and opportunities that may exist for the organization. Overall, the results of this questionnaire reflect the level of commitment of respondents to contribute significantly to various aspects of the organization, to support the growth and success of the organization.

Organizational commitment is a state where an employee identifies himself as part of the organization and also part of its goals, where employees are willing to exert efforts on behalf of the organization and want to maintain their membership in the organization (Wangi, Fahmi, & Lutfiani, 2021). Organizational commitment is formulated three dimensions of organizational commitment according to (Ananda & Winata, 2017) namely: (1) Affective commitment relates to members' emotional connection to the organization, identification with the organization, and members' involvement with activities in the organization. Members of organizations with high affective commitment will continue to be members of the organization because they have this desire. (2) Continuance commitment relates to the awareness that members of the organization will suffer losses if they leave the organization. Members of organizations with high continuance commitment will continue to be members of the organization because they need to become members of that organization. (3) Normative commitment describes the feeling of attachment to continue to be in the organization. Members of organizations with high normative commitment will continue to be members of the organization because they feel they must be in the organization.

Andi Jemma Airport is an airport located in Masamba sub-district, North Luwu Regency, South Sulawesi, Indonesia. An airport has many types of jobs, not just pilots and aircraft technicians. Thus, the importance of the commitment of civil servant organizations at airports, especially at the Andi Jemma Airport Operator Unit Office. In increasing the organizational commitment of civil servants at the Andi Jemma Airport Management Unit Office, several things need to be done by a leader with a transformational leadership style including the following. (1) Inspirational Vision. Leaders convey a vision that motivates employees to contribute more to the organization. (2) Employee Empowerment. Provide space for employees to take initiative, collaborate, and take responsibility. If the company wants to get a higher commitment to its employees, it can do so partially by giving freedom to its employees to help solve various problems that exist between members of the organization. This can be done by employing internal supervision (e.g.: self-discipline, individual responsibility exercise) as well as external supervision (e.g.: periodic supervision by the leadership or external parties of the company) (Desanti, Sutrisno, Lubis, & Zulyanto, 2020). (3) Effective Communication. Communicate openly, clearly, and regularly to build strong understanding among employees. According (Suprojo & Adiwidjaja, 2015) the role of leadership in motivating employee performance is by creating two-way communication (vertical and horizontal) to build teamwork relationships and pay attention to the rights and obligations of employees, namely salary or honor, then give rewards for the efforts and hard work of employees, and recommend proposals for promotion and position. (4) Individual Development. Encourage and support the personal and professional development of employees. Training and Development: Provide relevant training to help employees achieve the necessary skills.

Conclusions

Based on the results of the study, it was found that to achieve optimal work results, organizations need to allocate resources effectively and maintain long-term sustainability. In this context, the role of human resources (HR) becomes crucial, because the quality of HR affects the performance and success of the organization. Improving the quality of human resources is an urgent need to answer external challenges and ensure the continuity of the company. Human resources are not only actors in the organization, but also system designers, drivers of activities, and holders of the values carried by the organization. Therefore, leadership style also has a significant impact on directing and motivating HR. Transformational leadership, which involves aspects such as inspirational vision, employee empowerment, effective communication, individual development, and recognition of achievement, can play an important role in increasing employee organizational commitment. Through transformational leadership, leaders can create a work environment that supports, motivates, and inspires employees to be dedicated to the organization. Thus, the implementation of transformational leadership emerges as a promising way to increase the organizational commitment of civil servants, especially in the context of Andi Jemma Airport, with a positive impact on the overall performance and existence of the organization.

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