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## 4 **Transformational Leadership, Energizing Organizational Learning process, and Organizational Performance at District Tasikmalaya**

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~An Julian Soedarsono

### 2 **ABSTRACT**

This study proposes a model of transformational Leadership's impact on energizing organizational learning processes at the organizational level that was tested on 280 owners, owners, and managers of embroidery in Tasikmalaya. The results show that transformational Leadership has an essential effect on the learning process in organizations in improving the performance of MSMEs. At the organizational level, the results of hierarchical linear modeling show a positive relationship between transformational Leadership and energizing organizational learning processes. At the organizational level, the regression analysis results reveal that transformational Leadership is positively related to energizing organizational learning processes, as measured by market-oriented criteria explicitly developed for the city and district of Tasikmalaya.

*Keywords: Transformation, Leadership, learning process, and organization Performance*

### **INTRODUCTION**

Computer technology in MSMEs Embroidery has the potential to increase productivity and regional economic growth and generate higher incomes for MSME workers and market opportunities for the Tasikmalaya economy. As many as 23 million jobs could be displaced by technology in Indonesia by 2030, around 27 million and 46 million new jobs will be created in the same period, and 10 million new occupations will appear, in line with past trends, which results in innovations and new jobs (Das et al., 2019). Tasikmalaya has succeeded in taking advantage of technological revolutions such as the embroidery industry, which provides job opportunities for the surrounding residents who are underemployed and unemployed, by shifting homework techniques into factories such as Al Amin who collaborates with pesantren-based education and the business world by opening an embroidery factory with high technology. With a turnover of billions per month with a target of imports to countries in the Middle East. Haryati embroidery uses a homework team for hand embroidery with mukena prices ranging from 4-5 million for hand embroidery with a

processing time of up to 1 month, and digital printing computer embroidery technology with a workforce of more than 20 people (Yulianeu et al., 2021).

According Alimin et al., 218). Indonesia has experienced four significant changes in technology, politics, Leadership, and religion. With Digital technology, including *digital printing*, artificial intelligence, and the biotechnology revolution, business people need to be more creative and innovative because the super-fast technological disruption has changed what they are doing so far. Disruption of information technology or the digital revolution to business processes that have experienced a *significant shift* to new forms, giving birth to a new economy characterized by high *volatility*, uncertainty, complexity, ambiguity, and *paradoxes*, abbreviated as VUCAP (Sari et al., 2021). The digital transformation era has inevitably made embroidery a convection company with a turnover of tens of millions of rupiah every month, even though it does not have a large factory, operational vehicles, and permanent office. Ajuma Clothing has also become convection with a turnover of millions of rupiah without having a sewing machine, cutting machine, or room for storing raw materials.

This change is not yet widely understood by leaders still dominated by Generation X and *baby boomers*, while the millennial generation is currently still in the manager position. There needs to be an adaptive and collaborative attitude among them to enter the era of disruption, as has been done by Astra, BCA, Blue Bird, and BRI (Adiningsih et al., 2019). Leaders are more open in responding to significant changes in the business environment, namely the shift from *product-based* to *platform-based*, with the mental attitude of being a human learner. Based on this, the leaders needed by MSMEs are leaders who can inspire or motivate employees to achieve common goals and who can protect and motivate their employees to develop their businesses to be more significant. Research conducted by Amodei et al. (2016) shows that transformational Leadership positively impacts the success of MSMEs. Given the many challenges facing MSMEs today, MSME leaders must mobilize all their capabilities and resources, especially in transformational Leadership, to survive and grow into a successful organization. Through transformational leaders in the era of digital technology, they can increase the quality and volume of trade, optimize capital use, encourage competition and new opportunities, and increase productivity (Knies et al., 2016).

Job involvement is a form of positive work feeling characterized by enthusiasm, dedication, and absorption. Enthusiasm is defined as a high level of energy, mental resilience, the desire to put in more effort at work, and persistence in the face of adversity. Dedication is more to involvement in work and has a sense of importance, inspiration, pride, and challenge. Lastly, absorption is a form of feeling happy, concentrating entirely on work, and finding it difficult to let go of work (Bakker, Schaufeli, Leiter, & Taris, 2008). Work involvement is essential for an organization because employees with high work involvement will make the organization healthy. A healthy organization will undoubtedly affect the productivity and performance of its employees and reduce the tendency to leave work (Mendes & Stander, 2011). If the tendency to leave work decreases, the organization will be more positive.

Employees of any organization need to stay engaged because all positive results come from employee and organizational engagement (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). Individuals with high work involvement can have mental resilience in dealing with every problem, do not give up quickly, and have a

sense of being part of the organization; such individuals will try their best to advance the organization. In a study conducted (Metin Camgoz et al., 2016), it was found that job involvement can be an essential mediator between the fear of losing one's job and the tendency to leave the organization. It can be concluded that individuals with high work involvement will make the organization more productive and can increase its Performance.

According to Dixon et al. (2019), there are four new phenomena are entering the world of industry 4.0, including *Societal impact*, Strategy, Technology, and Talent. To gain excellence in this era requires leaders who are willing and able to innovate and seek new business prospects, eliminating the fragmented nature of the organization that limits collaboration; it is difficult to communicate, share knowledge and innovate because *silos make it* difficult to find innovation and creativity that can be developed within the organization. According to Budihardjo et al. (2017), if the mentality of employees and leaders is still compartmentalized, then decision-making will be slow because it collides with formalities and hinders the process of organizational change and learning; employees should interact dynamically (*dynamic capability*) based on knowledge and learning (*organizational learning*) in order to flexibly accommodate the demands of change within and from outside the organization (Buckingham & Goodall, 2015).

#### Hypothesis:

#### **The Effect of Transformational Leadership on Energizing organizational learning process**

The development of human resources in MSMEs with a low level of education causes many embroidery entrepreneurs in Tasikmalaya to go out of business; the level of education of the leaders is also one of the causes of this happening, the lack of experience in business and the low desire to learn even though the government has facilitated it is one of the reasons for this. One factor that causes entrepreneurs to go out of business is the misconception that they only work for the time being, regardless of how their business can survive and be sustainable (Nofiar et al., 2012).

MSMEs, especially in Embroidery in Tasikmalaya, need a changeable, *open-minded* leader who can move people in *organizational learning activities* so that workers can grow autonomously, participate actively and encourage workers to develop *intellectual capital* through interactions between HC, structural and relational. Mason et al., 2008) use it to create, transfer, and apply knowledge and promote innovation. González & Dorrego (2012) observed that *human capital* is the essential starting point for MSMEs to become innovative as the basis for company growth.

The purpose of EOL is to increase *intellectual capital* within the company by energizing *organizational learning activities*; EOLp can work if it has transformational leaders for the following reasons: First, transformational leaders have the potential to influence their employees' perceptions of the benefits of *human capital*. They have the most significant potential to increase these benefits by involving them in *organizational learning processes*, building organizational culture, and encouraging employee communication. Second, transformational leaders stimulate intelligence, provide

understanding, get to know more closely, and provide personal consideration (Rafferty & Griffin, 2004). As a result, leaders, and employees become closer (Burns, 1978). Third, leaders with idealized influence characteristics always have more time to engage in risky work. Thus, leaders can have more confidence in their employees (Bass & Riggio, 2006). decision-making indirectly promotes innovative employee behavior (Conger & Kanungo, 1988). Refer to the description above; the proposed hypothesis is as follows:

H1: The better the transformational Leadership, the higher the energizing organizational learning process.

### Effect of Energizing organizational learning process on organizational Performance.

Blau (1993) in defining the theory of human capital, knowledge, information, ideas, skills, and individual health are critical because individual health and welfare are related to human resource development. In the organizational context, the *human capital theory* was adopted for several reasons. First, employees as company assets have different skills, whose values must be equated with each other so that the company has a high asset (resource) value to generate *returns* for the organization. Second, the organization must be stable in the midst of change because this is the foundation built for the organization's success (Organ & Moorman, 1993).

Employees become more engaged with their work when their leader can increase their optimism through a transformational leadership style. These results imply that personal resources and work engagement may be necessary for explaining transformational Leadership, given the strong positive relationship between work engagement and Performance (Mendes & Stander, 2011). Transformational Leadership occurs when the leader extends and enhances employee interests, generates awareness and acceptance of the group's goals and mission, and encourages employees to look beyond self-interest for the group's good (Bass, 1990). Leaders who have the charisma to employees can inspire employees to feel their emotional needs are being met and stimulate employees.

Employees who are bound or not bound can be affected by three conditions: available resources, meaningful work, and psychological safety. Meaningful work means that if an employee can view his work positively and meaningfully for himself, he can develop all his potential (Wrzesniewski, Lobuglio, Dutton, & Berg, 2013). In research conducted by Geldenhuys, aba, & Venter (2014), employees who view their work as meaningful or meaningful feel bound and have a solid commitment to the company. Transformational Leadership fosters work involvement and will be strengthened if the individual views the work as meaningful to him (Ghadi, Fernando, & Caputi, 2013). However, research conducted by May, Gilson, & Harter (2004) found that an employee who feels bound and feels meaningful in his work is not influenced by the relationship with his boss or leader but rather by job development and the type of work that is suitable.

The purpose of *energizing the organizational learning process* is to build a power center as intellectual capital resulting from knowledge investment, either intentional or unintentional because human capital affects organizational competence (Fernandes

et al., 2005). Organizations that invest in improving the quality of resources humans can achieve a competitive advantage. The results of this study also support the *human capital theory* (Ancok, 2002; Prahalad & Hamel, 1990), which states that the competencies produced by organizations through the merger of company assets can increase competitiveness and *Organizational Performance*. This finding also shows that organizational competence is a mediator in analyzing the influence of *human capital* on *organizational performance*. Thus, investment in human resources must improve organizational competence to improve *organizational performance* (Shahzad et al., 2012). Based on this description, the hypotheses proposed in this study are as follows:

H2: The better the *energizing organizational learning process*, the higher the *organizational Performance*.

## RESEARCH METHOD

Questionnaires were sent to the owner and owner and the manager of the Tasikmalaya Embroidery MSME; a total of 280 questionnaires were distributed with a return rate of 90%. Of this number, there were 47 respondents with duplicate, incomplete, and invalid data because all answers were number 1, or respondents did not match the unit of analysis (Burns & Groove, 2014). Based on this, the number of respondents who were analyzed followed the predetermined sample size of 205.

Table 1

### Respondent Data

1. Age of Respondent		2. Training Length		3. Business Establishment Status		4. Education Level	
35-50	86(42%)	<5th	38(19%)	Inheritance	170(83%)	SD	8 (4%)
51-65	92(45%)	5th –	167(81%)	From the beginning	27(13%)	JUNIOR HIGH SCHOOL	40 (20%)
<65	27(13%)			Purchased from another party		SENIOR HIGH SCHOOL	107(52%)
5. Annual Income		6. Investor Fund		D3		35(17%)	
< 300 million	14 (7%)	Yes	192 ( 94 %)				
300 – 1M	164 (80%)	Not	13(6%)		S1	10(5%)	
1M – 2.5 M	27(13%)				S2	5(2%)	

Source: Processed data (2021)

## RESULT & DISCUSSION

### Descriptive Analysis

The responses of the owners and owners as well as managers of Embroidery SMEs in the city and district of Tasikmalaya regarding energizing the organizational learning

process, which is the variable mediator of transformational Leadership and organizational performance, and each dimension variable based on the index value of the research variable based on the index value formula:

$$\text{Index value} = \frac{((\%F1x1) + (\%F2x2) + \dots + (\%F5x5))}{5}$$

For example, the calculation of the *harmonized function index* with the formula (1) above is carried out in the frequency distribution table 4.4, where the distribution is obtained with the help of the SPSS version 16 program, which counts the number of respondents who gave the same score to the *harmonized function* indicator (Table 2).

**Table 2: Frequency Distribution of Transformational Leadership Indicator Harmonized Function**

Calculation of the Harmonized Function Index Value						
Valid	Score	Frequency	Percent	Valid Percent	Cumulative percent	Index
	1	10	4.9	4.9	4.9	4.9
	2	14	6.8	6.8	11.7	13.7
	3	92	44.9	44.9	56.6	134.6
	4	41	20.0	20.0	76.6	80.0
	5	48	23.4	23.4	100	117.1
	Total	205	100	100		350.2
Harmonized Function Index is the total multiplication of percent and value; the total result is divided by 5						70.4

Source: Processed data (2021)

The transformational leadership variable index value is presented in Table 3.

**Table 3: the value of the transformational leadership variable index**

Transformational Leadership Indicator	Percentage of Respondents					Total	Total F*S/5	Category
	1	2	3	4	5			
<b>Individualized consideration</b>								
% F	3.9	14.1	40.5	23.9	17.6	100		
(% F) * Score	3.9	28.3	121.5	95.6	87.8	337.1	67.4	Tall
<b>Intellectual Stimulation</b>								
% F	3.9	17.1	31.2	23.4	24.4	100		
(% F) * Score	3.9	34.1	93.7	93.7	122.0	347.3	69.5	Tall
<b>Inspirational Motivation</b>								
% F	4.9	18.5	33.2	23.4	20.0	100		
(% F) * Score	4.9	37.1	99.5	93.7	100.0	335.1	67.0	Tall
<b>Idealized Influence</b>								
% F	3.4	18.5	33.2	23.4	20.0	100		
(% F) * Score	3.4	37.1	99.5	93.7	100.0	335.1	67.0	Tall

Source: Processed data (2021)

The results of the analysis of index numbers from 205 respondents show that *transformational Leadership* has an average of 67.9. Based on the five-box criteria ranging from 10 to 100, the results of this study indicate that *transformational Leadership* in embroidery SMEs is in the high category.

Depth description of *transformational Leadership* in anticipating integrated business is summarized from the answers (respondents' views) to open questions about *Transformational Leadership* (Samad, 2012). Several answers with similar or close meanings are combined into one narrative to represent empirical research findings. The summary of respondents' views on integrated *transformational Leadership* is summarized from respondents' answers to open-ended questions (table 4).

**Table 4: empirical findings on the Transformational leadership variable**

Indicator Harmonized Function	
Index Value	Research Findings-Respondent Perceptions
67.9	<ul style="list-style-type: none"> <li>- Leaders help employees work in achieving goals</li> <li>- Leaders are role models at work</li> <li>- Leaders look for other perspectives in solving problems</li> <li>- Leaders instill a sense of pride in employees while joining the organization</li> <li>- Leaders earn respect from employees</li> <li>- Leaders encourage employee creativity to seek new ideas that have not been thought of before</li> <li>- Leaders can solve problems from various perspectives</li> <li>- Leaders assist employees in developing their talents</li> <li>- Leaders encourage employees to use creativity in getting work done</li> <li>- Leaders motivate employees to work better</li> <li>- Leaders foster confidence in employees in doing work</li> <li>- Leaders provide confidence to employees that company goals will be achieved</li> <li>- Leaders arouse employee enthusiasm in doing work</li> <li>- Leaders treat employees as private individuals, not just as workgroup members.</li> <li>- Leaders are willing to listen to the difficulties and complaints experienced by employees.</li> <li>- The leader proposes self-development steps for employees in the organization.</li> <li>- Leaders treat employees as individuals with different needs, abilities, and aspirations.</li> <li>- Leaders listen to employee ideas.</li> </ul>

Source: Processed data (2021)

The *energizing organizational learning process* index number is the average of the indicator numbers forming the *energizing organizational learning process* index, namely



the goal-oriented learning process index value of 69.8; updating oriented interactive 69.6; and intra-team learning exchange 72.8 (Table 5).

**Table 5: Frequency Distribution of Energizing Organizational Learning Process Harmonized Function Indicator.**

Indicators of energizing organizational learning process	Percentage of Respondents					Total	Total F*S/5	Category
	1	2	3	4	5			
<b>Goal-oriented learning process</b>								
% F	2.9	11.7	32.2	40	13.2	100		
(% F)* Score	2.9	23.4	96.6	160	65.9	348.8	69.8	Tall
<b>Updating-oriented interactive</b>								
% F	10.7	7.3	32.2	22.9	26.8	100		
(% F)* Score	10.7	14.6	96.6	91.7	134.1	347.8	69.6	Tall
<b>Intra-Team learning exchange</b>								
% F	2.4	13.2	23.9	39	21.5	100		
(% F)* Score	2.4	26.3	71.7	156.1	107.3	363.9	72.8	Tall
Average							70.7	Tall

Source: Processed data (2021)

**Table 6: empirical findings on the Energizing Organizational Learning process variable**

Indicator Harmonized Function	
Index Value	<b>Research Findings-Respondent Perceptions</b>
70.7	<ul style="list-style-type: none"> <li>- The leader emphasizes various ideas or insights regarding Performance, including the failure/success of an action plan.</li> <li>- Leader emphasizes open learning (not dominating one another)</li> <li>- Leader emphasizes interaction to learn together</li> <li>- Leaders voluntarily integrate with employees</li> <li>- Leaders emphasize discussions that depart from the failures we have made to learn the causes and solutions.</li> </ul>

	- Leaders emphasize discussions that depart from the success of our friends to be used as work guidelines.
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Source: Processed data (2021)

The second highest score is the ability to initiate a *goal-oriented learning process*, with an average index (of 69.8). This means that organizational commitments successfully create people who learn continuously and express collective aspirations collectively and independent; the smallest index value is building voluntary knowledge exchange (*update oriented interactive*) with an average index (of 69.7) this means that even though the leader provides opportunities for learning quickly and accurately to the organization in improving its Performance, the target given is this cannot be done correctly, this is because, in embroidery SMEs, the Leadership does not provide direction and supervise planning until the process goes well (Hurdzeu, 2015).

A more in-depth description of the *energizing organizational learning process* is anticipating an integrated business is summarized from the answers (respondents' views) to the open question *Energizing organizational learning process* (McKenzie & Varney, 2018). Several answers with similar or close meanings are combined into one narrative to represent empirical research findings. A summary of respondents' views on their ability to anticipate business in their respective integrated clusters is essential (Table 7).

### Organizational Performance

The *organizational performance* index score is the average of the *organizational Performance-* forming indicator index numbers, namely the *profitability index value* of 71; *market growth* of 57,6; *product service innovation* of 54,9; and a *company reputation* of 65.1 (Table 4.16).

**Table 7: Frequency Distribution Organizational Performance Indicator Harmonized Function**

Organizational performance indicators	Percentage of Respondents					Total	Total F*S/5	Category
	1	2	3	4	5			
<b>Profitability</b>								
% F	7.8	19	13.7	29.3	30.2	100		
(% F)* Score	7.8	38	41	117.1	151.2	355.1	71	Tall
<b>Market Growth</b>								
% F	20	20	21	30.2	8.8	100		
(% F)* Score	20	40	62.9	121	43.9	287.8	57.6	Currently
<b>Product-service innovation</b>								
% F	22	16.6	29.3	29.3	2.9	100		
(% F)* Score	22	33.2	87.8	117.1	14.6	274.6	54.9	Currently
<b>Company Reputation</b>								
% F	10.2	12.2	33.7	29.8	14.1	100		
(% F)* Score	10.2	24.4	101	119	70.7	325.4	65.1	Tall
Average							62.2	Currently

Source: Processed data (2021)

The analysis of index numbers from 205 respondents showed that *the organizational Performance* of embroidery SMEs was in the high category with an average of 62.2. The indicator with the highest index number is *profitability* (71); this means that the essential thing in *organizational Performance* is *profitability*, namely the company's ability to generate **profits** (Zulkifli et al., 2020).

A more in-depth description of *organizational Performance* in anticipating integrated business is summarized from the answers (respondents' views) to open questions about *organizational Performance*.

A summary of the respondents' views on *organizational Performance* is presented in Table 8.

**Table 8: Empirical findings on the variable *Organizational Performance*.**

Indicator function	Harmonized
Index Value	Research Findings-Respondent Perceptions
62.2	<ul style="list-style-type: none"> <li>- The company's return on assets is better than similar companies</li> <li>- The company's return on equity is better than similar companies</li> <li>- Management and staff are always involved together in evaluating market growth</li> <li>- Management and staff are always involved together in increasing company productivity through product-service innovation</li> <li>- Leaders make the company's Net Profit Margin better than similar companies</li> <li>- I was a leader who made the company's GPM better than similar companies.</li> </ul> <p>Note: Gross Profit Margin compares gross profit to net sales.</p>

Source: Processed data (2021)

### Model Fit Index

Based on the output of AMOS version 18, the magnitude of the coefficient of each relationship between variables can be observed. The coefficient of the relationship between the variables is significant as a measure of the impact of the antecedent variables on the consequent variables. The influence of a variable on other variables can be direct and tiered through the intermediary of one or more other variables. Based on the analysis of direct and indirect effects between variables, the magnitude of a variable's influence on one relationship path can be seen (Liu, 2015).

Relationships between variables can form unique paths based on solid theoretical justifications that each relationship between variables can be known based on the regression coefficient of the AMOS version 18 results. The results of the calculation of the value of each relationship path are presented in Table 9.

TABLE 9 Summary of model fit index

No	Track	Path Value	Influence	Total Value
1	<i>Transformational Leadership</i> ) → <i>Energizing Organizational Learning process</i>	0.547		0.547
2	<i>Energizing Organizational Learning process</i> → <i>Organizational Performance.</i>	0.546		0.546

Source: Processed data (2021)

Based on data processing results, several findings were obtained based on direct and indirect relationships between variables using equations with the help of AMOS software version 18 (Table 10).

No	Causality	Regression Coefficient	Statistics	Note:
1	<i>Transformational Leadership</i> ) → <i>Energizing Organizational Learning process</i>	0.547	***	Sig
2	<i>Energizing Organizational Learning process</i> → <i>Organizational Performance.</i>	0.546	***	Sig

Source: Processed data (2021)

Notes:

\*\*\* Sig. at  $p = 0.01$

\*\* Sig. at  $p = 0.05$

The research findings show that *transformational Leadership* has a significant effect on *energizing the organizational learning process*; this means that *transformational Leadership* can increase the *energizing organizational learning process*.

## CONCLUSION

In the context of business practices in embroidery SMEs, the role of the leader is significant as a driving force in changing habits that have become habits. *Transformational Leadership* must have influence and idealized charisma (strong role models with high ethics), inspirational motivation (high team spirit and shared vision), intellectual stimulation (emphasizing problem-solving and creativity), and individual consideration (supportive climate and use of delegation). The results of the analysis of index numbers from 205 respondents showed that *transformational Leadership* had an average of 67.9, while the indicator with the highest index was *intellectual stimulation* (69.5). This means that:

1. Leaders can solve problems that occur in MSMEs from various points of view;
2. Leaders can assist employees in developing their talents;
3. Leaders encourage employees to use creativity in completing work;
4. Leaders encourage employees to always be innovative in completing their work.

Tasikmalaya embroidery with company characteristics that are more dominated by family inheritance (83%), purchased from a third party (4%), and the rest are pioneers from the beginning, with the management education level being more dominant at the secondary education level (SMA), meaning that the leaders in UMKM, embroidery is a leader who is born, not created. Referring to the suggested leadership theory that emerges as a solid theoretical framework to explain the effects of *transformational Leadership* in MSMEs, Embroidery Tasikmalaya, where the theoretical composition of *transformational Leadership* in MSMEs contributes is relevant to the literature on the role of Leadership in *energizing organizational learning processes*.

As for the managerial implications, the significant influence of inspirational motivation on innovation and proactiveness encourages leaders to involve workers in articulating a collective strategic vision in motivating them to start new internal innovative projects in the form of encouragement to share knowledge. Furthermore, leaders should think of training programs to increase workers' creativity and stimulate their intellectual abilities, increasing innovative behavior and renewing intellectual capital. Based on the description and practical description, it can be concluded that the construct of *energizing the organizational learning process* conceptually, empirically, and practically proved valid, relevant, and implementable. Valid in the sense that this concept can meet all the academic requirements needed to become a new construct in the field of human resource management studies. While relevant and implementing means that the construct has coherence with the actual conditions of the current business world and shows a substantial role in various business sectors, especially Tasikmalaya Embroidery SMEs. In particular, the novelty concept of *energizing the organizational learning process* will be very relevant and helpful to be applied in the context of *organizational Performance*.

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