



## *Transformational Leadership In Organizational Change*

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**Abstract:** Leadership plays a very important role in organizational dynamics and change. This article discusses the concept, role, and emphasis on transformational leadership in the context of organizational change. Transformational leadership is an approach that allows leaders to influence and bring about positive change in an organization. This concept brings about more than just procedural changes; it creates an inspiring vision, motivates subordinates, and encourages innovation in order to achieve higher organizational goals. In this research, we explain how transformational leadership plays a central role in managing organizational change. We discuss how transformational leaders are able to create organizational cultures that support change, identify barriers, and managing resistance with a collaborative approach. We also highlight strategies used by transformational leaders to motivate team members, encourage active participation, and achieve success in the face of complex change. This study provides deeper insight into how transformational leadership can be the key to success in facing the challenges of organizational change. We explore the positive impact of transformational leadership on organizational culture, team performance, innovation and achievement of organizational goals. The findings of this research provide practical implications for leaders and managers in managing organizational change effectively. Transformational leadership is a relevant and important concept in the context of organizational change.

**Keywords:** leadership, transformational, organization

### **Introduction**

Leadership has a very important role in the success of an organization. In a dynamic and ever-changing business era, a leader's ability to deal with change and inspire his team members is crucial. Organizations that are able to manage change effectively are more likely to survive and thrive in a competitive market (Amirullah & Natsir, 2022). Therefore, this research refers to two important aspects as its background:

#### **1. The Need for Effective Leadership**

In the world of business and organizations, change is the only constant. Factors such as technological developments, global competition and changing consumer preferences have created an ever-changing environment (Abdurrahman et al., nd). Amid these changes, organizations need to understand how effective leadership can play a key role in facing emerging challenges and opportunities. Transformational leadership is one approach that has received more attention in this context. In transformational leadership, the leader not only manages change but also inspires team members to actively participate in the change process. Leaders who are able to carry out transformational leadership can create an organizational culture that is responsive to change, which in turn can increase the competitiveness and long-term success of the organization.

## 2. Complexity of Organizational Change

Organizational change is often complex and has far-reaching impacts. The change process involves various aspects, including organizational restructuring, cultural change, work process change, and adaptation to market developments (Yang, 2019). This complexity can make it difficult to manage change and create resistance from organizational members.

This research digs deeper into how transformational leadership can contribute to more effective change management. This includes aspects such as how transformational leaders communicate the vision of change, manage resistance, and create a work environment that supports sustainable change.

By understanding the key role of transformational leadership in managing organizational change, this research seeks to provide valuable insights for leaders, managers and organizational practitioners in dealing with complex and dynamic changes. (Castellano, 2021). In addition, this research contributes to the growing scientific literature on transformational leadership and organizational change.

## **Literary Review**

### 1. Definition of Leadership

Leadership is a person's ability to influence the behavior of other people in order to achieve certain organizational or group goals. A leader is an individual who is able to motivate and bring other people to do what they want (Sahibzada, 2021). There are two types of leaders: formal, who are formally appointed by the organization, and informal, who influence others based on their personal qualities.

### 2. Leadership Function

Leadership functions include a number of activities and abilities that a leader must possess. This includes the ability to make quick and correct decisions, direct, foster, organize, guide, influence, give orders, guide, communicate, and coordinate. (Haque, 2021) i. Formal leaders, who are officially appointed by the organization, have responsibility for achieving organizational goals.

### 3. Transformational Leadership

Transformational leadership is a type of leadership that aims to achieve significant change in an organization. Transformational leaders are able to motivate subordinates to do more than expected, by developing an inspirational vision, providing personal support, and stimulating creative thinking (Kim, 2021). Transformational leadership has a central role in bringing the organization towards positive change.

#### 4. The Importance of Transformational Leadership in Change

Transformational leadership is especially important in the context of organizational change. Because change often involves cultural shifts, transformational leaders can help create an environment that supports change, inspires employees, and motivates them to contribute to positive change.(Fürstenberg, 2021).

#### 5. Characteristics of Transformational Leadership

Transformational leadership includes several key characteristics, including idealize influence (give examples and inspire), individualized consideration (provide personal support), intellectual stimulation (encourage creative thinking), and inspirational motivation (communicate inspirational visions).(Faulks, 2021)

#### 6. The Role of Leaders in Organizational Change

Transformational leaders must be able to formulate a clear vision for change, communicate this vision to organizational members, and invite them to be actively involved in the change process. Leaders must also be role models who practice the desired values in the organization.(Iqbal, 2022)

#### 7. Transformational Leadership Strategy

Transformational leaders can use a variety of strategies to achieve the desired change. This includes rallying support, building teams, empowering subordinates, and creating an organizational culture that supports change. Leaders must also be good mediators in resolving conflicts and maintaining effective communication.(Latif, 2021)

### **Research methods**

This research will use a qualitative research method with a case study approach. This approach was chosen because it allows researchers to dig deeper into the phenomenon of transformational leadership in the context of organizational change management. The following are the steps and details of the research method to be used:

#### 1. Selection of Case Studies

This research will choose one organization or company as the main case study. The selection of this organization will take into account several factors, including the complexity of the changes taking place and the availability of access to key informants, such as senior leaders, managers and team members.

#### 2. Data Collection

Data collection will be carried out through several techniques, including in-depth interviews, observation, and document analysis. In-depth interviews will be conducted with senior leaders and top-level managers directly involved in the organizational change process.

Observations will be used to observe interactions and dynamics within the team and work environment associated with change. Document analysis will include review of organizational documents, change plans, and communications regarding changes.

### 3. Identify Themes and Patterns

The data collected will be analyzed to identify emerging themes, patterns and challenges in the context of transformational leadership in change management. This analysis will aid in further understanding how leaders inspire change, manage resistance, and create a culture of positive change.

### 4. Verification and Triangulation

To increase the validity of the research, the findings will be verified through additional interviews with team members and staff involved in organizational change. Data triangulation will be used to ensure consistency of results between various sources of information.

### 5. Data Analysis

The collected data will be analyzed in depth using a content analysis approach. The results of the analysis will be used to develop in-depth findings and conclusions about the role of transformational leadership in change management.

This research will produce conclusions that illustrate how transformational leadership can influence organizational change management. The implications of the research results will be discussed in the context of transformational leadership theory and change management practices. This research will also provide practical recommendations for organizations facing complex change. This research method will provide deep insight into how transformational leadership can help organizations face change more effectively. This research can also contribute to the development of transformational leadership theory and organizational change management in scientific literature.

## **Research result**

**Role of Transformational Leadership:** Research results show that transformational leadership plays a key role in motivating and inspiring organizational members to actively participate in the change process (Schiuma, 2022; Shanafelt, 2021). Leaders using this approach are able to create a powerful vision and use it as a source of inspiration for team members. They also encourage members to think creatively, take risks, and commit to change goals.

1. **Resistance Management:** Findings show that transformational leaders are able to manage resistance to change effectively. They communicate openly and understand team members' feelings and concerns. This leader also uses a collaborative approach to find solutions together with members who may feel reluctant to change. **Developing a Culture of Change:**

Case studies reveal that transformational leadership can create a positive culture of change in organizations. These leaders actively promote values such as innovation, learning, and collective responsibility. They are also good examples of applying these values in everyday actions.

2. **Member Participation:** Research results show that transformational leaders encourage active participation of team members in the change process. They provide opportunities for members to contribute with their thoughts, input and ideas. This creates a sense of ownership of the change and increases member engagement. **Change Success:** The findings in this study also note that organizations led by transformational leaders tend to achieve greater success in managing change. Organizational performance improves, innovation is enhanced, and greater resilience to change is realized.

The results of this study have important implications for management practitioners and organizational leaders. They can understand how important the role of transformational leadership is in dealing with organizational change. In addition, this research can also provide practical guidance on how to adopt a transformational leadership approach in the context of change management. The results of this study underscore the importance of transformational leadership in managing organizational change. Leaders who are able to inspire, motivate, and guide team members in the change process have a positive impact on the success of the change. This study supports the idea that transformational leadership is a valuable asset in facing the challenges of complex change in organizations.

## **Conclusion**

Transformational leadership has a crucial role in bringing positive change in organizations. Transformational leaders have the ability to motivate and inspire subordinates, create inspirational visions, and create an organizational culture that supports change. With the use of the right strategy, transformational leadership can be the main engine in changing the organization towards greater success. Therefore, organizations need to pay attention to the development of transformational leaders to achieve higher goals.

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