

The Impact of Transformational Leadership on Democratic Party

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Abstract: *This study focuses on analyzing the impact of transformational leadership on the intention to stay, as mediated through commitment. This study focuses on transformational leadership at the top level of management in the Democratic Party, currently led by Agus Harimurti Yudhoyono. This study employs quantitative methods with estimating techniques based on Structural Equation Modeling (SEM). The primary data sources used are collected by random sampling from Democratic Party management at the central (DPP) and regional (DPP/DPC) levels. The total number of participants in this study was 304. The stages of data analysis include preliminary analysis, which includes construct validity and reliability, a goodness of fit test, and parameter estimation based on a research model in which transformational leadership is an independent variable, intention to stay is an independent variable, and commitment (commitment) is a mediating variable. The findings indicate that transformational leadership has a positive and significant impact on commitment and that commitment positively influences respondents' intention to stay with the organization. This demonstrates the significance of transformational leadership in fostering the longevity of political parties due to its ability to improve members' willingness to stay and contribute to the organization. In the framework of political party organizations, idealized influence and inspirational motivation are the most significant roles of transformative leadership.*

Keywords: Leadership, Transformational, Democratic Party

Introduction

Political parties are highly dynamic organizations vulnerable to threats from outside the organization. The existence of political parties is a logical result of a country's democracy (Pildes, 2004). The dynamics of political parties, which are also a result of democracy, might evolve into threats that must be carefully foreseen (Borodzics, 2005). This threat becomes more intense in particular

circumstances, such as the run-up to the general election. This is because not all political parties are eligible to compete in general elections, and not all political parties that run in the elections get elected to parliament. This has ramifications for political parties because party cadres (some of whom are central and local administrators) are expected to uphold the commitment to strengthen organizational integrity under highly

dynamic circumstances. Several risks were identified, ranging from offers from rival parties for active cadres to unconstitutional claims by external parties to form a political party. Such threats can be regarded as part of the crisis experienced by organizations, particularly political parties, and have repercussions for the organization's long-term viability (Davenport, 2011).

There was a Movement for the Deprivation of Democratic Party Leadership by External Parties through the Extraordinary Illegal Conference from February to March 2021. This is a type of crisis that the organization is experiencing (Easton, 1979). Various parties claim that this illegal activity is a part of preparations for the next president and vice president elections in 2024. The public, therefore, identified this incident as a coup d'etat by Moeldoko and his relation to the legitimate leadership of Agus Harimurti Yudhoyono as the Democratic Party's General Chair. What occurred to the Democratic Party is viewed as a dynamic involving external parties, a simple SWOT analysis (Strength, Weakness, Opportunity, and Threat), and such dynamics are included in the threat classification.

According to numerous social science research studies, both in economic and political dimensions, threats are external risks that can be mitigated by internal qualities, which is strength. Political parties are also a type of organization, according to the definition of political parties as a forum (Huttington, 2003). The most significant internal

component in the organizational context is the quality of human resources (Burns and Otte, 1999). Thus, we can conclude that external threat risk mitigation can be accomplished by strengthening the quality of internal components, specifically human resources. The next question is which internal parts of the organization's human resources should be considered or strengthened. According to Goodwin, Wofford, and Whittington (2001), leadership is the most fundamental aspect of human resources related to organizations.

The Democratic Party is currently led by Agus Harimurti Yudhoyono, or AHY. In order to protect the Democratic Party's integrity from external threats, AHY encourages all cadres to be steadfast in defending the party's integrity while prioritizing constitutional and dignified aspects. Manifestations of dignified and constitutional steps are actualized through legal channels by gathering facts for the trial process, while the commitment and integrity of Democratic Party cadres throughout Indonesia are maintained. AHY's motivation for internal parties is a leadership function performed by political party leaders. However, this type of motivation will be ineffective unless it is complemented by members' commitment and intention to stay with the organization, as discussed in various discourses on organizational sustainability techniques (Bass, 1985). Thus, this research aims to investigate the impact of transformational leadership that focuses on top-level management in the Democratic Party, currently led by

Agus Harimurti Yudhoyono, on the intention to stay as mediated by commitment. This study explains the management of political party organizations, among the first of such literature compared to previous studies. While political parties themselves have different characteristics compared to other profit and non-profit organizations.

The model for this study is built on the Theory of Planned Behavior (TPB). According to Ajzen (1988, 1991), the theory of planned behaviour (TPB) is an extension of the previous theory, namely the theory of reasoned action (Fishbein dan Ajzen 1975; Ajzen dan Fishbein

1980). This TPB continues to explain the psychological interest in attention (Sheppard et al. 1988; Ajzen 2001). Ajzen (1991) defines the theory of planned behaviour as a psychological theory that explains or connects beliefs to behavior. The Theory of Planned Behavior (TPB) contains three major components: attitude, subjective norms, and perceived behavioral control, all of which have implications for the propensity of an individual's intentions. Based on this definition, this study attempts to design a model with reference to the Theory of Planned Behavior (TPB) with the following details:

Table 1. The Theory of Planned Behavior Components' Operationalization

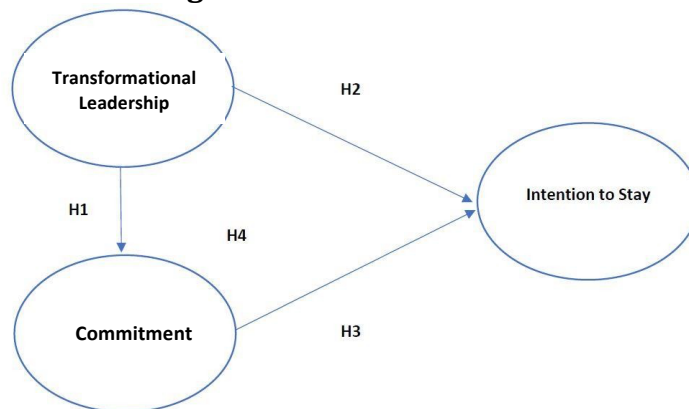
TPB Components	Research Variable
Attitude	Commitment
Subjective Norms	Transformational Leadership
Intention	Intention to Stay

Source: Ajzen (1991)

The TPB components, as presented above, are operationalized into study variables that will be empirically tested. Based on the structure of the model utilized in this study, empirical testing is

designed to answer the research hypothesis. The research model can be stated using the study objectives and the Theory of Planned Behavior (TPB) as follows.

Figure 1. Research Model



Source: Researcher Tabulation (2022)

This study will identify and analyze the impact of transformational leadership on the intention to stay, as mediated by commitment, using the research model above. This impact will be analyzed empirically.

Transformational Leadership

According to Northouse (2019), transformational leadership is a process that encourages and transforms members (followers) for the better. Transformational leadership relates to emotional aspects, values, ethics, standards, and long-term achievements. Burns (1978), the first author of transformational leadership and transactional leadership, established that leadership has aspects that may be used to assess leadership quality and the likelihood of success (the expected impact). This also applies to transformational leadership, where various key indicators are utilized to assess the extent to which transformational leadership attributes may be implemented, such as charisma (idealized influence), inspirational motivation, intellectual stimulation, and individual concerns. Each indicator of transformative leadership

Several prior studies have examined the impact of transformative leadership on organizational commitment. This impact happens across sectors, as Abiodun et al. (2017) argue that transformative leadership is highly dependent on work design settings and qualifications. Abiodun et al. (2017) researched health organizations

(especially nurse activities), with the major theme of examining what leadership is most helpful in enhancing staff work satisfaction and commitment in health care provider organizations. On the other hand, Kim et al. (2014) discovered that transformational leadership could improve commitment through positive support from leaders and members to contribute to the organization. Strong motivation from a leader who exemplifies transformational leadership can drive continued commitment.

Transformational leadership's significant impact on commitment

Furthermore, Northouse (2019) and Bass (1985) define transformational leadership as a process that encourages change and transforms members (followers) for the better. According to Yao and Huang (2018), leadership positively and significantly impacts an individual's intention to stay with the organization. According to Abularub and Alghamdi (2011), transformational leadership has a greater impact on the intention to stay than other leadership styles.

Bell and Sheridan (2020) investigate the impact of commitment on professional employees' desire to work in their firms. According to Reddit, Gregory, and Ro (2017), the total commitment component, which encompasses emotional, normative, and continuous commitment, has a positive and significant link with a person's desire to continue or work at their current organization. As a

result, the following hypotheses can be developed:

According to Kim et al. (2014), transformational leadership is critical for maintaining an individual commitment to the dynamics of uncertainty, which have the ability to erode individual identities that have been tied to the organization. At the manager level, enhancing charisma and inspirational motivation can help to keep or improve commitment, whereas at the employee level, increasing individualized considerations can help to retain or increase commitment. This means that the lower the managerial level, the more a leader must utilize a caring style geared toward addressing needs to be recognized and noticed by organizational leaders. According to the research findings of Kim et al. (2014), the transformational leadership method must be altered based on the managerial level and the conditions the organization or company faces. This rise in commitment will further inspire an increase in intention to stay in the context of affective, normative, and lasting commitment (Reddit, Gregory, and Ro, 2017). As a result, the hypothesis can be explained as follows.

Method

The research was conducted using an explanatory research design that focuses on the objective of explaining the causal relationship between variables because the focus of this study is on examining the influence of factors that have the ability to affect changes in other variables (Shumueli, 2010). According to

Kvunja and Kuyini (2017), explanatory research can explain the influence of factors, providing a better understanding of why this impact can be deepened.

This research focuses on providing detailed answers to the major issues discussed and given in the form of hypotheses. This research uses a quantitative method, with hypothesis testing based on empirical criteria and steps (Cooper and Schidler, 2014). A quantitative method was employed in this study to provide empirical support for the impact of transformational leadership on the intention to stay after the crisis as mediated by commitment. The impact assessed by the model employed in this study covers the effect of commitment on the intention to remain in the Democratic Party after the crisis. The respondents' perceptions of the factors that are the subject of this investigation are included in the primary data used in this study, which was conducted through the use of questionnaire instruments.

The Democratic Party administrators who were formally registered at the Central Management Council (DPP) and regional (DPD and DPC) levels served as the study's population and sample. This study will employ random sampling, with each category of Democratic Party administrators, namely DPP, DPD, and DPC, divided into distinct groups. The estimated figures for active Democratic Party members at the central and regional levels (34 provinces and 514 districts/cities) in Indonesia were 13,030, with the following details.

Table 2. Research Population

Democratic Party Managers	Number of Democratic Party Managers in Each Region	Total Managers
Central Management Council (DPP)	200	200
Regional Management Council (DPD)	75	2.550
Branch Management Council (DPC)	20	10.280
Total		13.030

Source: Democratic Party Database (2022)

As a result, each population group will be represented by a sample for the purposes of primary data collection. The number of samples in each population category in this study will be modified to account for the margin of error. Moore and

McCabe (1999) suggest that the margin of error affects the range of sample sizes required to represent the population. The calculation of the margin of error can be described mathematically as follows.

$$MOE_y = z_y \times \sqrt{\frac{\sigma^2}{n}} \quad (\text{Eq. 1})$$

The range of the number of study samples can be provided as follows based on the

computation of the margin of error presented above.

Table 3. The margin of Error and Sample Size

Margin of Error	Sample Size
2%	2.401
3%	1.067
4%	600
5%	384
10%	96

Source: Moore dan McCabe (1999)

$$n = \frac{N}{1+Ne^2} \quad (\text{Eq. 2})$$

Where *n* is the study's required sample size, *N* is the population, and *e* is the margin of error. This study will utilize a significance level (alpha) of 5%, which means that the confidence level in this study is 95%, as reported in quantitative studies. The number of samples used in this study was 304 respondents, according to the findings of calculations using the Slovin formula (or equivalent to a margin of error of 6%).

Result and Discussions

Respondent Profile

Based on the tabulation results of this study, descriptive statistics present a comprehensive profile of research respondents. Respondents in this survey include legitimate administrators of the Democratic Party at the central (DPP) and regional levels, as previously defined (DPD and DPC). The distribution of responders is shown below.

Table 4. Respondent Profile

	Respondent Profile	Per cent (%)
Gender	Male	81.97
	Female	18.03
Region	Branch Management Council (DPC)	57.38
	Regional Management Council (DPD)	41.64
	Central Management Council (DPP)	0.98
Service Periods	< 1 year	28.52
	1 - 3 years	11.8
	3 - 4 years	5.9
	4 - 5 years	7.21
	> 5 years	46.56
Legislative Position	< 1 years	0.98
	1 - 3 years	9.18
	3 - 4 years	1.31
	4 - 5 years	2.3
	> 5 years	20.98
	Did not serve	65.25
Executive Position	< 1 year	1.97
	1 - 3 years	0
	3 - 4 years	0
	4 - 5 years	0.33
	> 5 years	2.62
	Did not serve	95.08

According to the mapping of respondents shown in the table above, the majority of respondents (57.38%) are branch managers (DPC). This demonstrates regional administrators' eagerness to contribute to the party's success and sustainability. Furthermore, the findings of the data tabulation suggest that the majority of respondents have been administrators for more than five years, as many as 46.56%, followed by new administrators with less than one year, as many as 28.52%. Furthermore,

this study determines how long an administrator has functioned as a public official (both executive and legislative) while acting as an administrator.

For legislative positions, namely House of Representatives/Regional Representative Council members, the majority of respondents have never served or are not currently serving as DPR/DPRD members while serving as Democratic Party administrators, both at the national and regional levels, as high as 65.25%. Those who have served said that

they had been members of the DPR/DPRD for more than five years (across two periods) as much as 20.98% of the time. The executive position, on the other hand, is the position of the regional head, where the majority of them (95.08%) claimed that they never had or were not currently working as regional leaders when they were Democratic Party administrators. However, 2.62% of individuals who have served or are now serving in the office reported that the position of the regional

head during their time as administrator of the Democratic Party was held for more than five years (two periods), while 1.97% of respondents stated that they had served as regional head for less than one year.

Based on the results of the research utilizing Structural Equation Modeling (SEM) above, the direct and indirect impact of each variable employed in this study may be determined. The causal relationship, as indicated by path analysis, is detailed below.

Table 5. Structural Path Model of Direct Effects Result

Hypothesized Path		Coeff	Sig	Result
Transformational Leadership	--> Commitment	1.010	***	Supported
Transformational Leadership	--> Intention to Stay	.033	0.780	Not Supported
Commitment	--> Intention to Stay	1.127	***	Supported

Note:

This study used three categories of significance level: ***, which is the significance level at the 1% level, ** at the 5% level, and * at the 10% level.

Source: Processed Researcher Data (2022)

Transformational leadership has a considerable effect on commitment, as shown in the table above, with a significance level of 1%. This direct effect demonstrates that an increase of one unit in transformational leadership increases commitment by 1.01 units with a significance level of 1%. However, an increase in transformational leadership has no discernible effect on the board's desire to remain (intention to stay). On the other hand, commitment has a considerable impact on intention to stay, with 1 unit of commitment increasing by 1,127 units with a significance level of 1%. Thus, the direct effect analysis

demonstrates that raising the commitment of management, which can be strengthened by improving the quality of transformational leadership on an ongoing basis, can raise the intention to stay.

This study supports earlier empirical literature indicating that transformational leadership plays a significant influence in enhancing organizational member commitment. According to Kim et al. (2014), transformational leadership can boost commitment by encouraging members and leaders to contribute to the organization. Strong motivation from a

leader who exemplifies transformational leadership can inspire continued commitment. This increase in commitment might ultimately boost a person's intention to stay with the company, which is in line with Bell and Sheridan's (2020) research, which indicated that a person wishes to stay in their current position due to affective, normative, and behavioral commitments. Long-term viability is an important reason someone intends to continue in their current career or position. The current job or position is closely tied to the current benefits and the unwillingness to face the risk of probable loss if you shift organizations. These factors empirically increase an individual's desire to remain with the organization for longer (Reddit, Gregory, and Ro, 2017). The results of this study are consistent with the previous study and the theory of planned behavior (Ajzen, 1991), which applies cognitive, attitude (i.e., affective), and intention (i.e., conative) frameworks into their theories.

The following findings can be explained by paying attention to the data distribution on respondents' answers to questions derived from each variable. This is inextricably linked to the board's and the Democratic Party's shared life values. According to the study's tabulation results, 82.24% of respondents strongly agree, and 15.46% agree that they share the same life values as the Democratic Party. This encourages managers to stay with the Democratic Party, as reflected by 78.62% of respondents who strongly agree and 17.43% of respondents who believe they will stay with the Democratic

Party. According to survey respondents, external party offers are not appealing to Democrat Party executives. According to the research findings, 82.57% of respondents strongly agree, and 15.13% agree that serving in the Democratic Party is more appealing than serving in other organizations.

The managers stated their strong intention to remain and contribute to the Democratic Party with this confidence level. A total of respondents responded that they expect to continue their future political careers with the Democratic Party. In addition to maintaining their careers in the Democratic Party, as many as 79.9% of respondents strongly agreed, and 16.78% agreed to advance their political careers in the Democratic Party. Even more intriguing is the fact that the political career path is not only the management's primary motive for staying but also their best opportunity to contribute to the Democratic Party's organizational stability, which is viewed as having good organizational stability. Up to 75% of respondents indicated they strongly agreed, and 19.74% said they wanted to stay in the Democratic Party for a longer period of time. However, 81.25% strongly agree, and 15.46% believe they would remain loyal to the Democratic Party due to its exceptional organizational stability. This empirical finding indicates that the Democratic Party has used transformative leadership at the top-level management that is currently led by Agus Harimurti Yudhoyono. In the future, the Democratic Party must constantly work to build and flourish to ensure that

transformative leadership is applied at every level of the party.

Conclusion

This study examines the impact of transformational leadership on post-crisis intention to stay, as mediated by commitment. The influence of the model employed in this study includes the effect of commitment on the intention to stay in the Democratic Party after the crisis. This research is motivated by two main goals: first, to demonstrate and deepen the implications of transformational leadership in political parties; and second, to provide strategic recommendations, particularly for party administrators, on factors to consider in increasing commitment from the leadership side.

The findings of this study show that transformational leadership has a strong positive influence on raising commitment, with enhanced commitment encouraging Democratic Party management to stay (intention to stay). Compared to the insignificant direct impact of transformative leadership on the desire to stay, this demonstrates that commitment is essentially a factor that explains why the desire to stay exists (intention to stay). The results of this study are consistent with the previous study's theory of planned behavior (Ajzen, 1991). This study also advances the theory of planned behavior by showing that it can be applied to understanding the development of human resources in political party organizations. This study's empirical findings indicate that transformative leadership at the top level management

currently led by Agus Harimurti Yudhoyono has worked well in the Democratic Party.

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