

Research Article

Analysis of the Application of Transformational Leadership Style in Increasing the Effectiveness of Employee Duties Implementation at the regional Secretariat of Wajo Regency

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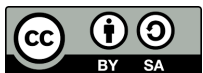
Abstract: This study to analyze the importance of the application of transformational leadership styles in improving the effectiveness of employee task implementation at the Wajo Regency Regional Secretariat. Considering role of the Regional Secretariat as a center for coordinating government administration, leadership that is able to inspire and motivate employees to achieve optimal performance is need. This study uses a qualitative approach with descriptive methods. Data collection was conducted through observation, in-depth interview, and documentation. Informants were determined using a purposive sampling technique, consisting of leadership elements (Regional Secretary, Assistant for General Administration of the Regional Secretariat, Head of General Affairs, Head of Organization, Head of Administration, and Head of General Affairs and Finance). Data analysis was conducted through an interactive model that includes data collection, data condensation, Data presentation, and conclusion drawing. The result of the study indicate that leaders at the Wajo Regency Regional Secretariat have implemented four dimensions of transformational leadership well, namely: 1) Individual Attention, 2) Intellectual Stimulation, (encouragement to innovative, and 4) Idealized Influence. The implementation of this leadership style has been proven to increase the effectiveness of employee task execution, as evidenced by improved discipline, work motivation, the ability to adapt to regulatory changes, and more timely completion of work programs.

Keywords: Employee Performance Effectiveness; Qualitative Research Method; Regional Secretariat Administration; Transformational Leadership; Work Motivation.

1. Introduction

The Wajo Regency Regional Secretariat is one of the implementing elements of the regional government that plays a central role in supporting the sustainability of the government system at the district level. As the driving force of government administration, the Regional Secretariat is responsible for carrying out coordinative and administrative functions between regional agencies, formulating regional policies, and facilitating technical government work. In the context of public organizations, the effectiveness of employee task execution is an essential aspect that determines the optimization of overall regional government performance. If effectiveness is concerned with the ability of management to obtain and organize resources for organizational goals, then the selection of these goals (both operative and operational) is a critical factor. The definition of goal setting includes identifying the organization's general objectives and determining how various departments,

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groups, and individuals can contribute to those objectives. (Amir Syarifuddin Kiwang et al., 2015).

In the era of globalization, human resource management is not easy, as various superstructures and infrastructures need to be prepared to support the development of quality human resources. Companies that want to remain viable and maintain a positive public image will not neglect the aspect of human resource development. Therefore, the role of Human Resource Management within an organization is crucial (Yani, 2012).

Transformational leadership is a leadership approach that emphasizes the leader's ability to inspire, motivate, and build employee commitment through shared vision, positive influence, individual attention, and intellectual encouragement (Bass & Avolio, 1994). This style is considered capable of creating positive change within an organization, especially in a work environment that requires adaptation to external and internal dynamics. Furthermore, this leadership style is able to keep up with information developments, technological advances, demands for professionalism, and changes in the character of its users (Sinaga et al., 2021). The core values of transformational leadership—inspiration, idealistic influence, individual empowerment, and intellectual stimulation—are the foundation for creating a bureaucracy that is innovative and adaptive to changing times (Cahya & Nurhayani, 2025).

The relevance of implementing transformational leadership in modern bureaucracy is increasingly strengthening amidst the complexity of administrative reform challenges and pressure to provide accountable and transparent public services (Nguyen et al., 2023). On the other hand, public bureaucracy still faces limitations in work culture, resistance to change, and dependence on conventional leadership patterns that are command and bureaucratic (Siswadhi et al., 2024). This situation presents both a challenge and an opportunity to implement a more adaptive and innovative leadership style.

The formulation of the research problem is as follows: 1) How is the application of transformational leadership style in increasing the effectiveness of the implementation of employee duties at the Wajo Regency Regional Secretariat?, 2) What factors support and inhibit the application of transformational leadership style in increasing the effectiveness of the implementation of employee duties at the Wajo Regency Regional Secretariat? and the purpose of this research is to analyze, review and describe the application of transformational leadership style in increasing the effectiveness of the implementation of employee duties at the Wajo Regency Regional Secretariat.

2. Literature Review

Transformational Leadership Theory

Transformational leadership is a leadership approach that emphasizes the ability of leaders to inspire, motivate, and empower employees to achieve organizational goals beyond individual interests. According to Bass and Avolio (1994), transformational leaders encourage

followers to develop higher levels of commitment, creativity, and performance through inspirational vision, intellectual stimulation, individualized consideration, and idealized influence. This leadership style is considered effective in creating positive organizational change and improving employee performance (Arifudin, 2020; Asrori, 2023).

Transformational leadership differs from transactional leadership because it focuses not only on rewards and punishments but also on the development of employees' intrinsic motivation. Judge and Piccolo (2004) found that transformational leadership has a stronger positive relationship with employee performance, job satisfaction, and organizational effectiveness than other leadership styles. Therefore, transformational leadership is increasingly recognized as an important factor in public sector organizations that face dynamic environmental changes and increasing demands for service quality.

In public administration, transformational leadership contributes to the development of an adaptive and innovative organizational culture. Leaders who apply transformational principles are able to encourage employees to participate actively in decision-making processes, improve organizational commitment, and strengthen institutional performance. According to Nguyen et al. (2023), transformational leadership significantly influences organizational culture and performance, particularly in public institutions that require continuous adaptation and innovation.

Dimensions of Transformational Leadership

Bass and Avolio (1994) identify four major dimensions of transformational leadership that form the foundation of effective leadership behavior.

Idealized Influence

Idealized influence refers to the leader's ability to serve as a role model for employees through integrity, professionalism, ethical conduct, and commitment to organizational goals. Leaders gain employees' trust and respect by demonstrating consistency between words and actions. Employees tend to emulate leaders who exhibit high standards of responsibility and accountability.

Inspirational Motivation

Inspirational motivation is the leader's ability to communicate a compelling vision and encourage employees to pursue organizational objectives enthusiastically. Through effective communication and motivational encouragement, leaders help employees understand the significance of their work and its contribution to organizational success. This dimension strengthens employee commitment and collective identity.

Intellectual Stimulation

Intellectual stimulation involves encouraging employees to think critically, solve problems creatively, and propose innovative solutions to organizational challenges. Transformational leaders create an environment where employees feel comfortable

expressing ideas and participating in organizational improvement processes. Such practices promote adaptability and continuous learning within the organization.

Individualized Consideration

Individualized consideration emphasizes personal attention to employees' needs, aspirations, and professional development. Leaders act as mentors and facilitators who support employee growth through coaching, guidance, and empowerment. This dimension contributes to higher job satisfaction, employee engagement, and organizational commitment.

Employee Task Effectiveness

Effectiveness refers to the extent to which organizational objectives are achieved through the efficient utilization of available resources. According to Amir Syarifuddin Kiwang et al. (2015), organizational effectiveness reflects the ability of an institution to accomplish its goals while maintaining operational efficiency and organizational sustainability.

Within public organizations, employee task effectiveness is reflected in the timely completion of duties, adherence to regulations, work discipline, coordination, and the achievement of organizational targets. Effective employees demonstrate responsibility, responsiveness, and the ability to adapt to changing organizational demands. Hasibuan (2021) states that employee effectiveness is influenced by leadership quality, motivation, competence, work environment, and organizational support systems.

The effectiveness of task implementation is particularly important in governmental institutions because it directly affects the quality of public services and administrative performance. Therefore, leadership practices that encourage employee motivation and organizational commitment are essential for improving work effectiveness and the accomplishment of institutional targets (Aryadi, 2020; Ceswirdani et al., 2020).

Transformational Leadership and Employee Effectiveness

Numerous studies indicate that transformational leadership contributes significantly to employee effectiveness and organizational performance. Transformational leaders motivate employees to exceed minimum performance expectations by fostering trust, empowerment, and a sense of shared responsibility. Employees who perceive supportive leadership tend to demonstrate higher levels of productivity, discipline, and job satisfaction.

Siswadhi et al. (2024) found that transformational leadership positively affects organizational performance in local government institutions through improved employee motivation, organizational commitment, and service quality. Similarly, Puspita et al. (2025) concluded that transformational leadership enhances organizational effectiveness by encouraging innovation, collaboration, and employee participation.

Nguyen et al. (2023) further demonstrated that transformational leadership strengthens organizational culture, which subsequently improves organizational performance. In the context of public administration, leadership practices that emphasize communication, empowerment, and employee development contribute significantly to the effectiveness of

task implementation and institutional success (Mangkunegara, 2021; Nuari & Jeddawi, 2023; Samudra et al., 2023).

Based on these theoretical perspectives and empirical findings, transformational leadership is expected to improve employee task effectiveness at the Regional Secretariat of Wajo Regency through the application of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Organizational Communication and Trust

Organizational communication is a fundamental component of transformational leadership because it facilitates information exchange, coordination, and mutual understanding between leaders and employees. Effective two-way communication encourages employee participation, strengthens organizational trust, and enhances commitment to organizational goals. Employees who perceive open communication from leaders are more likely to express ideas, contribute to decision-making processes, and demonstrate higher levels of engagement.

Trust is another important outcome of transformational leadership. According to Bass and Avolio (1994), leaders who demonstrate integrity, fairness, and consistency develop stronger trust among employees. Organizational trust contributes to cooperation, teamwork, and employee willingness to support organizational objectives.

Bureaucratic Structure and Organizational Innovation

Public organizations often operate within formal bureaucratic structures characterized by hierarchical authority, standardized procedures, and administrative regulations. While bureaucracy provides stability and accountability, excessive procedural rigidity may limit innovation and delay decision-making processes.

Transformational leaders play an important role in overcoming bureaucratic constraints by encouraging creativity, intellectual stimulation, and adaptive problem-solving. Through participatory leadership and employee empowerment, leaders can promote organizational innovation while maintaining administrative accountability.

3. Method

This research adopts a descriptive qualitative approach with a case study design, specifically selected to explore in depth the implementation of transformational leadership in improving the effectiveness of employee task execution at the Wajo Regency Regional Secretariat. The qualitative methodology enables the researcher to understand comprehensively the experiences, perceptions, leadership interactions, organizational dynamics, and administrative practices that occur within the governmental institution, aspects that cannot be adequately measured using quantitative methods alone (Sugiyono, 2019; Rukminingsih et al., 2020). Furthermore, the case study design allows the researcher to

investigate transformational leadership practices within their real-life organizational context and to capture the complexity of leadership phenomena in public sector administration.

The research location is the Wajo Regency Regional Secretariat, located at Jalan Rusa Number 17, Sengkang, South Sulawesi, Indonesia. The institution was purposively selected because it plays a strategic role in supporting regional governance through policy formulation, administrative coordination, and organizational management under the authority of the Regional Head. As the central administrative institution within the local government structure, the Regional Secretariat provides a relevant setting for examining leadership practices and employee performance effectiveness in the context of public administration. The research was conducted over a three-month period, from March to May 2026.

Primary data sources consist of key informants selected through purposive sampling based on their direct involvement in leadership implementation and organizational administration within the Wajo Regency Regional Secretariat. Informants include: one Regional Secretary of Wajo Regency as the primary leader responsible for organizational coordination and policy direction; one Assistant for General Administration who oversees administrative operations and institutional management; one Head of the Organizational Division responsible for organizational development and bureaucratic management; one Head of the Leadership Administration Subdivision involved in leadership administration and coordination activities; one Expert Staff and Personnel Officer responsible for personnel management and employee development; and one Head of the General and Finance Subdivision of the Regional Inspectorate who supervises administrative accountability and institutional performance. Secondary data include employee performance reports, organizational structure documents, official archives, administrative records, governmental regulations, institutional reports, and relevant scientific literature related to transformational leadership and public administration.

Data collection was conducted through methodological triangulation using three primary techniques: in-depth semi-structured interviews, participatory observation, and documentation studies (Miles et al., 2014). Interviews were guided by an interview protocol focusing on major leadership dimensions, including leadership communication, inspirational motivation, employee empowerment, organizational coordination, decision-making processes, work discipline, and perceptions of employee performance effectiveness. Participatory observation was conducted within the workplace environment to examine directly the interaction patterns between leaders and employees, organizational communication practices, coordination meetings, and daily administrative activities. Documentation studies involved the analysis of institutional reports, meeting minutes, employee performance records, organizational regulations, and official correspondence related to leadership implementation and organizational effectiveness.

The collected data were analysed using the interactive analysis model proposed by Miles et al. (2014), which integrates the simultaneous processes of data reduction, data display, and conclusion drawing and verification. Data reduction involved selecting, categorizing, and coding interview transcripts, field notes, and documentary materials according to major analytical themes such as “transformational leadership practices,” “employee motivation,” “organizational communication,” “work effectiveness,” and “administrative coordination.” Data display utilised narrative descriptions, thematic categorizations, and analytical matrices to visualise relationships between leadership behaviours and employee performance outcomes. Conclusions were continuously verified through source triangulation, technique triangulation, and member checking to ensure the credibility, consistency, and analytical validity of the research findings.

4. Results and Discussion

Implementation of Transformational Leadership and Employee Work Effectiveness

The implementation of transformational leadership at the Wajo Regency Regional Secretariat demonstrates that leadership communication functions not only as an administrative mechanism but also as a strategic instrument for motivating employees, strengthening organizational commitment, and improving the effectiveness of task implementation. Analysis of interview findings and field observations indicates that the leadership style practiced by the Regional Secretary reflects the four core dimensions of transformational leadership proposed by Bass, namely individual consideration, intellectual stimulation, inspirational motivation, and idealized influence. These dimensions collectively shape organizational culture and employee work behaviour within the regional government environment.

A significant finding of this study is that the Regional Secretary applies a participatory and human-centered leadership approach that reduces hierarchical distance between leaders and employees. Employees perceive the Regional Secretary not merely as a superior authority figure, but also as a mentor, motivator, and facilitator of professional development. This leadership approach contributes to stronger organizational trust, work discipline, and employee engagement in administrative processes.

Individual Consideration and Employee Development

The findings reveal that the Regional Secretary consistently demonstrates individual consideration by paying attention to employees’ professional and personal development. Employees reported that the leader actively encourages collaboration, supports self-development initiatives, and creates a work environment characterized by openness and mutual respect.

Table 1. Individual Consideration and Employee Perceptions of Leadership Support.

Key Themes/Concepts	Informant Code	Informant's Statement	Initial Interpretation (Theoretical Relevance)
Leadership Attention	AI (Administrative Staff)	"The Regional Secretary has certainly shown a great deal of attention, both in her efforts to create a synergistic environment among her subordinates."	Individualized leadership attention strengthens organizational trust and employee commitment, consistent with Transformational Leadership Theory.
Professional Development	AI (Administrative Staff)	"She motivates employees to continue their education and develop themselves even further."	Leaders who encourage self-development enhance employee motivation and long-term organizational capacity.
Role Modelling	AI (Administrative Staff)	"The Regional Secretary always arrives on time, maintains professionalism, and leads in a nurturing rather than dictatorial manner."	Exemplary behaviour reinforces leadership credibility and organizational discipline.

(Research Source, 2026)

Based on Table 1, the Regional Secretary's leadership style reflects a strong commitment to employee empowerment and interpersonal engagement. The findings indicate that employees value leadership practices that emphasize mentorship, empathy, and direct support rather than rigid bureaucratic authority. The Regional Secretary's efforts to encourage educational advancement and professional development create a positive organizational climate that motivates employees to improve their competencies and performance.

Furthermore, observational findings demonstrate that the leader's discipline and professionalism serve as behavioural models for employees. This aligns with Bass's argument that transformational leaders influence followers through individualized attention and exemplary conduct. In the context of public administration, such leadership practices contribute to improved employee morale, stronger work ethics, and more effective organizational coordination.

Intellectual Stimulation and Participatory Organizational Culture

The findings also demonstrate that the Regional Secretary encourages employees to participate actively in organizational problem-solving and institutional improvement processes. Employees are given opportunities to express ideas, provide suggestions, and engage in collaborative discussions regarding administrative challenges.

According to informant AY, the Regional Secretary consistently prioritizes discussions with staff members to obtain input concerning organizational conditions and governance improvement strategies. This participatory communication pattern fosters an organizational culture that values critical thinking, innovation, and collaborative decision-making.

The findings suggest that intellectual stimulation strengthens employees' confidence in contributing to organizational processes and encourages more adaptive bureaucratic practices. Employees feel that their perspectives are appreciated and that they have a meaningful role in institutional development. This leadership approach is particularly important within governmental organizations, where bureaucratic rigidity often limits creativity and employee initiative.

The data further indicate that mistakes and organizational challenges are approached as opportunities for collective learning rather than grounds for punishment. Such practices support the development of a learning-oriented organizational culture that enhances institutional adaptability and administrative effectiveness.

Inspirational Motivation and Organizational Commitment

Another major finding of this study is that the Regional Secretary consistently motivates employees by communicating a clear organizational vision and emphasizing the social significance of administrative work. Leadership communication during assemblies, meetings, and coordination activities reinforces employees' understanding of how their work contributes to regional development and public service quality.

Table 2. Inspirational Motivation and Employee Work Commitment.

Key Themes/Concepts		Informant Code	Informant's Statement	Initial Interpretation (Theoretical Relevance)
Organizational Vision		AD (Section Staff)	"The Regional Secretary always emphasizes that we are not just typing documents, but planning the future of our region."	Inspirational leadership strengthens employees' sense of purpose and institutional commitment.
Public Service Orientation		AD (Section Staff)	"She often explains how our work can improve public services and community satisfaction."	Employees become more motivated when they understand the broader social impact of their work.
Goal Alignment		AM (Administrative Officer)	"At the beginning of each month, she aligns work targets and explains organizational priorities clearly."	Clear communication of goals improves employee coordination and task effectiveness.

(Research Source, 2026)

Table 2 demonstrates that inspirational motivation plays a significant role in improving employee engagement and organizational commitment. Employees perceive their work as meaningful because leadership communication consistently links administrative responsibilities with broader public service outcomes. This strengthens employees'

psychological attachment to organizational goals and increases their willingness to contribute actively to institutional performance.

The findings also indicate that regular coordination meetings and motivational communication improve clarity regarding work targets and institutional priorities. Employees become more focused, disciplined, and coordinated in carrying out their responsibilities because they clearly understand organizational expectations.

These results support transformational leadership theory, which emphasizes that leaders who communicate inspiring visions can increase employee enthusiasm, collective identity, and work productivity.

Idealized Influence and Organizational Trust

The findings reveal that the Regional Secretary demonstrates idealized influence through transparency, accountability, and ethical leadership practices. Employees highlighted that the leader consistently promotes open communication and participatory problem-solving rather than unilateral decision-making.

According to informant AD, the Regional Secretary encourages discussions involving Heads of Sections, Heads of Subdivisions, and administrative staff when addressing organizational problems. Employees also reported that the leader focuses on identifying root causes of issues through factual analysis rather than emotional reactions or superficial solutions.

Observational findings further indicate that the Regional Secretary maintains emotional stability, professionalism, and fairness in organizational interactions. These leadership behaviours contribute to stronger employee trust and reduce communication barriers between leadership and staff members.

The findings confirm that idealized influence strengthens institutional credibility and organizational cohesion within the Regional Secretariat. Employees are more willing to cooperate, follow organizational directives, and maintain professional discipline because they perceive the leader as trustworthy and ethically responsible.

Effectiveness of Employee Task Implementation

The implementation of transformational leadership dimensions has had a direct impact on employee work effectiveness at the Wajo Regency Regional Secretariat. Observations and interview findings reveal improvements in administrative discipline, task completion efficiency, interdepartmental coordination, and employee responsiveness to organizational responsibilities.

Employees reported that leadership support, clear communication, and participatory management practices contribute positively to their work performance. Monthly coordination meetings and consistent leadership guidance help employees understand their responsibilities more clearly and complete administrative tasks more effectively.

The findings also demonstrate that transformational leadership strengthens teamwork and organizational collaboration. Employees become more proactive in solving problems, coordinating tasks, and supporting institutional objectives because they experience a positive and supportive organizational environment.

Overall, the implementation of transformational leadership at the Wajo Regency Regional Secretariat reflects how leadership communication, employee empowerment, and organizational trust collectively contribute to improving bureaucratic effectiveness and public administration performance. The findings confirm that transformational leadership is highly relevant in governmental institutions seeking to strengthen organizational effectiveness, employee productivity, and public service quality.

5. Conclusion

Based on the results of research conducted by researchers with the title Analysis of the Application of Transformational Leadership Style in Increasing the Effectiveness of Employee Duties Implementation in the Regional Secretariat, the following conclusions can be drawn:

1. Transformational leadership within the scope of the Wajo Regency Regional Secretariat is running well, which shows that leaders are open to subordinates, respect each other between employees, leaders always ask for an assessment of their performance, do not differentiate between employees, are not authoritarian, accept criticism and suggestions, appreciate ideas that arise from staff and provide rewards for employees who excel.
2. Supporters of the implementation of transformational leadership style in increasing the effectiveness of the implementation of the duties of Wajo Regional Secretariat employees are due to the existence of a two-way communication culture built by the leadership through Individualized Consideration and the high level of employee trust in the leadership, while the obstacles are the challenges of rigid bureaucratic structures that sometimes hinder the speed of innovation execution. This can be overcome with Intellectual Stimulation from the leadership to continue looking for alternative solutions.

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