Investigation on Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) Environment in Transformational Leadership

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ABSTRACT: The purpose of this study is to investigate the influence of Volatility, Uncertainty, Complexity, and Ambiguity on Transformational Leadership. The world is changing. This is nothing new, but today, due to the high global connectivity and ever-increasing changes, it is increasingly difficult for humans to keep up with technological, economic and social developments. The term VUCA describes several key factors in this development and, therefore, has gained popularity in recent days. From the findings, this research is important to identify the characteristics of the leaders in a need to demonstrate as holistic leaders. Additionally, the results of this study may also be relevant to all fields of leadership. The impact of this study concluded that managers or bosses at work can adapt to a more holistic approach to managing their employees to improve their performance.

Keywords: *VUCA; Leadership; Performance*

1. INTRODUCTION

The scale and complexity of the challenges facing the world today have never been before. Increasingly, higher education has been called upon to train students to tackle complex problems and systems in a scientific and professional environment [1].

The Future Work Skills Report 2020 released by the Institute for the future identified transdisciplinarity as well as new thinking and adaptation as important skills for the future workforce. As a country, Singapore has also launched a national movement called 'SkillsFuture', which emphasizes the importance of real-world work exposure and 'ensuring a balance between skills and competencies and industrial economic needs' [2].

With these challenges and needs for education where students are rooted in content knowledge but also provided with 'direct learning that reflects real-world problems and job opportunities in an interdisciplinary way, it is imperative that universities embrace innovation in their pedagogical teaching and makes learning more important. Recognizes the need to provide students with future work skills to address increasingly complex problems and to address the VUCA work environment [3]. Transformational Leadership Theory can be linked to holistic training by studying the ideas that both represent. [4] defines transformational leadership as "the dominant form of leadership that occurs when leaders expand and enhance their employees' interests, as they generate awareness and acceptance of group goals and missions and when they mobilize their employees to see beyond self-interest for the good of the group".

2. TRANSFORMATIONAL LEADERSHIP FOR PROJECT SUCCESS

Transformational Leadership Theory overlaps with the goal of holistic leadership because they both have the idea of raising team members as people outside of their workplace, and this, in turn, will make them perform better at work. The description for four specific characteristics of transformational leaders namely "ideal influence, inspirational motivation, intellectual stimulation and individual consideration" [5]. Being an ideal influence means that coaches act as players and they are highly respected for their actions and the way they conduct themselves.

Being an inspirational motivator means that coaches effectively motivate their players to come out and perform at the highest level and to buy into the goals the leaders proposes. Leaders who use intellectual stimulation with their players mean they challenge players to think differently and try new approaches. Coaches using this feature also encourage feedback and input from team when making decisions. Finally, individual considerations are described by a leader trying to tailor their coaching style to each individual player as they are aware of each player differently and respond differently to different leadership styles. Transformational Leadership Theory will be the best way to link holistic leadership styles and these four features will pave the way for coaches to use holistic coaching styles effectively [6].

3. VUCA FOR LEADERS

The need to have VUCA as guidance for every leaders is a must. The challenge has been facing by all leaders can be simplified into these two barriers:

i) Lack of knowledge on technology changing that giving impact towards leadership style.

In today's sophisticated era where technology plays such an important role, a leader must be quick to recognize the changes that are taking place inside and outside the organization. A leader's inability to understand the development of the outside world will cause the organization to slow down and may cause the organization to miss out on the changing aspects of today's business system. The technology causes an organization to thrive [7]. With high skills, organizations will be able to easily achieve their mission and vision.

For a leader, his skills in using technology are crucial to ensuring that his employees have the guidance to learn the technology used today. Technology is a resource that every country uses to ensure their country is growing rapidly. It is therefore important for a leader to be aware of the development of each technology used for organizational development. According to the VUCA aspect, a leader must be quick to obtain information and adapt quickly to change to lead the workforce and subordinates to meet the needs of the organization. Workers need time to learn some technology. Therefore leaders should be quick to identify any changes in the environment.

ii) Characteristic on leaders and decision making towards VUCA environment changes.

A leader must have a good character that is able to guide his or her employees toward the goals or innovations that the organization needs. Every leader should be aware of unpredictable current changes. As we know competition in the modern world is very high where change in the environment is quite rapid. Where internal or external stakeholders play an important role in ensuring that decisions or changes are made. For example, a customer's decision to buy a product affects the organizational condition that a customer is becoming interested in a new product where a manager or leader must make changes to their product to ensure the organization remains strong in the market. Customers will choose new products and impact organizations where customers will not invest their money in the organization or business if a manager is unable to make changes to the customer's products and wants. For every customer business is their priority. Customer sensitivity should be taken care of to ensure organizational profitability [8].

A leader must be knowledgeable in handling customer experience and have a high level of knowledge in persuading customers to stay in touch with the organization. A leader must listen to customer feedback and be patient in understanding customer complaints and wants because customer desire is a product that may be useful in the future as customers are more up to date on current technological developments.

4. CONCLUSION

Extraordinary (transformational), adaptive leaders who engaged with followers and raised consciousness about the significance of specific outcomes and new ways in which those outcomes might be achieved [9]. Transformational leadership tends to be associated with a more enduring leader-follower relationship. It is based more on trust and commitment than contractual agreements and it centers on organizational change through emphases on new values and alternative visions of the future that surpass the status quo. Transformational leaders are held to have strong positive influences on followers' motivation and their ability to achieve or even surpass goals.

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