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TRANSFORMATIONAL LEADERSHIP AND BUSINESS INNOVATION AMONG NATIONAL PRIVATE COMPANIES IN INDONESIA: INSIGHT OF THE RARE ASPECT BASE ON THE RESOURCES BASE THEORY

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ABSTRACT

It is expected that the company or organization will be able to optimize and improve employee performance. The work results that can be achieved by employees in a FMCG company in accordance with the authority and responsibility given by the organization in an effort to achieve the vision, mission and goals of the organization concerned by including the ability, diligence, independence and ability to overcome problems according to the time limit given legally, not violating the law and in accordance with morals and ethics. Agency problems often occur on the part of managers with the company to achieve business balance. Based on the Agency theory approach, it is expected that organizational performance can be more directed by paying attention to continuous business innovation. This research method is based on a quantitative approach with a survey design to be able to predict studies. The consistency transformational leadership and rare resources of the firms could attempt to the well work impact and implication to the innovative works. The new concept could make an improvement to the competitive advantage among FMCG firms.

KEYWORDS: Quantitative research, Rare, RBT, Transformational leadership.

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A. INTRODUCTION

An important spec that needs to be considered to maximize employee performance is to pay attention to the leadership style applied to National private retail companies in Indonesia. To support improving the quality of service in a business-oriented business environment with effective

and efficient principles to realize excellent service for consumers, it is important to know the quality of resources owned and improve performance and service as well as business innovation (Homburg et al., 2020; Piercy et al., 1998).

Research gaps related to leadership factors can be related to, a leader with best doing practices is an example for among firms' employees (Bush, 2018). Conversely, behaviors that give tacit permission for others to be role models and follow and if they don't like certain behaviors on the work team among company employees, may be able to give and allow or even model those behaviors encourage them to continue. Instead of playing defense, reacting to unacceptable hurtful behavior within the company, it is better to be proactive (Korzynski et al., 2021; Michael Holmes et al., 2021).

An inclusive leadership by playing attacking, setting the tone for acceptable behavior up front rather than managing bad behavior in defense. This will be able to save leaders time and stress in the face of challenges, along with reducing the risk for the organization and the entire company that it could make controls to achieve already targeted business performance (<https://www.forbes.com/sites/juliekratz/2023/12/06/the-inclusive-leaders-playbook-modeling-inclusion-for-success/?sh=3c10ad183b69>, 2023).

Furthermore, transformational leadership reflects the attitude of participatory leadership that is not only able to motivate and move the organization vertically and horizontally, but also realize an organizational capacity that is always agile in every situation (Bush, 2018; Islam et al., 2021). The concept of transformational leadership is trying to explore deeper, in terms of conceptual and current issues that develop. A comprehensive perspective on the importance of the concept of leadership in scientific aspects as well as from the spiritual side, including how in the end the positive implications of the unification of the two concepts on human resource development in the future business development (<https://www.bi.go.id/id/bi-institute/publikasi/Pages/Transformational-Leadership-Konsep-Pendekatan-dan-Implikasi-pada-Pembangunan-II.aspx>, 2023).

Transformational leadership is the process by which leaders engage with and influence others by attending to their needs, increasing their motivation, and providing an ethical framework for decisions (Quaquebeke & Gerpott, 2023). Thus, transformational leaders can create change in people, and in organizations as well. Transformational leadership in organizational terms and are certainly important at this level. Yet critically, transformational leaders help people to fulfill their potential by enabling them to achieve their goals in ways that benefit themselves, their colleagues, the organization, and the society in which the organization operates (<https://www.lse.ac.uk/study-at-lse/online-learning/insights/how-to-become-a-transformational-leader>, 2023).

The problem that can be identified based on the research gap above is how the transformational role of leadership can have a broad impact on employee performance, OCB, and organizational performance based on CSR programs in a national private company in Indonesia (Paul et al., 2016; Tremblay et al., 2022). For this reason, this paper aims to explore the importance of transformational leadership style to be able to achieve reliable employee performance and can make

the rare characteristics among the company have high competitiveness against competitors (Dewi & Susilo, 2021; Kloutsiniotis & Mihail, 2020; Magdalena & Susilo, n.d.). This study will have a novelty that is a premise and model related to transformational leadership style, the innovation job action among employee and everything related and predictive from the findings of the subthemes of this research. This study will also explore deductive-based empirical findings based on previous research empirically to find a new theme and variable derived based on related research that has been conducted by human resource management researchers (Gerhart & Feng, 2021a; Lau, 2011).

The research question to predict and inquiries of the study that it conducts to how the transformation leaderships could pursue the employee performance and innovation behaviors would impact the well competition entire retail firms? The related aspects can be pertaining; innovation job actions, rare well job employee, OCB, work reliability, product and service innovation, work involvement, pro-active employee in doing daily work and so on. In addition, moderating variables that may arise such as leadership support, organizational support, proactive personality, the latest technology support and so on (Gerhart & Feng, 2021b; Mello, J. A (2015).

The aim of this study, the researchers would like to develop the new concept of the transformational leadership that it conducts to the innovative works of among employee. The new concept will develop from the deductive reasoning base on the relevant previous research in business research and it is determine of the sequence of time line of the result of among manuscripts (Banks et al., 2016; Braun et al., 2013; Bush, 2018; Groves, 2020; Islam et al., 2021; Lofquist & Matthiesen, 2018; Wang et al., 2017).

B. LITERATURE REVIEW

Supposed, an Upper echelons theory integrates literatures from various fields on characteristics of top managers (Hambrick 2005), and develops a foundation as the cornerstone that organizational as the FMCG corporations outcomes also the strategic choices by the managers and performance levels base on the eta1 and eta2 improvement are partially predicted by managerial background characteristics (Hult, 2011).

The leadership style used by leaders has a large role in an organization. Leaders in an organization must be able to create a leadership style that is appropriate and acceptable in the world of work of its employees. The leadership used by leaders in organizations is very important, because leaders have the ability to influence a group in order to achieve and achieve the goals that have been set (Korzynski et al., 2021). Currently one of the popular leadership styles is the transformational leadership style that is able to influence its employees among firms. Transformational leadership can change employees' awareness by looking at old problems with new perspectives, and can inspire employees to work hard and bring out innovations to achieve common goals in the organization (Baird et al., 2020; Pande & Kumar, 2020).

Leadership can be transactional or transformational (Bass, 1985; Burns, 1978) and the transformational leadership could impact to exceed the expected performance and is thus far superior to the exchange relationship. Burns (1978) explain the transformational leadership occurs when persons engage with others in such a way that leaders and followers raise one another to

higher levels of motivation and morality also the wants, needs, and other motivations, as well and thus may serve as an independent force in changing the personality traits and worldview (Aditi Kejriwal and Venkat R Krishna -, 2004).

Leadership applied in an organization will have an influence on the job satisfaction of its employees that is in accordance with the world of work, entire employees will feel satisfied with the received and the job satisfaction is an emotional attitude that is pleasant and loves his job (Adhyke et al., 2023; Zheng et al., 2020). When employees are satisfied with what is received, employees will give the best for the organization. Leadership must be transformational, occurring when leaders expand and increase interest from their employees, when they generate awareness and acceptance of the group's goals and mission, and when they direct employees to look beyond their personal interests for the good of the group and organization. Transformational leadership is required to create as well as communicate a vision and organizations are able to adapt to a very rapid changing business environment that adapts to increasingly sophisticate technological changes (Akdere et al., 2019; Bureau et al., 2021; Gardner et al., 2021).

Transformational leadership essentially describes the relationship between superiors and subordinates based on values, beliefs and assumptions about the vision and mission of the organization. Conceptually, transformational leadership is defined as the leader's ability to change the work environment, motivation, work patterns, and work values perceived by subordinates so that they are able to optimize performance to achieve organizational goals. Transformational leadership is the process by which leaders and followers elevate each other to high levels of morality such as freedom, justice, and humanity, and is not based on emotion, greed, social jealousy or hatred and the leaders and subordinates there is a common perception so that they can optimize efforts towards the goals to be achieved by the organization or agency (Sayyadi, 2019).

Transformational leadership is an employee's perspective on the leader, which is able to expand and increase interest in the interests of his employees, is able to move his employees to have an awareness of the acceptance of the goals and mission of the organization or agency, and can move employees to see something beyond personal interests for the benefit of the group. The concept of transformational leadership is introduced which states that transformational leaders increase the needs and motivations of subordinates and promote dramatic change in individuals, groups, and organizations or agencies. Initially, transformational leadership was demonstrated through three behaviors: charisma, individual consideration, and intellectual stimulation. But in its development, charisma behavior is then divided into two, namely charisma or idealization of influence and inspirational motivation. Indeed, charismatic and inspirational motivation are indistinguishable empirically, but the difference in concepts between the two behaviors makes the two factors above can be viewed as two different things. Therefore, in subsequent developments, transformational leadership is described in four main characteristics, namely idealization of influence, inspirational motivation, individual consideration, and intellectual stimulation (Colovic, 2022; Deinert et al., 2015; Gao et al., 2020).

Transformational leadership is a style of leadership that transforms followers to raise above their self-interest challenges them to collective goals. Which means transformational leadership is a

leadership style that transforms subordinates so as not to prioritize their own interests in order to achieve common goals. Transformational leadership is the ability to inspire and motivate followers to achieve greater results than originally planned and for internal rewards. Bass and Avolio (2011) state that the transformational leadership is a leadership model to improve human resources with and the relationship of the leader's effect to subordinates can be measured, with indicators of trust, admiration, loyalty, and respect for the leader, trying to motivate followers to do something more for the achievement of performance.

The effectiveness of the leader includes: 1). the leader's personality, past experiences and expectations include his values, background and experiences influencing his choice of style. 2). Expectations and behavior of superiors, leaders clearly use a task-oriented style. 3). Characteristics, behavioral expectations of subordinates will affect the leadership style. 4). Task needs, each subordinate's task will affect the leader's style. 5). The climate and policies of the organization or agency affect the expectations and behavior of subordinates, and 6). Expectations of peer behavior (Caver & Livers, 2021).

The transform of subordinates through four factors consisting of: 1). (The Charismatic influence on individuals), the leader has power and influence. Employees are raised, so they have a level of trust and confidence. Leaders excite and delight their employees by convincing them that they can accomplish something bigger with extra effort. 2). (Inspirational Motivation), transformational leaders always motivate and stimulate their subordinates by preparing meaningful and challenging work, enthusiasm and optimism are shown. Leaders always communicate vision, mission and expectations with the aim that subordinates have a high commitment to achieve goals, 3). (Intellectual Stimulation), leaders always stimulate their subordinates intellectually, so they become innovative and creative in solving problems in new ways. In addition, leaders teach by seeing difficulties as problems to be solved and providing rational problem solving. 4). An individual Consideration, leaders pay attention to employees individually, such as: employee needs to excel, provide salary, advise employees so that employees can grow and develop (Ernst et al., 2022; Lapidus et al., n.d.; Varghese et al., 2017).

The new concept of an impact from the transformational leadership that it leads the innovation, OCB, work involvement, work engagement and among factors around the business development to pursue the employee performance (Banks et al., 2016; Braun et al., 2013; Bush, 2018; Groves, 2020; Islam et al., 2021; Lofquist & Matthiesen, 2018; Wang et al., 2017). The previous research as the base of the cornerstone for model development could analysis on the Figure 1 as below and the newest inquiries base on the transformational leadership have many themes that it would be develop to the conceptual development in this manuscript pertain;

- The transformational leadership, psychological safety, job involvement, traditionality (Xu et al., 2022).
- The relational identification, employee's voice, transformational leadership, **proactive personality as moderating**, decent jobs (Adhyke et al., 2023).
- The leadership, project management, public sector, transformational leadership, psychological empowerment, project success (Fareed et al., 2023).
- An effect, satisfaction, job, leadership (Gebreheat et al., 2023).

- An athletic performance, **communication as a moderating**, sport culture, sports management, team cohesion, transformational leadership (Oh, 2023).
- **An innovative behaviour**, learning goal orientation, transformational leadership, organizational identification, knowledge sharing, IT Industry (Rehmani et al., 2023).
- The transformational leadership, follower-felt support for excellence, psychological capital, job performance, work engagement, longitudinal study (Widiyanto & Wilderom, 2023).
- The perceived transformational leadership, public trust (Yang et al., 2023).

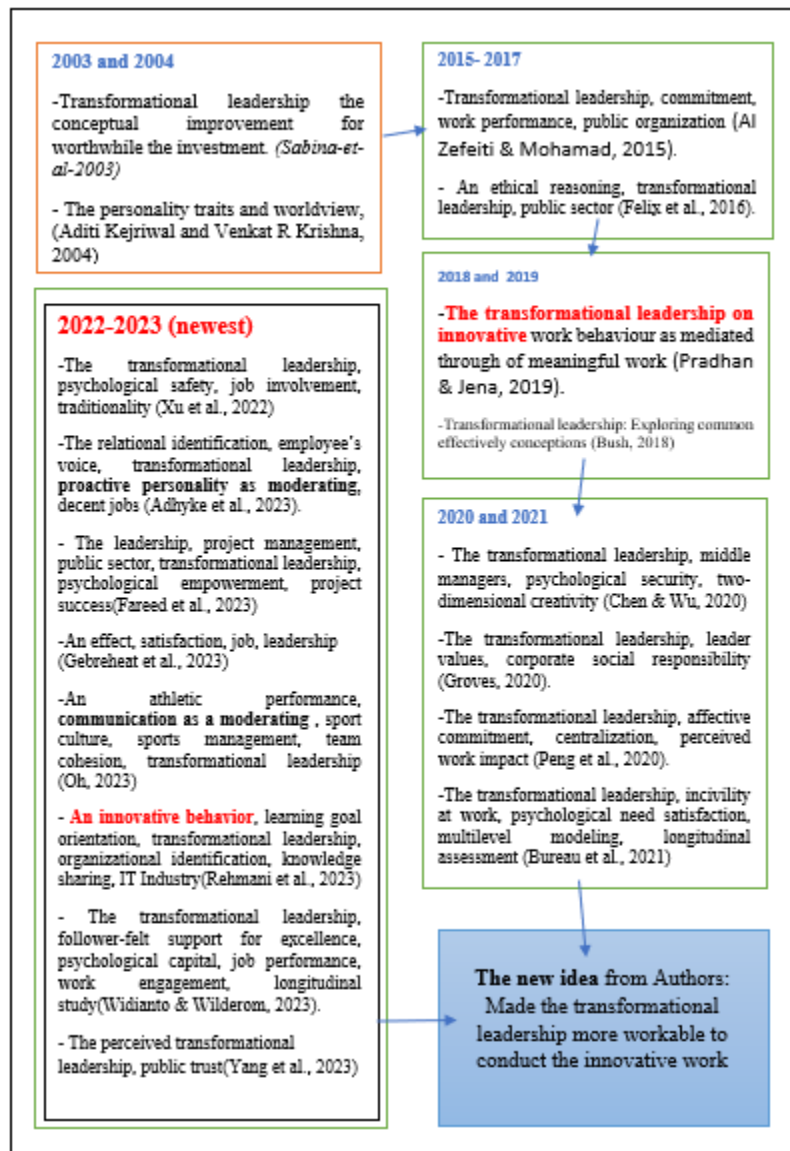


Figure 1. The synthesis of new model development in human resources management
 (Source: develop by authors. 2023)

Base on the Figure 1, that in the year of 2003 and 2004 the transformational leadership determine to the investments and transformational leadership the conceptual improvement for important enough to the investment also the personality traits and the worldview (Sabina-et-al-2003, Aditi Kejriwal and Venkat R Krishna. (2004.) Berkovich describes as three common conceptions about transformational leadership. First, principals' transformational leadership behaviours are more prevalent in national contexts that are restructuring. Second, transformational behaviours are more

effective than transactional behaviours. Third, principals are either transformational or transactional (Bush, 2018).

The new idea from authors that it's could be made the transformational leadership more workable to conduct the innovative work such as Figure 2 below:

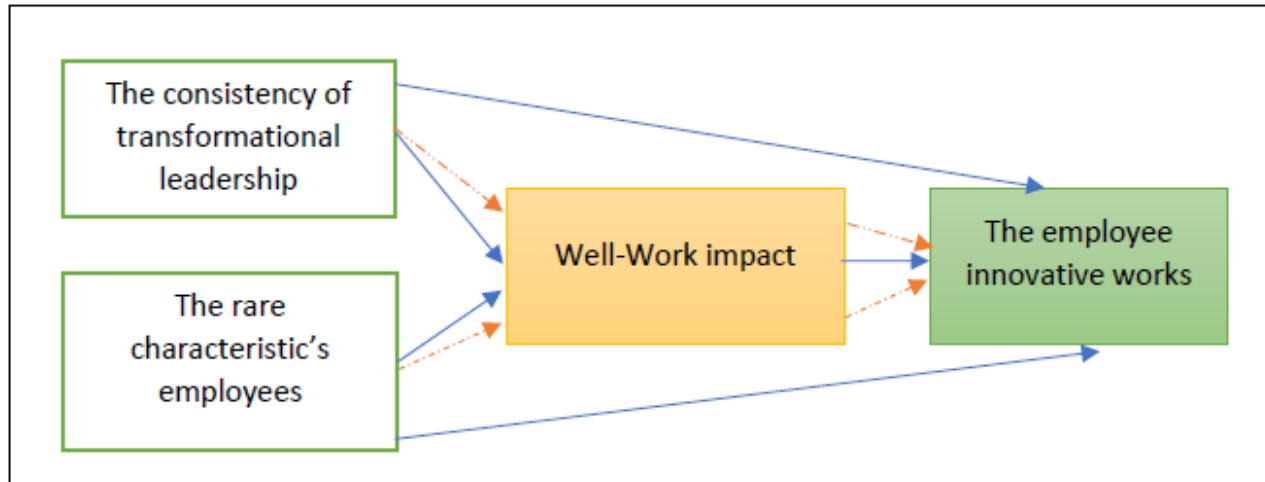


Figure 2. The new idea base on the rare characteristic's among employee base on the transformational leaderships and the innovation job

The Figure 2, above could indicated the new premise to guide the management science development in human resources management conduct to the innovative works among employee and would mediating by the well work impact in the retail FMCG business.

C. METHODS

The study starting from how the business model development to make an improvement the sustainable development and attempt the profit-oriented, well work impact and also the innovative works among employee base on the well rare characteristic's employee and drive by the consistency leaders and the newest technologies within the firms. The inquiry base on the literature review from 2003 until year of 2023 that the scholars divide into two categories upper 2022 as the newest publishing and below and the 2022 manuscripts from the previous research in management science (Cole, 2023; Mishra & Dey, 2022a).

The methods would apply conduct with the qualitative model research with survey research design that it should make a deductively of the previously research that the result's was relevant to the topics of transformational leaderships at the impact to the innovative work (Berends & Deken, 2021; Mishra & Dey, 2022b). The populations as the unit of analysis would like a randomly private corporation within fast moving consumer goods industry in Jakarta. The sample will draw base on promotional random sampling in FMCG forms base on sampling calculation with specific formulas. Moreover, the instrument for the survey data must be already valid and reliable testing before to use and will make the yield of data have not bias situation. Furthermore, the multivariate data analysis will assessments conduct with the structural equation model base on the SmartPLS approach within the predicting strategy analysis.

The SmartPLS have two phases pertain; 1). The outer model testing for indicated the validity and reliability entire items and latent construct within the first CFA approach. The inner model will make an assessment of the entire hypotheses testing base on the path analysis and the p value must less than .05 to accepted Ha. The business research model base on the concept model within the SmparPLS model development would provide in figure below 3:

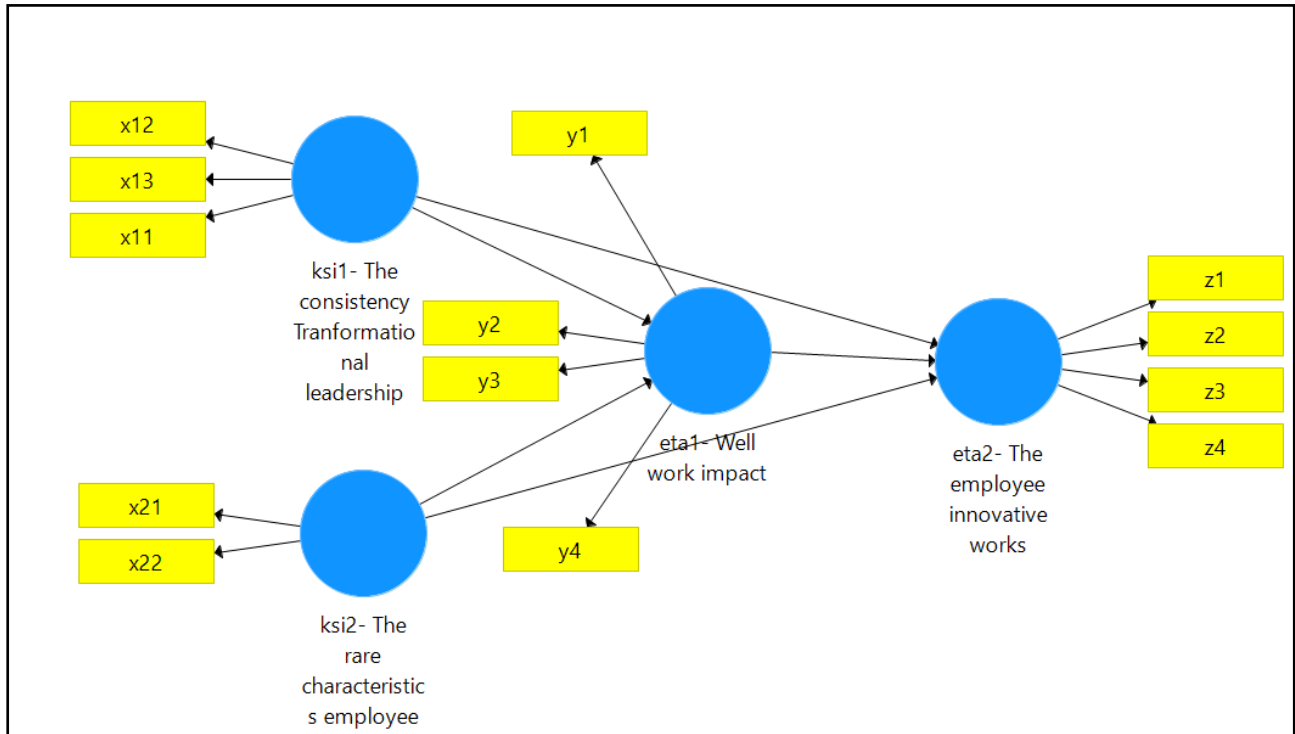


Figure 3. The new concept within SmartPLS hybrid FMCG business research model

D. RESULT AND DISCUSSION

The result of this study could make an improvement to the well work impact and the innovative work entire employee within the retail firms that it is lead by the ksi1 and the ksi2 from figure 3 above. The antecedent of eta1 was have improvement would make the pursue to the eta1 and eta2 as the implication. The previous research explaining that an innovation is considered a key driver for long-term success of firms in today’s competitive markets and the effect of innovation adoption on performance of banks and data obtained from 450 sample comprising bank employees and customers. The methods used the structural equation modelling via SmartPLS 3. The findings revealed that the innovation dimensions that contribute to innovation are organizational, product, process, and innovations. The practical implication is that, choosing the appropriate innovation types can enhance performance as well as satisfy customer needs (YuSheng & Ibrahim, 2020).

The previous research explaining that the framework, of the new generation management approaches, organizational ambidexterity, learning organization, and innovation capability have been included as independent variables, with the moderation of talent management and the recruitment and selection process. The study was conducted in 2018 by evaluating 387 of the questionnaires collected from the firm owners and middle and upper management of randomly selected large and mid-sized businesses and within the scope of structural equation modeling, using SmartPLS. The NGMA, that innovation capabilities have positive effects on the firm performance

and that the learning organization also has positive effects on the firm performance by the effect of the moderating. (Altındağ & Bilaloğlu Aktürk, 2020).

E. CONCLUSIONS

The premise of these inquiries could improve the well innovative work among employee in the retail FMCG firms that it would have to make a win within competition in business within the entire the retail corporation.

The number of theoretical gaps base on the upper echelon's theory, and the implications of the gap's insight to ontology in the current retail FMCG business context will be further developed in the human resources management science and the future research, within the figure 4 below:

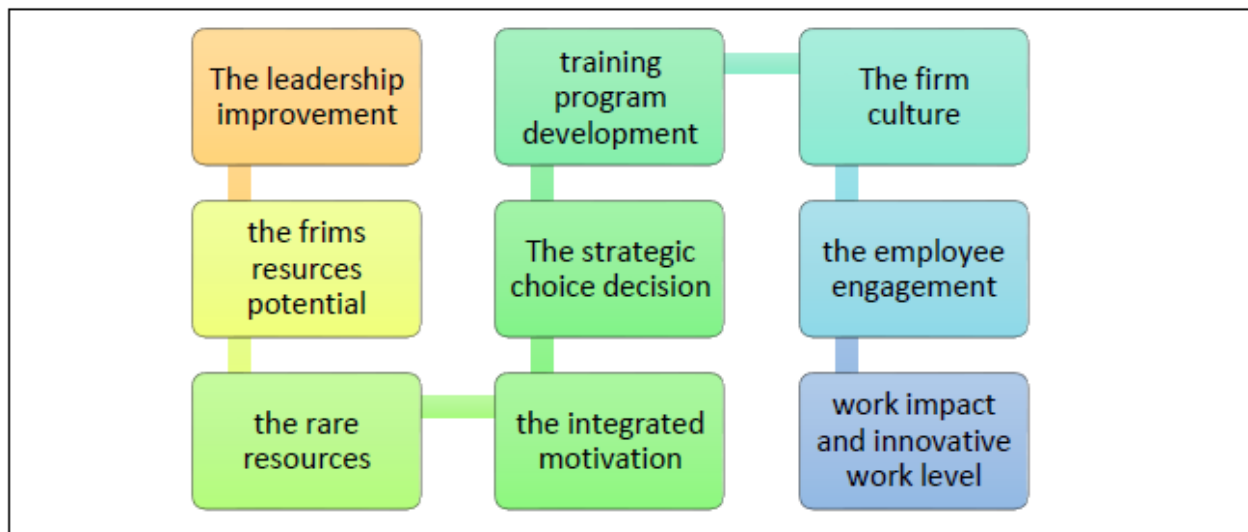


Figure 3. The potential research gaps for ontology in the current retail FMCG business base on the Upper echelons theory to evolve the human resources science development

Supposed, an Upper echelons theory integrates literatures from various fields on characteristics of top managers (Hambrick 2005), and develops a foundation as the cornerstone that organizational as the FMCG corporations outcomes also the strategic choices by the managers and performance levels base on the eta1 and eta2 improvement are partially predicted by managerial background characteristics (Hult, 2011).

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Declaration of conflicting interests

The scholar declared no potential conflicts of interest with respect to the investigated, authorship, publication within this manuscript.

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