TRANSFORMATIONAL LEADERSHIP AND PATTERN OF DECISION TOWARDS ORGANIZATION'S DEVELOPMENT IN LEARNING ORGANIZATION

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ABSTRACT

Every organization whether it is a public or private sector has to achieve their long-term goal based on their organization's vision. Organization development can be defined as how the organization can increase their effectiveness by organizing, facilitating, and managing the resources and subordinates that exist in the organization. Therefore, transformational leadership will be needed in the context of awareness towards the developmental needs of the employee, the changing of employee behavior, and act as problem solver instead of inspiring the employee to be more motivated. The pattern of decision should be taken as a measurement towards organization development as leaders should be able to make a choice on what pattern of decision is suitable based on their situation. This paper will discuss the context of transformational leadership and the pattern of decision towards organization development in a learning organization.

Keywords: *Organization development; transformational leadership; pattern of decision; learning organization.*

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1.   Introduction

Some organization will adapt the learning organization concept as their path to achieve the successful goal for the future. Learning organization is more focus on what describes the system, principle and the characteristics of the organization that learns and produce as a collective entity. Instead of this, learning organization has multiple of definitions in different perspectives. Marquardt (1996) posited that learning organization must learn powerfully whereby it needs to capture the knowledge and disseminate quickly in the organization in the context of continuous adaptation, improvement, and learning through adapting the technology.

Each organization has their own target that needs to achieve based on the vision that they build together in long-term view. The target of each organization is the same that is, to increase the quality and productivity of the services and product based on the customers and global market demands. Therefore, each organization needs to improve their organization development as to sustain and increase the quality and productivity of their services and products. Burke and Bradford (2005) emphasized that organization development is a process that is able to improve the organizational effectiveness in the overall view through the organization's dimension. Through this, it will involve the process of the organization development which are:

(1) reorganize the structure of the organization, (2) reform the structure of the organization, (3) develop an attitude, (4) change the behavior, and (5) acquire training at level of expertise.

Due to this, organization development is depending on two factors namely, leadership performance and the pattern of decision-making. Leadership is the main factor for the organization performance. Leadership is the process where the individual is able to influence people surrounding them to achieve the goal and the objective of their organization. This seems that the leaders must be good in implementing their knowledge, experiences, and skills toward the leadership skill. Thus, Jago (1982) noted that this process is a "Process Leadership". However, leadership does not only cover about the skill but it also covers the pattern of the leadership and the emotional intelligence in the leadership.

Besides that, pattern of decision-making is one of the factors that contribute towards the organization development that is implemented in the process of decision-making. Decision-making is a conscious process of making choice among one or more alternative for getting the desired outcome. Narayan and Corcoran-Perry (1997) mentioned that decision-making is an interaction process between problem that is being faced and involves an individual to solve it. This means that decision-making involves a process of making a choice towards the alternative that has been made to solve the problems or issues. In addition, Kinicki and Williams (2006) highlighted that there are several of decision-making styles that are able to influence the decisions that have been made by the individual. Thus, there are four types of decision-making styles, which are directive, analytical, conceptual, and behavioral.

2.   Literature Review

2.1   Learning organization

Senge (1994) described learning organization as "organization where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together". Learning organization emphasized on continuos learning according to the level of the individual where knowledge can be generated and shared among employees. This involves the process of systems thinking and participation of the individuals who are continuosly learning (Gephart, Marsick, & Van Buren,1997; Watkins & Marsick, 1998). Jones and Hendry (1992) posited that the culture of the people generates the concept of the learning organization. Pedler, Burgoyne, and Boydell (1991) described learning organization as an organization that has its own facilitaies for learning to their members and continually transforms itself. Hence, learning organization is where people at all levels whether individual and as a group continues to increase their ability to transform itself to meet demands for fundamental change in the aspects of vision, management and leadership, organization structure, culture, systems and process (Ratner,1997; Redding, 1997). Kassim (2010) identified the growth of learning organization as depending on how the organization is able to manage due to the need for organization to persist the success and competitiveness of the organization. In addition, Mumford (1996) noted that the successful achievement of the organization is depending on creating an environment where the behaviors and practices involved in continuos development are actively encouraged.

2.2   Transformational Leadership

Transformational leadership is an agent of strategic and organization change towards the organization development. Transformational leadership influences employees' in-role (Judge & Piccolo,2004) and extra-role performance (Wang, Oh, Courtright, & Colbert,2011). Bass (1985) concurred that transformational leadership is about the motivation and inspire the follower towards their performance through the exchange of transactional leadership. Hater and Bass (1988) noted that to have a transformational leadership, the leader must have strong personality and thinking forwards based on their vision. According to Jong and Hartog (2007), and Kent, Crotts and Aziz (2001), transformational leaders are able to stimulate their followers to identify the problems or issues in new ways and help them to develop their creativity of thinking to encourage their full potential. According to Bass (1991) and Bass and Avolio (1990) as cited in Kassim (2010) transformational leadership is about improving the performance of followers and developing followers to their fullest potential. This had been supported by Organ, Podsakoff, and MacKenzie (2006) that transformational leadership is the ability to stimulate followers to perform across the recommended job roles in the organization. Due to this, leaders who show or exhibit transformational leadership naturally have a strong set of internal values which are effective at motivating followers and are without any self-interest. Therefore, the four elements involve in this transformational leadership are:

2.2.1   Charisma or idealized influence

Bass (1985) highlighted that charisma is the first element in transformational leadership. Charisma is focusing on how the leaders lead the vision and mission in the big picture perspective. Weber (1947) mentioned that the charisma concept is where the leaders are able to present their mission and vision as their solution towards the certain issues. Therefore, leaders must have their own charisma to make a good decision towards the problem that they faced or to manage the organization. In this case, the subordinate will make their leaders as their role model or known as *idealized influence.*. Hence, Callan (2003) expressed that charisma is in the eye of the beholder is a metaphor for idealized influence that is able to be a role model for subordinates to emulate, and shows that supervisors can be relied on "to do the right thing" (Avolio,1999).

2.2.2   Inspiration

Bass (1985) highlighted that inspiration is second element in the transformational leadership. This element will inspire their subordinate to look forward and be able to take challenge. This is because the leader has generated their subordinate with motivation and became more optimistic about their long-term vision for their organization development. As for this, their subordinate is willing to put more effort towards the task that must has been given as their motivation increase than usual. Jones and Hendry (1992) encouraged leaders to play vital roles in motivation and communication skills. This is because, by having good communication skills the leaders are able to control their words and understand their subordinate's behavior when giving motivation to them. This is because certain subordinates have certain different behavior. Due to this, it will relate to the emotional expression whereby the transformational leaders will use their expression of emotion to inspire and motivate their subordinate.

George and Jones (2002) stated that the positive or negative emotion that has been expressed by the leaders toward their subordinates will affect the positive and negative behavior of their

subordinates. Bass (1990) concurred that the effective leaders is where they are able to control their emotion in a good way in the context of communication.

2.2.3 Individual consideration

Yammarino and Bass (1988) stated that transformational leaders would use individual consideration for their subordinates to achieve their different level of potiental in developing the organizations. Individual consideration focused on the role of leaders who are able to act as a coach and advisors toward their subordinates. According to Bass (1985), through coaching and mentoring, the subordinates would be able to provide the feedback continuosly and able to sustain the link between the individual needs to the organization's mission. This means that the leaders need to allow their subordinates to actively take part in their personal and professional development instead to achieving their organizational goals. This is because the subordinates are able to use their different knowledge, skills and capabilities toward the organization's development. This will encourage the subordinates to become active participants in the group.

2.2. 4 Intellectual stimulation

Yammarino and Bass (1988) asserted that intellectual stimulating is the last element of transformational leadership. In this context, the leaders need to encourage their subordinates to use their knowledge and skills that are able to create a new idea, or innovation towards some challenging issues that relate to their organization's development. Bass (1985) and Bass and Avolio (1990) believed that "an intellectually stimulating leader provides subordinates with a flow of challenging new ideas to stimulate rethinking of old ways of doing things". Subordinates and leaders need to be aware towards the surrounding issues and able to use their thought and imagination. This means that they must use their critical thinking skill to get the idea to solve problems regarding the issues of the organization's development. Yammarino and Bass (1990) analyzed that intellectual stimulation needs some observation, analysis, conceptualize and the comprehension on the problem that they faced and the solution made.

2.3 Pattern of Decision

Based on Kinichi and Willam (2006), the decision-making style actually comes along with the value of orientation and tolerance for ambiguity. Value orientation refers to the person who focuses toward the other people's decision while tolerance for ambiguity is actually focusing the structure level of people's need. As part of this, it will form the four patterns of decision-making style.

	Left Brain Hemisphere	Right Brain Hemisphere
High	**Analytical** • Enjoys solving problems/puzzles • Uses considerable data • Undertakes careful analysis • **Strong need for achievement (in the form of challenges)**	**Conceptual** • Creative and humanistic • Broad and long-term focus • Seeks independence • **Strong need for achievement (in the form of recognition)**
Low	**Directive** • Aggressive and autocratic • Acts rapidly • Uses rules and intuition • **Strong need for power**	**Behavioral** • Supportive and emphatic • Prefers communication/discussion • Uses intuition rather than data • **Strong need for affiliation**

Cognitive Complexity (vertical axis, High to Low)

Task Oriented   *People Oriented*

Source: Rowe & Boulgarides (1983), as cited in Martinsons & Davison (2007, p. 286)

Knicki and Williams (2003) suggested that the style of a decision maker is very critical because it affects the decision processes especially in organization development. The Decision Making Style model shows that individuals who demonstrate an analytical style are task oriented but have a high tolerance for ambiguity. The individual with this style can be known as information seekers where they need a lot of information from various sources and various alternatives before reaching a decision. It will take a long time for them to respond well in new and uncertain situations, as they need to be more alert towards the decision that they make. Individuals with a directive style have a low tolerance for ambiguity and task oriented. They are more focusing towards the action oriented, facts, the use of rules and regulations, and adopt a systematic approach in solving problems. Those with a directive style tend to make speedy decisions with an autocratic management style.

On other hand, conceptual decision-makers tend to focus on people or social aspects of a work situation and action oriented. They are willing to take risks and good in creating creative finding solutions by using intuition and judgment. The behavioral style is focusing more on people oriented. This individual will tend to solve problems with feeling and instinct, have a tendency to avoid conflicts, and show the concern about others in their approach to decisions. Within this four styles, it leads the use of knowledge gathered from social psychology, cognitive psychology, structural engineering, organization behavior, and information system.

2.3.1 Directive Pattern Decision

This directive pattern is more on action oriented whereby they only focus on the facts. From this, the leaders will concern on their subordinates to complete their task efficiently and systematically. Connor and Becker (2003), Bou1garides and Cohen (2001), Rowe and Davis, (1996), and Rowe and Mason (1987) analyzed that this directive pattern will show the leaders have strong desire for power and control. In addition, the leaders will use specific information and facts that they think is logical react as problem solver. Although this pattern is known as autocratic but in the positive view, the decision that is made by the leader is more organized as

they know what they aim for. Thus, in this pattern of decision, the leaders should have the charisma as mentioned in the element of the transformational leadership.

2.3.2 Conceptual Pattern Decision

Meanwhile, the conceptual style will look in a broad perspective of decision pattern. This means it will look on overview of the facts and opinion and need some other supporting elements before doing the decision. Connor and Becker (2003), Boulgarides and Cohen (2001), Rowe and Davis (1996), and Rowe and Mason (1987) described that leaders who have this pattern of decision are actually able to think in creative way or thinking out of box to find the answer towards the problem that they faced. This means that they have the ability to understand the complex situation or problem towards their surroundings. This pattern of decision will use multiple source or alternative as their problem solver. This means that the leaders will allow their subordinates to take part to think or to find the solution through their capabilities. This scenario can be related on individual consideration, as it is one of the element of transformational leadership.

2.3.3 Behavioral Pattern Decision

Connor and Becker (2003), Boulgarides and Cohen (2001), Rowe and Davis (1996), Rowe and Mason (1987) noted that this pattern is more to people and social concerns. This means that they will have a strong bond towards people and the surrounding. This will make them work together, able to open or share their idea. In addition, the leaders who have this pattern of decision are actually supportive leaders who always give support to their subordinates, as they are able to adapt their subordinate opinions and ideas that are suitable for the problems that they faced. Due to this, the subordinates are allowed to implement their different skills and knowledge to make some improvements toward their organization's development as well as problem solver. This shows that leaders give motivation for their subordinates to work as a team.

2.3.4 Analytical Pattern Decision

This pattern is needed to analyze a situation whereby people need a lot of information before they make their decision. Connor and Becker (2003), Boulgarides and Cohen (2001), Rowe and Davis (1996), and Rowe and Mason (1987) asserted that the decision that has been made by this pattern is more to intellectual concept and rely upon the models, measurement and plans. This shows that leaders who have this pattern of thinking is actually more to rethinking the idea or do some comparison towards the model before making a decision to use as problem solver. This situation can be related to the intellectual stimulation that can be found in the element of transformational leadership.

2.4 Organization development

Organizational development is known as the changing of technology infrastructure and demanding of the market through the changing of belief, attitude, value and the structure of the organization (Bennis, 1969). Organization development is the organization effectiveness based on the structure of system where the behavioral knowledge science has been applied and transfered to the planning of development, improvement and reinforcement of structure's

strategies (Cummings & Worley, 2005). The relationship and the process among the individual and the group is known as the relationship between inter and intra relationship that enable managing the development of the organization (Dixon, Henkelman & McLagan,1991).

3.   Conceptual Framework

Conceptual framework is actually the framework of variables that has been discussed in this topic. In this framework, there are two types of variables, which are independent and dependent variables. Thus, this study is to identify the factors that influences the organization's development. In this study, the dependent variable is organization development while the independent variables are the transformational leadership that consists of charisma, inspiration, individual consideration and intellectual stimulation while pattern of decision consists of directive pattern, conceptual pattern, behavioural pattern and analytical pattern.
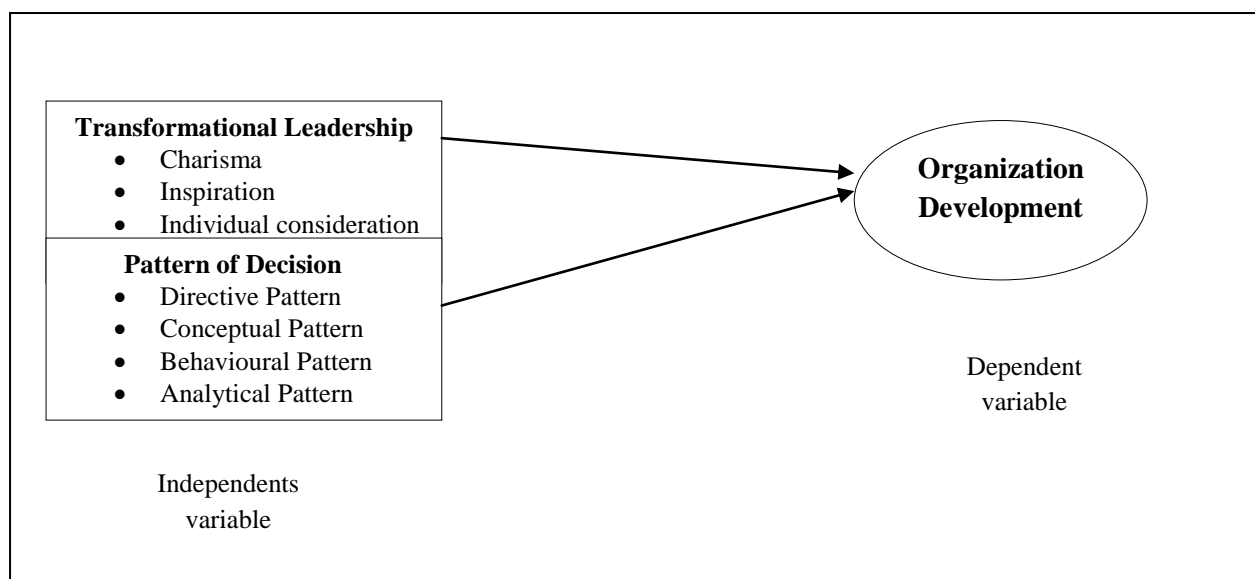

Figure 2: Conceptual Framework Of Transformational Leadership And Pattern Of Decision Towards Organization's Development

4.   Conclusion

This paper has discussed on transformational leadership and pattern of decision towards organization development. Theoretically, knowledge and skills are not enough for the leaders to organize or manage the organization. This is because the factor that makes the organization being well managed is from the leadership style that has been implemented in the management inside the organization itself. This can be seen when the learning organization has high degree of capacity learning as a whole system in overall aspects such as vision and strategy, leadership and management, culture, structure, systems, and processes in organization managment. Therefore, the leaders should have transformational leadership in their leadership skill, as it is very crucial towards the organization's development. Leaders should have those four criterias of transformational leadership such as charisma or idealized influence, inspiration, individual

consideration and intellectual stimulation to make the organization's development more effective. On another hand, the leaders should be aware towards the pattern of decision that they make before making any decision. This is because the pattern of decision made by leaders will affect the organization's development. Thus, leaders should understanding the four patterns of decision such as directive pattern, analytical pattern, conceptual pattern and behavioral pattern that will give an impact towards the effectiveness of organization's development. This paper will give a clear view on how transformational leadership and pattern of decision become an indicator towards organization's development.

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