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by Roy Setiawan

A Literature Review: The Effect of Transformational Leadership to Followers Creative Performance Thorugh Pro-growth Working Environment, Value-Oriented Developmental Interaction Capability, and Readiness to Change

Roy Setiawan
Universitas Kristen Petra, Indonesia
roy@petra.ac,id

ABSTRACT

Studies on Creative Performance have been carried out by many scientists who take part in organizational theories, stating that Creative Performance can be realized if followers conform to the organization, such as values and perspectives. Some state that works can be done creatively if the leader practices transformational leadership, while on the other hand, there is a study that states that it does not affect so that there is a missing link. This study aims to fill this gap by adopting a theory of work through key concepts such as the Progrowth Working Environment, which is synthesized from work processes and work environments to improve creative performance, including Values-Based Developmental Interaction Capability, and Readiness to Change.

INTRODUCTION

Success in today's competitive global environment encourages organizations to maximize followers' creative performance, which is a set of actions and behaviors relevant to followers to achieve organizational goals. Increasing followers of creative performance will contribute to the achievement of organizational goals and performance. This is a shared responsibility between leaders and followers, especially in the management of human resource management, which has the main output to produce highly creative performance followers through identification, measurement, and performance development. Organizations spend time, energy, and funds to initiate performance management to influence followers' behavior to achieve organizational goals (Walthall and Dent, 2016; Ribeiro et al., 2018).

Studying previous studies on followers creative performance, researchers have the same view that followers creative performance is influenced by leadership

patterns because the strong relationship between leaders and followers is usually determined mainly by leadership effectiveness, especially in transformational leadership (Mohamed, 2016). Qu et al 2015). However, studies state that transformational leadership does not have a significant role in followers' creative performance (Wang et al., 2014; Brown, 2008). Therefore there is a missing link between the study of the role of transformational leadership on followers of creative performance, so this research is expected to solve the research gap that has occurred.

This study was conducted to complete the research gap on the role of transformational leadership in creative performance followers by adopting Freud's theory of work and organization (Diamond, 1996) through critical concepts such as the Pro-growth Working Environment, which is synthesized from the concepts of human capacity and capability in work, process. work, and work environment into a conceptual model to increase followers creative performance. Therefore this research will develop a new conceptual model in Freud's theory of work and organization as a research novelty.

The concept of a Pro-growth Working Environment will create Value-Oriented Development Interaction Capability, namely, the organization's ability to assist followers in developing knowledge and competencies. Therefore, the interactions between leaders and followers must produce development initiatives that have added value in completing entrusted responsibilities (Sulistyani and Ferdinand, 2018). From the concept of Pro-growth Working Environment and Value Oriented Development Interaction Capability, followers will have the ability to absorb knowledge and high competencies so that they make themselves think positively and have the readiness to change, which will increase followers' creative performance (FarizaHanim et al., 2015, Mohamed et al., 2014).

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is considered as a suitable pattern for fostering the enthusiasm and fighting spirit of followers in responding to the challenges faced by the contemporary world of business and work by being creative and innovative. Transformational leadership is briefly defined as a way to influence others in such a way that they experience change and growth and are ready to become the next leader, which is preceded by a readiness to change and a work environment that has an innovative climate (Chaubey et al., 2019, Zuraik and Kelly, 2019).

Transformational leadership has four components that influence its formation: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Getachew and Zhou, 2018).Transformational leadership indicators are measured using the Multifactor Leadership Questionnaire (MLQ) Form 5X-Short (Avolio, Bass, & Jung, 1999), which consists of: proud of him/her, goes beyond self-interest, has my respect, display power, and confidence, talk of values, models ethical standards, considers the moral/ethical, emphasizes the collective mission, talks optimistically, expresses confidence, talks enthusiastically, arouses awareness about important issues, re-examines assumptions, seek different views, suggests new ways, suggests different angles, individualized attention, focuses your strengths, teaches and couches, differentiates among us.

Pro-growth Working Environment

Studies of working life have been carried out by many scientists, one of which was carried out by Sigmund Freud in 1930 as other scientists' inspirational work. Society needs the contribution of work from human life (reality principle), through work that is their responsibility in the organization to enjoy that work, which Freud called capacity to work (Diamond, 1996).

Scientists research that capacity to work is the capacity a person has to work and is one of the dimensions of work performance; in other words, through work, followers can complete their work as expected (Blumberg and Pringle, 1982).

Also, a study conducted by the Australian Social Security Act (1991) provides an understanding that at work capability to work is also needed, namely a combination of capacity and ability that shows a person's level of ability to complete his job so that someone can work continuously even when working independently. (Gillespie, 2011).

From the results of the research, it appears that work processes in organizations that are oriented towards interactive (participative) work have a greater chance of making followers or workers grow both cognitively, affectively, and behaviorally (Crouter, 1984) because it will usually emphasize the personal development of followers, promotion of work relations, providing employment opportunities or opportunities that encourage followers to become more proficient will make working life more quality (quality of work-life) so that a conducive work environment for followers will be created (Elizur and Shye, 1990, Liou et al. 1990).

In general, an organization's work environment can be understood as a harmonious work environment and a challenging work environment where the organization and the people in it must always be adaptive to change (Frishammar, 2014). Challenging is what then encourages followers (creative self-efficacy) to generate new ideas (innovative work behavior) through a process of innovation in the work environment (innovation environment), which certainly has an impact on the work results and achievement of followers (Newman et al., 2018, Dziallas, 2018).

Through the concepts described, a new concept can be synthesized, namely the Pro-growth Working Environment, which means a work environment that encourages personal growth characterized by empowering interactions, a passion for progress, and challenging responsibilities.

The Pro-growth Working Environment has three components that influence its formation. namely: Challenging tasks (measured through indicators of Achievement-oriented and Cognitive stimulation), Empowering interaction (measured through indicators of Supportive engagement and Inspiring work-life), Progressive spirit (measured through indicators of Extra roles willingness and togetherness).

Values-Based Developmental Interaction Capability

The practice of knowledge sharing that occurs in each individual will involve cognitive and affective processes. The cognitive process means that the individual will know and clarify the work and its attributes. Meanwhile, the practical process will energize individuals to feel positive, responsible, responsive, interested in sharing knowledge, strongly motivated to find the best solution, inspire and be inspired to always act creatively in improving performance. Through this process, there will be developmental interactions

that will form individuals to be able to create added values in their work lives, which in this study is called the concept of values-based developmental interaction capability (Sulistyani and Ferdinand, 2018).

Values-based developmental interaction capability has several indicators that explains formation and measurement, namely (Sulistyani and Ferdinand, 2018): interacting for improving the work process, interacting actively in combining knowledge and skills, and interacting for getting ways in increasing our capacity.

Readiness to Change

The concept of readiness is interesting because followers' reactions to change will play a significant role in achieving individual creative performance and organizational change. The readiness factor is an indication of followers' initiative to be willing or support change. In this study, readiness to change is defined as positive attitudes, beliefs, and proactive actions of followers to be willing to change in achieving creative performance, including supporting changes made by the organization (Maria, 2011).

This study adapts research indicators that have been done previously (Maria, 2011), namely: believe that I am ready to cope with the change, try to convince people in the company to accept change, tend not to complain about change, more ready to accept change than colleagues , don't worry about changes in company because believe that there is always a way to cope with them, and always the intention to support change.

Followers Creative Performance

Creativity is a process, result, and new or developed way of doing something. All innovations must be initiated from the birth of creative ideas. To maintain competitive advantage and improve performance, there is no other choice that organizations must create innovative products and services, which can be achieved when all members of the organization have creativity (Chaubey et al., 2019). Followers creativity is a key component of human capital because it will give birth to different and valuable ideas. Creativity is not just an individual attribute but also the result of the organization's environment. Social interaction in organizations contributes significantly to followers of creative performance. Followers creativity has an integrated aspect in its formation, namely aspects of personality, cognitive, motivational, leadership behavior, co-workers behavior, job context, social networks, including the working environment (Jain and Jain, 2017). Therefore creative performance followers are defined as followers who have new ideas that are useful and become critical assets for competitive organizational performance (Cai, 2018).

Followers of creative performance have several indicators used to measure it, namely (Farmer et al., 2003): tries new ideas or methods first, seeks new ideas and ways to solve problems, generates ground-breaking ideas related to the field, and a good role. model for creativity.
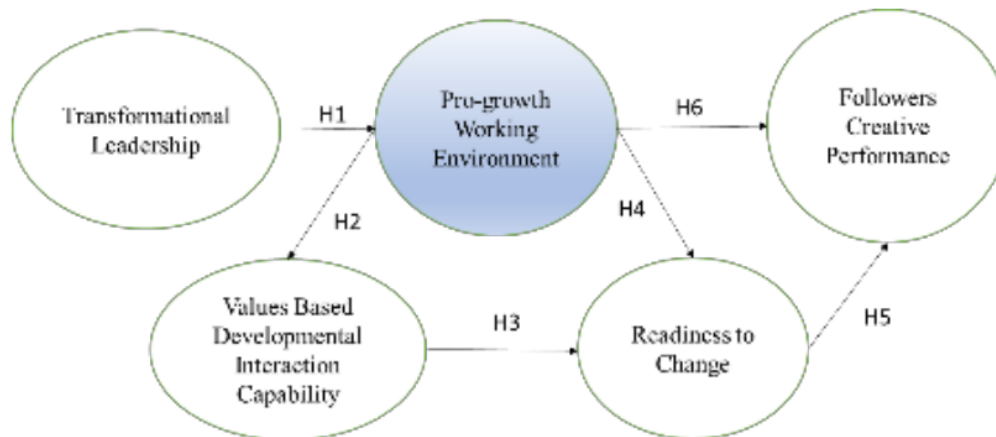
Figure 1: Research Framework

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