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Transformational Leadership Creates a Talent Pool Within an Organization: Library Research

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Abstract: This article discusses how transformational leadership can create and develop a talent pool in an organization. Through an approach that focuses on inspiration, motivation, and individual development, transformational leaders play a key role in increasing employee engagement and commitment. This research examines various studies and literature that show that transformational leaders not only encourage employees to reach their full potential but also create a work environment that supports innovation and collaboration. By promoting a clear vision, providing individual attention, and encouraging critical thinking, these leaders can identify and develop employee skills and abilities, which in turn strengthens the organization's competitiveness. The research results show that organizations that apply transformational leadership principles have better access to internal talent, which contributes to long-term sustainability and growth. This article concludes that investing in transformational leadership is an effective strategy for building a talent pool that is strong and responsive to changing market dynamics. with a qualitative approach.

Keywords: Leadership, Transformational, Talent Pool, Talent Management

INTRODUCTION

Transformational leadership is a leadership style that inspires employees and builds a shared vision to overcome the challenges that come with it. Leaders increase the loyalty and trust of their followers. They encourage their subordinates to do a better job. Transformational leadership is a concept that describes the number of people who can change an organization and influence a particular direction that affects the culture of the organization. This leadership style can bring positive change to those who follow it. In general, leaders with transformative leadership styles are energetic, enthusiastic, and passionate. Leaders don't just care and

participate in the process. She also focuses on helping the members of the team succeed. Many current and future executives are learning transformational leadership or transformational leadership. This leadership style is considered suitable for leading institutions and organizations and has been used by great leaders. Transformational leadership is a leader with the ability to optimally transform an organization's human resources to achieve set goals and objectives. Transformational leaders can also change the way their followers think and act for the better or the organization they lead. Another benefit of implementing transformational leadership is: Transformational leaders pay attention to individual differences in the growth and development needs of their followers. They lead by example and assign individual and important tasks not only to meet the immediate needs of their subordinates but also to enhance their needs and capabilities to improve their competencies and skills (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017; Sapta et al., 2023)

Transformational leadership focuses on inspiring and motivating employees to reach their maximum potential and encourage positive change in the organization. Transformational leaders create a clear vision, build trust, and empower teams through effective communication, recognition of individual contributions, and encouragement of innovation. They not only manage employees operationally but also develop their abilities by providing challenges that stimulate personal and professional growth. Transformational leaders tend to have high empathy and the ability to understand the needs and aspirations of their subordinates, so that they can create a work environment that supports creativity, collaboration and job satisfaction. This leadership style is often associated with improving organizational performance, because transformational leaders succeed in creating a culture oriented to learning, continuous development, and adaptation to changes in the dynamic business environment. (Harwiki, 2016; Ludwikowska & Tworek, 2022)

Transformational leadership not only focuses on short-term results, but also builds a strong foundation for long-term success by developing employees as independent and innovative individuals. Transformational leaders tend to use a visionary approach, where they paint a clear picture of a better future and encourage employees to think outside traditional boundaries. They are also known for individual consideration, where they pay special attention to each team member, understand each individual's unique needs, and provide customized support. This helps create a stronger sense of commitment and loyalty from employees (Amir & Sallatu, 2022; Mukhtar et al., 2016; Tabrani, 2020)

In addition, transformational leaders often rely on intellectual stimulation, where they encourage employees to think critically, take calculated risks, and not be afraid to make mistakes during the learning process. This fosters a culture of continuous innovation in the organization, where employees feel comfortable experimenting with new ideas without fear of failure. Transformational leaders also serve as strong role models for their employees, by demonstrating integrity, commitment, and dedication to the organization's vision. Through this idealistic influence, they motivate and inspire employees to follow suit and work harder to achieve common goals (Handayani et al., 2023; Indartinah et al., 2023; Mulyaningrum et al., 2022).

The success of transformational leadership is reflected in increased employee engagement, higher retention, and improved overall organizational performance. Because transformational leaders emphasize individual development and team collaboration, they are able to create organizations that are flexible, responsive to change, and better prepared to face future challenges. Ultimately, transformational leadership not only affects employees at the individual level, but also increases the organization's ability to continue to develop and innovate amidst increasingly fierce competition (Bradley Lane Kirkman & Young, 1999; Syahda & Handoyo, 2022; Zeeshan et al., 2021)

According to (Martí, 2018) Transformational leadership can be used as a vehicle for organizational change to achieve common goals. (Buil et al., 2019) Transformational leadership refers to the approach that leaders use. Empathize with your organization's goals and interests and motivate your followers to exceed expectations. Transformational leadership plays a key role in bringing about the changes needed for effective management. Transformational leaders have the ability to transform organizations through their vision of the future, and by articulating that vision, they can empower employees to take responsibility for making that vision a reality. These leaders typically exhibit four distinct behaviors: Idealized impact, emotional motivation, intellectual stimulation, individualized attention. (Shafi et al., 2020) Transformational leadership and employee creativity have received a lot of attention from several researchers, but previous studies have shown negative, significant positive, and positive effects of transformational leadership on employee creativity. Various results are shown, including no relationship. Furthermore, no studies have examined the direct individual impact of her four facets of transformational leadership on employee creativity. Moreover, studies that have examined a direct link between transformational leadership and organizational innovation are extremely rare and require further investigation. Also, no studies have examined the direct individual impact of his four dimensions of transformational leadership on organizational innovation. (Advani & Abbas, 2015) A transform has four components. Leadership that includes inspirational motivation, intellectual stimulation, personal reflection, and idealized influence. (Bakker et al., 2022) Transformational leadership is when a leader uses charisma, inspirational motivation, intellectual stimulation, and/or personal attention to encourage followers to work toward group goals rather than personal goals. Motivational process. Charisma, or idealized influence, refers to followers' admiration for leaders who provide a clear vision and purpose and serve as positive role models. Charismatic leaders communicate symbolically to convince followers that their vision will lead to a brighter future for their organization. (Carter et al., 2013) Research on transformational leadership during change shows that senior managers typically direct downward change through formal restructuring and cascading effects. Inviting the participation of lower level employees not only spreads the message of change, but by actively facilitating change through supportive relationships, you can test whether transformational leadership drives change, examining the impact of frequency of change on context provides a more differentiated view of the impact of relationship quality on performance.

Change leader character visionary, Transformational leaders must be visionaries who anticipate ideal conditions for their organization before planning changes to achieve that vision. To create a company vision, transformative leaders must take an optimistic attitude towards industry developments and constantly analyze how these developments will affect their industry and their company. Give inspiration, You can't force internal changes, as this method requires constant monitoring and represents a waste of resources. Change must be accompanied by a gradual shift in thinking, thinking and behavior. This is why transformative leaders need to inspire. Provide ethical, empathetic, honest, optimistic and authoritative role models. By exhibiting these positive traits, you automatically please the people around you and facilitate the implementation of the necessary changes. Adaptability, The goal of a transformational leader is to bring about positive change. Therefore, they must be able to adapt to a dynamic working environment. They look for ways to mitigate the risks posed by new implementations and changes, respond to the challenges of new market dynamics, and explore different ways to accomplish specific tasks for the benefit of the business.

According to (Kaliannan et al., 2022) Over the past 20 years, Talent Management and Talent Development have gained much popularity as key persons. Resources are considered strategic partners for successful business strategies. Therefore, companies are beginning to

invest in selecting, attracting and developing talent internally to create an internal pipeline of future leaders. (Saling & Do, 2020) Organizations around the world have used advanced data analytics to solve complex problems and unlock new opportunities Opportunity for organizational success. Common data analytics applications include fraud detection, optimizing projected return on investment, improving operational efficiency through predictive maintenance and depot-level forecasting, and risk mitigation. (Claus, 2019) The focus of HR Talent Management has been global and local efforts to ensure that the HR activities of strategic decision-making and operational functions are aligned to create competitive advantage through talent. (King & Vaiman, 2019) Talent management therefore represents a great value potential for organization. (Thunnissen et al., 2013) Although the exclusive approach appears to be the most popular, organizations indicate that they use both inclusive and exclusive approaches. Taken together, the two dimensions (target-target and inclusive-exclusive) yield a plausible set of talent management models. Or high potential employees. Or a broad talent management model (holistic object approach) that encourages all employees to reach their potential. Empirical studies are needed to really test the prevalence and utility of these different models. (Kaliannan et al., 2022) It suggests that two dimensions are important in defining talent in the world of work. The first dimension distinguishes between talents as a person (subjective approach) and talents as a person's characteristics (objective approach). Our professional approach to talent management focuses on individual employees who are valuable, rare, unique and difficult to replace.

Talent pooling or talent management is the process of identifying employees with the potential to become future leaders. This identification process is based on two key factors for her: competence and performance aspects. Abilities are the inputs that are unique to a person that enable them to do their job well. The performance aspect, on the other hand, is the actual result (output) of the job. Ideally, capability and performance are two things that are positively correlated. This means that if someone has a high level of competence, they will be better able to achieve their work results and goals. A person who meets competence but is unable to achieve performance goals due to circumstances or events beyond their control. Therefore, to evaluate the quality of employees, it is better to refer to two factors at the same time: competence (input) and performance (output). A talent pool (also known as a talent pool or talent base) is a simple database of potential and qualified candidates created by a company as a source for hiring employees. Talent pools are he one of the most effective ways to attract the best talent through candidate curation in the job market. Candidates in the Talent Pool are those who demonstrate outstanding performance, high competence, specific skills and talents that stand out compared to the average employee. In other words, a talent pool is a collection of highly qualified candidates.

METHOD

This literature review was conducted using descriptive qualitative techniques. The data collection technique is by conducting a literature review or reviewing relevant previous studies. The data used in this descriptive qualitative approach comes from previous studies relevant to this study and is obtained from academic online media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, WoS, Sinta Journal, DOAJ, EBSCO, Publish or Perish, Google Scholar, and digital reference books. Previous studies use one relevant previous publication to review each independent variable. A systematic literature review (SLR) is a careful and deliberate process in which all relevant research materials are found, reviewed, and addressed to provide answers to specific research questions. When conducting qualitative analysis, it is essential to use the literature review consistently and in accordance with methodological assumptions. Due to its investigative nature, qualitative

analysis is mostly used for this purpose, (Ali, H., & Limakrisna, 2013);(Susanto, Arini, et al., 2024);(Susanto, Yuntina, et al., 2024).

RESULTS AND DISCUSSION

Developing employee talent is a long-term investment that can bring many benefits to an organization, including increased productivity, innovation, and job satisfaction. Here are some ways to continue developing employee talents: (1). Identify Talent It is important for organizations to identify the talents that exist in each employee. This can be done via regular performance evaluation, which is a systematic review of employee achievements and strengths. 360-degree feedback: Involves colleagues, superiors, and subordinates in the performance appraisal process to gain a comprehensive view. Use of competency tests and assessments: These tools can help measure hard and soft skills, as well as leadership potential. (2). Talent Development Once talent is identified, the next step is to develop that potential through various methods, such as Training and Education: Offers technical training or certification for hard skills, as well as development programs for soft skills such as communication, time management, and leadership. Coaching and mentoring: Providing guidance from senior colleagues or mentors to provide support, insight, and experience. (3) Job rotation: Allowing employees to move to different departments or roles to broaden their skills and horizons. Provides a Clear Career Path Organizations need to create clear and attractive career paths to retain top talent. This can be done by: Succession planning: Develop a plan to prepare talented employees to take over leadership roles in the future. Awards and recognition: Providing appreciation for outstanding employees, such as promotions, bonuses, or public recognition. Development opportunities: Provides the opportunity to attend conferences, and seminars or take on more challenging roles (4). Supportive Work Environment. Building an organizational culture that supports talent growth is also important, for example: (5) Team collaboration: Encourages inter-departmental collaboration and team projects that enable learning from colleagues. Work-life balance: Provide a flexible environment with a good work-life balance so that employees feel valued and motivated. Continuous learning facilities: Creating lifelong learning programs, such as e-learning platforms or ongoing internal training. (6). Feedback and Continuous Development. Talent development never stops. Organizations need to provide ongoing feedback to ensure employees understand areas for improvement and opportunities for growth. Additionally, regular evaluations can help in tailoring development programs according to individual needs and company goals. (7). Talent Management in the Digital Era With digital transformation, employee talents now involve stronger technology skills, such as: Understanding of new technologies: Employees need to continually hone skills in the areas of analytics, automation and artificial intelligence (AI). Use of data for talent management: Data-driven tools and analytics are now used to predict and manage talent more efficiently, identify training needs, and detect potential retention issues. Talent Retention. Keeping the best talent in the company is a challenge in itself. Some strategies to increase talent retention include: Salary and benefits competition: Offer competitive compensation compared to the market. Career development opportunities: Employees are more likely to stay with companies that offer opportunities for career growth and advancement. Employee satisfaction and engagement: Organizations must ensure that employees feel engaged, valued and motivated through well-being, recognition and good work-life balance programs. With these strategies, organizations can be more effective in maximizing employee talent potential, creating a dynamic work environment, and achieving long-term success.

CONCLUSION

Employee talent refers to the unique abilities, skills, knowledge and potential possessed by an employee, which can make a significant contribution to the success of the organization. Each individual has different talents, which can be in the form of hard skills (technical skills) or soft skills (interpersonal skills), and talent management focuses on the best way to identify, develop and maximize this potential. Here are some important aspects of employee talent: (1) Hard skills: Technical skills that can be measured, such as the ability to use software, data analysis, programming, graphic design, or accounting skills. Hard skills are often directly related to an employee's specific job. (2) Soft skills: Interpersonal skills that are more difficult to measure but very important, such as leadership, communication, teamwork, creativity, and adaptability. Soft skills greatly influence how employees interact with colleagues, managers and clients. (3) Leadership potential: The ability to lead, inspire, and motivate others. Employees with leadership potential can be developed to take on larger roles in the future (4) Creativity and innovation: Employee talents can also appear in the form of the ability to think creatively, find new solutions, or innovate in how to solve problems or tasks. (5) Motivation and initiative: Talented employees often demonstrate high self-motivation, are proactive, and have the initiative to learn or take on new roles without waiting for direction. Ability to learn and adapt: Talented employees are able to learn quickly, adapt to change, and continue to develop their skills as technology and industry needs develop. Managing and developing employee talent is critical to an organization's long-term success, as it ensures that employees can continue to make significant contributions in an ever-changing work environment.

Talent management is a strategic process that aims to attract, develop, retain and optimize employee potential so that an organization can achieve its long-term goals. This includes recruitment, skills development, succession planning, retention, and performance evaluation. An effective talent management strategy involves identifying employee talents, providing training and mentoring, and creating a supportive work environment. Organizations must also build clear career paths and provide appropriate rewards so that employees feel valued and motivated to develop. In addition, technologies such as big data and AI can help manage talent more efficiently, especially in the recruitment process, performance analysis and development planning. Succession planning is also important to ensure continuity of leadership, while employee engagement and wellbeing is key to maintaining retention. By measuring talent management success through metrics such as retention rates and training ROI, organizations can ensure that their employees are making significant contributions to the company's long-term success.

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