

**THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN ORGANIZATIONAL CHANGE**

Istiqomah\*, Burhanuddin Burhanuddin

State University of Malang, Education Management

\*(*corresponding author*)

✉ [istiqomah.2101329@students.um.ac.id](mailto:istiqomah.2101329@students.um.ac.id)

**Abstract:** This study aims to determine the role of transformational leadership in organizational change. This study uses a literature review method from various previous research results that have been published. The results showed that transformational leadership has a positive and significant effect on the success of organizational change. In organizational change, transformational leaders act as motivators, directors, role models, and active participants in organizational change

**Keywords:** Transformational leadership, organizational change

**INTRODUCTION**

The impact of massive changes in the era of globalization on organizations is increasing competition. Consequently, every organization, including schools, is required to make changes continuously to respond to the challenges of the times. The change has become a definite need and has even become the center of attention of every organization. Organizational change is defined as a process aimed at increasing the innovative capabilities of the organization and thereby increasing efficiency by introducing new technologies, changing strategies, or recalibrating workflows, or by considering mergers and restructuring or reshaping organizational culture (Kotter & D.S, 2012)

Organizations try to cope with such environmental changes and initiate change, but sometimes fail due to poor change management and lack of change leadership practices (Higgs & Rowland, 2001). Many studies show that about 50% to 70% of planned organizational changes fail to achieve their goals (Kotter & D.S, 2012; Pike B, 2017; Mansaray, 2019). Experts also reveal that leaders and organizations spend tens of millions of dollars on change activities, but it seems to be ineffective (H. Lei & Le, 2019). The main reason for this failure is the fact that top managers do not yet understand how to lead in bringing about organizational change. Meanwhile, the success rate of carrying out change and innovation initiatives mainly depends on the leader's ability to

recognize the antecedents and conditions to stimulate the sustainability of change (Lei et al., 2021). In the era of the industrial revolution 4.0, the ability for change and methods to respond effectively and quickly to the context of change are crucial in the attention of leaders (Nguyen, et al., 2018). Successful leaders and agents of organizational change are critical to dealing with an unpredictable and hypercompetitive organizational environment (Judge, 2011). Leadership has become an important component of successful organizational change because leaders in organizations are seen as “Champions of Change”. This is in accordance with the opinion of Nadler (2011) which states that the top management of the organization is responsible for keeping the change process running well to maintain the reliability of the organization's operations.

Many studies prove that leadership is one of the most important variables that affect the attitude dimension of organizational life (Jaskyte K, 2003) and has been considered an important element in organizational change. Manukonda & Ganta, (2017) emphasized that a leader must be a person in control or as a 'change agent' who can manage the organization or manage the organizational change process more effectively and successfully. Heather (2011) pointed out that the success of organizational change depends on the leaders i.e. managers and bosses who usually have direct authority with the people experiencing the change. Al-Ali, et al (2017) stated that a leader is a change agent who takes the initiative and brings about successful change in the organization. For a change to be successful, a leader will (a) convince his team of the importance and benefits of the change; (b) communicate the purpose of the change so that the team will fully understand the real purpose; (c) provide guidance to the team to achieve the goals of change; (d) encourage team participation to clarify required changes and provide detailed information relating to changes; and (e) provide feedback and some form of reward for people who participate in implementing changes (Rood, 2010).

Furthermore, Hersey and Blanchard (2001) stated that there are three abilities needed by a leader to facilitate organizational change. The three abilities are: (a) the ability to diagnose, namely the ability of a leader to assess the gap between the current situation and future needs; (b) adaptability, namely the ability to modify behavior and other resources to solve problems related to future needs, and (c) communication skills, namely the ability needed by a leader to clearly communicate goals to others. Higgs and Rowland (2001) mention five broad areas of leadership competence related to the successful implementation of organizational change: (1) Creating reasons for change – building awareness among followers about the immediacy of change and its need; (2) Creating structural change – firmly working on people who understand the essence of the specific change phenomenon and provide support through consistent tools and processes; (2) Engaging others – getting people involved and committed to walking along the change process; (3) Implementing and sustaining change – strategy elaboration and development of effective action plans and monitoring progress towards desired changes; (4) Facilitating and developing capabilities – supporting people to find their own motivation to achieve change.

Of all the theories about effective leadership behavior, transformational leadership is considered to be very relevant to organizational change (Penava, 2014). Transformational leadership is the best leadership model that is suitable for use when organizations face change or transformation because this type of leadership provides a vision, motivates followers, has charisma and supports individual followers (Bass, 1985). This is in line with Kirkan (in Mansaray, 2019) which states that transformational leadership is used by leaders to change the current situation by identifying organizational problems through inspiration, persuasion, and excitement to achieve high levels of a clear vision to achieve common goals.

Transformational leadership can strengthen leadership trust and subordinate commitment to organizational change (Herold, et al, 2008). In fact, Smollan (2012) concluded that for organizations, trust in management has important consequences before, during and after organizational change.

Given the importance of organizational change and the role of transformational leadership in it, this study aims to examine the role of transformational leadership in organizational change based on the results of previous researches.

## RESULT AND DISCUSSION

### 1.1 Relationship of Transformational Leadership to Organizational Change

Table 1. Research Results on the Relationship of Transformational Leadership with Organizational Change

Researcher	Research Title	Research Result
Paul Chou (2015)	Transformational Leadership and Employee's Behavioral Support for Organizational Change	Transformational leadership has an important role in the successful implementation of organizational change.
Muhammad Yasir, et al (2016)	Leadership Styles in Relation to Employees' Trust and Organizational Change Capacity: Evidence From Non-Profit Organizations	Transformational leadership has proven to be much more successful in developing organizational change capacity, because the leaders are inspiring, active, and supportive.
Bissane Harb Dina Sidani (2019)	Transformational leadership for organizational change in the Lebanese public sector	Transformational leadership behavior influences organizational change in the public sector in Lebanon. The two dimensions of transformational leadership that are most influential in the success of organizational change are ideal influence and inspirational motivation.

Hassan Elsan Mansaray (2019).	The Role of Leadership Style in Organisational Change Management: A Literature Review	Transformational leadership is identified as the most suitable leadership style in organizational change. Transformational leadership is a critical component for successful change in organizations in the face of controversial market competition.
William J. Schell (2019)	Leadership and Change Management William J. Schell	The first step in this change process is to promote transformational leadership behavior for every leader involved in the change effort, especially those at the top of the organization. Transformational leadership behavior not only increases the probability of success for change efforts, but also directly resolves many concerns about change that arise among organizational members.
Stefanie Faupel & Stefan Süß (2019)	The Effect of Transformational Leadership on Employees During Organizational Change –An Empirical Analysis	Transformational leadership behavior affects the behavior of followers in supporting organizational change. However, transformational leadership is the only way to achieve high levels of valence and job involvement, because companies can also disseminate information that describes the benefits and meaning of change for followers.
Busari, A. H., Khan, S. N., Abdullah, S. M., & Mughal, Y. H. (2020)	Transformational leadership style, followership, and factors of employees' reactions towards organizational change.	The success of implementing changes in the organization is determined by followers as followers and leaders with transformational leadership behavior. They play an important role in shaping positive reactions to changes in the organization.
Luu & Phan (2020)	The Effects of Transformational Leadership and Job Satisfaction on Commitment to Organisational Change: A Three-Component Model Extension Approach	Transformational leadership has a positive and significant effect on job satisfaction and organizational commitment to organizational change which includes affective Commitment, normative commitment, and ongoing commitment). Job satisfaction was found to be positively and significantly associated with followers' affective commitment and normative commitment to organizational change.
Lei, H., et. Al (2020)	innovation capability: the mediating role of employees' psychological capital	Transformational leadership is an important determinant of many organizational outcomes such as organizational innovation, change management, knowledge management, subordinate satisfaction, organizational member commitment and behavior.

Putri et al.(2020)	The Importance of A transformational Leadership Model in Managing Organizational Cultur	Transformational leadership is an effective leadershipmodel that is closely related to organizational changemanagement.
Umer Zaman,et al. (2020)	Cross-country evidence onproject portfolio success inthe Asia-Pacific region: Role of CEO transformational leadership, portfolio governance and strategic innovation orientation	CEOs who apply transformational leadership can harness powerful environmental forces to carry out strategic innovation and the relationship between CEOtransformational leadership and project portfolio success can be further developed with an effective portfolio governance system.
Akbar & Tirtoprodjo(2021)	An Analysis of The Influence of Transformational Leadership and Organizational Commitments on Change Readiness	There is a positive relationship between transformational leadership and readiness to change and between organizational commitment and readiness for change.
Gizem Yilmaz Kozcu et al. (2021)	Effects of Transformational Leadership on Organizational ChangeManagement and Organizational Ambidexterity	Transformational leadership has a positive effect on organizational change management. The application of thetransformational leadership style by organizational leaderscauses organizations to smoothly implement the stages of organizational change so that they can keep up with their constantly changing environment.
Hussain et al. (2021)	Transformational Leadership and Organizational Change Examining the Mediatlional Approach of Knowledge Sharing	There is a significant and positive correlation between transformational leadership and organizational change. Both frequent change and spontaneous planned change arecorrelated with leadership behavior.
Islam et al.(2021)	Mapping the relationshipbetween transformationalleadership, trust in leadership and employee championing behavior during organizational change	Transformational leadership significantly influences followers' belief in leadership and champion behavior in the organizational change process. Trust in leadership becomes a mediating variable in the relationship between transformational leadership and subordinate behavior in fighting for organizational change.
Islam et al.(2022)	Transformational leadership and employeechampioning behavior during organizational change: the mediating effect of work engagement	Transformational leadership is significantly related to championing behavior during organizational change. Job involvement fully mediates the relationship between transformational leadership and champion behavior in the context of organizational change.

Peng, Jian et al (2021)	Transformational Leadership and Employees' Reactions to Organizational Change: Evidence From a Meta- Analysis	Transformational leadership shows (a) a positive relationship with commitment to change, openness to change, and readiness to change; (b) negative correlation with resistance to change and cynicism towards change; and (c) insignificant correlation with support for change. The correlation between transformational leadership and reaction to organizational change varies according to the cultural context.
Thanh Thi Cao & Phong Ba Le (2022)	Impacts of transformational leadership on organizational change capability: a two-path mediating role of trust in leadership	Transformational leadership practices contribute to increasing the change capacity of small and medium-sized companies through disclosure-based trust and followers' dependence-based trust in the leader.
Matejić et al.	Transformational Leadership in The Service of Organizational Changes	There is an interdependence between transformational leadership, job satisfaction and commitment to organizational change

Transformational leadership is needed to create change. Leaders must be transformational so that they can implement environmental changes (Bass, 1985). Leadership plays a very important role in this process. The application of the transformational leadership style by organizational leaders causes organizations to smoothly implement the stages of organizational change so that they can keep up with their constantly changing environment (G. Y Kozcu & O.N.T. Özmen 2021; Pike, 2012). There is a significant and positive correlation between transformational leadership and organizational change. Both frequent change and spontaneous planned change are correlated with leadership behavior (Hussain, et al, 2021). Transformational leadership has an important role in the successful implementation of organizational change (Chou, 2015). In fact, transformational leadership is seen as much more appropriate and successful in developing organizational change capacity in facing the demands of changing times (Yasir & Irshad, 2016; Mansara, 2019; Putri, et al, 2020). In addition, Sahu & A.D. Pathhardikar (2007) stated that transformational leadership is the most appropriate leadership style compared to other leadership styles because it is in accordance with the demands of innovative leaders for organizational change. A transformational leader is someone who is able to inspire, be active and support the change process.

The two dimensions of transformational leadership that are most influential in the success of organizational change are ideal influence and inspirational motivation (Harb & D. Sidani, 2019; Pike, 2017). Transformational leaders can give the ideal influence and provide inspirational

motivation to their followers in the process of organizational change. Ideal influence and inspirational motivation can be used to disseminate information that describes the benefits and meaning of organizational change for followers (S. Faupel & S. Süß, 2018). Transformational leadership practices contribute to increasing the change capacity of small and medium-sized companies through disclosure-based trust and followers-based trust in the leader (T.T. Cao & P.B. Le, 2022; H. Lei, T. T. Nguyen, & P.B. Le, 2019). The good relationship that is created between transformational leaders and followers will foster a subordinate's commitment to change, be open to change and ready to change. However, this does not necessarily remove resistance to change and cynicism to change (J. Peng, M. Li, Z. Wang, & Y. Lin, 2021). Transformational leadership behavior, especially by management at the top of the organization can be promoted to eliminate resistance or resistance to change. This will foster the confidence of followers that they will succeed, become winners, in organizational change (M. N. Islam, F. Furuoka, & A. Idris, 2020).

Transformational leaders are able to influence their followers to be ready to change and have a commitment to change because they have the ability to make their followers ready to change and are committed to playing an active role in organizational change (Akbar & S. Tirtoprojo, 2021). Transformational leadership behavior not only increases the probability of successful change, but also directly resolves many concerns about change that arise among organizational members (W.J. Schell, 2019).

The leader's ability to convince his followers of the success of organizational change is determined by followers as followers and leaders with transformational leadership behavior. Both play an important role in shaping positive reactions to changes in the organization (A. H. Busari, S. N. Khan, S. M. Abdullah, & Y. H. Mughal, 2020). In fact, both of them depend on each other for the success of organizational change (. Matejić, M. Ćurčić, & R. Kostić, 2021). If the transformational leader is able to influence his followers to make organizational changes and vice versa his followers are willing to be influenced and act according to the direction or influence of the transformational leader, organizational change will be able to achieve its goals. Robbins (2002) stated that a transformative leader is a person who inspires followers to change their lives and asserts that transformational leadership is able to aspire to a bigger target and vision. Therefore, transformational leaders build followers trust in their leadership on the grounds that they involve followers in the change process, inspire them, and reward them for their contributions, which positively influences organizational change.

The extraordinary characteristics of transformational leaders make their followers not only more confident about their own abilities, but psychologically they have a greater optimistic attitude about the success of their actions and the future results of their efforts. This is in accordance with the dimensions of transformational leadership that create a positive vision of change that is worth pursuing and their actions in inspiring followers with their charisma. They also encourage innovative problem solving and regard followers as individuals who will seek and pursue

opportunities for personal growth Bass, 1985; Bass, 1999).

As an important determinant of organizational innovation, change management, knowledge management, subordinate satisfaction, commitment and behavior of organizational members (H. Lei, L. Leungkhamma & P. B. Le, 2020); transformational leaders must be able to develop effective strategies as recommended by Zaman et al. (2020) namely by leveraging strong environmental forces, making strategic innovations with an effective portfolio management system.

### 3.2 The Role of Transformational Leadership in Organizational Change

Table 2: The Role of Transformational Leadership in Organizational Change

Researcher	Research Title	Research Result
Suada Penava & Dževad Šehić (2014)	The Relevance of Transformational Leadership in Shaping Employee Attitudes Towards Organisational Change	Transformational leadership is proven to be a special leadership behavior that is very effective in terms of organizational change. The effects of transformational behavior are particularly striking in the case of changes that are reactive, transformative, and will change the character of the organization. The specificity that makes it different is that it will significantly affect the distribution of power in the company, thereby affecting the organizational culture and several other transformational factors.
Paul Chou (2015)	Transformational Leadership and Employee's Behavioral Support for Organizational Change	Transformational leadership serves as a means of reducing change-related stress by increasing followers' self-efficacy which, in turn, increases their affective commitment to change and further, promotes their behavioral support for change.
Muhammad Yasir, et al (2016)	Leadership Styles in Relation to Employees' Trust and Organizational Change Capacity: Evidence From Non-Profit Organizations	Transformational leadership develops organizational change capacity by inspiring followers, being active, and supporting change. Subordinate trust plays an important role in developing organizational change because if followers trust their leader, they will participate actively and genuinely in carrying out organizational change.
Bissane Harb & Dina Sidani (2019)	Transformational leadership for organizational change in the Lebanese public sector	The role of transformational leadership in the success of implementing change lies in two dimensions, namely ideal influence and motivation. They adopt a directive transformational behavior, thus unable to clearly communicate the mission and vision of the organization, share information with their followers, and further enable them to develop their professional skills.  Transformational leadership encourages and works for the development of all dimensions of transformational behavior



		among public leaders. They should also raise awareness and take action to train public leaders not to over-direct their change initiatives.
Hassan Elsan Mansaray (2019)	The Role of Leadership Style in Organisational Change Management: A Literature Review	A transformational leader has the potential to move his group to deliver more than the organization anticipates. In addition, transformational leaders can mobilize separate incentives for performance and, can nurture and inspire workers to be smart and innovative balance (as leaders are always familiar with their needs). Because of these qualities, transformational leaders are considered role models because, they generate a sense of empathy with a shared vision.  Leaders can also, indoctrinate pride and belief in groups, as well as inspiring and empowering groups.  Transformational leadership styles can help reduce resistance to change.
Stefanie Faupel & Stefan Süß (2019)	The Effect of Transformational Leadership on Employees During Organizational Change – An Empirical Analysis	Transformational leadership is the only way to achieve high levels of valence and job involvement, because companies can also disseminate information that describes the benefits and meaning of change for followers. The low level of perceived valence in this study indicates that transformational leadership is effective but is not sufficient to describe the consequences of positive change. Given the importance of valence in the prediction of subordinate behavior practitioners should use different pathways (eg. leadership, dissemination of information through meetings and newsletters, workshops for followers) to increase followers' perceptions of the consequences of change.
Putri et al. (2020)	The Importance of A transformational Leadership Model in Managing Organizational Culture	Transformational leaders act as change agents by stimulating and changing motivation, attitudes, and increasing the confidence of their members.

Busari et al. (2020)	Transformational leadership style, followership, and factors of employees' reactions towards organizational change.	Followers and leaders with transformational leadership behaviors both have an important role in forming positive reactions to organizational change.
Lei, H. et al. (2020)	How transformational leadership facilitates innovation capability: the mediating role of employees' psychological capital	Transformational leaders make the necessary changes and developments by changing or modifying the needs, beliefs, and values of their followers.
Akbar & Tirtoprodjo (2021)	An Analysis of The Influence of Transformational Leadership and Organizational Commitments on Change Readiness	Transformational leadership plays a role in directing, guiding and motivating the team to implement change, and build trust in dealing with or implementing organizational change. High organizational commitment from followers can help to implement further corporate strategies to respond to changes.
Peng, Jian et al	Transformational Leadership	Transformational leadership plays a central role in the succes of organizational change. Leader must articulate a promising vision, serve as a charismatic model encourage challenging behavior, and demonstrate personal consideration for followers in the organizational change process. Organizations and leaders must realize that transformational leadership does not always shape the reaction of followers to organizational change. Indeed it, depends on contextual factors such as cultural values.
Gizem Yilmaz Kozcu et al. (2021)	Effects of Transformational Leadership on Organizational Change Management and Organizational Ambidexterity	By adopting a transformational leadership style, leaders can successfully manage their organizational change process and make their organization ambidextrous for long-term success.

Transformational leadership is proven to be a special leadership behavior that is very effective in terms of organizational change. Transformational leaders carry out their roles as motivators, directors, role models, and active participants in organizational change. By adopting a transformational leadership style, leaders can successfully manage their organizational change process and make their organization ambidextrous for long- term success (G. Y. Kozcu & Ö. N. T. Özmen, 2021).

As a motivator, a transformational leader not only conveys the vision and mission of the

organization, but also conveys the importance of organizational change to his followers so that he can erode the doubts and stress of his followers in the face of change. Not only that, transformational leadership can also motivate followers so that they can increase self-efficacy which in turn will be able to increase their affective commitment to change and provide support for change (Chou, 2015). In this case, transformational leaders act as change agents by stimulating and changing motivation, attitudes, and increasing the confidence of their members S.A. Putri, S.A, et al. (2020). This role as a motivator is in accordance with the dimensions of inspirational motivation in transformational leadership. Leaders must articulate a promising vision, serve as a charismatic model, encourage challenging behavior, and demonstrate personal consideration for followers in the organizational change process.

The role as a director is carried out by transformational leaders by directing, showing, and guiding their followers in the process of organizational change. Transformational leadership plays a role in directing, guiding and motivating the team to implement change, and build trust in facing or implementing organizational change. High organizational commitment from followers can help to implement further corporate strategy to respond to changes (T. Akbar & S. Tirtoprojo, 2021). Transformational leadership encourages and works for the development of all dimensions of transformational behavior among public leaders. They should also raise awareness and take action to train public leaders not to over-direct their change initiatives (G. Y. Kozcu & Ö. N. T. Özmen, 2021). A transformational leader has the potential to move his group to deliver more than the organization anticipates. In addition, transformational leaders can mobilize separate incentives for performance and, can nurture and inspire workers to be smart and innovative balance (as leaders are always familiar with their needs). The directions and ideas conveyed by transformational leaders in organizational change are in line with intellectual stimulation in transformational leadership. Because of their ability to provide ideas and provide examples of how to make change, transformational leaders are considered role models. This ability will produce a sense of empathy with a common vision. Transformational leaders can also indoctrinate pride and belief within the group, as well as inspiring and empowering groups.

Organizations and leaders must realize that transformational leadership does not always form a positive reaction of followers to organizational change. Indeed, it depends on contextual factors such as cultural values (W. Q. Judge, 2011). Therefore, a transformational leader in carrying out change and development needs to change or modify the needs, beliefs, and values of their followers (T. T. Cao & P. B. Le, 2021).

The role as an active participant in organizational change must also be taken by transformational leaders. Yasir et al. (Yasir, et al., 2016) founded that transformational leadership develops organizational change capacity by inspiring followers, being active, and supporting change. By playing an active role in the process of organizational change and not just commanding, transformational leaders will gain the trust of their followers which in turn will

encourage followers to take an active role in organizational change. Subordinate trust plays an important role in developing organizational change because if followers trust their leader, they will participate actively and genuinely in carrying out organizational change. Followers and leaders with transformational leadership behaviors both have an important role in forming positive reactions to organizational change (Islam, M. N. et.al., 2021).

## CONCLUSION

Transformational leadership has a positive and significant effect on the success of organizational change. This influence can be seen from the application of the four dimensions of transformational leadership, namely ideal influence, inspirational motivation, intellectual stimulation, and individual consideration. Transformational leadership style is the most effective leadership style in achieving the success of organizational change. In organizational change, transformational leaders act as motivators, directors, role models, and active participants in organizational change. Transformational leadership and subordinates have an equally important role and even depend on each other in the success of organizational change. Further research regarding the role of transformational leadership in successful organizational change in winning the competition needs to be done.

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