A Study on Transformational Leadership Manners and Attitudes of Leaders in Elite Communities of University and Polytechnic

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ABSTRACT

In transformational leadership, university and polytechnic department heads work to clarifying their manners, attitudes, self-views, and realistic behavior to the community. Then share it with their community, maintain it over the long term, and increase the motivation and team cooperation both from subordinates and the heads of departments at university and polytechnic. The research purpose to perceive the ways of the heads of departments they perceive their positions, the ways self-manage, and the subordinates in the teams. Then and the ways treat associates in private and the team at university and polytechnic. This research is qualitative. The method in this research was in-depth interviews with six heads of the departments at university and polytechnic in Indonesia. Our research results showed that when the leaders clarify and share information about manners, attitudes, self-views, and realistic behavior, based on interviews with heads of the department, their leader figure perceived as a pilot leader, a flexible leader, a good sample for subordinates. Then responsible, form a reliable work team, always communicate, coordinate, collaborate, discuss, build values and ethics, and associate appreciation and opportunities. This study shows that the participants need a leader figure, such as manners, attitudes, self-view, and realistic behavior relevant to characteristic transformational leaders. The latter can change the perceptions and actions of subordinates. These indicate that transformational leadership is not only whether it increases motivation and cooperation both from the heads of departments and subordinate at university and polytechnic. Transformational leadership also influences motivation and collaboration both from the leaders of departments and subordinate university and polytechnic.

Keywords: Transformational Leadership, Majors' Elite Community, Manners, Attitudes

1. INTRODUCTION

The organization is an open system and always interacting with its environment. Similarly, the organization ever changed for performance enhancement. In terms of organizational performance, there is often happen a decline in the performance of existing staff. Efforts to improve organization performance in recent years are essential to do immediately because of science and technology.

Therefore, there is sufficient leadership required to realize the correct interpretation of the organization and quality, and such a direction must be able to motivate or encourage employees and staff. LMX theory suggests that leaders have difficulty forming equal quality of relationship with every member in a workgroup because of their time, limited resources, and abilities [1].

Existing leadership must be effective in performance, and the effectiveness of organizational understanding separated from the role of a leader in the organization. So, to address the challenges of change occurring at this time, transformational leadership is needed.

Transformational leadership not only pays attention to the need for appreciation and self-actualization, but fosters awareness for leaders to do their best in running leadership wheels with more attention to human factors, the growth of their organization, and their performance. In organizations, transformational leaders motivate employees through several practices.

First, they provide inspirational motivation by articulating a clear, stimulating vision. Second, this stimulates employees intellectually by encouraging innovation to challenge the status quo; and create new learning opportunities. Third, they provide each employee with individualized consideration, which involves support, mentoring, and coaching. Fourth, transformational leaders earn the trust and respect of subordinates by acting as a role model [2].

In organizations, leadership is essential in shaping workers' perceptions, responses to organizational change, and acceptance of innovations, such as evidence-based practices. Transformational leadership motivates and inspires followers, whereas transactional leadership is based more on exchanges and reinforcement [3].

Then involves treating employees as individuals, knowing their capabilities and needs, and mentoring them [4].

Transformational leadership affects followers by making them more aware of the importance and values of task outcomes, activating their higher-order needs, and inducing them to transcend self-interest for the organization's sake. The result of this influence, followers, feel respect and trust toward the leader. They are motivated to do more than they initially expected to do [5].

So, leadership is a process in which leaders influence followers, which, in turn, modify their behavior as they meet responsiveness or resistance. Transformational leadership is the view as both a micro-level influence process between individuals and a macro-level process of mobilizing power to change reform institutions and social systems.

The effort to raise followers transformational leaders do it by appealing to higher values and ideals. Those are peace, liberty, equality, justice, and humanitarianism, not based on emotions such as fear, hatred, jealousy, or greed.

A transformational leader is always someone controversial, and conflicts may arise because of differences in values held or definitions related to what is right in a social sense. This controversy also occurs because people who are most likely to lose money in the existing system are the most powerful in terms of resistance or put up resistance to transformational change initiatives.

Transformational leaders are always involved in change and conflict, and they must be willing to embrace the conflict that meaning not to avoid or escape the conflicts. Research purpose to perceive the ways of the heads of departments perceive their positions, the ways self-manage, and the subordinate in the teams.

Then the ways treat associates in private and the team at university and polytechnic.

Based on the research purpose, the research questions: 1)How do the heads of departments perceive their positions?; 2)How do the heads of departments self-manage in teams?; 3)How do departments treat people in private and public?

1.1. Transformational Leadership

According to Burns (1978), transforming leadership occurs when leaders engage with followers so that leaders and followers raise one another to higher levels of motivation and morality (p. 20) [6].

Transformational leaders showed consideration by paying attention to each of their employees; leaders allow employees to explore new opportunities, create solutions, and diagnose organizational problems. Problems, uncertainties, and rapid changes require a flexible organization with leaders who can inspire employees to participate enthusiastically in team efforts and share the organization's goals [7].

The transformational leadership style aims to promote cooperation among employees and work together towards a common goal. Transformational leaders also coach their staff to have a behavior that shows respect for their followers as individuals and their concern about employees' personal needs and feelings [8].

Transformational leaders lead by example, behavior to followers, and their followers copy their behaviour [9]. Transformational leadership increases followers' the conscience by appealing to higher moral values and ideals such as liberty, peace, equality, justice, and humanitarianism, not based on hatred, greed, jealousy, or fear [7].

Transformational leadership can get people to change, to improve, and to be the leader. It involves assessing associates' satisfying their needs, motives, and valuing them [10].

Transformational leadership measures through the five factors: idealized influence attributed; idealized influence behavior; inspirational motivation; intellectual stimulation; individualized consideration [11].

Transformational leadership help followers grow by responding to their followers' needs and empowering them to make decisions. These leaders help align the goals and objectives with the objectives and goals and even the larger organization [12].

1.2. Manners

The manners in English are in what way or by how the way activity to carry out [13]. Good manners are the

choice to show respect and protect the dignity of another person. Good Manners are part of the influence that only a small amount.

The belief that we matter is a powerful motivator for what leaders crave in their followers: loyalty, teamwork, and productivity [14].

12 Important Mannerisms to be a great leader, namely: be polite but have the guts; be kind, but not weak; not to fuse boldness with a bully, be modest but not nervous; be proud, but not egotistical; a good leader is to be proud without being arrogant; do not mix humor with foolishness; face the realities; transparency to the staff; do not prefer experience over potential; improper communication; listening to all employees; not to blame others [15].

1.3. Attitudes

Attitudes were the evaluative judgments that integrate and summarize these cognitive or affective reactions. These evaluative abstractions vary in strength, which has implications for resistance, persistence, and attitude-behavior consistency [7].

Transformational leadership influences an organization members' fundamental assumptions and

attitudes, creating a typical mentality to attain the firm's goals [16].

1.4. Self-Views

The self defines as an abstract representation of experience with personal data. A more formal definition of self is to view it as a list of terms or features derived from a lifetime of experience with personal data [7].

According to [17], in his journal "Self-Identity Theory and Research Methods," he stated that a person, within a culture, is a topic of concern throughout the humanities, cognitive science, psychology, and psychoanalysis.

Self-viewing consists of a significant and cognitive dimension: self-esteem, ideal, and self-evaluation [7].

1.5. Realistic Behaviors

The topic of concern throughout a person within a culture with cognitive science, humanities, psychoanalysis, and psychology. In psychodynamic sciences, social presentations and the complexity of multiple self-experiences in an individual address person schematization [7].

1.6. The Previous Study

Table 1. The Previous Study of Transformational Leadership

No	Title	Year	Method	Result
1	Transformational and Globalization: Attitude of Principals in Kuwait[18]	2013	Qualitative method. Purposive sampling and convenience sampling were used in identifying potential participants	The findings showed that the participants agreed on the need for transformational leadership and had positive attitudes towards its behaviors.

Based on table 1 above, shows that the participants agreed on the need for supported the transformational leadership and had a positive attitude towards its behavior.
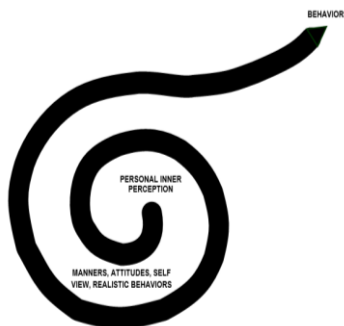
1.7. Conceptual Framework

Figure 1 Development of concept of transformational leadership

The Figure 1 shows that the level of transformational leadership on the perception the heads of departments behavior have direct and indirect

influences on their performance, such as manners, attitudes, self-view, and realistic behavior that the heads of departments demonstrate during their activities on daily basis. And the attitude and manners can change the behavior of the heads of departments and subordinate around the heads of departments.

2. METHOD

2.1. Population and Samples

This study's participants were six heads of the departments determined with different gender, from Semarang University, four people, and Kupang Polytechnic 2 people. All of the participants are from Indonesia.

Purposive sampling method described as the best used with small numbers of individuals or groups, which may be sufficient for understanding human perceptions, problems, needs, behavior, and context, which are the primary justification for a qualitative audience research [19].

2.2. Data Collection and Analysis

In this study, researchers use in-depth interviews with the repertory grid technique, which constructed interview methods.

This technique can be the best characteristic as semi-structured interviews like face-to-face, computerized, and phone interviews. The respondent confronts with a triad of elements and then asked to specify some crucial ways. In which two respondent of the parts are alike, and thereby different from the third [7].

To analyze the data used technique the exploring analysis. These types of research usually aim to analyze similar data on a topic and comment on it [19].

2.3. Block Diagram of Qualitative Research

Figure 2 Block diagram of qualitative research developed

The Figure 2 shows that this research was conducted by conducting in-depth interviews with six heads of departments from universities and polytechnics. The next step is to collect data from the interview results. The next step is to analyze the data from the interview

3. RESULTS AND DISCUSSION

These findings considered that transformational leadership to perceive department behavior heads direct and indirect influences on their performance.

3.1. Findings

The findings obtained are as followed:

3.2. Manners

As the heads of departments, how their manner toward team members, in the qualitative observation of this study, the manner of the heads of departments showed the characteristics the as following:

A good relationship. Appreciation. Freedom of opinion. We are building a reliable work team and putting level in line with subordinate and appreciating ideas or suggestions. Good examples of etiquette and act according to the rules, and considerate to everyone. Still stand by, care, and assist. (Observation of participant 1, 2, 3, 4, 6)

As the heads of departments, on transformational leadership, how the description from staff and members about the leadership style that they did, result of the research as following:

Do best in work, be a sample, responsible, democratic leader, servant leader, good collaboration, an easy-going person. Be a positive person, strong working ability, good communication, and coordination. (Observation of participant 1, 2, 3, 4, 6)

As the heads of departments, what are the biggest values and ethics that showed as leaders based on transformational leadership, the result of the research as follows:

Responsible, loyal, an attitude proud, values and ethics, understanding and build good communication, respect, give an opportunity. (Observation of participant 1, 2, 3, 4, 5)

3.3. Attitudes

In the qualitative observation of this study, the attitude of the heads of departments toward their leading position showed the characteristics as following:

Responsibilities. Appreciation and develop the program. Placing everyone in the right position and built a safe friendly environment. (Observation of participant 1, 2, 4, 5, 6)

As the heads of departments that have innovative solutions to developing the address problems in institutions that showed as leaders based on transformational leadership, the result of the research as follows:

Programs targeted and innovative solutions. Good communication. Master the characteristics and solve problems. (Observation of participant 1, 2, 3, 4, 5)

As the heads of departments, how to persuade employees to follow the strategic vision and mission for a designated organization in institutions that showed as leaders based on transformational leadership, the result of the research as follows:

Asking for opinions or feedback subordinates. Good cooperation. Explain the vision and mission in a casual or informal way. Have a consensus or target through a meeting. (Observation of participant 1, 2, 4, 5, 6)

As the heads of departments, how to use to get a commitment from the team or staff that showed as

leaders based on transformational leadership, a result of the research as following:

Discussion and communication well. Gain commitment from the team. Discussion and sharing. Have meetings and get the consensus through communications. (Observation of participant 1, 2, 4, 5, 6)

3.4. Self-Views

In the qualitative observation of this study, their perception of the roles as the heads of departments showed the characteristics as following:

Optimizing support units. Be able to be a good steward. Be assertive (know her/his own mind), independent, responsible with strong working ability, and considerate. (Observation of participant1, 2, 3, 4, 5)

As the heads of departments, all leaders must deal with conflict situations. Related with conflict situations how the heads of departments should personality handle it that showed as leaders based on transformational leadership, a result of the research as following:

The conflict is used as a tool to improve the situation and input in the organization. Making an agreement. (Observation of participant 1, 2, 3, 5, 6)

As the heads of departments, some situations where a leader may fail and succeed. Related with these situations about a time when the heads of departments failed and succeeded as a leader based on transformational leadership, result of the research as follows:

Failure and success were tested, if fail try again and never give up. Work harder for another success in life and work. Communicating. (Observation of participant 1, 2, 3, 4, 6)

As the heads of departments, what is the role of leadership style for a leader and how to have to say this that based on transformational leadership, result of the research as following:

Provide a good example of performance. Flexible. The problem that occurred discussed. Flexible and has full of understanding, and trust. Make a win-win solution, and fair, just, open, and decisive. (Observation of participant 1, 2, 4, 5, 6)

3.5. Realistic Behavior

In realistic behavior, how the approaches to lead and motivate their faculty members to perform better achievement, showed the characteristics as following:

Include subordinates. Giving the opportunity freely, openly, and encourages subordinate progress. Become an example. Become a good role model. Giving more encouragement and praise instead of blame. (Observation of participant 1, 2, 4, 5, 6)

As the heads of departments, how have the chair encouraged employee learning and development based on transformational leadership, the result of the research as following:

Encouraging the enhancement of subordinate performance and include subordinates in periodic training. Prepare the plans, the rules, and the vision mission together. Enjoying work. (Observation of participant 1, 2, 3, 4, 6)

As the heads of departments, what is the most significant change the chair bring in the organization that their lead that based on transformational leadership, the result of the research as follows:

Doing the changes. Making family and friendship atmosphere to work together. Create and run the test. Making the big change. (Observation of participant 1, 2, 3, 4, 5)

As the heads of departments, a time when the situation in the organization became very difficult to overcome. How do the heads of departments support staff and build their passion for this issue that based on transformational leadership, a result of the research as follows:

Doing coordinate, and invite the subordinates together to find a solution to solve. Making a new operational standard and Making good communication and relation. Making negotiate. (Observation of participant 1, 2, 4, 5, 6)

3.6. Discussion

Based on interview with the participants, this research showed that, first, manners of transformational leadership such as appreciation, solid work team, pilot leaders, cooperation or coordination, building a values and ethics, have more contribution to leader to build the manners of leadership. This showed if the perceive on the manner of leadership of the heads of departments can answer questions number one.

Second, self-view of transformational leadership such as responsibility, make conflict as a medium introspection, cancel the plan, and flexible leader, have more contribution to the leader to build the self-view of leadership and answering the questions relate perceive self-view of transformational leadership.

In this interviews there are two questions in self-view about transformational leadership i.e. Question number 13 (A4Q13) and number 14 (A4Q14), from to participants all give answers, but the answers was given different from one another. This indicated maybe the heads of departments give different answering but all of

the heads of departments used approaches to lead and motivated to the subordinates with different ways.

The result of this research answering questions number two. Third, attitude and realistic behavior of transformational leadership such as responsibilities, the good communication and decision making together, explain with same perception, and discussion, and behavior of transformational leadership realistic such as always provide opportunities and be a good sample for subordinates, communication and coordination, have more contribution to leader to build the realistic behavior of leadership. So, the result of this research answering the questions number three.

4. CONCLUSION

Based on the interviews with the heads of departments, and when the leaders clarify and share information about manners, attitudes, self-views, and realistic behavior, our research found that their leader figure is a pilot leader, a flexible leader, sample for subordinates, responsible. It can also form a reliable work team, always communicating, coordinating, collaborating, discussing, building values and ethics, and giving appreciation and opportunities to subordinates.

The previous findings study demonstrates that the participants agreed on transformational leadership and had positive attitudes towards its behavior.

This study's finding shows that the participants need a leading figure with manners, attitudes, self-view, and realistic behavior relevant to characteristic transformational leaders. And this study also indicates that the participants need a leader figure who can change subordinates' perceptions and actions.

4.1. The Implication of the Research

Transformational leadership's implication is not only whether it increases motivation and cooperation both from the heads of departments and subordinate at university and polytechnic. Transformational leadership influences motivation and cooperation both from the leaders of departments and subordinate at university and polytechnic.

4.2. Innovative Findings

This research finding some innovative resulting from in-depth study qualitative, namely

1. There is provision give of appreciation to their members;

2. There are build processes, values, and ethics for their members;

3. The leaders made conflict as a medium introspection.

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