

Style And Characteristics Transformational Leadership: How The Regional Head Of Cimahi, Indonesia In Mobilizing Employees In Achieving Vision?

Oleh: Idi Jahidi

Faculty Member of Creativepreneurship Department, Binus Business School Under Graduate Program, Binus University, Bandung, West Java, Indonesia

Email: idi.jahidi@binus.ac.id.

Abstract: The leadership of the Regional Head of Cimahi City, Indonesia is very influential in mobilizing and directing all employees in achieving the organizational vision. The Regional Head of Cimahi City, Indonesia, in mobilizing employees to adopt a transformational leadership style through the characteristics of idealized leadership, inspirational motivation, intellectual stimulation, and individual consideration. This study uses qualitative methods with the aim of being able to deeply analyze how the styles and characteristics of the transformational leadership of the Regional Head of Cimahi City, Indonesia in achieving the vision. The results of this study are that the Regional Head of Cimahi City, Indonesia has carried out the style and characteristics of transformational leadership in mobilizing and mobilizing employees to achieve a vision based on developing employee commitment by integrating transformational leadership characteristics, namely: ideal influence, inspirational motivation, intellectual stimulation, and individual consideration.

Keywords: Style, Characteristic, Transformational Leadership, and Organization Vision

1. INTRODUCTION

The vision of the Cimahi City Government, Indonesia is spelled out in goals and formulated in the Regional Medium-Term Development Plan of the Cimahi City Government, Indonesia, which stipulates three criteria for human quality, namely: (1) healthy and long-lived; (2) intelligent, creative, skilled, educated, and devoted to God Almighty; and (3) independent and have access to a decent life. Starting from these criteria, in achieving complete human development as stated in the strategic plan for the City of Cimahi, the government sets six development priorities, namely: (1) Increasing economic facilities and employment opportunities; (2) Increasing the quality of education and health; (3) Enhancing law enforcement and enforcement; (4) Infrastructure improvement; (5) Control of development in order to be environmentally sound; and (6) Increasing partnerships with the business world. In achieving the vision and goals that have been translated into six development priorities, it is strongly influenced by many factors. One of them is determined by the leadership factor of the Regional Head of Cimahi City, Indonesia.

In achieving the vision, mission, and goals that have been translated into the six development priorities, many factors influence it. The leadership of the Regional Head of Cimahi City, Indonesia is one of the factors that can influence and mobilize subordinates in achieving this vision, mission and goals.

The leadership of regional heads is expected to build commitment together with subordinates. With a joint commitment, it can facilitate and realize cooperation, and reduce the workload, so that the vision of the organization can be achieved as well as possible. The leadership of the regional head can also provide an example as a leader figure who has the capacity and capability, so that it can grow and develop the ability of subordinates to achieve this vision. Furthermore, the leadership of the regional head can motivate, motivate, and direct employees in completing work tasks by high spirit, innovative and creative, and independence.

Based on the research background that has been described, the problem statement proposed in this study is how the style and characteristics of the transformational leadership of the Regional Head of Cimahi City, Indonesia can mobilize employees in achieving the organizational vision.

In this study, a qualitative method was used to produce qualitative data and to gain a deep understanding of the transformational leadership style and characteristics of the Head of the Cimahi Region, Indonesia in mobilizing subordinates to achieve the organizational vision (Cresswell, 2007). So that in this study emphasizes the process, which is to comprehensively explain the leadership of the Regional Head of Cimahi City, Indonesia. The researcher also tries to explain the symptoms that can reveal the process and find the meaning of the leadership of the Regional Head of Cimahi City, Indonesia.

Transformational Leadership Concept

In this study using transformational leadership theory as expressed by Bass (1985, 2006), and previously an idea developed by James Mc. Gregor Burns (1978). According to Bass, the transformational level of a leader is measured by the relationship between the leader's effects on subordinates. The effects of transformational leaders that are felt include trust, admiration, loyalty and respect for the subordinates to the leader. Subordinates are also motivated to do more than they initially expected. In line with Yukl's (2010) opinion, transformational leadership changes and motivates subordinates by: (1) making subordinates more aware of the importance of the results of a job; (2) encouraging subordinates to prioritize the organization more than their personal interests; and (3) activate their needs to a higher level.

Transformational leaders are able to encourage subordinates to achieve goals beyond those that have been set, in general, the achievement of performance in the organization becomes higher. Transformational leaders also tend to have followers who are committed and satisfied with their leadership. In addition, transformational leaders are able to empower followers and pay attention to the needs of their subordinates and personal development in order to be able to develop their leadership potential.

Transformational leadership is able to create subordinates who are committed to achieving common goals. According to Bass (2006) and Hawkins (2011) subordinates' commitment is in the form of work behavior, seeks to: (1) the concept, in this case, transformational leadership can influence subordinates to increase self-concept and self-confidence in order to organize and carry out work tasks for the achievement of goals. which have been set. Subordinates both individually and in groups have high enthusiasm and optimism to achieve success in achieving the stated goals. In turn, subordinates are able to innovate better at work; (2) trust in the leadership, in this case, the belief and trust of subordinates to the leader is an important factor in fostering subordinate commitment to achieve goals. Transformational leadership can foster confidence and self-confidence among subordinates, make them independent, and instill entrepreneurial attitudes (innovative and creative) in achieving goals; (3) directed at goals and values, here, transformational leadership is able to encourage the belief of subordinates to achieve higher goals in their work, build commitment, and improve performance. Transformational leadership deals with

subordinates and job satisfaction, so that leaders and subordinates realize common goals and values that are very important in building commitment. All of that is clearly very influential on performance.

According to Bass (2006), transformational leadership is leadership that can stimulate and inspire followers to achieve extraordinary results, so they can develop their own leadership. Leaders help subordinates to grow and develop to become leaders for their own territory by paying attention to the needs and empowering subordinates based on the goals of the subordinates themselves, the leader, the group, and the larger organization.

Burns (1978) and Bass (2006) define transformational leadership as a leader's ability to change the environment, motivation, patterns, and perceived work values of subordinates so that they are better able to optimize performance to achieve organizational goals. This means, a transformational process occurs in leadership relationships when leaders build awareness of subordinates about the importance of work values, expand and increase needs that go beyond personal interests and encourage these changes towards common interests including organizational interests. The same thing was conveyed by Fairholm and Fairholm (2009), that transformational leadership focuses on changing formations and structures as well as the actors in the organizational structure.

According to Robbins (2008), transformational leadership is leadership that is able to inspire subordinates to put personal interests aside for the good of the organization. Transformational leaders, inevitably, have a tremendous influence on their subordinates. Transformational leaders pay attention to the self-development needs of their subordinates, change subordinates' awareness of existing issues by helping them see old problems in new ways, and are able to provide job satisfaction and inspire subordinates to work hard to achieve common goals.

Yukl (2010) and Morse and Buss (2008) state that transformational leadership is a leader who is able to: 1) state a clear and attractive vision; 2) describes how the vision can be achieved; 3) act confidentially and optimistically; 4) shows confidence in followers; 5) use dramatic and symbolic actions to emphasize important values; 6) lead by example; and 7) empowering people to achieve the vision.

Based on these definitions, it can be concluded that in transformational leadership, both leaders and subordinates have the same perception in optimizing their efforts to achieve organizational goals. In this way, trust, pride, commitment, respect, and loyalty to superiors can grow so that effort and performance can be optimized. Clearly, transformational leaders seek to transform visionary into realizing a shared vision so that subordinates also act as leaders to make the vision a reality.

Furthermore, Bass (2006), explains that in achieving goals and better work results, transformational leaders use transformational leadership characteristics, namely:

Ideal Influence

Transformational leaders seek to influence their subordinates through direct communication by emphasizing the importance of values, assumptions, commitments and beliefs, and having the determination to achieve goals by always considering the moral and ethical consequences of every decision made. Thus, the leader will be admired, trusted and appreciated. Subordinates will also try to identify themselves to be in accordance with their leadership. This is caused by the behavior of leaders who prioritize the needs of subordinates, consistently share risks with subordinates, and avoid using power for personal gain. As a result, subordinates become determined and motivated to optimize business and performance in achieving common goals

Inspirational Motivation

Transformational leaders seek to motivate and inspire subordinates by giving meaning and challenges to subordinates' tasks. Subordinates are given the opportunity to participate optimally in generating ideas, providing a vision of the future state of the organization that promises clear and transparent expectations. As a result, group spirit, enthusiasm and optimism have increased, so that hopes are important and valuable to them and need to be realized through high commitment.

Intellectual Stimulation

Transformational leaders encourage their subordinates to be innovative and creative in dealing with existing problems by thinking about and looking for new ways to solve them. Subordinates are able to generate new ideas and can solve problems with creative solutions. Subordinates are always encouraged to try new approaches. In this case, the leader does not criticize, even support their new ideas. As a result, subordinates feel that the leader can accept and support them in thinking about and looking for new ways of working in completing tasks. In turn, subordinates feel motivated to always find new ways of working in accelerating the achievement of their tasks.

Individual Considerations

Transformational leaders pay special attention to the needs of their subordinates in completing their tasks. The leader acts as a coach or mentor who accompanies subordinates to continuously develop their potential to a higher level. Leaders can realize and accept the circumstances and individual differences of subordinates, so as to provide more guidance and direction to subordinates who have less intellectual capacity, and tend to provide more autonomy and independence to subordinates who have superior intellectual capacity. Leaders see and treat subordinates as whole human beings. As a result, subordinates feel cared for and treated humanely by their leaders.

The characteristics of transformational leadership are able to influence changes in subordinates' behavior and encourage interaction to optimize business and work performance that is more satisfying in achieving the vision and mission of the organization. Bass (2006) further explains that the strongest influence in transformational leadership is focused on the attitudes and commitment of subordinates to the leader and the organization. These extraordinary attitudes and commitments underlie the improvement of the performance of subordinates led by transformational leaders. In other words, transformational leadership is able to build strong subordinate commitment and loyalty. Transformational leadership is also able to build the trust of subordinates and increase their self-esteem, so that they feel satisfied.

2. RESULTS AND DISCUSSION

The results of this study indicate that the style and characteristics of the transformational leadership of the Regional Head of Cimahi City, Indonesia are determined by the efforts of the regional head to influence and mobilize subordinates through: ideal influences, inspirational motivation, intellectual stimulation, and individual consideration in achieving organizational vision.

Style and Characteristics of Transformational Leadership for Regional Heads of Cimahi City, Indonesia
Ideal Influence

The transformational leadership of the Regional Head of Cimahi City, Indonesia in an effort to influence and mobilize subordinates in achieving the organizational vision is carried out through ideal influences. This leadership style includes the following characteristics: 1) the regional head provides a good role model; 2) regional head has capability; 3) the regional head has the determination; 4) regional heads have perseverance; 5) regional heads do consistency; 6) regional heads have the courage to take risks; and 7) regional heads have the trust of their subordinates.

The ideal style of influence in the transformational leadership of the Regional Head of Cimahi City, Indonesia which includes the seven characteristics mentioned above as the efforts of the regional head to influence and mobilize subordinates to respect and admire him, so as to instill and foster the trust of his subordinates in him. Therefore, regional heads must provide a good role model, be able to demonstrate good integrity as mentioned in the above characteristics to their subordinates. This is as stated by Bass and Riggio (2006) that: Transformational leaders behave in ways that allow them to serve as role models for their followers. The leaders are admired, respected, and trusted. Followers identify with the leaders and want to emulate them; leaders are endowed by their followers as having extraordinary capabilities, persistence, and determination.

The Regional Head of Cimahi City, Indonesia realizes that trust can foster subordinate commitment, so that leaders can mobilize and direct subordinates together in achieving the vision, mission, and goals of the organization that have been set. This is in line with the statement of the Regional Head of Cimahi City, Indonesia that:

As a leader, my grip is administrative science, that in organizations the main thing is leadership and management. Therefore, I carry out this position by leading and managing the various positions in the direction of achieving organizational goals, namely achieving the welfare of the people of Cimahi City, Indonesia. I try to formulate each of these positions of belief by best managing it in order to achieve organizational goals. (Interview with the Regional Head of Cimahi City on Tuesday, 17 July 2012).

The Regional Head of Cimahi City, Indonesia has the belief that the trust of his subordinates can be obtained through his integrity and dedication, therefore as a regional head manages and leads by involving subordinates at all levels as well as possible in achieving goals. According to Bass and Riggio (2006), transformational leaders gain followers' trust by maintaining integrity and dedication, being fair, and showing good behavior to their followers.

Inspirational Motivation

The transformational leadership of the Regional Head of Cimahi City, Indonesia in an effort to influence and mobilize subordinates in achieving the organizational vision is carried out through an inspirational motivation style. This leadership style includes the following characteristics: 1) providing motivation to subordinates; 2) have enthusiasm; 3) optimism; 4) provide inspiration; 5) involving subordinates; 6) foster team spirit; and 7) having commitment in achieving goals.

The inspirational motivational style in the transformational leadership of the Regional Head of Cimahi City, Indonesia which includes the seven characteristics mentioned above as the regional head's efforts to influence and mobilize motivated and inspired subordinates in carrying out their duties and responsibilities. The motivation and inspiration given by the regional head can foster enthusiasm, optimism and team spirit to get involved together in achieving the vision, mission and goals of the organization. Finally, the responsibility of subordinates continues to grow and is maintained. Bass and Riggio (2006) explain that:

The transformational leadership of the Regional Head of Cimahi City, Indonesia by influencing and mobilizing subordinates through the category of inspirational motivation functions to grow and maintain commitment in achieving organizational goals.

The regional head realizes that his subordinates have the attitude and trust in their leadership, this means that the seeds of subordinate commitment are already there, the next effort is how the regional head influences and mobilizes subordinates to develop and maintain and increase this commitment. These efforts include: providing motivation, having enthusiasm, having optimism, providing inspiration, involving subordinates, fostering team spirit, and as a positive impact is having a commitment to achieving the vision, mission and goals of the City Government of Cimahi, Indonesia.

This is as expressed by the Regional Head of Cimahi City, Indonesia that:

For me the success in implementing development programs in Cimahi City, Indonesia is an expression of satisfaction from the community for the various programs being implemented. This can be realized if there has been a change in the paradigm of subordinates at work, initially there must be a change in attitude, therefore I do not hesitate to give praise to those who excel and give punishment to discipline and there is a change in attitude. I'm not worried that this could cause problems, as long as there are role models beforehand. I apply this principle as a regional head, in front of setting a good example / role model, in the middle of working together, and from behind pushing to get better results. (Interview with the Regional Head of Cimahi City, Indonesia on Tuesday, 17 July 2012).

The statement of the regional head is in line with the opinion of Bass and Riggio (2006), that transformational leaders are leaders who are able to stimulate and inspire followers to achieve extraordinary results, by developing their abilities and empowering them according to their needs.

Intellectual Stimulation

The transformational leadership of the Regional Head of Cimahi City, Indonesia in an effort to influence and mobilize subordinates in achieving organizational goals is carried out through the style of intellectual stimulation. This style includes the following characteristics: 1) regional heads use decisions based on logical intuition; 2) regional heads make improvements to outdated traditions; 3) regional heads using new approaches; 4) regional heads encourage public criticism; 5) regional heads do creativity; 6) regional heads make innovations; and 7) regional heads improve organizational trust.

The style of intellectual stimulation in the transformational leadership of the Regional Head of Cimahi City, Indonesia which includes the seven characteristics mentioned above as the efforts of the regional head to influence and mobilize subordinates to have innovation and creativity, by solving problems in new and more creative ways and able to maintain trust and increase the reputation of the organization. Bass and Riggio (2006) states that:

Transformational leaders stimulate their followers' efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. Creativity is encouraged. There is no public criticism of individual members' mistakes. New ideas and creative problem solutions are solicited from followers, who are included in the process of addressing problems and finding solutions. Followers are encouraged to try new approaches, and their ideas are not criticized because they different from the leaders' ideas.

The regional head of Cimahi City, Indonesia in an effort to influence and mobilize subordinates through the style of intellectual stimulation as a follow-up to carrying out previous transformational leadership, after understanding and having confidence that subordinates have confidence and commitment to themselves as leaders through the category of ideal influence and motivational inspiration. This is the right time for the Regional Head of Cimahi City, Indonesia to influence and mobilize subordinates together in achieving the

vision, mission and goals of the organization by using new, creative, and innovative approaches and strategies. With transformational leadership through this intellectual stimulation style, it is hoped that it can maintain and maintain organizational trust and enhance the positive image of the City Government of Cimahi, Indonesia. This is in line with the statement of the Regional Head of Cimahi City, Indonesia that:

What this does is basically a reference. Regional heads must have references to human resources as well as possible, understand their input and recruitment patterns, commitments, and positions, so that when we need something more, innovation programs, we can look for what is needed for these changes. Then we also have to follow the rules related to rank and rank promotion while still paying attention that employees must have and understand various references and strategic thinking frameworks, so they can compete. (Interview with the Regional Head of Cimahi City, Indonesia on Tuesday, July 17 2012).

Regional heads in influencing and mobilizing subordinates through an intellectual stimulation style by preparing HR with strict and correct recruitment and selection patterns, managing differences and individual needs according to organizational needs, providing training and development to have more and extraordinary performance, thus encouraging subordinates creative and innovating. This is as the opinion of Bass and Riggio (2006) that:

Transformational leadership presents opportunities for improving the organization's image, recruitment, selection, promotion, management of diversity, teamwork, training, development, and ability to innovate. It also has implications for the organization's strategic planning and the design of its jobs and organizational structure. Policies can be set in place that arrange for a desirable mix of transformational and transactional styles to appear in the leadership displayed by the individual members of an organization. Such policies can influence the norms, values, and culture of the organization itself. As a consequence, various aspects of the organization, ranging from strategic planning to employee selection, will be favorably affected.

Then the statement of the Regional Head of Cimahi City was also strengthened by the opinion of Morse and Buss (2008) that:

Transformational leadership exhibited by academic department chairs has the potential to substantively and positively impact academic departments by positioning them to face challenges and be more adaptive to environmental changes. Positioning academic departments refer to shaping the departmental culture so that it is reflective of what Cooke and Lafferty (1983) termed "constructive organizational cultural norms." Constructive cultural norms are characterized by organizational learning that is facilitated by open communication and striking a balance between organizational goals and members' needs.

Individual Considerations

The transformational leadership of the Regional Head of Cimahi City, Indonesia in an effort to influence and mobilize subordinates in achieving the organizational vision is carried out through the style of individual consideration. This style includes the following characteristics: 1) identifying the abilities and needs of subordinates; 2) understand and accept the differences individually; 3) provide training and improve abilities and skills; 4) empower subordinates; 5) provide opportunities for subordinates to learn; 6) delegating certain powers to subordinates; 7) conducting two-way communication with subordinates; 8) listen effectively to various input and suggestions from subordinates; and 9) carry out management functions around the work unit.

The style of individual consideration in the transformational leadership of the Regional Head of Cimahi City, Indonesia, which includes the nine characteristics mentioned above, is the regional head's efforts to influence and mobilize subordinates to have more potential, so as to produce extraordinary performance. Bass and Riggio (2006) states that:

Transformational leaders pay special attention to each individual follower's needs for achievement and growth by acting as a coach or mentor. Followers and colleagues are developed to successively higher levels of potential. Individualized consideration is practiced when new learning opportunities are created along with a supportive climate. Individual differences in terms of needs and desires are recognized. The leader's behavior demonstrates acceptance of individual differences (e.g., some employees receive more encouragement, some more autonomy, others firmer standards, and still others more task structure). A two-way exchange in communication is encouraged, and "management by walking around" workspaces is practiced. Interactions with followers are personalized.

The transformational leadership of the regional head of Cimahi City, Indonesia through the style of individual consideration as an effort to mobilize and direct subordinates to have more and extraordinary performance. Previously, subordinates had confidence and commitment, had motivation and inspiration to carry out creativity and innovation, the next effort for the Regional Head of Cimahi City, Indonesia was to mobilize and direct subordinates together in achieving the vision, mission and goals of the organization by identifying abilities, skills, differences in individual wants and needs, training, providing opportunities to learn, empowering them optimally, delegating certain tasks or authorities, and carrying out management around the clock. With transformational leadership through this style of individual consideration, it is hoped that it can improve the performance and productivity of more and more extraordinary subordinates, are committed, motivated, creative and innovative in achieving the vision, mission and goals of the City Government of Cimahi, Indonesia. This is in line with the statement of the Regional Head of Cimahi City, Indonesia that:

I strongly agree that subordinates have the ability and skills and are smart and will really help and facilitate work. But it is not subordinates who are "minerin", because employees who have this attitude will commit violations which eventually become trapped in Collusion, Corruption, and Nepotism. As a leader, I don't need to be afraid to be shifted, my flying hours are different. In fact, subordinates who progress will greatly assist the leadership in implementing programs and further developing them. In the process I give trust and delegate programs to my subordinates. At the time of the execution as the leader I try to evaluate whether before the execution of the program is qualified or not. When the delegated programs are not yet capable, I try to pay attention to the wishes of my subordinates and reorganize the program so that it can be carried out well. This is where I went down a lot of mountains in the framework of sharing, so colleagues did it with various references and references. (interview with the Regional Head of Cimahi City on Tuesday, 17 July 2012).

The transformational leadership of the Regional Head of Cimahi City through the category of individual consideration as an effort to optimize the potential (commitment, motivation, and inspiration) of followers by mobilizing and directing subordinates by empowering (training, guiding, and providing opportunities), so that they are challenged to perform more productively and increase capacity leadership. As stated by Bass and Riggio (2006), that:

Transformational leadership is in some ways an expansion of transactional leadership. Transactional leadership emphasizes the transaction or exchange that takes place among leaders, colleagues, and followers. This exchange is based on the leader discussing with others what is required and specifying the conditions and rewards these others will receive if they fulfill those requirements. Transformational leadership, however, raises leadership to the next level. Transformational leadership involves inspiring followers to commit to a shared vision and goals for an organization or unit, challenging them to be innovative problem solvers, and developing followers' leadership capacity via coaching, mentoring, and provision of both challenges and support.

The Transformational Leadership of the Regional Head of Cimahi City, Indonesia is Able to Mobilize Subordinates in Achieving the Organizational Vision

The transformational leadership of the Regional Head of Cimahi City, Indonesia in influencing and mobilizing subordinates is carried out through an idealized influence style, inspirational motivation, intellectual stimulation, and individual consideration in achieving the vision, mission, and goals of Cimahi City.

Through the ideal style of influence, the Regional Head of Cimahi City, Indonesia mobilizes and directs his subordinates by setting a good example. The regional head shows as a leader who has the capacity and capability, competence, is consistent with values, has perseverance, and is brave enough to take risks to be a good example and will be followed by subordinates/employees, thus fostering trust in the regional head.

With various efforts made by the regional head, being able to instill and foster the trust of his subordinates and to be able to encourage, mobilize, and direct them to get involved together from top to bottom in achieving goals and preparing them to have the attitude and spirit of a leader is a characteristic of transformational leadership.

Confidence and trust in regional heads can encourage subordinates at all levels to imitate and be willing to follow his orders. Cimahi City Government officials, Indonesia carry out and carry out the duties and responsibilities assigned by the regional head, such as: planning development programs based on the vision, mission and objectives and designing strategies for achieving them, implementing these development programs, making changes in solve problems in new and more creative and innovative ways, evaluate and account for development programs that have been planned and implemented. In carrying out this task, he is inspired by and imitates the regional head, so that it is carried out with a strong determination, full of persistence, consistency, and is prepared to face risks.

Not only limited to instilling and cultivating confidence and trust in regional heads, the ideal influence category will be able to instill the seeds of commitment in subordinates, so that subordinates are motivated to do as ordered by the regional head.

The Regional Head of Cimahi City, Indonesia fully understands the internal and external conditions, as well as the resources they have in order to achieve the goals of the Cimahi City Government, Indonesia. Therefore, the next leadership carried out by the regional head is to influence and mobilize subordinates through an inspirational motivational style, and become an emphasis in transformational leadership. The tendency of the Regional Head of Cimahi City, Indonesia to carry out his transformational leadership in an inspirational motivational style, on the basis of consideration of fostering and increasing the trust of his subordinates, and realizing that the commitment and motivation of his subordinates is the key to success in achieving the vision, mission, and goals of the City Government of Cimahi, Indonesia.

The Regional Head of Cimahi City believes that the implementation of regional government in its mechanisms and processes requires the attitude and commitment of subordinates. Fundamental change in attitude and strong commitment encourages subordinates to perform more.

The next transformational leadership of the Regional Head of Cimahi City, Indonesia is through a style of intellectual stimulation that functions to involve subordinates to be committed to the vision, mission, and goals of the organization beyond what is expected. Therefore, the regional head through this style of intellectual stimulation influences and mobilizes subordinates by providing inspiration so that subordinates are challenged to solve problems more creatively, be able to develop capacity through education and training, and be able to think innovatively. In order to obtain more satisfying results, regional heads provide assistance and provide full support.

Regional heads provide inspiration as a challenge to subordinates in order to make creative and innovative changes. Subordinates must venture out of the box that shackles their work habits and ways. Subordinates must be able to find and find new ways to implement and run development programs that are more creative and innovative. The obstacles that may be faced and hinder the creativity and innovation of subordinates, the regional head anticipates this by providing guidance and capacity building for subordinates, providing training, mentoring, and support.

In carrying out this style of intellectual stimulation, the Regional Head of Cimahi City, Indonesia received support from his subordinates. Subordinates are willing to follow and accept the challenges given by the regional head, namely making changes in the implementation of more creative and innovative development programs. Subordinates also try to find and find new ways to solve problems faced in the implementation of development programs.

Furthermore, the efforts of the Regional Head of Cimahi City, Indonesia in carrying out his transformational leadership by trying to influence and mobilize subordinates through the style of individual consideration. This effort serves to increase individual commitment at all levels. Subordinates feel that their needs and desires are paid attention to in developing a career, the differences in individual needs and desires are really considered and are given the opportunity to develop with the creation of a supportive climate. Regional heads carry out comprehensive management, communicate in two directions with subordinates, listen to subordinates effectively, and delegate tasks with guidance and direction as a means of developing subordinates.

The transformational leadership of the Regional Head of Cimahi City, Indonesia through the style of individual consideration causes subordinates to feel fully cared for, trained and developed in a career, so that they support and are able to maintain the commitment that has been built, motivation is stable and tends to increase, and has adequate capacity to make changes -creative and innovative changes.

Thus, the transformational leadership of the Regional Head of Cimahi City, Indonesia is carried out by correlating and integrating the four transformational leadership styles in order to influence and mobilize subordinates to build commitment, through an ideal style of influence that functions to instill and foster trust and seeds of commitment to subordinates; through inspirational motivational style functions to foster commitment and encourage and stimulate subordinates to perform more than expected; through the intellectual stimulation style functions to increase commitment so that subordinates are able to find and find new ways to make changes in the implementation of more creative and innovative development programs; and through individual consideration style functions to support and support, as well as maintain the trust, commitment, motivation, performance, creativity and innovation of subordinates to be more effective by giving full attention, providing training, guidance and mentoring, and support.

3. CONCLUSION

The transformational leadership of the Regional Head of Cimahi City, Indonesia is carried out as an effort to influence and mobilize subordinates through ideal styles of influence, inspirational motivation, intellectual stimulation, and individual consideration in achieving the vision of the City Government of Cimahi, Indonesia.

The Regional Head of Cimahi City, Indonesia, in his transformational leadership, is able to integrate transformational leadership styles (ideal influence, inspirational motivation, intellectual stimulation, and individual consideration), in order to develop subordinates'

commitment to himself, regional heads, and organizations in achieving the vision of the City Government of Cimahi, Indonesia.

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