



## The Role of Transformative Leadership in Empowering into Personals of School Force Staff and Commands

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### **Abstract**

This study was aimed to test empirically the effect of leadership transformative on the empowerment of non-commissioned officers serving in the Navy Command and Staff School. This study uses quantitative methods, with correlational path analysis techniques (path analysis), data collection using a questionnaire system to 111 respondents, taken from 147 population of Bintara Seskoal using the Slovin formula, with an error tolerance of 5%. The results or findings of this study prove that the leadership variable transformative (X1) has a positive and significant direct effect on empowerment (Y). Based on the findings of this study, the School Institution improved the Empowerment of NCO personnel in the form of providing opportunities for broad responsibility and self-development, certainly, it is influenced by the leadership of Transformative the officers at School.

**Keywords:** *Empowerment; Leadership Transformative*

### **Introduction**

Empowerment means the ability to act, especially in the capacity to give authority and responsibility to members of the organization so that the achievement of main tasks is maximized. Empowerment is a process of sharing power with employees, so that their confidence and ability to do work is more responsible, on the other hand, employees believe that they have a contribution to the organization, empowerment can be said to be a delegation of authority to their subordinates (Cook, 2017). Three sides of efforts to empower non-commissioned officers who serve in the Naval Staff and Command School, namely; first, creating an atmosphere or climate in which the potential capabilities of non-commissioned personnel can be developed. Second, strengthening the ability, potential or power of non-commissioned officers. Third, the ability of non-commissioned officers by their fields and not diminishing the *knowledge* or *skills* of employees (Rebelo, Dimas, Lourenço, & Palácio, 2018).

Empowerment of non-commissioned officers should provide positive values to the organization of the Naval Command and Staff Schools, because empowerment is a process to make people more empowered or capable of solving problems on their own, by providing trust and authority to foster a sense of responsibility (Wibowo 2014). On the other hand, empowerment will increase the sense of

responsibility of personnel because when employees feel more responsible they will show more initiative, more work results and can enjoy their work more (Cook, 2017).

Leadership transformative is a very important part for a Commander or an officer in the Indonesian Navy organization, especially in the Navy Command and Staff School as the highest general education institution in the Navy, because an officer is required to be a good example and role model for his subordinates., because leadership has a positive relationship with empowerment (Svendsen, Unterrainer, & Jönsson, 2018). Furthermore, there is a direct relationship between dimensions of organizational culture such as leadership support, reward systems and team togetherness towards empowerment (Salajeghe, 2015).

Officers as superiors of non-commissioned officers are responsible for increasing individual knowledge and skills to strengthen professionalism in carrying out tasks so that it is hoped that tasks can be carried out effectively, efficiently and achieve optimal goals. besides that, superiors' care has a positive direct effect on employee empowerment (Change & 2015, nd). Furthermore, research on the relationship between leadership and empowerment has a very close relationship so that it is found that there is a significant relationship between leadership work and empowerment (Amin et al., 2013). This is the same as expected by every organization such as the Naval Command and Staff School in achieving the goal. The formation of character and attitude of non-commissioned officers cannot be separated from the role of *Leaders* or leaders who are known in the military world as Commander.

However, from the author's observations in the field that the current empowerment of NCO personnel has not been able to run properly and as expected by the organization, according to researchers some factors cause the empowerment of non-commissioned personnel to match the desired expectations, it is suspected that these factors are: leadership *transformative* from superior officers who are called the commander of the non-commissioned officers.

## **Research Method**

This study was carried out using quantitative methods with survey techniques, data collection using a questionnaire submitted to the Naval Forces personnel who serve in the Navy Command and Staff School, data was collected from January 1, 2019, through June 2, 2019. The data analysed using path analysis (*path analysis*) to explain the influence between the variables. The population of this study were all non-commissioned officers who served in School with 154 scattered in work units, sampling using the Slovin formula, the sample obtained was 111 personnel, with a significance level of  $\alpha = 0.05$ .

## **Theoretical Study**

### *Empowerment*

*Empowerment* comes from the word *power*, which means 'the ability to act' especially in war or 'military force', but there are also those who interpret the word 'power', which is (1) "The ability or capacity to do something or act in a particular way" and (2) "The capacity or ability to direct or influence the behavior of others or the course of events" so that empowerment is a process which essentially aims to realize a change in attitude and behavior independently, is motivated and has the skills needed to carry out work.

Many management experts such as Conger and Kanungo discussed the meaning of empowerment in Ivancevich, Konopaske said that empowerment is: "a process of enhancing feelings of self-efficacy

among organization members through the identification of conditions that foster powerlessness and through their removal by both. formal organization (John M. Ivancevich, Robert Konopaske 2014). Then someone explained that: "Employee empowerment is a technique of involving employees in their work through the process of inclusion. empowerment encourages workers to become innovators and managers of their work, and it involves them in their job in ways that give them more control and autonomous decision-making capabilities (Cook, 2017).

On the other hand, empowerment is carried out by an organization such as a Staff School and Force Command. The sea is intended so that the non-commissioned officers' resources have conducive capabilities, clear and trusted and accountable authority in the context of carrying out the organization's mission (Kim & Beehr, 2018), from the explanation above, empowerment is an attempt by superiors in granting authority, opportunity, recognition, appreciation and trust to behave and be responsible, the authority to lead, decision-making at a certain level, to develop self-potential in order to carry out duties and responsibilities.

### *Leadership Transformative*

Leaders are agents of change or people who act to influence others, more than the actions of others affect themselves, whereas leadership is said to occur when one member of the group modifies the way of motivation or other competencies in the group (Örtenblad, Hong, & Snell, 2016), here It can be understood that how a leader must be able to change and influence his subordinates, while leadership is interpreted as an effort that is more than just influencing to get the maximum result from leading business activities.

In the military, a leader must be able to change, influence, become an example and role model for his subordinates. An officer who is identical to a leader must be sworn in what is called an official oath, article 36 of the Republic of Indonesia Law Number 34 of 2004 concerning the TNI, explains that a before being appointed as an officer, an officer must first be sworn in with the words "... that I will lead my subordinates by giving role models, building initiative, and guiding the straight and right path.

Leaders must be able to change the direction of the organization for the better, there is a new phenomenon for leaders who inspire their followers to go beyond their interests and who are able to have a profound and extraordinary influence on their followers (Stephen P. Robbins & Timothy A. Judge 2015), There is a leadership function that must be possessed by a leader in leading an organization or group, namely: Leader as a determinant of direction, Representative and spokesperson of the organization, Leaders as effective communicators As reliable mediators and as effective, rational, objective integrators and neutral (Freddy Numberi 2010).

In military organizations, subordinate soldiers are not people who are recruited and paid for by their superiors, whoever is a superior generally cannot choose someone to be his subordinate, but orders from the upper command so that in theory, like it or not, the leader must accept and foster. subordinates (Örtenblad et al., 2016). In such conditions, a superior or commander is also required to be able to act as a father, friend, teacher, researcher and others. It is this kind of demand that in turn, a commander in a military organization has greater power and power than the leadership of any company or organization so that he is born. an adage which reads "no soldier is wrong, except for the commander (JS Prabowo 2009).

A leader must master skills, master how to plan together, invite members to participate, maintain high workgroup morale, delegate responsibility and involve members in making decisions, encourage the creativity of members and encourage members to dare to come forward (Örtenblad et al. , 2016), besides that there is also an explanation that leadership is a behaviour with a specific purpose to influence the

activities of group members to achieve common goals designed to benefit individuals and organizations, here it is explained that the role of leaders is very large in achieving organizational goals (Mroz, Yoerger, & Allen, 2018).

So it can be understood that as a superior officer must be able to move its members, be able to act proportionally and professionally, be able to provide inspiration, raise awareness of its members, try to transform its abilities to its members and make its members the most important part of the team so that members can carry out their duties fully awareness in achieving common goals.

## **Research Results**

### *1. Effect of transformative leadership (X1) on empowerment (Y)*

The statistical hypotheses tested to analyze the positive direct effect of transformational leadership on empowerment are as follows:

The results of the analysis on statistical results using the backward method, obtained the path coefficient contained in the Standardized Coefficients (Beta) column that the path coefficient of  $\beta_1 = 0.174$ ; with a value of  $t_0 = 2.148$ , with  $p\text{-value} = 0.034 < 0.05$ , then  $H_0$  is rejected  $H_1$  is accepted. This means that transformative leadership (X1) has a positive and significant direct effect on empowerment (Y).

## **Discussion**

### *The Effect of Transformative Leadership on Empowerment*

The results of inferential statistical testing obtained a path coefficient of 0.174 with a T-count of 2.148  $p\text{-values} 0.034, < \alpha 0.05$ , which means significant  $H_0$  rejected  $H_a$  accepted. This means that the transformative leadership variable has a positive and significant direct effect on the empowerment of non-commissioned officers who serve in the Navy Command and Staff School, meaning that if the officers have transformative leadership, the empowerment of the NCO will increase. Likewise, if the leadership is not carried out in a transformative manner, the empowerment will weaken or decrease. This study supports the results of research conducted by Salajeghe which explains that "there is a direct relationship among the dimensions of organizational culture and management support, systems of rewards and team formation and empowerment (Salajeghe, 2015).

The results study supported Negwaya Edward's research which explains that the main factors that influence levels of employee empowerment at the Management Training Bureau were organizational culture, the availability of resources and the leadership styles of managers, communication styles, quality of training and competent staff (Negwaya, Chazuza, Mapira, & Musemwa, 2014). The main factors affecting empowerment are factors of organizational culture, managerial leadership style, communication, quality of education, planning, training and mentor programs.

Furthermore, the results study also support Aghavirdy Babak's research results, which prove that leadership style influences employee empowerment (Aghavirdy, 2015). This study is also in line with the research results of Roozitalab Arvin, Maryam Majidi which proved that "The four hypotheses of the study explained the relationship between different indices and empowerment improving employees. After gathering data and investigating hypotheses, it was determined that all hypotheses are confirmed. Therefore, perceived organizational support, job designing, transformational leadership and knowledge

management are effective in employees' empowerment improving (Change & 2015, nd).” From the results of this study, it is clear that the factors that can influence empowerment are transformative leadership.

Transformative leadership will foster a sense of trust, a sense of admiration, a sense of respect, a sense of sincerity from each member he leads so that will grow enthusiasm to do better for organizational goals. An officer must be able to transform the values of his organization to his subordinates, like it or not, the leadership must touch the transformation of values, without touching and transforming values, humans in an institution will continue to do the same things in the same ways as done in the past, the role of the leader greatly determines the direction of the organization (Svendsen et al., 2018). It is clear here that transformative leadership from superior officers is needed in empowering NCO personnel. because subordinates are very dependent on orders from their superiors or commanders.

So Empowerment is a process of increasing the ability, confidence of each NCO on duty so that with this increased capability, the members of the NCO members will be able to carry out their duties better according to the main duties of each member, on the other hand, the trust given by superior officers. will be able to foster enthusiasm and a sense of responsibility from the NCO personnel at Seskoal which in turn will produce better work results due to empowerment carried out by transformative leadership.

## Conclusion

Based on the results of the discussion and analysis of data related to transformative leadership variables, this study can be concluded that (1) there is a positive direct effect of leadership transformative on the empowerment of NCO Sanjar personnel, this shows that the role of officers as organizational skippers with transformative leadership patterns is very decisive. in shaping the attitude of the Naval Forces in the Naval Command and Staff School.

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