

The influence of transformational leadership, power distance, and followership on the decision making capability

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ABSTRACT

The purpose of the study is to analyze the effects of Transformational Leadership, Power Distance and Followership on the Capability of Officers' Decision Making in Kostrad. The research method used is the survey method which is taken from 293 respondents and associative research explanations using the quantitative research. The study uses path analysis as the data analysis techniques. The results of the study show that (1) Transformational Leadership had a direct positive effect in Decision Making Capabilities, (2) Power Distance had a direct positive effect in Decision Making Capabilities, (3) Followership had a direct positive effect in Decision Making Capabilities, (4) Transformational leadership had a direct positive in Followership, (5) Power Distance had a direct positive effect in Followership, (6) Transformational leadership had a direct positive effect in Decision Making Capabilities had a direct positive effect in Power Distance, (7) Transformational leadership did not have any effect through the Power Distance mediation variable, (8) Transformational leadership had a positive indirect effect in Decision Making Capabilities through mediation in Followership variables. (9) Power Distance had an indirect positive effect in Decision Making Capabilities through mediation in Followership variables.

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1. Introduction

In accordance to Law No. 34 of 2004 concerning about the Indonesian Armed Forces which explains that the TNI plays an important role and as an instrument of the state in the field of defense by carrying out tasks based on state policy and political decisions. Therefore, the main task of the TNI is to uphold the national sovereignty, maintain the territorial integrity of the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution, and protect the entire nation to all of Indonesia's blood spills from threats and disturbances to the integrity of the state and nation. Furthermore, the TNI as a national defense functions such as: (1) an antidote to any form of military threat and armed threats from outside and within the country against sovereignty, territorial integrity, and national security, (2) an action against any form of threat and (3) the recovery of state security conditions that are disturbed by turmoil security. The Army Strategic Command (Kostrad), which is part of the Army, has the main task of organizing the OMP and or OMSP in order to support the basic tasks of the Indonesian Army. Management is the science associated with an organization, especially in achieving organizational goals under the certain conditions. For achieving that goal, the organization must behave as effectively and efficiently as possible by carrying out the functions of planning, organization, implementation and supervision. The implementation of management in the country defense is called the defense management. According to Supriyatno (2014), defense management is a process of managing national resources into the potential resources, fostering strength/ability to use them effectively and efficiently to enhance national defense (Supriyatno, 2014; Hwarng & Teo, 2001; Dappa et al., 2019).

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A leader in a national defense organization is indeed very necessary. According to Yukl (2007) it is a process to influence followers (Montgomery, 2011). Leaders have various types of leadership based on the type of leader who carries out an organization. One of them is transformational leadership, in which the perspective is continually being expanded. Transformational leadership is a picture of charismatic and inspirational leaders. The leader intellectually stimulates all followers' thereby promoting rationality and problem-solving skills. The leader also provides individual consideration to followers and expects to attend and provide the growth and development of an organization. There are a number of theoretical statements that show that transformational leadership increases the influence of organizational behavior created by these leaders to followers. At this time, when the Indonesian Armed Forces (TNI) leaders are in a confronted condition which is not fighting, the current conditions of providing organizational change demands to continue to keep up with the changing times. The organizational change requires a leader to be able to transform, but a leader who has a decision making must have a distance power and it is a Power Distribution meaning according to Kirkman et al. (2009). According to Lee Choong (2012), leaders usually understand the right to allocate the resources, rewards and give punishment. With this condition, subordinates must be more sensitive. The mismatches power must be careful when leaders interact with superiors. According to Bochner and Hesketh (1994), leaders with high power distance orientation are more task-oriented and less people-oriented than leaders with lower power orientation. Thus, according to Madlock (2012), the superior-subordinate relationship is limited to their daily work, which is caused a lack of outside communication. So, leaders with a low power orientation can emphasize shared equality, but ignore the power differences, which is good for active supervisor-subordinate communication and have good relations. As a result, subordinates will not worry about the potential negative effects derived from seeking help from their superiors, (Madlock, 2012; Atan & Mahmood, 2019). In addition to a leader who has a distance power, the condition of the organization in the TNI that does not have a battle has an impact on leadership style that can affect to Followership.

Van Vugt, Hogan, and Kaiser describe leadership and followers develop to facilitate the ability of a leader to influence followers, it continues to develop and to serve at least three adaptive functions that can be known, such as directing group action, mediating conflict within groups, and managing competition between groups. They further suggest that the mechanism of followership leader is evaluated and asked to help individuals detect a leader's trust and to assess the benefits of following the leader or not. Leadership followers have a tendency to distrust the leader, so that every decision making strategic always follows the trust of others. It gives the impact of how the types of followership leader in decision making.

The officers' ability to make apt decisions is needed during the war as well as not war era. Due to the fog of war and battlefield situation, apt decisions have to be made as quickly as possible. During the not war era where the strategic environment is volatile, uncertain, complex, and ambiguous, the high ability of the officers to make apt decisions is also imperative. During this era, especially in the field of human resource management, the decisions may not affect instantly, but in the long run the effects will be tremendous.

2. Theoretical Review

The meaning of ability according to Robbins and Judge (2008a) is the capacity of the individual to perform various tasks in a job. While the meaning of ability according to Kreitner and Kinicki (2014) ability is the broad characteristics and stable characteristics of responsibility at the maximum level of achievement which is contrary with the ability to physically and mentally work (Kreitner & Kinicki, 2014). Decision making is always related to a problem or difficulty. Through a decision and its application, people expect that something will be achieved to resolve the problem or the conflict. Literally, decision making meaning according to Terry is "cutting" (deciding or practically reaching a conclusion). Then, formally the meaning of decision making can be defined as follows: "Decision making is the selection based on criteria from two or more possible alternatives" ("as a choice based on certain criteria regarding to certain behavioral alternatives rather than two or more alternatives") (Terry, 2006a). Terry explains the basics of decision making that can be applied as follows: (1) Intuition is a decision made based on intuition or feelings that are more subjective, which means it is easily subjected to suggestion, outside influences, and other mental factors. (2) Experience, in this case, experience can be indeed used as a guide in solving problems. (3) Facts, decisions based on a number of facts, data or information that is sufficient and indeed a good and solid decision. (4) Authority, decisions based on more authority which will lead to routine nature. (5) Rational, rational decisions relating to usability, (Terry, 2006a). Thus, the basics needed in decision making are Intuition, Experience, Facts, Authority and Rational. According to Robbins and Judge transformational leadership is leadership that inspires followers to put aside their personal interests and has an extraordinary ability to influence (Robbins & Judge, 2008b). Thus, transformational leadership can inspire members or followers. Furthermore, the characteristics of transformational leadership according to Bass in Robbins and Judge are: (1) The ideal influence: giving vision and mission, instilling pride, and gaining respect and trust, (2) Inspirational motivation: high expectations communication, such as using symbols to focus efforts and stating important goals simply. Intellectual stimulation: increasing intelligence, rationality and careful problem solving and (4) Individualized consideration: giving personal attention, such as treating each employee individually, training and giving advice, (Bass, 2008). Transformational leadership has exceptional and impressive advantages with high productivity and greater employee's satisfaction and service. According to Bass's formulation in Yukl, said that the characteristics of transformational leadership are, (1) Ideal Influence (Charisma), such as giving vision and mission, instilling pride, gaining trust, (2) Inspiration, such as communicating high expectations using symbols and focus to efforts, expressing important purposes in simple ways, (3) Intellectual stimulation, such as promoting intelligence, rationality and careful problem solving, (4) Individual considerations, such as giving personal

attention, treating each employee individually, training and advising (Bass, 2007). Based on the expert opinion above, it can be concluded that transformational leadership is leadership that can inspire followers in achieving goals. Transformational leader characteristics include that ideal influence, such as inspirational motivation, intellectual stimulation and individualized consideration. Furthermore, the meaning of power distance according to Hofstede et al. (2010) is the level of acceptance of less powerful institutional members and organizations in a country for expecting and receiving power to be distributed unevenly. One dimension of national culture (from small to large). Thus, power distance can be defined as the level of existence of institutions and organizations members that are less strong in a country by expecting and receiving unevenly power distribution. Institutions are basic elements of society, such as families, schools and communities. Organization is a place where people work. (Hofstede et al., 2010). The cultural dimension according to Hofstede which supports the low power distance (Small Power Distance) expects and accepts the consultative or democratic power relations. People relate to each other regardless of their formality position. Subordinates feel more comfortable and demand the right to contribute the decision making. Such as in countries with large power distances, they tend to use power relations that are more autocratic and paternalistic. Subordinates recognize the power of others only based on which they are in a formal structure or a certain hierarchical position. Thus, the power distance index which is defined by Hofstede (2010) does not reflect to objective differences in power distribution, but rather to the way people perceive difference power. (Hofstede, 2010).

Based on the description above, it can be concluded that power distance is the level of members who can be able to receive unequal power distribution in an organization with dimensions, which means (1) that support the low power distance (Small Power Distance) for expecting and accepting power relations more consultatively or democratically and (2) by high power distances which tend to use more autocratic power relations. Although Gardner and others have recognized the importance of leaders and followers who are working together in order to realize the vision, the literature usually pays little attention to the concept of followership, and there is no “theory” of followership. One of the initial discussions of followership was delivered by (Pittman, Rosenbach, Potter), which outlined four types, namely:

- a. Subordinates: Similar like “sheep”, do what they are told, but they are not actively involved.
- b. Contributors: “Yes” people, supportive, engaging, doing good work, but they do not have a willing to challenge ideas from leaders.
- c. Politicians: Willing to give honest and supportive feedback to leaders, but they may neglect work and have poor performance levels.
- d. Partners: High level involved, performed at a high level, promoted positive relationships in groups, seen as 'leaders in waiting,' (Gardner, 2007).

So, the types of followership among them are subordinates, contributors, politicians and partners. Based on the description above, it can be concluded that followership is an act of someone who has a subordinate role and cooperates with the leader in supporting organizational goals which have several types of followers including such as subordinates, contributors, politicians and partners.

3. Research Method

The applied research method uses is a survey method from 293 respondents combined with the associative research explanations through the quantitative research. The collecting data technique is using the questionnaires the primary data and observational studies and documentation from the Kostrad as the secondary data. First, the writer conducts the direct observations research in the Kostrad environment in Java. Second, the writer interviews the informants who are related to the research variables. Third, the writer spread the research questionnaire to respondents to obtain results.

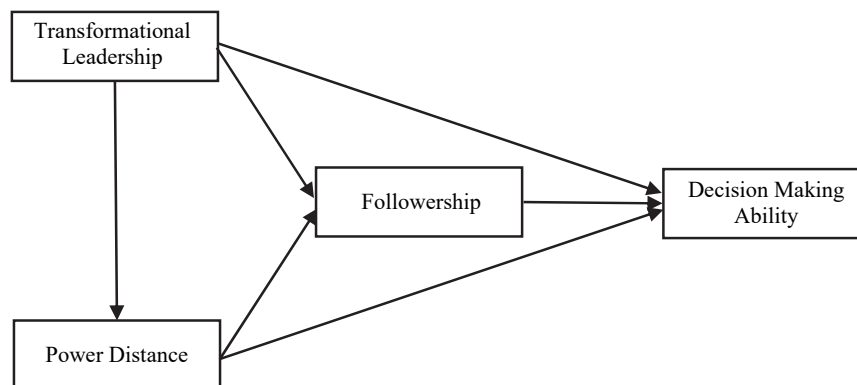


Fig. 1. Constellation Research Method Schemes

Furthermore, the writer uses the path analysis as the data analysis technique. Data collection used survey methods through questionnaire items that must be answered by respondents. Then, the collected data was quantified on a one to five

scales. Product Moment correlation is used to test the validity of the research instrument, while the reliability is measured based on the Alpha Cronbach value. The test applied to 30 respondents result in 86 valid instruments out of 90. The Alpha Cronbach value of Decision Making Ability: 0.910; Transformational Leadership: 0,955; Power Distance: 0.946, and Followership: 0,911, which means the reliability of the instrument for each variable is high.

Based on the description and constellation research scheme model above, the hypothesis research proposed, namely:

- H1: Transformational leadership has a direct positive effect on the Kostrad Officers' decision making abilities.
 H2: Power distance has a direct negative effect on the Kostrad Officers' decision-making ability.
 H3: Followership has a direct positive effect on the Kostrad Officers' decision-making ability.
 H4: Transformational leadership has a direct positive effect on Kostrad Officers' followership.
 H5: Power distance has a direct negative effect on Kostrad Officers' followership.
 H6: Transformational leadership has a direct positive effect on Kostrad Officers' Power Distance.
 H7: Transformational leadership has an indirect positive effect on the Kostrad Officers' Decision Making Ability through Power Distance.
 H8: Transformational leadership has an indirect positive effect on the Kostrad Officers' Decision Making Ability through Followership.
 H9: Power Distance has an indirect negative effect on the Kostrad Officers' Decision Making Ability through Followership.

Based on the results of data processing, the results of the data analysis requirements are obtained as follow:

Table 1
Data Analysis Requirement Test Result

Variable	Normality		Linearity	
Relation	Sig. validation	Conclusion	Anova.Sig	Conclusion
Y to X1	0,0745 < 0,0760	Normal	0,000 < 0,05	Linear
Y to X2	0,0745 < 0,0760	Normal	0,000 < 0,05	Linear
Y to X3	0,0745 < 0,0760	Normal	0,000 < 0,05	Linear
X2 to X1	0,0557 < 0,0760	Normal	0,000 < 0,05	Linear
X2 to X3	0,0623 < 0,0760	Normal	0,000 < 0,05	Linear
X3 to X1	0,0557 < 0,0760	Normal	0,000 < 0,05	Linear

Source: SPSS Data Process Result Version 24.00 (2019)

Based on the calculation results obtained, the highest L-value or L-count <L-table (0.0760), then the relationship model between variables comes from the normal distribution population. The calculation result, shows that F is calculated by a significance ≤ 0.05 . Thus, it can be concluded that the direction coefficient of regression from each model of relationship between variables is linear and very significant, so that the requirements of data analysis can produce validity in the research model.

4. Result and Discussion

4.1 Descriptive Statistics

Based on the results of the calculation of validity for the Decision Making Ability variable obtained 21 items that were declared valid. The lowest score is 69 and the highest score is 105, the range / range of the score is 36. The average score of decision making ability is 89.8942, modes is 105, median is 90.00, standard deviation or standard deviation is 9,46799 and the variance is 89,643. The results of the calculation of validity for the Transformational Leadership variable obtained 24 items that were declared valid. The lowest score is 62 and the highest score is 120, the range / range of the score is 58. The average value of the Transformational Leadership score is 98.22218, modes is 120, the median is 97.00, the standard deviation is 13.66560 and variance is 186,749. The results of the calculation of validity for the Power Distance variable obtained 20 items that were declared valid. The lowest score is 65 and the highest score is 100, the range / range of the score is 35. The average score of Power Distance score is 85.9727, modes is 80, median is 85.00, standard deviation or standard deviation is 8,38741 and the variance of 70,349. The results of the calculation of validity for the Followership variable found 19 items that were declared valid. The lowest score is 57 and the highest score is 98, then range of the score is 41. The average score of Followership score is 80.4232, modes is 80, median is 80.00, standard deviation is 8.90504 and variance is 79,300.

4.2 Path Coefficient Results

A correlation matrix between research variables is needed in the path analysis structure model.

Table 2
Correlation Matrix of Research Variables

No.	Variables Correlation	Result	Conclusion
Substructure of Model 1			
1	X1–Y	0,504	Positive and Significant
2	X2–Y	0,514	Positive and Significant
3	X3–Y	0,683	Positive and Significant
Substructure of Model 2			
4	X1–X3	0,411	Positive and Significant
5	X2–X3	0,564	Positive and Significant
Substructure of Model 1			
6	X1–X2	0,449	Positive and Significant

Source: SPSS Data Process Result Version 24.00 (2019)

Based on Table 2 above, all correlation coefficients between variables are positive, which shows that there is a positive relationship between variables contained in the structural model with significant namely $\alpha = 0.01$. In addition, the results of the correlation coefficient can obtain 6 (six) direct effects and 3 (three) indirect effects in the path analysis coefficient. T-test results for the path coefficient of the substructure model 1 is the direct effect of Transformational Leadership, Power Distance and Followership on Decision Making Capabilities which can be presented in Table 3 as follows:

Table 3
T-Test Results and Path Structural Model Substructures 1 Direct Effects of Transformational Leadership, Power Distance and Followership on Decision Making Capabilities

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	18.138	4.264		4.254	0.000
	X1	0.166	0.032	0.240	5.217	0.000
	X2	0.126	0.057	0.112	2.198	0.029
	X3	0.555	0.053	0.522	10.485	0.000

Source: SPSS Data Process Result Version 24.00 (2019)

Based on Table 3, the results of the Transformational Leadership path coefficient on the Decision Making Capability are obtained by $p_1 = 0.240$, then the coefficient of path Power Distance to the Decision Making ability is obtained by $p_2 = 0.112$, then the results of the calculation of the Followership path coefficient on the Decision Making Capability obtained by $p_3 = 0.522$. T-test results for the path coefficient of the substructure model 2 is the direct influence of Transformational Leadership and Power Distance on Followership that can be presented in Table 4 as follows:

Table 4
T-Test Results for Substructure Model Coefficients 2 Direct Effects of Transformational Leadership and Power Distance towards Followership

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	24.341	4.511		5.396	0.000
	X1	0.129	0.035	0.198	3.732	0.000
	X2	0.505	0.056	0.476	8.981	0.000

a. Dependent Variable: X3

Source: SPSS Data Process Result Version 24.00 (2019)

Based on Table 4 above, it shows that the results of the path coefficient of Transformational Leadership to Followership is $p_{13} = 0.198$ and the Power Distance path coefficient to Followership is $p_{23} = 0.476$. T-test results for the path coefficient for substructure model 3, namely the direct influence of Transformational Leadership on Power Improvement can be presented in Table 5 as follows:

Table 5
T-Test Results for Substructure Model Coefficients 3 Direct Effects of Transformational Leadership and Power Distance towards Followership

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	58.935	3.189		18.481	0.000
	X1	0.275	0.032	0.449	8.560	0.000

a. Dependent Variable: X2

Source: SPSS Data Process Result Version 24.00 (2019)

Based on Table 5 above, the path coefficient of the indirect influence of Transformational Leadership on Decision Making Capability through Power Distance variable mediation is $y_{21} = 0.0121$, then the path coefficient of indirect influence on Transformational Leadership on Decision Capability through mediation of Followership variables is $y_{13} = 0.0515$. Furthermore, the path coefficient of the indirect influence of Power Distance on Decision Making Capability through mediation of the Followership variable is $y_{23} = 0.0330$. Thus, each path diagram can be described as follows:

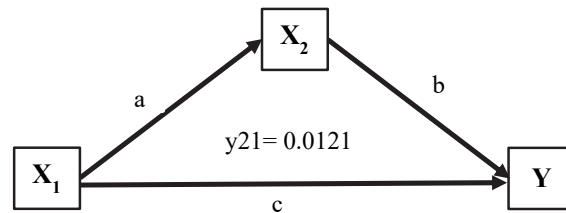


Fig. 2. The path coefficient of the indirect effect of transformational leadership on decision making abilities through power distance variable mediation

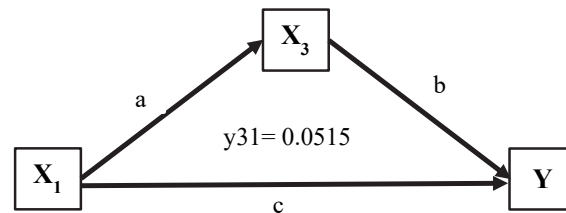


Fig. 3. The path coefficient of the indirect effect of transformational leadership on decision making abilities through mediation followership variables

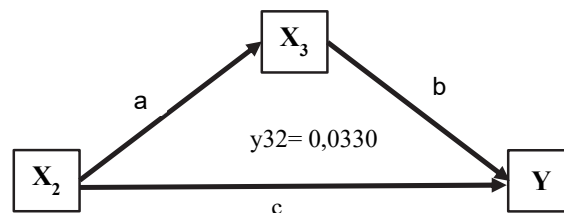


Fig. 4. Path coefficient indirect effect of power distance against the capability of decision making through mediation followership variables

4.3 Hypothesis Results

Hypothesis-1 (H1). Table 3 shows the results of $t\text{-count} = 5.217 > 1.960$ ($\alpha = 0.05$), and $p_{y1} = 0.240 > 0$, which means that Transformational Leadership had a positive and significant direct effect on Decision Making Capabilities.

Hypothesis-2 (H2). Table 3 shows the results of $t\text{-count} = 2.198 > 1.960$ ($\alpha = 0.05$), and $p_{y2} = 0.112 > 0$, which means that Power Distance had a positive and significant direct effect on Decision Making Capabilities.

Hypothesis-3 (H3). Table 3 shows the results of $t\text{-count} = 10.485 > 1.960$ ($\alpha = 0.05$), and $p_{y3} = 0.522 > 0$, which means that Followership had a positive and significant direct effect on Decision Making Capability.

Hypothesis-4 (H4). Table 4 shows that $t\text{-count} = 3,732$ while value = 1,960 ($\alpha = 0.05$) and $p_{13} = 0.198 > 0$, which means that Transformational Leadership had a positive and significant direct effect on Followership.

Hypothesis-5 (H5). Table 4 shows that $t\text{-count} = 8.981$ while value = 1.960 ($\alpha = 0.05$), and $p_{23} = 0.476 > 0$, which means that Power Distance had a positive and significant direct effect towards Followership.

Hypothesis-6 (H6). Table 5 shows that $t\text{-count} = 8.560$ while value = 1.960 ($\alpha = 0.05$), and $p_{21} = 0.321 > 0$, which means that Transformational Leadership had a positive and significant direct effect against Power Distance.

Hypothesis-7 (H7). Based on Table 3 and Table 5, the Sobel Test for the hypothesis of indirect effect uses the value of z , we can see the following:

$$z = \frac{ab}{\sqrt{(b^2SEa^2)+(a^2SEb^2)}}$$

Namely:

SE_a: Standard Error of Estimation Influence X₁ through X₂

SE_b: Standard Error of Estimation Influence X₂ through Y

$$z = \frac{(0,275)(0,126)}{\sqrt{(0,126^2 0,032^2)+(0,275^2 0,057^2)}} = 2,440.$$

Hipotesis-8 (H8). Based on Table 3 and Table 4 using the Sobel Test, we can see the following

$$z = \frac{ab}{\sqrt{(b^2SEa^2)+(a^2SEb^2)}}$$

Namely:

SE_a: Standard Error of Estimation Influence X₁ through X₃

SE_b: Standard Error of Estimation Influence X₃ through Y

$$z = \frac{(0,129)(0,555)}{\sqrt{(0,129^2 0,035^2)+(0,555^2 0,053^2)}} = 3,476.$$

The value of $z = 3.476 > 1.96$, and H₀ is rejected, thus it can be concluded that Transformational Leadership had an indirect, positive and significant effect on Decision Making Capability through Followership.

Hipotesis-9 (H9). Based on Table 3 and Table 4 and the Sobel Test, we can see the following:

$$z = \frac{ab}{\sqrt{(b^2SEa^2)+(a^2SEb^2)}}$$

Namely:

SE_a: Standard Error of Estimation Influence X₂ through X₃

SE_b: Standard Error of Estimation Influence X₃ through Y

$$z = \frac{(0,505)(0,555)}{\sqrt{(0,505^2 0,056^2)+(0,555^2 0,053^2)}} = 6,833.$$

The value of $z = 6.833 > 1.96$, then H₀ is rejected, thus it can be concluded that Power Distance had an indirect and positive significant effect on Decision Making Capability through Followership. Thus, the results of the study indicate that Transformational Leadership had a positive and significant direct effect on Decision Making Capabilities. Power Distance had a positive and significant direct effect on Decision Making Capability. Followership has a positive and significant direct effect on decision making ability. Transformational Leadership had a positive and significant direct effect on Followership. Power Distance had a positive and significant direct effect on Followership. Transformational Leadership had a positive and significant direct effect on Power Distance. Transformational Leadership had a positive and significant indirect effect on Decision Making Capability through the mediation of Power Distance variables. Transformational Leadership had a positive and significant indirect effect on Decision Making Capability through mediation of Followership variables. Power Distance had a positive and significant indirect effect on Decision Making Capability through mediation of Followership variables.

5. Conclusion

Based on the results of the research and discussion above, we can conclude that (1) Transformational Leadership has a direct positive effect on Decision Making Capability. It means that effective transformational leadership will lead to an increase in Kostrad Officer decision-making abilities. (2) Power Distance has a direct positive effect on Decision Making Capability. This means that high Power Distance will lead to an increase of Kostrad Officers decision-making ability. (3) Followership has a direct positive effect on Decision Making Capability. It means that high Followership will lead to an increase of the Kostrad Officers decision-making ability. (4) Transformational leadership has a direct positive effect on Followership. It means that effective transformational leadership will lead to an increase of Kostrad Officer Followership. (5) Power Distance has a direct positive effect on Followership. It means that high Power Distance will cause an increase of Kostrad Officer Followership. (6) Transformational leadership has a direct positive effect on Power Distance. It means that effective transformational leadership will lead to an increase of Power Distance. (7) Transformational leadership has a positive indirect effect on Decision Making Capability through the mediation of Power Distance variables. It means that effective Transformational Leadership will lead to an increase on Decision Making Capability through the mediation of Kostrad Officers Power Distance. (8) Transformational leadership has a positive indirect effect on Decision Making Capability through mediation of Followership variables. It means that effective Transformational Leadership will lead to an increase in Decision Making Capability through mediation of the Kostrad Officer Followership and (9) Power Distance has an indirect positive effect on Decision Making Capability through mediation of Followership variables. It means that high Power Distance will lead to an increase in Decision Making Capability through mediation by the Kostrad Officer Followership. Referring to the conclusions, the following suggestions are given as follows (1) To improve decision making ability through transformational leadership. The

Kostrad Officers should be able to apply the characteristics of transformational leadership in solving a problem by quickly seeking information that can support the resolution of the problem. (2) To increase the ability and make decisions through power distance. Kostrad officers are able to use their legitimacy power well. So that, there is a balance of power distance between leaders and members and (3) To increase the ability to make decisions through followership. Pay attention and motivate members who have an attitude of neglect towards the given task.

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