Implementation of Transformational Leadership to Development Organization and World Class University Strategic (Literature Review)

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A R T I C L E I N F O

A B S T R A C T

The research methodology used was qualitative using variable-relevant journal mini-reviews of papers and will be completed later in this study. The results of research on various scientific articles, with organizational development in the university environment, also by strengthening with research results from existing scientific articles, the implementation of transformational leadership leadership style is proven in literature studies as well as organizational development for world campuses universities that have been described and answers from scientific article literature studies prove and researchers want to strengthen The results of research that have been carried out. The recommendation is general because the object here has not yet been determined by the name of the campus and only describes the results of existing research, and can also make further research by other researchers in the future.

INTRODUCTION

In the context of organizational development, transformational leadership has been found to have a positive impact on employee job satisfaction, organizational commitment, and overall performance. Research has shown that change leaders in development organizations create supportive and empowering work environments that encourage employees to take responsibility for their work and engage in collaborative problem solving. This leadership style also promotes innovation and creativity, which are essential for organizations to adapt to the changing environment and achieve sustainability goals. Higher education that exists today has various types there are universities, institutes, high schools, academies, and polytechnics, all of this is called higher education. The younger generation is preparing for a better life in the future. The implementation of education in educational institutions must be based on national education objectives which are the basis for determining the objectives of the implementation of each educational unit, including the level of higher education (Calen et al., 2021), Higher education is under pressure in a dynamic environment characterized by rapid technological changes and increasing demand, which arouses the interest of researchers and practitioners (Mathew, 2010). According to (Fullwood et al., 2013) As in other fields, academic institutions must develop skills to meet those demands. Being a university with world accreditation class, all aspects must be able to allow it to be in accordance with the vision, mission, and standards set by international accreditation bodies.

In the context of a world-class university, change leaders must be able to support faculty, staff, and students to achieve the university's goal of becoming the best university in the world. The transformational leadership style allows the leader to inspire and motivate subordinates to achieve common goals. Transformational leaders develop a clear vision, motivate subordinates through praise and appreciation, and create mutually beneficial relationships between leaders and subordinates. Transformational leadership empowers employees to achieve it by providing them with information and resources to get their work done (DuBrin, 2012), transformational leadership acts as a fuel for innovation by promoting inspirational motivation, individual consideration, intellectual stimulation, and confidence among organizational members (Bass & Riggio, 2006), In a university environment, Transformational Leadership encourages employees to participate in training programs, promote and develop their skills and achieve outstanding results. It increases resolve to overcome crises and encourages the generation of new ideas, which are at the core of innovation (Bryman et al., 2011).

An important key to university success is effective, inspiring and transformative leadership. The president is a visionary, has a deep understanding of global trends and has the courage to lead change. With a participatory and empowering approach, The President can motivate and mobilize faculty, staff, and students to actively participate in responding to the challenges of our time and creating effective solutions. The practice of transformational leadership is applied at all levels in this university

environment. Faculty and staff are encouraged to encourage students to reach their full potential, think critically, and dare to be creative and innovative. Transformational leadership not only directs people, but also supports, listens, and motivates them to achieve tremendous success and personal growth. In addition to transformational leadership, universities also invest heavily in organizational development. With ongoing organizational development work, the university creates an environment that supports collaboration, diversity, and inclusion.

In a culture that encourages personal and professional growth, university staff and faculty can continue to learn, adapt, and face change with confidence. As part of the development of the organization, the university offers continuing education to all members of society. Comprehensive professional development programs help individuals develop the leadership, problem-solving, and interpersonal skills necessary to meet the demands of an ever-changing world. In the face of global competition organizations with this transformational leadership style can be used in universities generally, What matters is the ideology that drives the world economy, global leadership, and the conceptual framework through which these entities influence business, organizations, organizations, and even culture (DeVoss et al., 2002) . This scientific article aims to prove that transformational leadership in an organization, especially in universities, from the results of research on various scientific articles, with organizational development in the university environment, also by strengthening with research results from existing scientific articles.

LITERATURE REVIEW
Organizational Development

According to (Kamaratri &; Adhikara, 2019) corporate organizational development, mentoring and training methods must be used as appropriate media, further according to (Sultana et al., 2012) Changes made at the organizational level are generally called organizational development, according to (Waruwu, 2016) Effective coordination between sections or organizational units and lines creates communication and performance of functions performed by each organizational unit, which are ultimately carried out effectively.

Transformational Leadership

Menurut (Longshore & Bass, 1987) Transformational leaders encourage their subordinates to look at leadership in new ways because they are intellectually stimulated, Menurut (Meuser & Smallfield, 2022) A broadly formulated basis for leadership that encapsulates the seven interrelated elements of leadership behavior (already described above) within a conceptualization of leadership focused primarily on the interests of others. These leaders work to meet the needs of others and work primarily as an end in itself rather than to further the goals of the leader or organization.

METHODOLOGY

The research methodology used was qualitative using variable-relevant journal mini-reviews of papers and will be completed later in this study.

Table 1. Journal and Publisher Distribution

No	Article Name	Authors	Journal	Publisher	Years
1.	Understanding transformational leadership and R&D culture in Malaysian universities	(Asmawi et al., 2013)	Innovation: Management, policy & practice (2013) 15(3): 287–304	eContent Management Pty Ltd (Routledge)	2013
2.	Management by Inspiration: Implementation of Transformational Leadership on Business at Pondok Pesantren *) Sunan Drajat	(Indrawati, 2014)	Procedia-Social and Behavioral Sciences 115 (2014) 79-90	Elsevier Ltd.	2014
3.	Role of Transform ational Leadership on Em ployee's Job Satisfaction: the Case of Private Universities in Bosnia and Herzegovina	(Bayram, et.all, 2015)	European Researcher, 2015, Vol.(93), Is. 4	the Russian Federation European Researcher	2015
4.	Transformational leadership and innovation: a comparison study between Iraq's public and private higher education	(Al-Husseini & Elbeltagi, 2016)	Studies in Higher Education, 2016 Vol. 41, No. 1, 159–181	Routledge-Taylor & Francis	2016
5.	A Global Perspective of Transformational Leadership and Organizational Development	(Lewis et al., 2017)	Journal of Research Initiatives (2017) 2(3)	Fayetteville State University	2017
6.	Increasing Employee's Job Satisfaction Through the Implementation of Transformational Leadership and Work Stress Level Management	(Luturlean et al., 2019)	J. Mgt. Mkt. Review 4 (3) 209 – 217 (2019)	Global Academy of Training & Research (GATR) Enterprise	2019
7.	The Effect of Transformational Leadership Dimensions on Job Satisfaction and Organizational Commitment: Case Studies in Private University Lecturers	(Fahlevi et al., 2020)	Solid State Volume 63 Issue 1e	Researchgate	2020
8.	The Dimensions of Transformational Leadership and Its Organizational Effects in Public Universities in Saudi Arabia: A Systematic Review	(Saad Alessa, 2021)	Frontiers in Psychology Volume 12 Article 682092		2021
9.	The link between	(Radi	Journal of	Emerald Publishing	2022

	transformational leadership and organizational development: testing the mediating role of employees' maturity	Afsouran et al., 2022)	Management Development Vol. 41 No. 7/8, 2022 pp. 417-430	Limited	
10.	Business growth versus organizational development reflected in strategic management of Polish small, medium and large enterprises	(Witek-Crabb, 2014)	Procedia - Social and Behavioral Sciences 150 (2014) 66 – 76	Elsevier Ltd	2014
11.	Leadership and organizational change for implementation (LOCI): a randomized mixed method pilot study of a leadership and organization development intervention for evidence-based practice implementation	(Aarons et al., 2015)	Aarons et al. Implementation Science (2015) 10:11	Aarons et al.; licensee BioMed Centra	2015
12.	Leadership, partnerships, and organizational development: exploring components of effectiveness in three full-service community schools	(Sanders, 2016)	School Effectiveness and School Improvement	Routledge- Taylor & Francis	2016
13.	Progressing gender equality in fisheries by building strategic partnerships with development organisations	(Mangubhai et al., 2022)	World Development 158 (2022) 105975	Elsevier Ltd	2022
14.	Large scale quality transformation in hybrid development organizations – A case study	(Pradhan & Nanniyur, 2021)	The Journal of Systems & Software 171 (2021) 110836	Elsevier Ltd	2021
15.	Adopting big data analytics (BDA) in business-to-business (B2B) organizations – Development of a model of needs	(JIWAT & Zhang, 2022)	Journal of Engineering and Technology Management 63 (2022) 101676	Elsevier Ltd	2022

Table 2. Article Categories by Subject

No	Article Name	Purpose	Findings	Recommendation
1.	Understanding transformational leadership and R&D culture in Malaysian universities	Understand how transformative leadership impacts the R & D culture in Malaysian universities.	six countermeasures that are believed to adversely affect R & D embedding should be rejected for reliability reasons. Despite these limitations, his R & D leaders at universities are encouraged to focus on the	Can be used for future research by other researchers

			proposed eight cultural variables to foster a profitable R & D culture at their universities.	
2.	Management by Inspiration: Implementation of Transformational Leadership on Business at Pondok Pesantren^{*)} Sunan Drajat	Investigating Mr. KH Abdul Ghofur's leadership style as Managing Director of Pondok Pesantren Sunan Drajat Co., Ltd. and the impact of his leadership style on achieving superior results and developing leadership skills	KH Abdul Ghoul leverages inspiration and motivation beyond charisma as part of transformational leadership in business leadership. However, inspiration and motivation form the basis of a leadership style, and inspirational leadership, such as that of KH Abdul Ghofur, has inspired enthusiasm and inspiration in subordinates. He always says "use your wits" to build trust, ignore compelling appeals, and gain emotional acceptance. Ultimately, he is able to use his abilities to influence people beyond their expectations and interests.	One of the research models with one of the variables is transformational leadership with educational objects in Islamic boarding schools, which can be a reference for future research models
3.	Role of Transformational Leadership on Employee's Job Satisfaction: the Case of Private Universities in Bosnia and Herzegovina	Demonstrates the importance of transformative leadership styles to employee job satisfaction. The purpose of this study is to describe the relationship between transformational leadership and staff job satisfaction in a private university in Bosnia and Herzegovina.	There is a moderate, positive and significant association between aspects of change management and employee job satisfaction, both in terms of job type and working conditions. This study shows that private university leaders need to pay more attention to finding new analytical approaches to old problems and explaining the needs of their advocates.	One of the results of research with the object of research at the university with research variables at one of the universities in Bosnia and Herzegovina
4.	Transformational leadership and innovation: a comparison study between Iraq's public and private higher education	to find out the effect of Transformational Leadership on product and process innovation and the difference in this effect in public and private universities in Iraq.	There are similarities and differences between Iraqi public and private universities regarding the relationship between TL and product and process innovation. Guidelines for researchers and administrators were developed to provide evidence to support the use of his TL to improve product	Research model with the results of existing research transformational leadership variables with objects at universities in Iraq, which can be a reference for future researchers.

			and process innovation in higher education in developing countries, especially Iraq.	
5.	A Global Perspective of Transformational Leadership and Organizational Development	It presents an analytical perspective on global transformational leadership and its role, grounded in ideological questions about the meaning of culture, ethics, and social responsibility. There is a growing interest in managing global change as cultural, global, economic and political issues are interdependent and require leaders to collaborate and network.	Scholars examine issues and ideologies through a metacognitive lens to advance the study of global change and organizational leadership programs in higher education.	Research results with transformational leadership variables with organizational development and objects in higher education
6.	Increasing Employee's Job Satisfaction Through the Implementation of Transformational Leadership and Work Stress Level Management	Explores the relationship between transformative leadership, job stress and job satisfaction. Based on previous research, we propose that job stress mediates the relationship between transformational leadership and employee job satisfaction.	Transformational leadership is positively correlated with employee job satisfaction. However, transformational leadership is not significantly associated with work stress. This means it doesn't mediate work stress either.	Transformational leadership with other variables that can be used as a reference for other researchers in the future.
7.	The Effect of Transformational Leadership Dimensions on Job Satisfaction an Organizational Commitment: Case Studies in Private University Lecturers	Aspects of transformational leadership (i.e., the effects of idealization, inspirational motivation, intellectual stimulation, and personal attention) for the Tangerang Private University faculty organization measured through job satisfaction as a mediator.	A model to increase the organizational commitment of private university lecturers by increasing their job satisfaction as transformational leaders and facilitators. This study prepares teachers for the era of education 4.0.	The results of the study by measuring the transformational leadership dimension with other variables.

8.	The Dimensions of Transformational Leadership and Its Organizational Effects in Public Universities in Saudi Arabia: A Systematic Review	Highlight the characteristics and impact of transformational leadership, especially in public universities in Saudi Arabia	Saudi Arabia's public universities practice transformational leadership in four dimensions: Ideal influence, inspiring motivation, intellectual stimulation and personal attention.	The results of research on transformational leadership variables and objects at the university.
9.	The link between transformational leadership and organizational development: testing the mediating role of employees' maturity	Exploring transformational leadership and its components and their relationship to organizational development. His second objective of this study was to explore the extent to which employee maturity affects the relationship between transformational leadership and organizational development.	There is a positive and significant correlation between transformational leadership and organizational development. Furthermore, structural equation model path analysis shows that transformational leadership has a direct impact on organizational development. Furthermore, this analysis supports the mediating role of employee maturity in the context of transformational leadership and organizational development.	Two variables are transformational leadership with organizational in one study and there are results.
10.	Business growth versus organizational development reflected in strategic management of Polish small, medium and large enterprises	Answer questions about the relationship between corporate growth and organizational development	Organizational development also occurs in larger companies, which looks at honesty, more systematic and adaptability of strategic management practices.	Research results with organizational development variables
11.	Leadership and organizational change for implementation (LOCI): a randomized mixed method pilot study of a leadership and organization development intervention for evidence-based practice	Initial feasibility, acceptability and perceived benefits of a LOCI (Leadership and Organizational Change for Implementation) intervention.	Quantitative and qualitative analyzes support LOCI training and organizational strategic interventions in terms of feasibility, acceptability, perceived benefits, and impact on outcomes as assessed by managers and supervisors.	Research results that can be used as references to other researchers and used in future research.

	implementation		
12.	Leadership, partnerships, and organizational development: exploring components of effectiveness in three full-service community schools	Inclusive community schools are seen as an opportunity to improve educational opportunities and outcomes for disadvantaged students. However, we cannot guarantee that these goals will be met. According to Richardson's (2009) High Efficiency Community School (HECS) model, the effectiveness of a full-service community school is determined by his three interrelated factors: Leadership, partnerships and organizational development	We discuss the implications of Richardson's model for practice and research.
13.	Progressing gender equality in fisheries by building strategic partnerships with development organisations	It compares how the gender development ("development") and fisheries sectors approach and invest in equity, and explores ways to strengthen cooperation and networking between them to improve gender equality.	Find 3 differences between fishing and development. / or an organization about gender equality at work: (1) Fundamental differences in the motivations of organizations addressing gender equality issues – i.e., fisheries groups see gender equality as a means (means) to achieve fisheries goals, whereas development groups see gender equality as a core (2) fisheries professionals have relatively little or no access to effective stock points or training, and limited networking with livestock professionals; (3) Differences Our results point to opportunities and limitations or challenges (such as resistance or apathy) in transferring knowledge and skills to

		fishers. incorporate	
14.	Large scale quality transformation in hybrid development organizations – A case study	A case study of the dramatic migration from a traditional quality management system to a modern quality management system designed and implemented at Cisco Systems	We help researchers and industry leaders understand the potential benefits and challenges of these major shifts.
15.	Adopting big data analytics (BDA) in business-to-business (B2B) organizations – Development of a model of needs	Direct effects of transformational leadership, quality of work life (QWL), digital transformation, and executive and member turnover (LMX) on innovative work behavior (IWB), organizational citizenship behavior (OCB), and university performance and indirect effects Quantitative research techniques are used in this type of research	Transformational leadership has a significant impact on university outcomes, whereas transformational leadership has a significant impact on innovative work behavior, but transformational leadership has a significant impact on an organization's civic behavior. yeah. LMX doesn't have a big impact on his college grades, but LMX has a big impact on his IWB. LMX has no significant effect on his OCB. QWL has no significant impact on college performance, QWL has no significant impact on innovative work behavior, QWL has no significant impact on OCB, and digital transformation has no significant impact on college performance. No, digital transformation will not have a significant impact on his IWB. Digital transformation will not significantly affect his OCB and IWB will not significantly affect higher education.

RESEARCH RESULT

Based on the results of the review of the results of scientific articles found by researchers, also in accordance with the research objectives, the implementation of transformational leadership at the world campus university with organizational development from several studies, namely;

Studies from (Lewis et al., 2017) where the results of research state sarjana examine issues and ideologies through a metacognitive lens to advance

the study of global change and organizational leadership programs in higher education, subsequent studies from (Fahlevi et al., 2020) with research results A model to increase the organizational commitment of private university lecturers by increasing their job satisfaction as transformational leaders and facilitators. This study prepares teachers for the era of education 4.0, the Next Study from (Saad Alessa, 2021) with the results of research Saudi Arabia's public universities practice transformational leadership in four dimensions: Ideal influence, inspiring motivation, intellectual stimulation and personal attention.

The next study from (Radi Afsouran et al., 2022) with the results of research There is a positive and significant correlation between transformational leadership and organizational development. Furthermore, structural equation modeling path analysis shows that transformational leadership has a direct impact on organizational development. Furthermore, this analysis supports the mediating role of employee maturity in the context of transformational leadership and organizational development, further studies from (Sanders, 2016) with the results of research Inclusive community schools are seen as an opportunity to improve educational opportunities and outcomes for disadvantaged students. However, we cannot guarantee that these goals will be met. According to Richardson's (2009) High Efficiency Community School (HECS) model, the effectiveness of a full-service community school is determined by his three interrelated factors: Leadership, partnerships and organizational development. From the results obtained from literature studies with research results that there are articles that are directly related to the variables used by researchers in scientific articles in this study.

DISCUSSION

The above findings from several articles on the implementation of transformational leadership and organizational development are proven to have research results, especially in various kinds of higher education objects, where this leadership style can also be used with evidence of research results, and researchers only provide additional narratives and reinforcement and use of objects in this study.

CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this scientific article that the implementation of transformational leadership leader ship style is proven by literature studies as well as organizational development for world campuses universities that have been described and the answers from scientific article literature studies prove and researchers want to strengthen the results of research that has been carried out.

The recommendation is general because the object here has not yet been determined by the name of the campus and only describes the results of existing research, and can also make further research by other researchers in the future.

ADVANCED RESEARCH

The author hopes that this article can be a reference for future literature awareness articles and this article can increase knowledge in the field of leadership so that it can be implemented in organizations.

ACKNOWLEDGMENT

Thank you to all researchers whose articles were used as sources of reference and thanks to Formosa Publisher for publishing this scientific paper.

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