

ROLES AND FUNCTIONS OF TRANSFORMATIONAL LEADERSHIP IN IMPROVING THE PASKIBRA HIGH SCHOOL ORGANIZATION PERFORMANCE

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Abstract: This study aims to reveal and give meaning to Transformational leadership based on perception by informants in paskibra (Flag hoisting troops) at High School. This study is a qualitative research with case study approach. This study was conducted on the paskibra SMA Laboratorium Universitas Negeri Malang (UM Laboratory School). Informants in this study amounted to ten informants who are in paskibra SMA Laboratorium UM. Data collection is done by interview, observation, and documentation. Data analysis includes data collection, data reduction, data presentation, interpretative data, and conclusion. The results show that the first proposition is individualized consideration formed by coaching, nurturing, respecting others, and organizational values. In the second proposition is idealized influence formed with confidence, commitment, loyalty, and professional. Next, the third proposition is intellectual stimulation formed by coordination, stimulation, fighting power, work ethic, and support. Furthermore, the fourth proposition is inspirational motivation formed with philosophy, ideas, motivation, vision and mission, and sharing. the fifth proposition of attributed charisma is formed by the soul of leadership, responsible, and communicative. the sixth proposition is that the Organizational Performance of paskibra is reflected by internal performance and external performance. Researchers also found in the process of the formation of components of Transformational leadership through education (learning and experience). Transformational leadership components of each individual or group have the ability to an organizational performance of paskibra can be implemented properly by members. This finding is related to one of the theories of education, namely experience learning and ability theory.

Keywords: Leadership, Leadership Style, Transformational leadership, Organizational Performance.



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Paskibra is an attractive non-profit organization and has a very important role and function for students who are in high school. Paskibra is a red and white flag raising troop that exists at the school level, city level, district level, provincial level, and national

level. In raising the red and white flag paskibra has the philosophy of independence of the Republic of Indonesia August 17, 1945, which is the Seventeen Army as an escort (guide), Troops eight as the bearer of the flag (core), and Forty-five troops as bodyguards. In addition, Paskibra does not immediately flag the flag but can follow a competition called the marching-line creativity competition consisting of 18 troops consisting of one commander, one re-

serve, fifteen troops, one official. Paskibra itself has organized Organizational Performance called one voice concept, which is a concept that follows a direction from the commander. Paskibra generally has semi-military Leadership, but when viewed from the standpoint of Transformational leadership. Students can gain the knowledge, skills, and skills of the flag raising, line-marching, personal and group quality in improving the organizational performance of paskibra, and learn to organize.

Transformational leadership attributes the role of Leadership and its followers that give mutual motivation and morality to a higher level in achieving goals (Burn, 1978). Transformational leadership is a new Leadership paradigm that gives attention and effectiveness to Leadership elements (Bryman, 1992). Bass and Riggio (2006) argue that the popularity of Transformational leadership may be due to an emphasis on intrinsic motivation and the development of followers in accordance with the needs of today's working groups who are keen to be inspired and empowered to achieve success. Northouse (2016), argues that Transformational Leadership is the process of changing people. It deals with emotions, values, ethics, standards, and long-term goals. This includes assessing followers' motives, satisfying their needs, and treating them as whole people. Conceptually according to Stone, et al. (2004), states that Transformational leadership alters the personal values of followers to support the vision and goals of the organization by encouraging an environment that can form a relationship by building a climate of trust with a divisible vision. The operational Transformational leadership is interpreted by Gill, et al. (2010), states that the process affects major changes in the attitudes and assumptions of members of the organization and builds commitment to the mission or objectives of the organization.

Factors affecting Organizational Performance there are three groups of groups, namely individual competition, organizational support, and management support (Simanjuntak, 2005). In addition, Mahmudi (2005), mentions five factors that affect the Organizational Performance is personal or individual factors include knowledge, skills, abilities, confidence, and compensation owned by each indi-

vidual. Leadership factors include the quality of managers and leaders in providing encouragement, encouragement, direction, and support to the individual. Team factors that include the quality of support and enthusiasm, trust, closeness and cohesiveness given to fellow team members. System factors, including work systems, work facilities, infrastructure, organizational processes, and performance culture within the organization. The latter are contextual (situational) factors, including pressure and changes in the external and internal environment.

Selection of informants based on experience in paskibra there are nine informants. The first informant was ART from a class of 2005. The second informant of MJAF from force 2010. The third informant of AF from force 2011. The fourth informant of NSW from a batch of 2013. The fifth informant of BDP from force 2013. The sixth informant of DD from force 2015. The seventh DT informant of force 2015. The eighth informant of CSW from force 2015. The ninth informant of DSA from force 2015. The tenth informant of DY from a class of 2015. Until now research on the role and function of Transformational leadership in improving Organizational Performance of paskibra still has not been studied. Therefore, this study focuses on the role and function of Transformational leadership through Individualized consideration, Idealized influence, Intellectual stimulation, Inspirational motivation, and Attributed charisma in improving Organizational Performance.

It is expected that the result of this study is a framework of role and function of Transformational leadership in improving Organizational Performance of paskibra. This study was conducted at SMA Laboratorium UM which was aimed at the paskibra object by collecting information from a number of experienced informants in the paskibra field to interpret the role and function of Transformational leadership in improving Organizational Performance of paskibra.

LITERATURE REVIEW

Transformational leadership

The term Transformational leadership was first coined by Downton (1973). Furthermore, Transfor-

mational leadership was introduced by a political sociologist named MacGregor Burns, entitled Leadership. According to Burn (1978), states that Transformational leadership is a process whereby a person is involved with others and create connections. Transformational leadership can increase the level of motivation and morality of both leaders and followers, so this type of leader takes into account the needs and motives of followers and tries to help followers achieve their full potential. Transformational leadership is a Leadership model to improve human resources. the relationship of the leader's effect on the followers can be measured, with indicators of trust, admiration, loyalty, respect for leaders, seeking to motivate followers to do more and to do so beyond their own expectations (Bass and Avolio, 1994). Meanwhile, Yulk (2013), states that with the existence of Transformational leadership the followers feel trust, admiration, loyalty, respect for leaders, and motivated to do more than they should do. In addition, Leaders can alter and motivate followers by making them more aware of the importance of task results, encouraging them to overcome their own interests for the sake of the organization or team, and activating their higher needs.

According to (Hartog, et al., 1997), (Yammarino and Dubnisky, 1994), (Antonakis, et al., 2003), (Avolio, 2005), and (Dionne, et al., 2004) in Jyoti and Manisha 2015), states that Inspirational motivation defines inspiration as a leader's capacity to act as an example for his followers. Inspirational motivation refers to the way leaders take decisions to inspire their followers to achieve personal and organizational goals. Inspirational leadership is about communicating a vision with fluency, confidence, optimism, enthusiasm, and giving examples of energizing motivations. Idealized influence is a component that refers to the charisma of the leader, Focus on values, beliefs, and missions. This charismatic act includes talking about his most important values and beliefs as well as emphasizing collective missions and goals, and considering the ethical implications of his decisions. Everyday language, leaders with idealistic Characteristics can walk as they speak. Individualized consideration refers to treat-

ing followers as individuals and not just as members of a group. Leaders will satisfy their followers by advising, supporting, caring for each other's needs, and motivating them to develop themselves. Intellectual stimulation is a characteristic of leaders who challenge their followers' ideas and values while solving problems and claim that intellectual stimulation can encourage followers to question their own questions about the values, assumptions, beliefs and even the interests of their leader.

Organizational Performance

According to Keban (2004), performance is a translation of performance that is often interpreted as appearance, demonstration or achievement. performance is an action or effort to achieve results or "the degree of accomplishment" or achieve organizational goals on an ongoing and integrated basis (Keban, 1995). Bates and Holton (1995), states that performance is part of a multidimensional construct not only about the whole organization but rather involving parts of the organization including individuals, processes, and units of activity. Based on a behavioral approach in Luthans management (2011), states that performance is the quality or quantity one produces in a job. While Dessler (2000), interpreted that the performance as the achievement of work where the comparison between the results and standards set. However, Armstrong (1999), linking the notion of performance with the behavior in which performance as an individual activity directed at the implementation of organizational tasks.

RESEARCH METHODS

Case study research is a research strategy that deliberately investigates a program, event, activity, process, or group of individuals by researchers directly (Creswell, 2008). Meanwhile, according to Given (2008), A case study is a research approach that studies one or more examples of phenomena studied in depth. According to Maleong (2005), Triangulation is a technique of examining the validity of data that utilizes something else outside the data for the purposes of checking or as a comparison of that data.

The location of the research was conducted at SMA Laboratorium UM Jl. Bromo No. 16 Malang in paskibra group as a research object. Research conducted at the time paskibra activity took place. The informants in this study consisted of ten people: Pembina, Coach, Unit Commander, and four members of the board and two additional who have experience in Paskibra Kota and Paskibra Province. The reason for the selection of informants is based on experience in the paskibra organization at least one year. This study using interviews, observation

(Yin, 2011). According to Maleong (2004), documents have long been used in research as a source of data, because in many cases documents as data sources can be used to test, interpret, even to forecast. In the qualitative research in general according to Yin (2011), there are five phases in data analysis techniques namely Data Collection, Data Reduction, Data Presentation, Data Interpretation, and Conclusion.

RESULTS AND DISCUSSION

Table 1 Major Propositional Formulations Obtained in the Study

Minor Proposition	Formulas Retrieved
I	individualized consideration is formed by fostering, nurturing, respecting others, and organizational values.
II	idealized influence is formed with confidence, commitment, loyalty, and professional.
III	intellectual stimulation is formed by coordination, stimulation, fighting power, work ethic, and support.
IV	inspirational motivation is formed with philosophy, ideas, motivation, vision and mission, and sharing.
V	attributed charisma is formed with the soul of the leader, responsible, and communicative.
VI	Organizational Performance is reflected in internal performance and external performance.

Based on the minor propositions obtained, it can produce the major proposition of this study as follows “Transformational leadership is determined by the attributes of individualized consideration, idealized influence, intellectual stimulation, inspirational motivation, and attributed charisma. Thus, the impact on Organizational Performance of paskibra”.

Graphically the above picture shows the process of the formation of Transformational leadership components through education (learning and experience). Thus, from the components Transformational leadership of each individual or group has the ability to Organizational Performance of paskibra can be implemented well by members. In the above description related to the process of Transformational leadership that has an impact on Organizational Performance, the researcher reveals the model and process of Transformational Leadership in improving Organizational Performance with the theme attribute of Transformational leadership

formed through education (learning and experience). Education in question is “experiential learning” as learning directly related to the reality being studied (Keeton and Tate, 1978). In paskibra, the education that is applied is a training course in the form of long march level one and long march level two. Training of Leadership Badge Leadership The purpose of the Training of Leadership Leadership is to establish Leadership Soul, Coordination and Level Training. the training is aimed at transforming early students into prospective paskibra to become junior, junior to senior, senior to a senior board, and senior board to post-paskibra.

In addition, there are training programs adapted to the situation, as well as joint exercises with SMA / SMK incorporated in regional coordinator 1 (KORWIL 1), and there are management trainers that process their learning by developing concepts, media, enhancing training and development for trainers either directly or indirectly. After that raises five

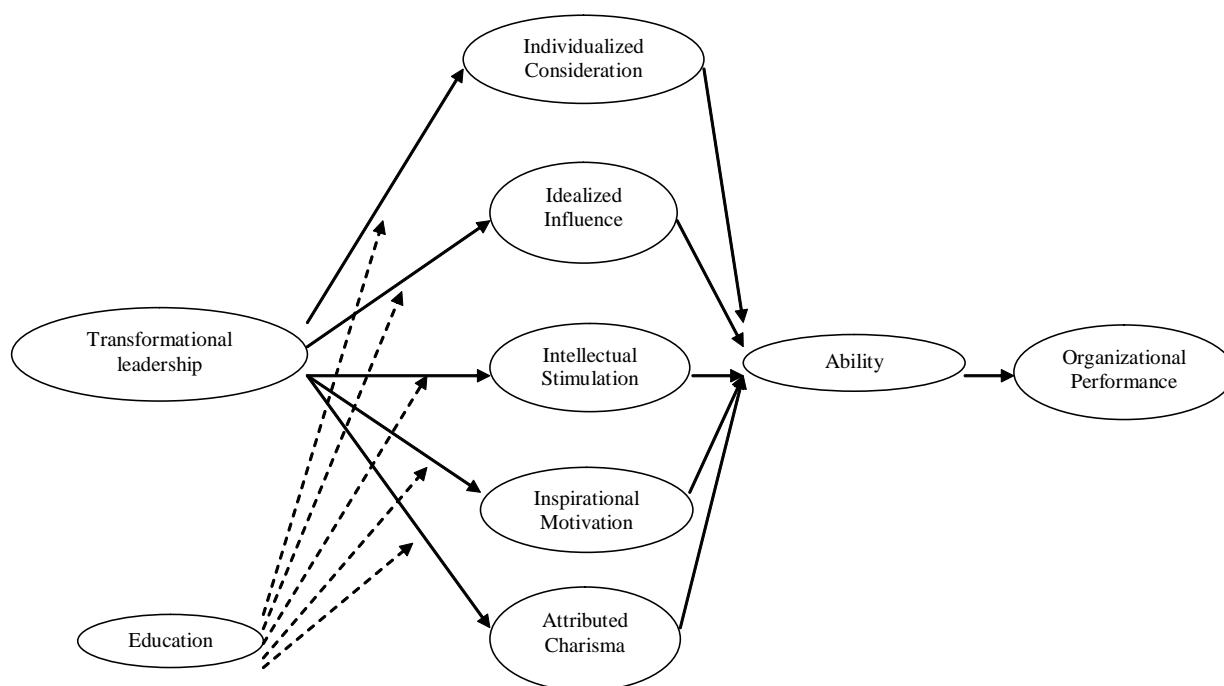


Figure 1 Model Roles And Functions Transformational leadership In Improving Organizational Performance of Paskibra

theme attributes of Transformational leadership such as Individualized consideration, Idealized influence, Intellectual stimulation, Inspirational motivation, and Attributed charisma. Individualized consideration is a transformational leader who gives personal attention to his followers (Bass and Avolio, 1994, Yammarino and Dubnisky, 1994, and Hartog, et al., 1997). The findings gained from individualized consideration are coaching, nurturing, respecting others, and organizational values. The resulting impact is that students who are members of paskibra can teach their skills to new prospective paskibra and strengthen the relationship between senior and junior (Jyoti and Manisha, 2015). Idealized influence is that a leader seeks to influence his followers through direct communication by emphasizing the importance of commitment and belief, and has a determination to achieve the goals (Antonakis, et al., 2003, Rafferty and Griffin, 2004, and Antonakis, 2012). The findings in idealized influence research are shaped by beliefs, commitment, loyalty, and professionalism. The resulting impact is the students who are members of paskibra have confidence and trust

each other and have a sense of love for the organization (Burns, 1978, Bass and Avolio, 1994, and Avolio, 2005).

Intellectual stimulation is a transformational leader who encourages his followers to rethink work and seek new ways of working to accomplish their tasks (Bass and Avolio, 1994 and Rafferty and Griffin, 2004). The findings in intellectual stimulation research are formed by coordination, stimulation, fighting power, work ethic, and support. The resulting impact is that students who are incorporated in paskibra can coordinate with good members of senior, junior, full, and the school well, support each other between divisions so that the performance is done according to the desired target and also the spirit of learning is high (Barnett, et al., 2001, Dionne, et al., 2004, Avolio, 2005, and Bacha, 2014). Inspirational motivation is a transformational leader who acts in a way to motivate and inspire his followers by giving meaning and challenge to his followers' duties (Burns, 1978, Bass and Avolio, 1994, Hartog, et al., 1997, and Dionne, et al., 2004). The findings of inspirational motivation research are formed by

Philosophy, Idea, Motivation, Vision and Mission, and Sharing. The resulting impact is the students who are incorporated in paskibra have innovative thoughts so that each member is able to make variations and formations to follow the race and extracurricular demos and have a vision and mission in line with the commander (Charbonneau, 2004, Rafferty and Griffin, 2004, and Rao, 2014).

Attributed charisma is a leader who has the characteristic of showing his vision, abilities, and expertise and actions that prioritize the interests of the organization and the interests of others (the community) rather than personal interests. Research shows that charisma may be owned by leaders at the lower levels of an organization (Burn, 1978, Sidani, 2007, and Rafferty and Griffin, 2004). The findings of attributed charisma research are shaped by leadership, responsible, and communicative souls. The resulting impact is that students who are members of paskibra have a sense of responsibility in every assignment, can grow self-discipline, and can be role models as paskibra members (Burns, 1978, Bass and Avolio, 1994, and Avolio, 2005). So from the five attributes of the theme including Individualized consideration, Idealized influence, Intellectual stimulation, Inspirational motivation, and Attributed charisma each individual or group has the ability. The ability can provide the power to create, exploit opportunities, develop competitive advantage, organizations, enterprises, institutions, individuals with capabilities through the use of integrated resources can achieve their expectations (Hit, et al., 2007). The capabilities referred to in paskibra include, that is coaching, committed and loyalty has a work ethic, have high motivation, responsible and also a spirited leader. Organizational Performance does not escape individual competition, organizational support, and management support (Simanjuntak, 2005), as well as personal factors, Leadership factors, team factors, system factors, and contextual factors (situations) (Mahmudi, 2005). Of these factors, performance can be assessed and impact on Organizational Performance (Cascio, 1995) and Mathis and Jackson (2008). Thus, Organizational Performance can be implemented well.

CONTRIBUTION OF RESEARCH

Contribution from the theoretical side is the research findings enrich the role model and function of Transformational leadership in improving Organizational Performance, especially Organizational Performance of paskibra by adding some specific aspects as an important substance that determines Organizational Performance of paskibra. The unique element of the role and function of Transformational Leadership and Organizational Performance of Paskibra in this research completes the previous researchers with the emergence of the meaning of fighting power which is revealed in the role and function of Transformational Leadership in improving Organizational Performance of paskibra. The emergence of the meaning of fighting power in the context of the role and function of Transformational leadership in improving Organizational Performance of paskibra has not been obtained in previous studies. Contribution from the practical side is the findings of research into input for the paskibra organization in organizing activities in the future. A deep understanding of the five attributes that play an important role in improving Organizational Performance of paskibra will strengthen the next step for the Organizational Performance of paskibra every year goes well. Transformational leadership can provide knowledge and ability and quality of Organizational Performance of paskibra so that the future can provide a value that can provide achievement in following the race.

RESEARCH IMPLICATIONS

Theoretical

The study of this study produces the concept of the role and function of Transformational leadership in non-profit organizations (public), especially in Paskibra SMA Laboratorium UM to improve Organizational Performance. The results of this study, adding knowledge and meaning of Transformational leadership in non-profit organizations (public), especially on paskibra. The results of research can be further investigated, by integrating every meaning found on the themes of Transformational leadership. With the concept, it is expected paskibra that

exist throughout the archipelago can improve Organizational Performance well. this study also reveals the occurrence (process) Transformational leadership in improving Organizational Performance that exists in the non-profit organization (public) especially at paskibra SMA Laboratoium UM. The results of this study, in improving the Organizational Performance required the role and function of Transformational leadership through an education (experiential learning). Through education (experiential learning) the role and function of Transformational leadership can affect the ability of individuals to Organizational Performance can be done well. Thus, it can be a consideration for further research.

Practical

How to lead relating to coaching. assistance during training, training, and handling activities. Furthermore, Nursing is concerned with caring for fellow members as well as other students and instilling the values of the organization, as students can apply the organizational values contained in paskibra. For example, practice and secure Pancasila. Organize related to loyalty to the organization and commitment to the organization in order to improve Organizational Performance well. Operational (executor) associated with Organizational Performance. every student who is incorporated in paskibra can be responsible for the tasks given by coach, coach, senior, senior council, and the aftermath.

LIMITATIONS OF RESEARCH

Research role and function of Leadership in improving Organizational Performance of paskibra, of course, have a limitation, the method used do not distinguish a hierarchy between senior and full. However, the thinking or perceptions of senior and full who have been interviewed about Transformational leadership in improving Organizational Performance are processed into one conclusion. Thus, the resulting impact on this study is a general conclusion that can be obtained from the interview with senior and full of Transformational leadership in improving the Organizational Performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of research that has been implemented, it can be concluded that in the role and function of Transformational leadership through Individualized consideration, Idealized influence, Intellectual stimulation, Inspirational motivation, and Attributed charisma in improving Organizational Performance of paskibra. Transformational leadership can influence Organizational Performance on the paskibra organization through education (learning and experience). From the theme attributes found that with Individualized consideration, Idealized influence, Intellectual stimulation, Inspirational motivation, and Attributed charisma can improve the ability and Organizational Performance of paskibra organization, be it internal performance and external performance.

Recommendation

Transformational leadership in paskibra may change in certain situations and conditions. Thus, researchers who want to research must recognize the culture paskibra first, because every paskibra at the school level, city/county level, provincial level, and national level has the implementation of different Transformational leadership in supporting Organizational Performance.

From the research, to support good Organizational Performance. Each paskibra at the school level, city/district level, provincial level, and national level consider three things: lead, organizational, and operational (executor).

For Researchers, it is expected to conduct the same research and subsequent research can dig deeper this study, either quantitatively by using the indicators of the results of research or confidentiality factor analysis (CFA) study results from Transformational leadership. Meanwhile, qualitative follow up this study by integrating the meanings of the themes contained in Transformational leadership. This is to test the continuity of the meanings of the themes contained in the Transformational Leader-

ship that Transformational Leadership has an impact on Organizational Performance especially on non-profit organizations, that is paskibra. The other research topics that can be examined related to Leadership, that is shared leadership. In addition, other topics that can be examined in addition to the mentioned topics, that are training and development, organizational culture, and ethnographic studies to be able to recognize the culture in paskibra. Thus, it can be taken into consideration in future research.

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