TRANSFORMATIONAL LEADERSHIP OF HUGHIE CAMPBELL CHARACTER IN THE MOVIE THE BOYS

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ABSTRACT

Leadership is an important element in every organization, including the one featured in the movie. This research aims to analyze the character of Hughie Campbell in the The Boys series through the perspective of transformational leadership. The purpose of this research is to show the character of Hughie, despite not having superpowers, able to display strong leadership characteristics and influence his peers. This research uses a case study approach and descriptive method to delve deeper into the transformational leadership characteristics possessed by Hughie, such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The results showed that Hughie was able to influence his colleagues through strong moral principles, providing inspiration in difficult situations, and encouraging his team to think critically. Difficult situations, and encouraging his team to think critically in the face of challenges. In addition, he also paid attention to the well-being of individuals in the team, which created a closer working relationship. Closer working relationships. This study concludes that transformational leadership theory is relevant to analyze in a fictional context and has real implications for understanding leadership in the real world.

Keywords: Transformational Leadership, Character Analysis, Moral Leadership, Case Study

INTRODUCTION

Leadership is one of the themes that is often explored in various media, including movies and television. Various leadership theories have been developed to understand how individuals can influence and motivate others towards the achievement of a common goal. In this context, leadership is not only seen as power or authority but also as a leader's ability to create effective visions and strategies and inspire others to work towards a common goal. Effendi (2014) emphasizes that the function of leadership is to guide, build, motivate, direct, establish a good communication network, and provide efficient supervision, all of which are aimed at achieving high performance from members. all aimed at achieving high performance from organizational members. In addition, Daulay et al. (2016) state that leadership is the process of influencing or giving examples by leaders to their followers to achieve high performance. Example by leaders to their followers to achieve organizational goals. Not only that, leadership also has many different types of styles for each leader. In the world of leadership, there are various leadership styles and each has its characteristics and approaches in influencing and managing followers.

According to Hafidzi et al. (2023), Leadership style is a way for a leader to adjust to the situation and conditions of the organization and is flexible in adjusting to the maturity of subordinates and the work environment. In influencing, motivating, guiding, directing, mobilizing HR, and creating good performance, it is necessary to have a figure who has the right leadership style.

One type of leadership style is *charismatic leadership*, which is characterized by the leader's ability to influence followers through supernatural talent and personal appeal. Charismatic leaders inspire followers with a long-term vision or in crises that require quick solutions. According to Wibowo (2017), charismatic leaders are often. They often challenge the status quo, have an idealistic vision, and rely on expertise and sensitivity to the environment. They are also known for their ability to articulate a vision, personal power, and close relationships with followers. However, despite the popularity of the concept of charisma in management and applied psychology, research on charismatic leadership has suffered setbacks due to various limitations in definition, measurement, and studies conducted (Antonakis, et all 2016; Banks et al., 2017; Sy, Horton, & Riggio, 2018).

Meanwhile, *transactional leadership* focuses on operational efficiency by linking job performance to rewards and ensuring the availability of necessary resources. This style involves criteria such as conditional rewards, management by exception both active and passive, and *laissez-faire*, which is relinquishing responsibility and avoiding decision-making except in very necessary situations (Wibowo, 2017). Then there is *visionary leadership*, which is the ability to create and articulate a vision of the future that is realistic, credible, and attractive to the organization. Visionary leaders explain the vision clearly, integrate the vision into daily actions and are able to apply the vision in various leadership contexts. This style requires effective communication skills and consistency in behavior to ensure that the vision can be realized effectively (Wibowo, 2017). In this study, the leadership style that will be discussed more deeply by the author is transformational leadership.

According to Bass & Bass (2014), transformational leadership emphasizes the leader's ability to inspire and motivate followers not only to achieve goals but also to exceed their expectations. This leadership style focuses on four key elements, namely *idealized influence*, *inspirational motivation*, *intellectual* stimulation, and *individualized* consideration, which together help create positive change and long-term success in an organization. Transformational leadership itself can be interpreted as a leadership style in which a leader provides motivation and direction to his subordinates to work optimally in achieving company goals. This leadership comes from the desire to transform an organization towards better change, which is applied by providing motivation, inspiration, and attention to subordinates (Handayani, et al., 2023). The implementation of leadership can also come from various entertainment media, one of which is movies. One of the movies that shows leadership elements is titled *The Boys.*

The movie *The Boys*, a television series about superheroes with immense power but often corrupt, introduces various characters who exhibit complex leadership dynamics. One character that stands out is Hughie Campbell. Hughie, although not a traditional leader, shows significant leadership development throughout the series, especially in the context of morality and ethical decision-making. This raises the important question that transformational leadership theory can be applied to a fictional character like Hughie Campbell, and the implications this has for our understanding of leadership in the real world. As an approach that has been widely adopted in various contexts, transformational leadership continues to be studied and adapted according to the needs of modern organizations. As highlighted by Dinh et al., (2014), transformational leadership theory continues to evolve along with shifting perspectives and new theoretical trends, which emphasize the importance of flexibility, adaptability, and moral values in leadership. Facing leadership challenges in an increasingly complex world. This is relevant in analyzing fictional characters such as Hughie Campbell in *The Boys*, where moral and ethical dynamics play an important role in his leadership narrative.

This study aims to analyze Hughie Campbell's character through the lens of transformational leadership and show that this analysis is relevant to the social context and leadership dynamics in the real world. Leadership dynamics are closely related to the relationship between leaders and people who are led, because leadership is the ability that leaders have to influence people who are led to want to work hard to achieve what is the goal of the organization they lead (Tampubolon, 2022). The focus of this research is to understand the character Hughie

developed as a leader despite being under significant pressure and faced with conflictual and violent situations. Using transformational leadership theory as an analytical framework, this research will explore how Hughie's character was able to integrate moral and ethical values into his role as a member of *The Boys* and reflect the core elements of transformational leadership.

METHOD

This research uses a case study approach with descriptive methods to analyze the transformational leadership displayed in the film The Boys. The study from Moleong (2014), explains the Qualitative Method is scientific research that aims to understand a phenomenon in social contact. A case study was chosen because it allows researchers to conduct an in-depth exploration of the leadership phenomenon in the specific and complex context presented in the movie. The descriptive method was used to describe in detail the leadership characteristics demonstrated by the characters in the movie as well as their impact on the team and group dynamics in the relevant social context.

The case study approach allowed the researcher to explore the events, contexts, and behaviors that emerged in the film The Boys. The main focus of this study is to analyze Hughie Campbell's character as a leader in The Boys team, by evaluating their leadership style, group dynamics, and team members' responses to their leadership. Yin (2014), argues that single case studies can also provide significant depth of information.

RESULTS AND DISCUSSION

In the current era, organizations are faced with the need to increase their knowledge and awareness of the environment and create organization-wide changes for survival and development. In this context, the role of leaders who move the organization toward the future, recognize the needs of the environment, and facilitate appropriate changes is becoming increasingly important. Such leaders are known as transformational leaders. According to Northouse (2016), transformational leaders can strengthen the staff's understanding of justice and improve the quality of work life within the organization.

Transformational leadership is a complex and dynamic process in which leaders influence the values, beliefs, and goals of their followers. Transformational leaders move the organization toward the future, recognize environmental needs, and facilitate appropriate change. They also create a perspective of potential opportunities for employees and develop commitment to change, cultural improvement, and the need to design new strategies for efficient use of energy and resources (Wang et al., 2017).

Transformational leaders emerge from social life. When a group of people come together and start their social life, they begin to influence each other. Transformational leadership is achieved when leaders and followers motivate each other to achieve higher motivation and morality (Judge & Piccolo, 2017). These leaders have better relationships with their supervisors and help the organization more than transactional leaders, creating greater value for the organization. On the other hand, Jufrizen et al. (2017) show that a supportive organizational culture and transformational leadership can increase employee job satisfaction, which then has a positive impact on overall organizational performance. This reinforces the view that transformational leadership is not only important in the context of change but also in creating a conducive and sustainable work environment.

This research uses a case study approach to identify and analyze the transformational leadership demonstrated by Hughie Campbell's character in The Boys series. Through the analysis of Hughie's character development, this research identifies some crucial aspects of transformational leadership that manifest in his behavior, as follows:

1. Idealized Influence

Figure 1.1 Shows Hughie sticking to his moral principles even under pressure or disagreement with Billy Butcher.

Hughie: "Butcher, it's been a year. You can stop all this. It's okay to stop, to move on. She would want you too"

Butcher: "Oy, Stevie Wonder. Will you knock it off. You doing my head in. Jesus Christ, everyone is losing their minds" (Butcher is angry with everyone because reject the plan he makes)

Hughie Campbell, an individual with no superpowers or authoritative position, demonstrated the capacity to be a role model for the members of The Boys team. Despite often being in the shadow of more dominant characters such as Billy Butcher, Hughie remained steadfast in his moral principles. He refused to follow the violent approach often proposed by Butcher, preferring to seek a more ethical and humane solution.

2. Inspirational Motivation

Figure 1.2 Shows Hughie talking about the importance of struggle to his colleagues and also motivating his colleagues to keep fighting.

Hughie Campbell: "Look, Vought ruined you, didn't he? This is your last chance to be a hero again. They did the same to him (Starlight)"

Lamplighter: "It's over for me. My whole life is over, you understand?"

Hughie Campbell: "Last chance to be a hero again. Come on, you want to be the husband or the guy who fucks his wife? (using the metaphor of the movie Lamplighter is watching)"

Lamplighter   : (accepts Hughie's words and goes on a mission to rescue Annie) Annie's rescue mission)

Hughie played a crucial role in keeping the Boys' team energized and motivated. When the rest of the team began to doubt their goals or feel hopeless in the face of the immense forces they were up against, Hughie emerged as a source of inspiration. With his perseverance and commitment to exposing the truth about the Vought corporation and the corrupt superheroes, Hughie gave his team a clear vision of the importance of their cause. Despite often having to face great personal risks, he remained focused on the common goal of upholding justice and exposing the lies that Vought was hiding. His moral courage and perseverance in the face of challenges served as a strong source of motivation for the rest of the team to keep fighting, even when the situation often seemed unfavorable.
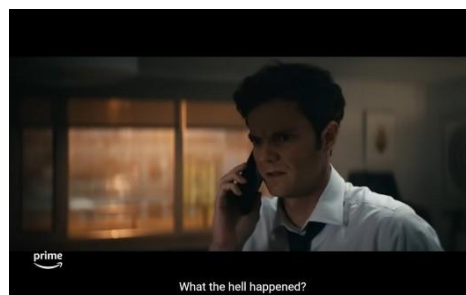
3. Intellectual Stimulation

Figure 1.3 Shows Hughie questioning or challenging Butcher's strategy in taking down the hero (Vought)

Hughie: "Hey, Frenchie told me about the Crimson Countess. What the hell happened?"

Butcher: "We were chasing down Sonic, but I'm gonna knock it on the head. You were right the other day. Things are good. Ryan's good. I should leave it well enough alone. Before I go and (beep) it all up. You there?"

Hughie: "Neuman's a supe. She's the head popper."

Butcher: "You what?"

Hughie: "Yeah, she's pretty much Stan Edgar's daughter too. The past year, my life has been a waste. I thought we could fight Vought the right way, but we can't. It's all rigged. If we're gonna take them down, we have to do whatever it takes. We have to do it your way"

Hughie was also instrumental in encouraging the team to think critically and look for more innovative solutions. He often questioned the strategies and approaches proposed by Butcher, especially those involving violence and illegal actions. Hughie encouraged team members to consider the long-term consequences of their actions and to seek more ethical ways of achieving their goals. This included seeking legal support and publicly disclosing evidence rather than relying solely on vigilantism. Through this approach, Hughie helped The Boy's team to think outside the box and explore alternatives that were more creative and in line with their moral values. This not only strengthened the team's overall strategy but also created a more collaborative and inclusive working dynamic among team members.

4. Individualized Consideration

Figure 1.4 Scene where Hughie shows empathy and support for individual team members

Annie: "You know how you have this image of yourself? Like, I thought I was strong, you know? Like made of steel, a fighter, and then I'm faced with a horrible situation. And I just hear my mom's voice in my head, keep laughing the show must go on. And I didn't fight back, and now I just feel sick. But mostly because it turns out I'm not who I thought I was. Oh, I'm sorry, I didn't mean to leave all that to you"

Hughie: "No, no, it's okay that you dumped him. Listen, do you like your job?"

Annie: "Oh, it's the only thing I want"

Hughie: "It's a good job, like you don't sell punch to kids?"

Annie: "No, it's a good job. I get to help a lot of people"

Hughie: "The thing is, I know this girl, and we used to skate at Rockefeller, and I'm the one with the death grip on the rails.

She would just charge head-first into the center of the rink. And she wasn't good. Like he fell a lot but he was never scared. And he always said just because you fall down doesn't mean you have to stay there. So you fall down, you know what? That's not who you are."

One of Hughie's greatest strengths as a transformational leader is his ability to show empathy and concern for the individual needs of team members. Hughie focused not only on the collective goal, but also on the personal well-being of each team member. He was often a good listener and provided emotional support when his colleagues were experiencing personal difficulties or feeling stressed by the situations they faced. An example is when she provided moral support to Starlight (Annie January) who faced a dilemma between her identity as a superhero and the truth about Vought's company. Her support helped Annie to find the courage to make a difficult decision and join The Boys' team in their fight. By paying attention to the emotional needs and personal aspirations of each team member, Hughie is able to create a strong bond within the team and encourage them to reach their full potential.

The results of this study show that the character of Hughie Campbell, although initially appearing as a weak and powerless figure, actually has strong transformational leadership characteristics and develops as the story progresses in The Boys series. The Idealized Influence demonstrated by Hughie is one of the key components of transformational leadership. According to Afshari (2022), Idealized influence involves charismatic role modeling in which a transformational leader demonstrates his or her determination to achieve organizational goals, thereby acting as a personal example to followers. As a result, the leader gains the respect, admiration, and trust of his followers. This idealized influence is seen in the way he interacts with his peers, where he always endeavors to act with integrity and uphold the values of justice. This influence gradually inspired the rest of the team to reconsider their actions, showing that moral leadership can emerge even from those without physical power or formal status.

Hughie, who had no superpowers or authoritative status, was able to influence his colleagues by maintaining ethical principles in every decision he made. Research shows that when employees attribute idealized influence to their leaders, they see them as strong, confident and charismatic. This encourages employees to develop a positive relationship with the organization. Leaders who demonstrate idealized influence are able to build organizational members' trust in the organization and organizational leaders, this also has the effect of increasing employee commitment to the organization (Afshari, 2020). In the context of The Boys' narrative, this suggests that idealized influence can arise from moral conduct and integrity demonstrated in difficult situations, rather than formal power or authority.

The Inspirational Motivation exhibited by Hughie is also an important aspect of his leadership. As discussed by Judge & Piccolo (2017), transformational leaders are often able to motivate their followers by providing a meaningful and meaningful vision. Hughie, through his perseverance and courage, provided a tangible example of how the moral constancy of the character can be a source of inspiration for others, even in seemingly hopeless situations. This suggests that in transformational leadership, the leader's vision and moral values play an important role in building motivation among his followers.

In addition, Intellectual Stimulation conducted by Hughie shows that transformational leadership can encourage creativity and critical thinking. According to Wang et al. (2017), emphasizes the importance of intellectual stimulation in encouraging followers to question existing assumptions and seek new solutions. In The Boys, Hughie frequently challenged the strategies proposed by Butcher and encouraged the team to consider more ethical and creative approaches. Leaders with the attribute of intellectual stimulation inspire followers to look for problems and then solve them with innovative techniques. Such leaders support and stimulate their followers' level of creativity and innovative thinking" (Khan et al., 2022). This shows that transformational leadership can facilitate innovation and change by encouraging followers to think beyond traditional boundaries.

Lastly, Individualized Consideration indicated by Hughie is another important component of transformational leadership. The study by Northouse (2016), which explains that transformational leaders pay attention to the individual needs of their followers and provide the necessary support to help them develop. Hughie, with his concern and empathy for the well-being of team members, created a supportive environment where each individual felt valued and supported. This not only strengthens team bonds but also helps team members reach their full potential, which in turn increases the overall effectiveness of the team.

CONCLUSION

This research has revealed that the character Hughie Campbell in *The Boys* represents a powerful example of transformational leadership. Although not a traditional leader, Hughie demonstrates that moral and ethical values can guide a leader's decisions and actions in complex and conflictual situations. Through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, Hughie is able to influence and motivate his colleagues to pursue the greater common goal of upholding justice and truth. This analysis makes an important contribution to our understanding of transformational leadership, especially in an unconventional context such as a fictional character in a television series. It demonstrates that the principles of strong leadership can be applied across a variety of contexts, including in fictional narratives, and have significant relevance to real-world leadership practices.

This research also emphasizes the importance of flexibility and adaptation in leadership, and that transformational types of leadership can help leaders and their followers overcome moral and ethical challenges in various situations. For further research, it would be interesting to explore other elements of transformational leadership applied in other fictional characters and their implications for leadership theory as a whole.

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