

QUALITIES OF TRANSFORMATIONAL LEADER: A STUDY ON MUSTAFA KEMAL ATATURK

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ABSTRACT

The study of leadership by scholars and academics is an ongoing process that has evolved dramatically over the centuries. Many of them have their own perspectives and views towards the command, leadership and management style of the past leaders. Some of the leaders are remembered until today for their past contributions and some to a certain extent are remembered for the destructions caused to their own country and international society. Mustafa Kemal Ataturk, the commander of the Turkish War of Independence is considered as national hero and a great leader in Turkey history. He is mostly remembered as a nation builder and 'Father of Modernisation' for Turkey. His leadership was significant during the Turkish War of Independence. In the early 1920s, he clearly perceived his role as leader and commander with great strategies defeating all those who intended to invade his country. He was subsequently said to rank amongst the world's greatest strategists. Hence, Mustafa Kemal's leaderships can be hailed as a transformational leader based on the success for transforming and modernising Turkey. Due to this, Turkey was transformed through reforms in the social, political, economic and cultural spheres. The study on Mustafa Kemal's leadership qualities are worth to be studied for the benefit of future military commanders and leaders.

Keyword: *Leadership, command, management, transformational leader, leader*

INTRODUCTION

Leadership can be defined as a process in which a leader attempts to influence his or her followers to establish and accomplish a goal or goals (Gallagher, 2016). In order to accomplish the goal, the leader exercises his or her power to influence people. That power is exercised in earlier stages by motivating followers to get the job done and in later stages by rewarding or punishing those who do or do not perform to the level of expectation. Bass (1994) views leadership as a process of social exchange between a leader and his or her followers. According to him, a transformational leader places a higher level of trust in his or her followers and demands a much higher level of loyalty and performance beyond normal expectations (Bass, 2006). Bass defined transformational leadership in terms of transforming followers, creating vision of the goals that may be attained, and articulating for the followers the ways to attain those goals (Bass, 2006). Transformational leader succeed because of their personal characteristics. Max Weber's Theory of Charisma (1947) and Burns' (1978) Transforming Leadership Theory are the two perspectives being used in developing the charismatic-transformational approach to leadership. Bass (2009) created the term transformational leadership, describing such leaders as change agents that elicit and transform followers' beliefs, attitudes and motivations. These leaders provide a vision and develop an

emotional relationship with their followers, increasing the latter's consciousness and belief in higher goals, above their own interests. The specific behaviors of these leaders are classified into four dimensions: (a) idealized influence, (b) inspirational motivation, (c) intellectual stimulation and (d) individualized consideration. According to Bass (2006) idealized influence, or charisma, refers to the attributes ascribed by followers to their leader, according to their perceptions of the leader's power, confidence and transcendent ideals. These perceptions are driven by specific behaviours of the leader that reflect his/her values and beliefs. It is this emotional component of leadership that drives followers to forgo their own comfort in favour of the collective interest, that is, in the search for a greater good. Inspirational motivation refers to leader's behaviours aimed at inspiring and motivating followers to attain ambitious and challenging goals or even apparently unattainable ones. Intellectual stimulation refers to the way a leader questions the status quo and appeals to the intelligence of followers to prompt them to question their own ideas, thus motivating innovative and creative decision-making. Individual consideration refers to the socio-emotional support given by a leader to his/her followers, in response to their specific needs, which promotes their development and empowerment. The transformational leader behaviours associated with four dimensions is shown in Table 1.

Table 1: Transformational Leader Behaviours Associated with Four Dimensions.
 Source: Bass, 2006

Dimension	Leader's Behaviour
Idealized Influence: Living one's ideals.	<ul style="list-style-type: none"> • Talk about their most important values and beliefs. • Specify the importance of having a strong sense of purpose. • Consider the moral and ethical consequences of decisions. • Champion exciting new possibilities. • Talk about the importance of trusting each other.
Inspirational Motivation: Inspiring others.	<ul style="list-style-type: none"> • Talk optimistically about the future. • Talk enthusiastically about what needs to be accomplished. • Articulate a compelling vision of the future. • Express confidence that goals will be achieved. • Provide an exciting image of what is essential to consider. • Take a stand on controversial issues.
Intellectual Stimulation: Stimulating others	<ul style="list-style-type: none"> • Re-examine critical assumptions to question whether they are appropriate. • Seek differing perspectives when solving problems. • Get others to look at problems from many different angles. • Suggest new ways of looking at how to complete assignments. • Encourage non-traditional thinking to deal with traditional problems. • Encourage rethinking those ideas which have never been questioned before.
Individualized Consideration: Coaching and development.	<ul style="list-style-type: none"> • Spend time teaching and coaching. • Treat others as individuals rather than just as members of the group • Consider individuals as having different needs, abilities, and aspirations from others. • Help others to develop their strengths. • Listen attentively to others' concerns. • Promote self development.

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Therefore, the transformational leadership definition provided by Bass is used as the most applicable theory for analysing Mustafa Kemal's leadership qualities. His leadership will be assessed with the four transformational styles of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

METHODOLOGY

The methodology of this study is based on qualitative method. The information and data collection are obtained from secondary sources which consist of books, report, journals, articles and past research from the website and library. This approach is done by analysing and mapping the leadership of Mustafa Kemal with transformational leadership framework.

DISCUSSION

The following discussion will look upon on how the transformational styles of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration is being applied by Mustafa Kemal during his command and leading the Turkish Army.

Idealized influence

Idealized influence is about building confidence and trust and providing a role model that followers seek to emulate (Gomes, 2014). Mustafa Kemal was a very determined leader. He demonstrated his idealized influence by creating a war strategy that was well balanced politically and militarily even after being discharged from the Ottoman Army for the intention of establishing a sovereign Turkish State. His confidence for independence was so great that he subsequently established a National Assembly to achieve his intention. He successfully gained support from the nation through his independence campaign. The establishment of the Assembly provided Mustafa Kemal the authority to resume as the Commander in Chief of the Turkish Army in the battle against the adversary (Byrne, 2003). Hence, it is evident that Mustafa Kemal developed his plan for independence decisively and comprehensively without being demoralized by political obstacles and resource limitations. He managed to overcome all the challenges with his great determination to achieve his aim for a sovereign Turkish State. His idealized influence provided him strength to achieve success for modernising Turkey that enjoyed prosperity and stability until present.

Inspirational motivation

Inspirational motivation is related to idealized influence but whereas charisma is held to motivate individuals, inspirational leadership is about motivating the entire organization (Scroll & For, 2009). Mustafa Kemal is inspired to his vision of modernising Turkey. His principles were the creation of a national sovereign state for Turkey. At the same time, he intended a modernisation by the Western standard of living in enhancing the physical and human resources of the country moving together with liberal political and economic institutions. His motivation was further strengthened following his victory in the War of Independence. His inspirational motivation is at the peak when he said that, "*The successes which our army has gained up to now cannot be regarded as having achieved the real salvation of our country. These victories have only prepared the ground for our future victories. Let us not be puffed up with military victories. Let us rather prepare new victories*

in science and economics” (Robinson, 2013). Therefore we can see that by remaining inspired to his vision and principles, Mustafa Kemal actually lead to motivate the Turkish people. His inspirational leadership touched the people’s heart to cooperate and participate with him to achieve his vision. In addition, the Turkish people was also excited to the vision and wanted to witness a transformed Turkey state.

Intellectual stimulation

Intellectual stimulation involves arousing and changing followers’ awareness of problems and their capacity to solve those problems (Bass, 2006). Mustafa Kemal demonstrated intellectual stimulation during the War of Independence by fighting together with his troops. By doing so on his own will, he lifted his troop’s morale to die in defending their own country to achieve victory. During the Gallipoli Campaign, he was always at the forefront assisting his soldiers to wheel guns into position. In addition, he sent his men into attack even though he was aware of the very little hope of survival. He told his troops, “*I do not order you to attack. I order you to die. In the time which passes until we die other troops and commanders can take our places to fight the invaders*” (Gawrych, 2008). During the Dardanelles Campaign, he commanded the 19th Infantry Division and was bold to make his own decision without awaiting approval from higher headquarters to move the division to Conkbayiri. The decision was made after anticipation of the main attack occurring in that area. Nevertheless, his bold decision resulted success for his troops. In most battle, he was a motivator encouraging his soldiers who had lost courage fighting the battle. He told them to keep up the fighting spirit by saying, “*There is no flight from the enemy. There is only fighting with the enemy. If you have no ammunition, then you still have your bayonets.*” (Robinson, 2013). From all the battles mention above, we can see that Mustafa Kemal’s intellectual stimulation had lifted his troop’s spirit into regaining their confidence and by holding firmly to his decision, he managed to achieve success for his troops. His courage was acknowledged by his superior and his troops. Mustafa Kemal’s courage was exemplary and he put aside his superior orders above the rest to safeguard the country’s sovereignty. His intellectual stimulation later shaped his success in transforming Turkey into a modern state.

Individualized consideration

Individualized consideration involves responding to the specific, unique needs of followers to ensure they are included in the transformation process of the organization (Bass, 2006). Mustafa Kemal demonstrated individualized consideration through the ability to convey his messages to his soldiers and people in various situations. He was very inspiring and this resulted in his troops to fight all out against the enemy in battlefield. He was a persuasive and fluent public speaker who spoke of his vision and his strategy to his people with clarity and passion. His individualized consideration led to the success in battles and Turkey’s liberal transformation. He was successful in responding to their needs to ensure they participate towards his vision of liberation and modernization. Mustafa Kemal’s ultimate intention was to transform Turkey into a sovereign, democratic, secular and a modern State. His vision was for a total revolution and transformation surrounding the political, social, and technological changes (Weiker, 2010). Hence, through individualized consideration, Turkey became the first country with a majority of Muslim population to become a secular Republic. The most prominent change was when he elevated the place of women in traditional Turkish society with major reforms in order to provide equal rights and opportunities for women. Mustafa Kemal pressed the importance of women in achieving the Turkish independence. Later, Turkey had the world's first women Supreme Court justice (Lewis, 2010).

Mustafa Kemal being a Transformational Leader

Mustafa Kemal developed qualities of his leadership skills during his childhood years. At Cadet School he was very successful but unpopular. He had the first qualification of leadership which was the desire to lead. This was his personal goal and it always gave him strength to work harder. His strength was that he liked to study and work. He studied military history and the campaigns of Napoleon. He learned from them and improved his leadership and commanding skills. Another strength of Mustafa Kemal is he was a risk taking man. During the Gallipoli campaign, he ignored the orders to be cautious. The English troop landed at the place that Mustafa Kemal was responsible to protect and this was very unexpected to him. During the end of the First World War, Mustafa Kemal salvaged the nation from the ailing Ottoman Empire and created modern Turkey (Weiker, 2010). On his own responsibility, he deployed the whole of the army reserves by not a man remained in reserve. He was convinced that he was facing the main attack and he made no error. His instincts were right and he didn't doubted his instincts. His others strength is he was very brave. He was always in the line talking with his soldiers and at the same time he was constantly under fire. He never spared himself and shared the dangers with the troops. There was no fear in his heart. He motivated the Turkish soldiers with a new courage and they were ready to follow him to anywhere. At the end of the Gallipoli War he was promoted because of his success and braveness (David, 2008).

As a military commander, Mustafa Kemal engaged in a political and military campaign to mobilise the Turkish nation in a defensive war in order to remove all foreign troops from Turkish soil. As a country leader, Mustafa Kemal successfully guided his people to democracy and he introduced a broad range of swift and sweeping reforms in the political, social, legal, economic, and cultural spheres. As the manager of the country, Mustafa Kemal came to power with a clear strategy for building a Turkish nation from the shambles of the Ottoman Empire. He pursued a vision of liberating his people and Turkey became the first country with a majority of Muslim population to become a secular Republic (Lewis, 2010). Mustafa Kemal established the Republic of Turkey through his strong will and inspiring leadership. He was determined for change and transform the nation economically and socially. One of the prominent changes was the abolishment of the Sultanate and establishment of a secular state (Gawrych, 2008). He was all out with his transformation for the benefit of the Turkey state and population. He was an effective transformational leader who dares to make significant changes to the country. He achieved success when all odds were looking impossible for him. In spite of everything, he was firm with his vision and strong in determination. Through his success, we can realise that nothing will be impossible to achieve if we are visionaries and determined with our intention. Mustafa Kemal had proved it and we should take his example as a guide for future military leaders to strive for success even when facing hardship and reassuring subordinates that obstacles can be overcome diligently.

CONCLUSION

The study on Mustafa Kemal supports the notion that transformational leadership style can be applied in contemporary behavioural leadership for a military commander. The command, leadership and management approach using the transformational style will provide a better relationship between a leader and his subordinates. The modern battlefield would demand a high level of complexity and relationship between leader and subordinates. Military commanders can adapt their leadership styles according to the transformational leadership to ensure success in mission during peacetime and wartime. A good military leader must possess the desire to transform and change for the development of knowledge and environment for him and subordinates. He must have the passion to develop new competencies in accordance with the revolution of technology and global changes. This will require a leader with clear

vision and firm determination. Mustafa Kemal had done well throughout his career to transform and liberalise Turkey. His efforts to change and sweeping reforms in the political, social, legal, economic, and cultural spheres has earned Turkey the first country with a majority of Muslim population to become a secular Republic. Commanders and leaders in the modern military lanscape must instil the desire to transform as this would enable the leader to adapt to the challenging world of conflict.

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