

## TRANSFORMATIVE LEADERSHIP AS A CREATIVE HUMAN RESOURCE DEVELOPMENT MODEL

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### Abstract

Transformative leadership is a promising paradigm for developing creative human resources. Effective leadership needs to provide direction to all employees in an effort to achieve organizational goals. Transformational leadership plays a crucial role in improving employee performance, it is proven that leaders who have a high transformational attitude will provide a positive example to their employees. This study aims to develop a conceptual theory of transformational leadership as a foundational framework for the development of creative human resources within organizations. This study conducts a comprehensive analysis of various leadership styles, including transformational, transactional, and charismatic leadership, along with the concepts of innovation and creativity. The findings of the study demonstrate that transformational leadership plays a pivotal role in fostering creativity among human resources by emphasizing credibility and the cultivation of novel and unique ideas

Keywords: Transformative Leadership, Creative, Human Resource, Development

### Introduction

In this age of globalization and rapid change, organizations must constantly change and create new things in order to survive and grow. One important thing for organizations in facing challenges is to train their human resources to be more creative and innovative. In this situation, a very important role is played by the leadership model that has been implemented. In improving employee performance, there are many factors, one of which is the presence of leaders who are able to influence their subordinates and actively involve them in achieving company goals through the right leadership style, (Roni F, 2019; Putri et al., 2023).

Transformative leadership is a promising paradigm for developing creative human resources. Effective leadership needs to provide direction to all employees in an effort to achieve organizational goals. Without leadership, it is likely that the relationship between individual goals and organizational goals will not align. This results in a condition where individuals work to achieve their individual goals, but the overall organization becomes less efficient in achieving its goals. The ability to lead is something that is owned by someone who becomes a leader, depending on various factors both from within and from outside themselves (Ahmad, 2020).

Transformational leadership plays a crucial role in improving employee performance, it is proven that leaders who have a high transformational attitude will provide a positive example to their employees. In transformational leadership, Systematics can also have an impact where a leader enters a part of the structure that affects the level of his authority and the limits of his influence on people, work, and relationships (Suryana 2010; Nur et al., 2021).

Transformational leadership, as one of the most relevant leadership approaches, offers a model oriented towards empowering individuals through inspiring vision, effective communication, and strong emotional support. Transformational leaders not only function as directors, but also as motivators and facilitators who are able to encourage positive changes in the behavior and mindset of subordinates. By

instilling a spirit of innovation and collaboration, transformational leadership can help individuals to optimize their potential in facing complex challenges.

In this fast-paced era, many organizations face the problem of idea stagnation and lack of initiative from team members. This is often due to a lack of support from leaders who are able to drive change and empower creativity. Authoritative and rigid leadership often limits the space for people to experiment and try new things. In contrast, a transformational approach that focuses on building relationships, recognizing success, and empowering individuals can provide effective solutions to these problems.

The application of transformational leadership not only impacts individual development, but also brings benefits to the organization as a whole. Organizations with transformational leaders tend to be more innovative, responsive to change, and have stronger competitiveness in the market. Therefore, understanding and applying this leadership model is an urgent need to answer the demands of the times while creating creative and superior human resources.

### **Theoretical studies**

Transformative leadership is a leadership approach that focuses on significant change in organizations through inspiring, motivating, and developing individuals. The concept was first introduced by James MacGregor Burns (1978) and further developed by Bernard Bass (1985). In transformative leadership, leaders are not only oriented towards achieving organizational goals, but also towards developing individual potential as part of collective transformation (Bass, B. M., & Avolio, B. J., 1994).

Creative human resources (HR) are an important asset in an era of globalization and high competition. Individual and group creativity is the foundation of innovation, which in turn drives organizational sustainability and competitive advantage. According to Amabile (1996), creativity is the result of the interaction between knowledge domains, creative skills, and an individual's intrinsic motivation. Therefore, leadership that supports these elements is critical to creating an innovative organizational culture.

Studies show that transformative leadership has a significant impact on organizational performance and employee well-being. Leaders who are able to inspire and support their followers create a productive, innovative and harmonious work environment. The creativity generated by HR can improve operational efficiency, expand market opportunities, and strengthen organizational competitiveness.

Transformative leadership is an effective model for developing creative human resources. By encouraging vision, inspiration and intellectual stimulation, leaders can facilitate innovative and sustainable change in organizations. This model is relevant to be applied in various contexts, especially in an era that demands adaptation and creativity as the key to success.

### **Research Methods**

This research utilizes a comprehensive literature analysis method of prominent leadership theories. Various leadership styles, including transformational, transactional, and charismatic leadership, were analyzed. Literature related to innovation and creativity was also used to develop a creative human resource empowerment model. This research focuses on developing a conceptual theory of how transformative leadership can be applied in organizations to manage and develop human creativity.

### **Data analysis and Discussion**

This research develops a conceptual framework of effective transformational leadership in managing creative human resources in organizations. Transformational leadership involves the leader's ability to motivate employees beyond their personal interests to achieve organizational goals. The main focus is the development of creativity through individual empowerment, personal attention, and the creation of a work environment that supports innovation. The four main dimensions of transformational leadership, namely idealized impact, uplifting inspiration, intellectual stimulation, and individualized consideration, work together to increase employee creativity and productivity.

Transformational leadership also serves as a driver of innovation, encouraging employees to think outside of existing boundaries and seek creative solutions. Transformational leaders help employees

overcome resistance to change and ensure that the innovation process is effective. This research shows a significant relationship between transformational leadership and improved employee performance, where employees feel more motivated, productive, and valued, ultimately increasing their commitment to organizational goals. Educational institutions need transformational leadership patterns that aim to build quality, aim to achieve a vision and mission that can improve the quality of school components and be able to mobilize existing resources (Rafid, R., & Tinus, A, 2019)

However, the application of transformational leadership faces challenges, such as the difficulty in changing an established organizational culture and the importance of strong communication skills of the leader. Nonetheless, transformational leadership has great potential to create a work culture that supports learning, collaboration, and increases employee loyalty and retention, ultimately contributing to organizational stability and growth amidst a fast-changing business environment.

### **Appreciation**

The results and discussion section of this journal provides a clear and structured understanding of the important role of transformative leadership in the development of creative human resources. The author comprehensively outlines the dimensions of transformative leadership-such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration-that are highly relevant in facilitating creativity and innovation in organizations.

This research also appreciates the importance of leader involvement in employee development, both in terms of individual empowerment and the creation of a work environment that supports innovation. This approach shows how transformative leadership not only encourages employees to achieve organizational goals, but also provides space for employees to develop personally and professionally, which ultimately increases their loyalty and performance.

In addition, the discussion of the challenges in implementing transformative leadership provides a realistic perspective on the obstacles that may be faced in implementing this leadership, such as resistance to change and the need for effective time management. This shows that the authors do not only provide an idealistic view but also consider the practical dynamics on the ground.

### **Critic**

Although this study provides deep insights into transformational leadership and its influence on creative human resource development, there are several aspects that need to be noted. First, despite the explanation of the dimensions of transformational leadership, this study lacks strong empirical evidence. Concrete data or case studies that support claims about the positive influence of transformational leadership on employee creativity and productivity would greatly strengthen the arguments put forward.

Secondly, the approach taken tends to be general and does not consider the specific context of different types of organizations or industry sectors. The research would be richer if it included how transformational leadership can be applied in different contexts, such as the public sector, education, or technology companies.

Third, although the challenges of applying transformational leadership are discussed, the study does not provide clear solutions or strategies to overcome these barriers. The authors should present practical guidance for leaders to manage organizational culture resistance and develop the necessary communication skills.

Overall, while this study offers useful insights into transformational leadership, there is a need to strengthen the findings with empirical data and provide more specific guidance for application in various contexts.

### **Conclusions**

Transformational leadership is proven to play an important role in the development of creative human resources within organizations. By promoting credibility, support and motivation, transformational leaders can inspire employees to think creatively and generate innovative ideas. This leadership has a significant impact on improving employee performance through the development of individual skills and the creation of a work environment conducive to innovation.

It also shows that in the context of the industrial revolution 4.0, the ability to innovate and adapt quickly relies heavily on the creativity of human resources, which can be optimized through transformational leadership styles. Therefore, leaders who are able to manage creativity well, motivate and support their employees will be more successful in bringing the organization to achieve its strategic goals.

However, this research also shows that to achieve maximum results, more than just leadership style is required. There must be an integration of leadership strategies with technology and good knowledge management to maintain the company's competitive advantage.

Overall, this study confirms that transformational leadership is one of the most effective approaches for the development of creative and innovative human resources, which is crucial for the long-term survival and growth of organizations.

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