


CONDUCTING *TURN AROUND* ACTIVITIES IN A CHALLENGING TRANSFORMATIONAL CHANGE: A CASE OF A PUBLIC TRANSPORTATION FIRM, INDONESIA

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ARTICLE INFO	ABSTRACT
<p>Article history: Received: Feb, 14th 2025 Accepted: Apr, 14th 2025</p>	<p>Purpose: The purpose of this study is to discuss and analyze transformation activities in a transportation company (PT. Z) in Indonesia, aiming at figuring out how transformation with turn around activities is conducted and lead to turn around results and performances. The analyses involve documents study and literatures review on transformational leadership, culture, and transformation.</p>
<p>Keywords: Transformation; Transformational Leadership; Organizational Culture; Continuous Change.</p> <div data-bbox="172 918 481 1160" style="text-align: center;">  </div>	<p>Theoretical Framework: Comprises transformational change that include people, technology and culture (Anderson and Anderson, 2010), leadership, competencies, and challenges in general (HBR on leadership, 211), transformational or transformative leadership (Goosen & Stevens, 2013, Jerab & Mabruk, 2022, Gupta, MacMillan, and Surie, 2004, Raghuvanshi, 2016, Mattone, 2012), and cultures and transformation (Jerab and Mabrouk, 2022, HBR on leadership, 2011, some other related articles). Transformational/transformative leadership influences positive change and pursuing opportunities supported by all company resource and leads transformational change of the company in an effort to continually adapt to rapid and intensely competing business environment. Transformational/transformative leadership also shapes/creates necessary culture along the transformational change.</p> <p>Method: The study is a qualitative one with a case and inductive tendency using secondary data that is collected from PT. Z and from many sources and supported also by related and relevant articles/papers and books on transformation, change management, culture, and leadership that are reviewed comprehensively.</p> <p>Findings and its Implication: The results show that sustainable-transformation activities may provide large impact on organization outcomes or performances. The continual transformation activities should be put in place by a transformational or transformative leader by shaping necessary change culture to conduct and drive people to involve in a continual transformational change. This implies that leader's characters and competencies do matters, and that any business transformation should involve culture transformation (Yasin, 2014). Culture transformation follows organizational transformation.</p> <p>Originality: The originality of this study lies in the discussion of a relatively successful continual transformation in a public transportation company in which governance and sound management practices are long put aside or left behind.</p> <p>Doi: https://doi.org/10.26668/businessreview/2025.v10i5.5496</p>

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REALIZAÇÃO DE ATIVIDADES DE TURN AROUND EM UMA MUDANÇA TRANSFORMACIONAL DESAFIADORA: O CASO DE UMA EMPRESA DE TRANSPORTE PÚBLICO, NA INDONÉSIA

RESUMO

Objetivo: O objetivo deste estudo é discutir e analisar as atividades de transformação em uma empresa de transporte (PT. Z) na Indonésia, visando descobrir como a transformação com atividades de turn around é conduzida e leva a resultados e desempenhos de turn around. As análises envolvem o estudo de documentos e a revisão da literatura sobre liderança transformacional, cultura e transformação.

Estrutura Teórica: Compreende a mudança transformacional que inclui pessoas, tecnologia e cultura (Anderson e Anderson, 2010), liderança, competências e desafios em geral (HBR on leadership, 211), liderança transformacional ou transformadora (Goosen & Stevens, 2013, Jerab & Mabruk, 2022, Gupta, MacMillan e Surie, 2004, Raghuvanshi, 2016, Mattone, 2012) e culturas e transformação (Jerab e Mabrouk, 2022, HBR on leadership, 2011, alguns outros artigos relacionados). A liderança transformacional/transformadora influencia mudanças positivas e busca oportunidades apoiadas por todos os recursos da empresa e lidera a mudança transformacional da empresa em um esforço para se adaptar continuamente ao ambiente de negócios rápido e intensamente competitivo. A liderança transformacional/transformadora também molda/criou a cultura necessária ao longo da mudança transformacional.

Método: O estudo é qualitativo, com uma tendência indutiva e de caso, usando dados secundários coletados da PT. Z e de muitas fontes, apoiados também por artigos/papers e livros relacionados e relevantes sobre transformação, gerenciamento de mudanças, cultura e liderança, que foram revisados de forma abrangente.

Resultados e suas Implicações: Os resultados mostram que as atividades de transformação sustentável podem causar grande impacto nos resultados ou no desempenho da organização. As atividades de transformação contínua devem ser colocadas em prática por um líder transformacional ou transformador, moldando a cultura de mudança necessária para conduzir e levar as pessoas a se envolverem em uma mudança transformacional contínua. Isso implica que o caráter e as competências do líder são importantes, e que qualquer transformação empresarial deve envolver a transformação da cultura (Yasin, 2014). A transformação da cultura segue a transformação organizacional.

Originalidade: A originalidade deste estudo está na discussão de uma transformação contínua relativamente bem-sucedida em uma empresa de transporte público, na qual a governança e as práticas sólidas de gestão são há muito tempo deixadas de lado ou abandonadas.

Palavras-chave: Transformação, Liderança Transformacional, Cultura Organizacional, Mudança Contínua.

REALIZACIÓN DE ACTIVIDADES DE CAMBIO EN UN CAMBIO TRANSFORMACIONAL DIFÍCIL: EL CASO DE UNA EMPRESA DE TRANSPORTE PÚBLICO, INDONESIA

RESUMEN

Propósito: El propósito de este estudio es discutir y analizar las actividades de transformación en una empresa de transporte (PT. Z) en Indonesia, con el objetivo de averiguar cómo se lleva a cabo la transformación con actividades de cambio y cómo conduce a resultados y rendimientos de cambio. El análisis incluye el estudio de documentos y la revisión de la literatura sobre liderazgo transformacional, cultura y transformación.

Marco Teórico: Comprende el cambio transformacional que incluye personas, tecnología y cultura (Anderson y Anderson, 2010), liderazgo, competencias y desafíos en general (HBR sobre liderazgo, 211), liderazgo transformacional o transformador (Goosen y Stevens, 2013, Jerab y Mabruk, 2022, Gupta, MacMillan y Surie, 2004, Raghuvanshi, 2016, Mattone, 2012), y culturas y transformación (Jerab y Mabrouk, 2022, HBR sobre liderazgo, 2011, algunos otros artículos relacionados). El liderazgo transformacional/transformativo influye en el cambio positivo y la búsqueda de oportunidades con el apoyo de todos los recursos de la empresa y dirige el cambio transformacional de la empresa en un esfuerzo por adaptarse continuamente a un entorno empresarial rápido e intensamente competitivo. El liderazgo transformacional/transformativo también moldea/crea la cultura necesaria a lo largo del cambio transformacional.

Método: Se trata de un estudio cualitativo con tendencia casuística e inductiva que utiliza datos secundarios obtenidos de PT. Z y de muchas fuentes, y se apoya también en artículos/documentos y libros relacionados y pertinentes sobre transformación, gestión del cambio, cultura y liderazgo que se revisan exhaustivamente.

Conclusiones e Implicaciones: Los resultados muestran que las actividades de transformación sostenible pueden tener un gran impacto en los resultados o el rendimiento de la organización. Las actividades de transformación continua deben ser puestas en marcha por un líder transformacional o transformador, configurando la cultura del cambio necesaria para conducir e impulsar a las personas a implicarse en un cambio transformacional continuo. Esto implica que el carácter y las competencias del líder son importantes, y que cualquier transformación

empresarial debe implicar una transformación de la cultura (Yasin, 2014). La transformación de la cultura sigue a la transformación de la organización.

Originalidad: La originalidad de este estudio radica en el análisis de una transformación continua relativamente exitosa en una empresa de transporte público en la que la gobernanza y las buenas prácticas de gestión se dejan de lado o se abandonan durante mucho tiempo.

Palabras clave: Transformación, Liderazgo Transformacional, Cultura Organizativa, Cambio Continuo.

1 INTRODUCTION

The discussions on leadership within the context of realizing organization vision and missions and achieving organization performance, in general involve leadership on one side and uncertainty and very dynamic environment on the other side. Leadership skill and the leaders serve as the vanguard in shaping the trajectory of organizational success (Rony et. all, 2020). All managerial competencies in line with all organizational functions need to be carried out effectively by leaders (Primmer, 2017). Within the dynamics of environmental changes, the discussion of leadership involves how to cope with rapid change and provoke positive change (Kotter in HBR, 2011), adaptive capacity of leadership (Bennis and Thomas in HBR, 2011), principles of leading adaptive works (Heifetz and Laurie in HBR, 2011), and how to shape the future or works (Ibarra, 2023).

Maximizing organizational performance from leadership point of view could mean setting direction, motivating people, building team's confidence, encouraging smart risk taking, increasing self-awareness, provoking positive change, and crediting people for their success. Effective leaders get the right things done in the right ways with simple rules (Drucker in HBR, 2011): know what to do and what is right to company, develop action plan, take responsibility on decision and communication, focus on opportunities, run productive meetings, and think and say "we" instead of "I". In a rapid change and technology advancement, leaders are required to navigate real-time market-based and digital transformation (Lubis et. al, 2019).

Transformational or transformative leadership, some call it entrepreneurial leadership, with decisive and risk taker nature, supported by strategic position of company, play an important role in supporting, managing, and enabling the success of transformation activities. Entrepreneurial leadership enhances individual and team performance, as well as overall organizational performance (Herlina et. all, 2021). Transformational leadership, in particular, has been linked to increased organizational performance (Akdere and Egan, 2020, El Toufali, 2017).

PT. Z, a public transportation company operated in 1945 that raise the theme “Carrying Peopled and Connecting Cities” is expected to support public transportation system of the nation. PT. Z is previously well known as a company with old style management and services with some or many bureaucracies, far from good governance principles, and often experience losses. The company starts conducting a big change, a transformational change that involve people, technology and culture (Anderson and Anderson, 2010) in 2009 up to 2014. The *newly engaged* management (board of directors, the BOD) of the company with the CEO, accidentally is from *outside* of the company, started realizing what Druker said (HBR, 2011): what is right to the company and tried to get the right things done in the right ways.

It is the CEO of the BOD, known as the *transformer*, who leads and puts the transformation in place in 2009-2014. with relatively successful story. The transformation continued in 2014-2017 and 2017-2022 under the new appointed BOD. While competing with other modes of public transportation providers and with performance that shows an increasing number of transportation squads, passengers, and better sound financial figures, transformation of PT. Z seems provide a big impact on company’s performances. It is interesting to note that *the transformer* of PT. Z strongly leads transformational change of the company in an effort to continually adapt to rapid and intensely competing business environment.

2 METHOD

This study is qualitative with a case and inductive tendency. The study discusses, analyses, and explores the transformation of PT Z by using secondary data from the company, open sources or any other sources to have a more complete picture related to the topic of the discussion. The documents and literatures analyses are conducted to see the interrelation of transformation, leadership, and culture in PT. Z. The analyses are summarized manually through manual data analyses procedure (MDAP, Saldana, 2013).

The data collected in the form of documents from PT. Z include strategic plan of the company and its yearly plan as an operational plan that is cascaded from the strategic plan (Kaplan and Norton, 2008) and yearly management report. The study also reviews comprehensively (Schryen, 2015) relevant books and paper or articles within the subjects of transformation, change management, leadership, and culture with emphasized points, particularly in regard with transformation. Data validity checking include source triangulation.

The conclusion of the study tries to reveal the *turn around* activities of transformational change of PT. Z that is expectedly provide a great impact to company's performance both in the short run and long-term period ahead, and to see how leadership and culture relate with performance and transformation process.

3 LITERATURES REVIEW

3.1 LEADERSHIP: ESSENCE, CHARACTER, AND TRANSFORMATION

Goosen and Steven (2013) summarized the essence of leadership which includes; cultivating the culture of a community or organization, casting *a vision* for the community or organization, implementing a process by which followership is gained and goals are attained, implementing fairness and justice, exercising stewardship of the gifts and *talent* of others, and making followers into leaders. Leadership competences according to Coleman, Gulati, and Segovia (2012) mean understand how global world operate, possess cross sectoral perspectives and multi dicipline knowledge.

Some characters of leadeship have relatively been discussed widely, among others include: empathy, empowering, embracing diversity, questioning status quo (Y-not), mobile and flexible (Y-go), technology native (Y-digital), passionate and purposeful, proactive, innovative, risk-taking (Coleman, Gulati, Segovia, 2012) , possess strong inner core (self-concept and character) courage, loyalty, diligence, honesty, modesty, and gratitude (Mattone, 2012), inspirative and stimulative to the followers.

Transformational change, an integrated change that include people, technology, and culture (Anderson and Anderson, 2010) requires conscious change or leading change leadership. Transformational leadership relates significantly and positively with work performance (Khan, H., Rehmat, M., Butt, T.H., et.al, 2020). Transformational leadership also demonstrates medium to large effect on a range of individual, team, and organizational outcome (Deng et.al, 2022). Transformational leadership has been linked to organizational performance (Akdere and Egan, 2020, El Toufaili, 2017).

Transformational or transformative leaders have both *transformational enactment* - envisioning outcome and future in an uncertain environment, and *cast enactment* - motivating and inspiring large number of people (Gupta, MacMillan, and Surie, 2004). Goosen and Stevens (2013) stated that transformational leadership influences positive change and pursuing

opportunities supported by all company resources. Transformational leaders are leaders with strategic orientation toward organizational success and performance, who direct and affect people toward the achievement of company's goals and objectives (Raghuvanshi, 2016). Earlier research on transformation and culture (Yasin, 2014), concluded that any business transformation should involve culture transformation and should balance the hard sides of culture (3-S of 7-S of McKinsey: strategy, structure and system) and the other 4-S (skill, staff, style, and shared values).

3.2 CULTURE AND PERFORMANCE

Organizational culture refers to the shared values, beliefs, traditions, rituals, behaviors, that are accepted by all people in organization and symbolizes a unique identity of organization. The important of leadership in creating such necessary cultures stated by McGrath, Covey, and Bezos (in Jerab and Mabrouk, 2022) earlier, occurs along the way of transformational change. A continual transformation with *turn around activities* covers innovation in some areas. Culture transformation follows organization transformation (Yasin, 2014).

A positive relation between organizational culture and performance have been found by various studies, among others by Zeb et. all, 2021 and Mishra et. al, 2021. Performances or outcomes resulted from *turn around* activities in a transformational change - involve people, technology and culture, are greatly impacted by transformative or transformational leadership. Within the context of the transformation of PT. Z from 2009-2014, 2014-2017 and 2017-2022, transformational or transformative leaders of the company play an important role in shaping or creating culture of agility and innovation, of trust, and of customer obsession (McGrath, 2022, Covey, 2022, Bezos, 2022, all in Jerab and Mabrouk, 2023).

4 RESULTS & DISCUSSION

4.1 TRANSFORMATION OF PT. Z

The transformer of PT. Z, the CEO together with the board members, lead the effort to continually adapt to rapid and intensely competing environmental change. What they do are basically envisioning outcome and future of the company in an uncertain environment by motivating and inspiring people, with clear vision and strategic orientation, toward

organizational success and performance. They know the right thing to do in the right ways as stated by Drucker (in HBR, 2011). They know simple things that are right to the company but affect people and organization (*creating wealth* to people and organization) and also affect customers and society (*adding value* to them).

By creating psychological welfare and work satisfaction to employees *the transformer* (transformational or transformative leader) of PT. Z essentially is creating a positive and productive work environment and building a strong foundation of relation and communication with people in organization (Breevaart et.al, 2016). By adapting to or coping with rapid and uncertain environmental changes and moving toward some necessity changes, *the transformer* has shown the capacity to formulate the right and relevant strategy to face the challenges along the transformational change. From strategic management point of view, a well-managed technological and digital transformation is supposed to be the key driver of growth, competitive advantage, and business sustainability (Suharto, 2023).

The transformer of PT. Z leads transformational change of the company supported by agent of changes whose are ready to and be willing to be part of the change. With their themes *carry people and connect cities* they are all ready to carry their change assignments. Leaders and people aware that transformational change is not “my” assignment instead it “our” assignments, it’s all “we” not “I” as Drucker stated (HBR, 2011). Clarity in vision and strategy, resources and activities alignment, operational improvement and efficiency, customer orientation, and management competencies, are prerequisite strategic actions in technological and digital transformation of organization (Kringelum et. all, 2024),

In terms of customer obsession, the BOD and the change agents do simple things to increase services to customers and to satisfy them comprise: innovation in check-in system that makes easier and more comfortable check-in process for passengers, renewed and cleaner stations with lodge, shower and locker and upgraded carriages. All have to be gleaming, classy, more attractive and more artistic, more elegant, and more comfortable. The number of passengers increased from 2014 to 2015 around 17% and from 2015 to 2016 around 8%. In 2019 the number of passengers reached 1 million people per day. Customer loyalty enhancement through improvement of product quality, services, relation management, that provide good experience to customer support customer satisfaction and loyalty (Rane, Achary, and Choudhary, 2023).

Table 1*Growth of passengers 2014-2016*

<u>Year</u>	<u>Number of passengers</u>
2014	280.346.245
2015	327.129.497
2016	352.195.327

(in 2019 passenger reached 1 million people per day)

Source: Accelerating the change. PT Z, 2017.

The increase in the number of passengers not only provide increase in revenues to the company but also shows the ability of PT. Z to compete with other modes of public transportations. Transformational change of the company continued from 2017 - 2022 by expanding capacity and services, getting closer to customers - more proactive in serving them with customer service mobile (CSM) system, improving mobility through integration or joint mode with other mode of transportation. The company also diversifies its businesses by establishing subsidiaries in logistics business (upstream and downstream), support services business (restaurant and parking business), and property and infrastructure business.

Table 2*Revenues 2014-2016*

<u>Year</u>	<u>(Rupiah trillion)</u>
2014	10.478
2015	13.938
2016	14.524

Source: Accelerating the change. PT Z, 2017.

The BOD of PT. Z, led by the CEO, all in all, is developing and enhancing people abilities (Robbins and Judge, 2015) – who are ready to and want to be part of the change, and bringing good outcomes - creates wealth to employees and organization, that provide great impact or medium to large effect of performances (Gupta, MacMillan, and Surie, 2004, Deng et.al. 2022) through transformational change that covers people, technology and culture. To same extends the BOD is also doing well in managing the balance of the past, the present, and the future of the company (Govindarajan, 2016).

4.2 NETWORK BETWEEN LEADERSHIP AND CULTURE IN TRANSFORMATIONAL CHANGE OF PT. Z

The role of leadership of PT. Z in creating culture that support learning and development (Garvin, 2023) is reflected in the successful of encouraging people to remain ready and want to be part of the change and also in taking on new challenge along the continual process of the transformation. The leaders also promote positive work environment in an effort of creating culture of well-being (Achor, 2023) by helping employees manage stress and anxiety. Transformational change that involves people, technology, and culture as stated by Anderson and Anderson (2010) is basically about changing the mindset of people and the culture set of organization that require the pivotal role of leadership.

Overall, what the BOD and the CEO of PT. Z accomplished is essentially in line with what Jerab and Mabrouk (2023) revealed that leadership plays an important role in shaping organizational culture by setting the tone, leading by example, empowering employees, communicating effectively, recognizing desired behavior, addressing resistance, and fostering continuous improvement. The network between leadership and organizational culture is dynamic and reciprocal. Leaders both shape and are shaped by culture.

5 CONCLUSION

Transformational or transformative leaders of PT. Z are relatively successful in envisioning outcome and future of the company in an uncertain environment by motivating and inspiring people, with clear vision and strategic orientation, toward organizational success and performance. *Turn around* activities in a continual transformational change of PT. Z (from 2004 to 2022) that involve people, technology, and culture (Anderson and Anderson, 2010), turn out to relatively provide great impact on company's outcomes or performances (Gupta, McMillan, and Surie, 2004, Deng et. all, 2022).

The role of transformative or transformational leaders of the firm, led by the CEO whose accidentally from outside the company, is recognized very important in driving people, particularly the change agents, to move forward and be ready and to be part of the continual transformational change of the firm. Transformational or transformative leadership of PT. Z relatively successful in shaping or creating necessary change culture (of agility and innovation, of trust, of customer

obsession, of learning and development, and culture of well-being (McGrath, 2022, Covey, 2022, Bezos, 2022, Garvin, 2023, Achor, 2023, in Jerab and Mabrouk, 2023).

Further research can be conducted on how big is the impact of the transformational change of PT. Z on firm's performances and on what main factors affecting the successful of *the transformer* in shaping and creating necessary culture to support the transformation.

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