

Research Article

**THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN MANAGING HUMAN RESOURCES FOR ORGANIZATIONAL INNOVATION CASE STUDY IN A STATE ELECTRICITY COMPANY**

Amir, Adiwijaya, Firly Juanita Surahman, Mukhlisah Syam

Universitas Muslim Indonesia, Indonesia

*Article history:*

Submission 31 May 2024

Revised 08 June 2024

Accepted 09 June 2024

*\*Corresponding author:*

E-mail:

[doktorustasamir@gmail.com](mailto:doktorustasamir@gmail.com)

**ABSTRACT**

Transformational leaders provide autonomy and responsibility to employees, allowing them to take initiative and contribute actively to organizational goals. The aim of this research is to understand the role of transformational leadership in influencing human resource management strategies to support innovation within the State Electricity Company. The research method used in this study is Systematic Literature Review (SLR). The results of this study indicate that transformational leadership is not just about managing organizations but also about building a culture that continuously seeks ways to improve and innovate, ensuring that the State Electricity Company remains competitive and relevant in facing the challenges of the future electricity industry.

**Keywords:** HRM, PLN, Transformational

**Introduction**

Leadership transformational is one of approach leadership that has get attention big in literature management and psychology organization. In background behind research, discussion about concepts and characteristics leadership transformational to be very relevant Because give base important understanding for reader about How approach This can influence performance and culture organization. According to (Sugiarto et al., 2023) leadership transformational refers to style leadership where the leader No only responsible answer For reach objective organization, but also for inspire, motivate and develop employee. Leader transformational have ability for create clear and compelling vision, capable inspiring employee For Work going to more goals tall.

They push employee for beyond existing limits determined, motivating they for do change positive and influencing culture organization in a way whole. One of characteristics main from leadership transformational is ability for motivate.

Leader transformational use various method for motivating employees, fine That through award, recognition, or give challenging challenge. They are also capable identify and utilize potency individual, so push employee for reach level more performance tall. Leadership Transformational also emphasizes development clear vision. According to (Fadilah & Hamami, 2021) leader transformational own ability For design and communicate an interesting and inspiring vision for organization. That vision No only help direct actions and

*How to cite:*

Amir, Adiwijaya, Surahman, F. J., & Syam, M. (2024). The Role of Transformational Leadership in Managing Human Resources for Organizational Innovation Case Study in A State Electricity Company. *Indonesian Journal of Social Science Research*, 5(1), 349 – 357. doi: 10.11594/ijssr.05.01.31

decisions, but also motivating employee For Work going to objective together. Leadership Transformational also emphasizes empowerment employee. Leader transformational give autonomy and responsibility answer to employees, so possible they for take initiative and contribute in a way active to objective organization. With empowering employees, leaders transformational create environment inclusive and growth - oriented work.

Leadership transformational push change positive in organization. Leader transformational own ability for identify opportunity change and move organization going to more changes Good. They capable overcome resistance to change and inspire employee for adapt with fast and effective. According to (Dewi, 2015) management source Power Human Resources (HRM) is approach strategic in manage human resources accordingly with goals and needs organization. HRM includes various activity, start from HR planning, recruitment and selection, training and development, to management performance and compensation. Through effective HRM approach, organization can ensure that they own competent, motivated and performing employees tall. HR development strategy becomes part important in discussion about HR in background behind study.

This strategy covers various activity for increase competence, skills, and knowledge employees to match with need organization. This matter can includes training and development programs, mentorship, as well experience diverse work. With adopt appropriate HR development strategies, organizations can increase productivity, innovation, and power competitive them on the market. Importance leadership in manage human resources effectively effective too part important from discussion about HR in background behind study. A effective leader No only capable lead team with good, but also capable manage human resources with wise (Mawardi, 2021) . This matter covers ability for motivate, inspire and guide employees, as well ensure that source Power man organization used optimally for reach objective together. Effective leaders also have ability for identify potency employees and

empower they for reach more performance Good. Culture positive organization can influence motivation, engagement, and retention employee.

With create environment supportive, collaborative, and development - oriented work of the organization can increase performance and satisfaction employee. Draft innovation No only covers development product or service new, but also includes development of processes, business models and culture new organization. In the era of globalization and progress rapid technology, organization must capable adapt and innovate for survive and thrive. Importance innovation in context organization can discussed as response to market and environmental changes dynamic business. According to (Ardianti et al., 2020) with exists change in preference consumers, developments technology, or regulations industry, organization must capable innovate for still relevant and fulfilling market needs. Innovation can become means for organization for anticipate market changes and gain superiority competitive. Capable organization produce innovation in a way continuously will own superiority significant competition in a competitive market. Innovation can help organization for differentiate self from competitors, interesting customer new, and maintain existing customers There is.

Innovation is also possible become key for growth period long, fine in matter market expansion, diversification product, or new market penetration. Innovation in context organization can covers various form, start from development product or service new until enhancement work process efficiency. Discussion about innovation product or service new will highlighting importance discovery and development product or satisfactory service need or desire new customers or already There is. Innovation in the work process will emphasize effort for increase efficiency, productivity, and quality in operate operation organization. According to (Marliyani et al., 2023) innovation is also possible happen in change culture organization, where organization adopt values, norms, or practice new support creativity, collaboration, and experimentation. Challenge the

can covers lack of source power, resistance to change, or lack of supportive culture innovation. However, there will also be discussion emphasize importance build supportive environment innovation, where employees feel pushed for think creative, take risk, and collaborate in develop new ideas.

state power company is often considered as the owning entity role strategic in provide a vital service for public. Industry electricity own high scale and complexity, considering related nature with infrastructure criticality, reliability, and sustainability energy. According to (Fadilah & Hamami, 2021) research on companies the country's electricity will give valuable insight about How industry with scale size and complexity tall manage source Power human and implement innovation in answer challenges faced. Industry electricity often face various unique and complex challenges, incl strict regulations, changes fast technology, and demands will continuity environment. The state power company is often located in position that requires it adaptation fast to market and environmental changes, as well innovation in answer challenge. Case studies on companies the country's electricity will give deep understanding about How company in affected industries impact change fast and sustainable the utilise leadership transformational and source Power man for still competitive and relevant.

Importance innovation and leadership transformational in industry electricity is also very relevant with need will transformation moderate energy taking place. With shift going to energy renewable and sustainable, company The country's electricity is faced with challenges big for changing business models they, integrate technology new, and face change in behavior consumer. Case studies on companies the country's electricity will give outlook about How leadership transformational and management source Power man can facilitate the transformation process This in a way effective. According to (Mawardi, 2021) election company state electricity as studies case in study This can understood as reasonable and strategic steps. Through studies case this, research own potency for give valuable insight about How industry electricity manage source Power

human, apply innovation, and facing rapid and sustainable change.

Study this can also be done give useful input for company state electricity and stakeholders interest other in industry This for increase performance, sustainability, and power competitive they are in a continuing market changed. The purpose of study This is for know role leadership transformational in influence management strategies source Power man for support innovation within the State Electricity Company and for know obstacle main problem faced by the State Electricity Company in apply leadership transformational in management source Power man for increase innovation.

## **Methods**

Research methods used in study This is a Systematic Literature Review (SLR), which aims for collect, assess, and synthesize existing evidence about role leadership transformational in manage source Power human resources (HR) for innovation organization, with focus specifically on studies case at the State Electricity Company (PLN). SLR is done with steps systematic which includes identification, selection, and analysis critical to relevant literature from various source credible academics. Keywords used in search literature includes "transformational", "HR", "organizational", and "PLN". Search literature done through academic databases such as PubMed and Google Scholar for ensure broad and comprehensive coverage from relevant studies.

first step in SLR is identification appropriate literature with topic study. It's involving search use the keywords that have been determined for find article journals, books, and documents others discussed draft leadership transformational, HR management, and innovation in context organizations, especially at PLN or industry electricity in a way general. After relevant literature identified, steps next is selection studies based on criteria strict inclusion and exclusion. Criteria inclusion Possible covers studies that focus on roles leadership transformational in context HR management and innovation organization, as well relevance with PLN or industry similar.

After selection, selected literature Then analyzed in a way critical for evaluate quality methodological and findings main from each study. Analysis This involve evaluation to design research, methods data collection, as well validity and reliability findings. With Thus, SLR makes it possible for researchers to get holistic and based picture proof about topic being researched. In context study Here, the SLR method helps identify How leadership transformational has applied in managing human resources in various organization and how approach This can support innovation. Findings from various studies This Then synthesized for give deep insight about practice best and challenges faced in apply leadership transformational at PLN.

Use of SLR as method study ensure that study This is based on strong and up-to-date evidence, providing solid foundation for recommendation practical and implications theoretical. With unite results study from various source, research This No only give description comprehensive about role leadership transformational in HR management and innovation,

but also highlights context PLN specific, which can become reference important for taker policy and practitioners in the field industry electricity and management organization.

### Result and Discussion

Selection process article follow guidelines from Preferred Reporting Systematic Reviews and Meta-analysis (PRISMA) and consists from a number of stage. Stage beginning involve search articles, and on stage this, amount articles found in period 2020-2023 is as many as 15 articles. Then, continue with screening stage, where the articles This analyzed more carry on. After the screening process, a total of 5 articles were selected chosen for continue to stage furthermore. Stage next is evaluation quality articles, where every article checked for ensure reliability and quality. Result of stage evaluation This is that 5 articles fulfil terms and conditions included in report end study from References. This reflects the selection process strict and systematic articles in accordance with PRISMA guidelines.

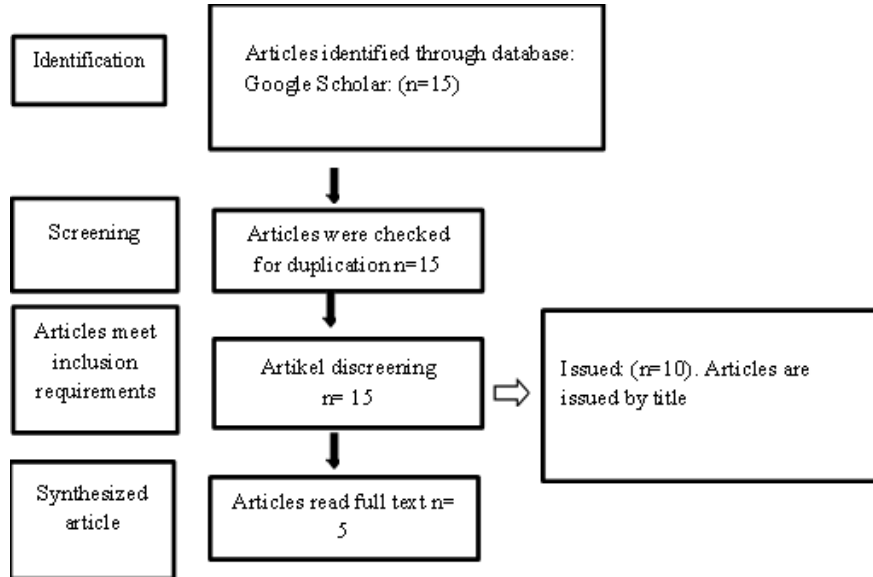


Chart 1. PRISMA diagram

Researcher run the retrieval process decision related articles found regarding with issue study this, as well do identification from every contained articles in every database accessed. Based on articles said, done review deep

related Leadership Roles Transformational in Managing Human Resources For Innovation Case Study Organization at the State Electricity Company.

Table 1. Leadership Roles Transformational in Managing Human Resources for Innovation Case Study Organization at the State Electricity Company

Title and Researchers	Objective	Results
Leadership Roles Transformational and Motivational Work in Affecting Employee Performance of Pt. Xyz (Satria, 2021)	Identify what is the role of leadership Transformational and Motivational Work affecting employee performance at PT. XYZ.	This result disclose that the Groundbreaking Authority has significant influence towards Representative Execution, while Work Inspiration can influence performance employees at PT. XYZ.
Leadership Roles Transformational At Pt. North Sumatra Bank Branch Gunungsitoli in Developing Collaboration with Stakeholders as Working Partners Government in Gunungsitoli City (Mendrofa et al., 2022)	Leadership role transformational at PT. North Sumatra Bank Branch Gunungsitoli in build cooperation with holder interest as partner Work government in the city Gunungsitoli.	Testing descriptive, leadership transformational at PT. North Sumatra Bank Branch including in category tall with percentage amounting to 68.5%.
Influence Leadership To Employee Engagement at PT PLN (Persero) PUSDI-KLAT (Murnianita, 2012)	Analyze impact leadership to attachment employee at PLN Pusdiklat.	That there is significant correlation between leadership and engagement employee.
The role of style leadership transformational key user against success implementation of enterprise resource planning (Wijayanto, 2013)	Review influence style leadership transformational user main to success ERP implementation.	Leadership transformational from user main influential to success ERP implementation with p value is 0.000. However, results model testing (updated D&M IS Success Model) shows higher p value big from 0.05.
Leadership Roles Transformational in Information System Success Model: Analysis e-Learning Practices in Higher Education (Nuryanti et al., 2022)	Understand and analyze influence leadership transformational by leaders in one college tall private sector in Tangerang towards a model of success system information, which includes quality system, quality information, and quality service.	Leadership transformational own influence significant to third variable in the success model system information.

Source : Processed Data Researcher, 2024

Leader transformational own ability for formulate and communicate inspiring vision. They capable see Far to front, explore opportunity new, and inspiring employee with meaningful goals. Clear and compelling vision become base for innovation and transformation organization, because push employee for think outside existing boundaries and be brave take risk. One of characteristic typical leadership

transformational is effort for empowering employee. According to (Ardianti et al., 2020) leader transformational No only give instructions to subordinates, but also giving they autonomy for take decision and act in a way independent. With empowering employees, leaders create an environment where new ideas welcome and initiative appreciated, which is base important for innovation. Leader

transformational capable awaken high motivation among employee. They use various technique communication and leadership for push passion and dedication in reach objective together.

Through encouragement and recognition on contribution employees, leaders transformational create environment dynamic and motivating work, where people feel motivated for give the best from self they. Leader transformational own role important in change culture organization going to more direction positive and innovative. They No only accepting the status quo, but also pushing necessary changes for reach their vision set. With lead with role model and facilitate open dialogue, leader transformational inspiring employee for adopt necessary changes for growth and progress organization (Wijayanto, 2013). Leadership transformational it's not a static concept, however dynamic and responsive to needs and challenges organization. Effective leader in context This must capable combine various aspect from draft This with coordinated and appropriate manner with context organization they.

In a changing environment with fast like industry energy electricity, leadership transformational become the more important Because possible organization for adapt and develop in face complex and diverse challenges. Leader transformational own role key in formulate and communicate vision innovative to all over member organization. They capable see opportunity new, identify market trends, and developing strategies that lead to innovation. According to (Sahana, 2018) with convey Inspirational and attractive vision, leader transformational motivating employee for participate in the process of innovation and pursuit more goals tall. One of aspect important from leadership transformational is his abilities for push employee for think creative and out-of-the-box. Leader transformational No only Reign or controlling, but also empowering employee for contribute new ideas and solutions innovative.

With create safe and supportive environment for experiment and try matter new, leader transformational facilitating the innovation process throughout organization. Leader

transformational create environment open, collaborative work where ideas new encouraged and appreciated. They push collaboration cross-team, facilitating creative discussion, and provide support for experimentation and testing new ideas. With give room for employee for share view them and bring innovative ideas, leaders transformational create foundation for growth and development innovation within organization (Sidik & Sutoyo, 2020) . Leader transformational No only convey vision innovative, but also delivering necessary support and resources for make it happen. They ensure that employee own access to training, technology, and infrastructure required for implement innovative ideas they. They also deliver moral support and motivation required for overcome possible obstacles and challenges arise in the innovation process.

Leader transformational understand that innovation often involve taking risk. However, they also confirmed that risk This managed with wise and restrained. With motivating employee for try things new and not Afraid for Failed, leader transformational create an environment where innovation can develop without fear or excessive obstacles. Implementation practice leadership transformational at the State Electricity Company (PLN) can be seen through various strategies and approaches used by leaders in organization for manage source Power human and pushing innovation (Sofiah Sinaga et al., 2021). In context PLN specific, which is company big with challenges and complexity high industry, leadership transformational play role important in navigate change and utilize opportunity new. Leaders at PLN use strong vision for direct company towards a brighter future innovative and sustainable.

Committed for communicate vision This in a way effective to all over layer organization, ensure that every employee understand long-term goals and strategies long company. One of method leader transformational in PLN implements vision they is with empowering employees in all level. They push participation active and contribute ideas from all over staff, creating environment where every employee feel valued and empowered for innovate. Leaders

at PLN also acknowledged this importance training and development for equip employee with skills and knowledge required for contribute in a way effective (Tucunan et al., 2014) . With give access to relevant training programs and opportunities development career, them ensure that employee own required capabilities for push innovation in work they. Leader transformational at PLN emphasized importance motivation intrinsic. They use an inspiring and empathetic approach for motivating employees, help they find meaning in work them and feel connected with objective more companies big. This is not only increase satisfaction Work but also spurred on creativity and initiative individual.

Leaders at PLN also encouraged it culture collaboration and openness, where ideas can be shared and evaluated without Afraid will critics destructive. They form team cross function for Work The same in project innovative, ensuring that various perspective and expertise can put together for create more solutions Good. In practice everyday, leader Transformation at PLN also plays a role as example exemplary. They show commitment to innovation and change through action they himself, leading with give example How face challenge and take calculated risk. Create environment in which employees feel supported and inspired for follow footsteps they (Fanani et al., 2020) . for example, initiative for adopt technology energy renewable and practical more business sustainability at PLN is reflection from leadership transformational focused on the future. Case study or study field about PLN shows that application leadership transformational can produce change significant positive.

In various project, from modernization network electricity until development energy new and renewable, strong leadership and proven visionary become factor key success. Adoptive leaders approach transformational succeed overcome resistance to change and mobilize source Power man for reach sustainable innovation. According to (Febrianti & Silvianita, 2017) implementation practice leadership transformational at PLN shows that through clear vision, empowerment employees, motivation intrinsic, and examples role model, leader

can create conducive environment for innovation. This is not only help PLN to still competitive in industry dynamic electricity but also make sure that company can contribute in a way positive to development energy sustainable in the future. With Thus, leadership transformational at PLN isn't it? only about manage change but also about build culture ongoing organization look for method for improve and innovate.

## **Conclusion**

Conclusions of study about role leadership transformational in manage source Power man for innovation organizations at the State Electricity Company (PLN) emphasized importance inspirational vision, empowerment employees , and culture supportive work innovation. Leadership transformational , with its characteristics include vision period long, motivational height , and ability influence change positive , proven become catalyst main in push innovation in organization. Leader transformational at PLN is capable formulate and communicate clear vision, which is motivating employee for think creative and brave take risk. With empowering employees and create environment dynamic work , they push the emergence of new ideas and initiatives innovative.

Case studies at PLN show that application principles leadership transformational produce change significant positive, good in management source Power man nor in development innovation technology and operations. Leaders at PLN implemented it practice Involving leadership giving autonomy to employees , training and development skills, as well creation culture collaboration and openness . This matter possible employee for contribute in a way effective and feel connected with objective period long company. More far, leadership transformational at PLN is not only focus on achievement results period short, but also on development foundation for continuity period long through innovation. Leaders at PLN pointed out commitment to energy renewable and practical more business sustainable, which reflects vision transformational they

Research result This confirm that leadership transformational is effective approach for

manage change and spur innovation in complex and dynamic industry like energy electricity. Study This highlighting that leadership transformational at PLN is capable overcome resistance to change, mobilize source Power humans, and create conducive environment for innovation. With Thus, leadership transformational No only about manage organization but also about build continuing culture look for method For improve and innovate, ensure that PLN remains competitive and relevant in face challenge industry electricity in the future.

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