





The Dimensions of Transformational Leadership and Their Impacts on the Performance of Construction Business during Covid-19 Pandemic

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Abstract: As a leadership concept that is concerned with building employee creativity at the individual level to perform, it is very important to examine the concept of transformational leadership during a pandemic, especially for the construction industry, because this industry is heavily affected by the Covid-19 pandemic. The purpose of this research is to analyze the effects of the transformational leadership dimensions on the performance of the construction business in Jakarta during the Covid-19 pandemic. Structural Equation Model (SEM) with smart PLS was used to analyze the data. The respondents were businesspeople, members of the Association of the Construction Service Businessperson (Aspekindo). The statistical analysis shows that individual-consideration and idealized-influence dimension significantly affect the business performance. On the other hand, intellectual stimulation and inspirational motivation do not have significant impact on the performance. This research confirms that the attention to the individuals and the role model of a charismatic and amiable leader are fundamentals in the construction business during Covid-19 pandemic. In order to make sure the implementation of individual consideration and idealized influence are in the ethical corridor, this research recommends further research to use ethics as a variable to study transformational leadership in construction service during this pandemic.


1 INTRODUCTION


Since the first case of *Corona Virus Disease 2019* (COVID-19) in Wuhan China was declared in November 2019, in one year the virus has spread worldwide and become a pandemic.


The fast and wide spread of the Covid-19 lead to world health crisis that have taken millions of lives. This health crisis affects the economy and make strategic plans put on hold and replaced by emergency policy. Many resources are mobilized to overcome the pandemic. Companies which previously had expansive business plans turn to protective plan.


According to a release by International Labour Organization (ILO), construction industry is one sector of many that hit hard by Covid-19 pandemic. Because of the sensitivity of this sector to economic cycle, the construction companies and the workers are susceptible to the drastic decrease in economic activities due to the pandemic. Consequently, recovery steps are urgently needed through the transformation of industrial sector toward sustainability and digitalization (ILO, 2021).

Based on the information from the Ministry of Public Work and Public Housing (PUPR) of Republic of Indonesia, the Covid 19 pandemic has a direct impact on the cutting of implementation budget, the delay of project completion, material hindrances,

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labour, and cost overruns. Out of 5,564 projects, only 2,373 (43%) are completed in 2020 (Kementerian PUPR, 2020).

Higher company workload which is due to the pandemic affects significantly on the sustainability of construction companies. Some companies even stop their operation. The National Association of Construction Entrepreneurs of Indonesia stated that at this time 25% out of 30 thousands construction companies have not reregistered as members, probably because they cannot continue their operation (Ferdinata, 2021).

In order to survive various business situations (Permana, Purwoko, Widyastuti, Rachbini, & Qosasi, 2020) states that top management is the key to the company success. Top management plays important roles to lead the whole company and coordinate the main functions to reach a company's objectives (Gallén, 2009). The ability to face changes effectively needs leadership behaviour in line with the transformational leadership (Gopal et al., 2014). Recently, researchers has taken interest in this topic because the concept of transformational leadership has become one of the fundamental elements or modern organizations.

Transformational leadership refers to the attitude of leaders creating new ideas and perspectives to develop strategies towards sustainable and prosperous companies (Bedi et al., 2016). This kind of leadership mobilizes the members of an organization to make fundamental changes through the development of commitment, spirit and loyalty among the managers and the staff. Subsequently, the organization is ready and capable of moving to a new direction to achieve higher peak of performance (Mirkamali et al., 2011). Transformation leadership pushes the subordinates to develop the capability beyond their individual aspirations for the good of the company. Through transformational leadership, the employees is able to reach the performance exceeding the leaders' expectation. (Kusdi et. al., 2018).

To summarize the previous explanation, the experts posit four dimensions of transformational leadership, namely: (1) idealized influence; (2) inspirational motivation; (3) intellectual stimulation; and (4) individual consideration (Acharya & Anand, 2020; ; Hoch et al., 2018; Hoffmeister et al., 2014).

It is beyond doubt that leadership affects business performance (Fabio, Hubeis, & Puspitawati, 2015; Syaifei, Fahmi, & Hubeis, 2016). In the research of leadership in the ever changing business organization, the study of transformational leadership is always at the forefront (Copeland, 2014; Stewart, 2006). A transformational leader considers a business

organization as an entity to persuade, motivate, push, ensure and finally drive changes (Diaz, 2016; Rusch & Brunner, 2013; Schein, 2017) They encourage changes by inspiring, motivating, finding growth opportunity, increasing effectiveness, and guiding the organization through higher values and ideals selected as the long term vision of the organization.

The concept of organization performance shows the view of the whole condition of a company during certain period of time, which is the results or achievement the operational activities utilizing their resources (Schönborn, 2010). The performance of a business organization is one of the indicators to measure how good the business organization in achieving its objectives (Permana, Widyastuti, & Qosasi, 2020).

Some researchers claim that transformational leadership is closely related to the creativity of the followers on individual level (Chang, Chao, Chang, & Chi, 2018; Gumusluoglu & Ilsev, 2009). It is for the reason that transformational leaders can inspire subordinates to exceed their own ability in providing better service or better technique to complete their tasks. Moreover, transformational leadership is able to reduce conflicts by being sensitive to the needs of the subordinates. This individual consideration may encourage employees to respect and understand the positions and the need of others and overcome the rigid position they possibly hold (Yahaya & Ebrahim, 2016). Transformational leadership consists of four main dimensions, namely: *individual consideration, intellectual stimulation, inspirational motivation and idealized influence* (Acharya & Anand, 2020; Diaz, 2016; Hoch et al., 2018; Hoffmeister et al., 2014).

The idealized influence is a concept where the leader becomes the role model for their followers through amiable and charismatic behaviour, They admire, respect and trust their followers. The leaders give more attention the needs of their followers, more than their own needs, and avoid the use of power for personal interests (Bono & Judge, 2004; Hoffmeister et al., 2014; Mirkamali et al., 2011).

Inspirational motivation is a concept emphasizing the effort on challenging the employees in their work and creating clear perspective to achieve the objectives, as well as, leading to the future by improving the efficiency of the work place. Inspirational motivation characterizes how far a leader provides visions to motivate the followers (Bass & Steidlmeier, 1999; Bono & Judge, 2004; Deinert et al., 2015).

Intellectual stimulation is an approach from a leader that encourage their subordinates to try creating motivations and creativity by changing the approach

and opportunity of the subordinates themselves. The main goal of the leader is to offer the free flow of ideas and imagination so that the followers and the subordinates try to find new techniques and approaches (Bass & Steidlmeier, 1999; Bono & Judge, 2004; Rafferty & Griffin, 2004).

Individual consideration is a concept of the interaction between a leader and the subordinates in line with their own characteristics and capabilities. The leader give personal attention to individuals by providing new opportunity to learn based on the individual's interests and skills to build a healthy relationship. Individual consideration also characterizes how far the a leader cares about the need of individual follower (Avolio & Bass, 1995; Gopal et al., 2014; Hoffmeister et al., 2014).

The effect of transformational leadership is based on its principles which is oriented on and motivates employees to do better than they have already done. In other words, the leader can increase the confidence of employees and in turn, this confidence will raise the company performance. The fundamental responsibility of transformational leadership is to improve moral values, work capacity, and finally the organizational performance.

Because the measurement of a company performance is always changing in keeping with the ever increasing complexity of business environment, the dimensions of performance term expand (Valmohammadi, 2017). Senior executives recognize that the measurements based on traditional financial accounting, such as return-on-investment and earning-per-share, may give false signals for sustainable improvement and innovation (Kaplan, 2009). The need to adopt balanced financial performance and non-financial performance indicators is now accepted widely (Sneyd & Rowley, 2004).

The experts have provided financial and nonfinancial performance measurements (Aliyu, 2016; Kaplan, 2009; Sneyd & Rowley, 2004; Valmohammadi & Roshanzamir, 2015). In this research, we adopt business performance based on the dimensions proposed by Valmohammadi & Ahmadi (2015) for the reasons that those dimensions measure the improvement of business organization in the main areas, namely: product and process outcomes, customer-focused outcomes, workforce-focused outcomes, leadership and governance outcomes, and financial and market outcomes.

The purpose of this research is to analyze the effects of transformational leadership dimensions on the performance of construction-business companies. This research is also expected to be the conceptual basis for the owners / leaders of the construction

business to continue producing high performance supported by specific steps during this Covid-10 pandemic. Based on this explanation, we propose our research hypothesis:

- H1: *Individual consideration* significantly affects the business performance.
- H2: *Intellectual stimulation* significantly affects the business performance.
- H3: *Inspirational motivation* significantly affects the business performance.
- H4: *Idealized influence* significantly affects the business performance.

2 METHODS

This research was started by doing the literature review to define and identify the dimensions constructing the transformational leadership and performance in the construction business. After the research variables were defined and the dimensions to measure the variables were obtained, the research continues with the questionnaire. Based on the first phase, the questionnaire has 34 question items. The measurement scale is Likert scale: 1 = strongly disagree; 2 = disagree; 3 = neither disagree or agree; 4 = agree; and 5 = strongly agree (Joshi et al., 2015; Kim, 2011).

According to experts, the number of the respondents of a proper sample for a quantitative research are 100 people (Augusty, 2006). The questionnaire was sent to the respondents who are members of the Association of Construction Business Entrepreneurs (*Aspekindo*). One company is represented by one respondent. The number of the respondents filling out the questionnaire are 83 people. Therefore, the return rate of the questionnaire return is 83%. Sekaran & Bougie (2016) offer a rule of thumb that for most research, the size of a sample is between 30 and 500 respondents. Consequently, the questionnaire answers from 83 respondents are worth to be examined further.

Structural Equation Model (SEM) with Partial Least Square (PLS) was used to analyze the data. This SEM-PLS can perform confirmatory analysis (Ringle et al., 2005). Confirmatory Factor Analysis (CFA) is a statistical method to find a set of manifested constructs or to check a variable based on the manifested assumptions which construct it (Ghozali, 2014). The consideration to use is because it is developed based the modelling path and bootstrap, as well as, it is recommended by (Tenenhaus & Esposito, 2005). The model of the research is

Table 1: Validity and reliability criteria.

	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Idealized influence	0.973	0.973	0.979	0.904
Individual Consideration	0.975	0.977	0.980	0.889
Motivation Inspirational	0.96	0.962	0.971	0.894
Intellectual Stimulation	0.978	0.978	0.984	0.938
Performance	0.989	0.989	0.991	0.957

Source: Output: SmartPLS (2021)

reflective model. The objective of this model is data analysis, where the researchers can further confirm the result of the results based on the constructed theories.

3 RESULTS AND DISCUSSION

3.1 The Profiles of the Research Respondents

The profiles of the research respondents provide information about the respondents participating in the research. Their profiles are: based on the gender, 66 males (80%) and 17 females (20%); based on the company size, 13 small companies (16%), 46 medium companies (55%) and 24 big companies (29%); based on the company age, 7 companies (9%) under 5 years, 16 companies (19%) between 5 and 10 years, 34 companies (41%) between 11 and 15 years, and 26 companies (31%) more than 15 years; and based in the ISO Standards, 35 company (42%) follow ISO standards and 48 don't.

3.2 Measurement Model

3.2.1 Outer Model Analysis

Based on the data running using *smart PLS software*, the research model is fit. It meets the criteria required by outer model smart PLS, namely: the values of cronbach's alpha & rho_A > 0.6, composite reliability value > 0.7 dan AVE > 0.5 (Cheung & Rensvold, 2002). Table 1 above shows the output of Smart PLS.

Table 1 shows that all of the criteria of a fit model satisfy the cut off value. Therefore, the data analysis may continue with inner model analysis.

3.2.2 Inner Model Analysis

The inner model analysis can be identified by several indicators: coefficient of determination (R²); *Predictive Relevance (Q2)*; *Goodness of Fit Index*

(GoF) (Chin, 1998). The calculation for each indicator is explained below:

1. Coefficient of Determination (R²)

Here is the value of R² based on the output of smartPLS software.

Table 2: R² Values.

	R Square	Adjusted R Square
Performance	0.896	0.890

Source: Output SmarPLS (2021)

According to Chin (1998) R square values between 0.67 and 0 is moderate, and the one below 0.19 is weak. Sarwono (2010) adds that R² values higher than 0.7 is strong. Therefore, all of the transformational-leadership variables creating the performance has strong relationship.

2. Predictive Relevance (Q²)

To calculate Q², this formula is used:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_n^2) \tag{1}$$

$$Q^2 = 1 - ((1 - 0.89) \tag{2}$$

$$Q^2 = 0.890 \tag{3}$$

This test is used to know the predictive capability with the blindfolding procedure. According to Chin (1998) if the value is from 0,02 to 0.15, the model has low ability to predict. If the value is between 0.15 and 0.35, the model has medium ability to predict. Finally, if the value is above 0.35, the model has high ability to predict. This research has Q2 value of 0,89. Hence, this model has high capability to predict.

3. Goodness of Fit Index (GoF)

The value of GoF in SEM with PLS was calculated manually (Tenenhaus & Esposito, 2005) with this formula:

$$GoF = \sqrt{AVE^2 \times R^2} \tag{4}$$

$$GoF = 0.903 \tag{5}$$

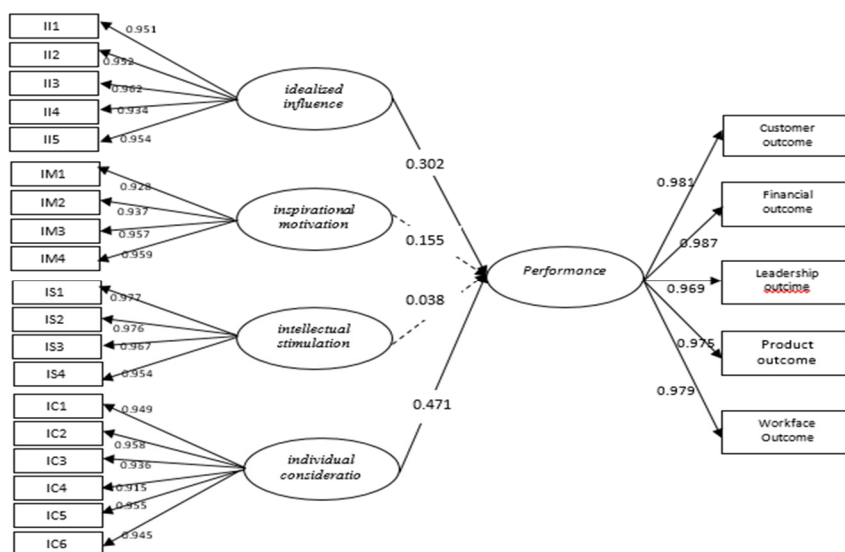


Figure 1: The output of smartPLS algorithm. (Source: Research result, 2021).

Table 3: The output of data processing with smartPLS.

	Sample Origin (O)	Sample Mean (M)	Deviation Standard	T Statistik	P Value	Conclusions
Idealized_influence -> Performance	0.302	0.306	0.139	2.17	0.030	Accepted
Individual_Consideration -> Performance	0.471	0.464	0.141	3.339	0.001	Accepted
Motivation_Inspirational -> Performance	0.292	0.159	0.125	1.237	2.17	Rejected
Intellectual_Stimulation -> Performance	0.038	0.038	0.13	0.294	0.769	Rejected

Output: Research Result (2021)

Tenenhaus & Esposito (2005) formulates that GoF value is low when it is 0.1, medium when it is 0,25 and high when it 0.38. This research proves it has GoF value of 0.903. Therefore, this research is able to capture real phenomenon which is the effect of transformational leadership on the business performance of construction service during Covid-19 pandemic. Thus, the inner-model tests have proved that the research results meet all of the relevant criteria.

3.2.3 Hypotheses Testing

The structural model of SEM PLS with bootstrapping process produces t-statistic value. If the t-statistics is higher than t-table with the level of confidence 95% (> 1.96), the effect is significant. Picture 1 above shows Structural Equation Model (SEM) Diagram run by PLS.

The picture 1 above shows two significant hypotheses at the level of confidence at 95% (>1.96), namely the effect of idealized influence on

performance and the effect of individual consideration on performance. Table 3 below presents the conclusions of hypotheses testing:

3.3 Discussions

This study attempts to analyze the model of transformational leadership on the performance of construction business during Covid-19 pandemic. The test results on the research model prove that two dimensions of transformational leadership which are idealized influence and individual consideration affects on the business performance. On the other hand, two other dimension which are motivation inspirational and intellectual stimulation don't have significant impact. From the results, these are the summary:

First, the research results show that idealized influence and individual consideration significantly develop the performance of construction business during Covid-19 pandemic. In the current situation,

the success of transformational leadership is due to the real closeness in all things between the leaders and their subordinate/ employees. The theory of transformational leadership is manifested in the form of communicative attitude of the leaders. Communicative leaders interact more with employees so that a good and close relation between the leaders and the employees under pressure is developed. This excellent relation between the leaders and the employees create cohesiveness and togetherness to take the company out of the problems. This concept is really relevant in this pandemic situation, where companies try very hard to maximize the role of employees, as well as, pay attention to the rationality of the employee numbers during this pandemic. This is reflected on the company adaptation to the new normal. Besides adapting to the standard needs of the new normal, for example, health protocol and work from home (WFH), companies reluctantly lay off employees as the last step. During Covid-19 pandemic, companies reduce production and operational costs by cutting employee working hours, as well as, maintain ongoing project to keep obstacle minimum that can increase the cost. Employee rationalization is to cut down the surplus of employees in some work. For example, if administrative work can be done by one person, a company lays off the surplus, including warehouse keepers, staff, operators, and other positions. Therefore, the remaining employees are able to do their jobs efficiently. The decrease of employees in the same positions also reduces unhealthy competition than can have negative impact on the company. They can focus on improving the performance. Eventually, the construction companies practicing the dimensions of idealized influence and individual consideration have good business performance.

Transformational leaders who often convey the visions and the target to their subordinates surely make a positive impact on TQM, especially in things related to continuous improvement. Creativity and innovation inside a transformational leader will lead to the improvement of the methods and equipment used in TQM. The leaders will employ new approaches and points of view to solve problems. The stipulation of high standard will encourage the employees and the companies to fix the weaknesses continuously. Besides employing new approaches, in the efforts in increasing performance as well achieving the standard the transformational leaders will conduct employee training so they can apply the new methods in solving company problems, or in this case, TQM.

Second, the data of the research respondents show that the majority of construction business employees are males (82.28%). The literature of management and social psychology states that the feeling toward risks of senior male manager is different from the one of senior female managers. Male managers tend to be more proactive, more attracted to risks, and over confident (Li, 2017). Therefore, male executives are more daring and employ relatively more aggressive business strategy activities (Yang & Wang, 2014). This means that from the gender-based approach, male employees are more likely to apply business agility concept than female employees are. On the other hand, the construction business borders on perfect competition. It can be seen from the numbers of the Asperindo members which are 536 companies. The competition situation is more drastic during the pandemic. This reality demands all the courage of a company's components, especially the management, to take the company out of this difficult situation.

Third, operationally this research provides an overview showing that the practice of transformational leaders during the pandemic is highly valuable. This result is a serious respond to the business pressure due to the pandemic. All of the dimensions of transformational leadership have high values, among others: first, *inspirational motivation* (0.979); *second, idealized influence* (0.976); *third, intellectual stimulation* (0.976) and *fourth, individual consideration* (0.973). These results prove that during Covid-19 pandemic, construction companies employ transformational leadership almost perfectly.

4 CONCLUSIONS

This research constructs theoretical framework which can guide the practice of transformational leadership in construction business to deliver high performance in Covid-19 pandemic through business agility. The results show that the theoretical framework of this research can explain the relations between transformational leadership, business agility and the performance of construction business. The research proves that there are significant effects of transformational leadership on the business performance, as well as, on the business agility, and business agility significantly affects the performance. Based on the statistical analysis, the direct influence of transformational leadership on the company performance is lower (0.292, with the level of confidence of 90%) than the influence of transformational leadership on the performance through business agility (0.651, with the level of

confidence of 99%). It means that business agility has full mediation effect on the effect of transformational leadership on company performance during the pandemic. Hence, the application of business agility approach in construction business becomes more crucial in the future. The results of this research can be a reference for businesspeople in the construction service so they are able to actively develop operational and marketing agility. Both concept of agility can be conducted by facilitating the employees' need for health protocol and by upgrading the digital service for the customers to access. The variable of agility was chosen as the mediation variable of this research since it is relevant in this pandemic situation, Suggested further research is to develop other relevant variables in the pandemic situation, such as, digital capability and its impact on construction business during Covid-19 pandemic.

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