

TRANSFORMATIONAL LEADERSHIP IN BENOWO DISTRICT, SURABAYA CITY

Denny Christupel Tupamahu

Master of Public Administration Program,
Faculty of Social and Political Sciences,
University of 17 Agustus 1945 Surabaya,
b.denny75@gmail.com;

ABSTRACT

The aim of the research is to analyze the implementation of the Camat's transformational leadership; analyzing the supporting and inhibiting factors, as well as evaluating the impact of the implementation of the transformational leadership of the Camat in Benowo District, Surabaya City. This study uses a qualitative descriptive approach to analyze the transformational leadership of the Camat in Benowo District, Surabaya City. The research subjects consisted of sub-district and sub-district officials, as well as representatives of community leaders. The research subjects were selected from people who often interact with the sub-district head of Benowo sub-district, Surabaya city. Data collection was carried out by means of in-depth interviews and checking the validity of the data through source triangulation. Research data were analyzed using qualitative data analysis according to Creswell. The conclusions obtained are: 1) The transformational leadership of the Camat in Benowo District, Surabaya City is implemented by making himself a role model, realizing the vision and mission, stimulating employees to be innovative and creative, and providing fair and personal attention; 2) Supporting factors include work experience, education level, optimistic and friendly attitude, and employee support, while inhibiting factors include: low work motivation, low competence, limited number of human resources, and high workload; 3) The impact of implementation is reflected in the better quality of service and the increased contribution of employees in providing suggestions about their creativity in meetings that discuss innovation related to service to the community.

Keywords: *transformational leadership, public service, Benowo district*

A. INTRODUCTION

We are currently in an era of rapidly changing world, a turbulent situation, a future full of uncertainties, complex issues, confusing situations and conditions. The challenges that must be faced in the VUCA (Volatility, uncertainty, complexity, ambiguity) era require a responsive government in order to improve public services. In an effort to improve public services, the government sector, especially sub-districts, needs to increase the provision of facilities that support the quality of public services, because without the support of the availability of complete facilities, the process of providing public services to the community will be hampered. Along with the development of increasingly sophisticated technology, it is appropriate for the government, especially the sub-districts, to

implement technological advances to support the delivery of public services by making innovations that are beneficial to society. The availability of facilities in the form of facilities and infrastructure, whether we realize it or not, will accelerate and improve the delivery of public services (KPPN Baturaja, 2021).

One factor that plays an important role in creating maximum service is a leader who is able to interact well with his employees/subordinates, a leader who knows the work that must be done in order to create maximum service. Leaders who know the psychology of their subordinates. Leaders who prioritize education in order to produce quality leaders, as well as to their subordinates which have an impact on maximizing good service (Karim, 2018). Traditional leadership is out of date, too slow and ineffective for a volatile and changing environment. Therefore, the leaders of Government organizations need a new, agile leadership model to deal with the 4 VUCA threats.

Transformational leadership is basically a change-oriented leadership where the vision of the organization is not only formulated but also implemented (Bass et al., 2003). Transformational leadership is a type of leadership that is often applied by district heads (Fanani et al., 2020). That is because the effectiveness of transformational leadership occurs because leaders see themselves as agents of change; leaders have a strong vision (visionary) that has a high level of trust for the institution; Leaders are flexible and open to learning from experience.

The sub-district is one of the public service provider organizations that deals directly with the community, so adapting to technology in each of its services is important to implement. The resources of the sub-district and sub-district apparatus who are tasked with serving the community will be able to adapt well to technology if they are based on the directions of their leaders. Therefore, the Camat as the leader in the Kecamatan has a very important role in directing his subordinates. The sub-district leadership in the midst of the current development of information technology needs to use the concept of transformational leadership, because this transformational leadership is right to be used as a basis for bringing about change, in this case strategies and innovations that the sub-district is doing (Hayatuddiniyah, 2022). One manifestation of the success of the Camat's leadership is being able to direct his subordinates to innovate.

However, based on a preliminary study conducted by researchers in Benowo District, Surabaya City, problems were found related to the level of education and age of employees. In order to support public service activities, quality human resources who have an established level of education are needed, in reality only 1 ASN has a master's degree. This level of education is influential in carrying out tasks in order to achieve the Mayor's Vision and Mission. Likewise, when viewed from the age level of the Benowo District Apparatus Resources, many civil servants are over 45 years old. In order to support public service activities, the quality of apparatus resources that have a productive age level is needed. With the above problem conditions, of course, transformational leadership is needed which is able to empower all existing potentials with all limitations, in this case the role of the Camat as Stakeholder is very much needed to achieve organizational goals that are effective and efficient.

Based on the above review, it is important to conduct a study on the topic of transformational leadership for the Camat in Benowo District, Surabaya City, with the following objectives: 1) To analyze the implementation of the Camat's transformational leadership in Benowo District, Surabaya City; 2) Analyze and identify the supporting and inhibiting factors for the implementation of the transformational leadership of the Camat in Benowo District, Surabaya City; and 3) Analyze and evaluate the impact of the implementation of transformational leadership from the District Head of Benowo City of Surabaya.

B. LITERATURE REVIEW

Bureaucracy

Bureaucracy is a state machine (state machinery), if there is no state then there will be no bureaucracy either, and conversely, there is no state that is not supported by bureaucratic organizations (Kushandajani, 2011). Meanwhile, according to B. Guy Peter, bureaucracy is an organization that has an authority structure in carrying out rules to maintain the existence of this authority structure and to carry out administration according to rules (Gufon, 2017). Based on the descriptions above, it can be formulated that bureaucracy is an effective and efficient procedure, which is based on theory and applicable rules and has specialization according to agreed objectives within an organization/agency/government agency (Muhammad, 2018).

Transformational Leadership

Leadership is the ability of individuals to influence, motivate and enable others to contribute to the effectiveness and success of the organization (Yukl, 2007). Transformational leadership is a leadership style used by a manager when he wants a group to expand boundaries and have performance beyond the status quo or achieve an entirely new set of organizational goals. Transformational leadership in principle motivates subordinates to do better than what can be done, in other words it can increase the confidence or self-confidence of subordinates which will affect increased performance (O'Leary, 2001). The conception of transformational leadership was first put forward by James McGregor Burns. In relation to transformational leadership, Bernard Bass (Stone et al., 2004) says the following: "Transformational leaders transform the personal values of followers to support the vision and goals of the organization by fostering an environment where relationships can be formed and by establishing a climate of trust in which visions can be shared" Furthermore, operationally Bernard Bass (Gill et al., 2010) defines transformational leadership as follows: "Leadership and performance beyond expectations". Meanwhile Tracy and Hinkin (Gill et al, 2010) define transformational leadership as follows: "The process of influencing major changes in the attitudes and assumptions of organization members and building commitment for the organization's mission or objectives" (The process influences major changes in attitudes and assumptions organizational members and build commitment to the mission or goals of the organization).

There are four components in transformational leadership, these components are: (Bass & Riggio, 2006)

1) Idealized influence

Transformational leaders serve as role models for their followers. They not only lead but they also set a real example. Leaders who act as role models for their followers are admired, respected and trusted. Possesses extraordinary ability, perseverance and determination. Willing to take risks and be consistent and have ethical and moral behavior.

2) Inspirational motivation

Transformational leaders have a clear vision. They are able to articulate their vision to team members. Leaders can motivate and inspire those around them by providing meaning and challenge to the work of their followers, as well as demonstrating commitment to a shared purpose and vision.

3) Intellectual stimulation

Transformational leaders don't just challenge the status quo; they also encourage creativity among team members. Leaders encourage team members to explore new ways of doing things and new opportunities to learn. Leaders stimulate their followers' efforts to be innovative and creative by reframing problems and approaching old situations in new ways. Leaders make others see problems from different points of view.

4) Individualized consideration

Transformational leadership is also involved, offering support and encouragement to each individual in the team. They also keep lines of communication open so team members feel free to share ideas and provide immediate recognition of the unique contributions of each team member. In addition, the leader pays special attention to each individual's need for achievement and growth by acting as a coach or mentor.

Research Gap

The difference between this research and previous research is in the technique of data collection, in previous studies it tended to use more literature studies (Yufia and Sihotang, 2020; Herman, 2021; Hayatuddiniyah, 2022), questionnaire surveys (Asbari et al., 2019; Asbari et al., 2020) and Focus Group Discussion (Meilinda et al., 2019), while this study used data collection techniques through in-depth interviews. Then most of the objects studied in previous research were educational institutions (Yufita and Sihotang, 2020; Herman, 2021; Rosita and Iskandar, 2022), libraries (Hayatuddiniyah, 2022), and companies (Asbari et al., 2019; Asbari et al. 2020), while the object of this research is a government institution, namely the District. There are several studies that examine leadership in general with several types of leadership (Herman, 2021; Rosita and Iskandar, 2022), but this research examines only types of transformational leadership. However, there are also several studies that use quantitative methods (Asbari et al., 2019; Asbari et al., 2020).

C. METHOD

This research uses a qualitative descriptive approach, because the problems that will be examined in this study are in the form of descriptions, descriptions, and descriptions of the sub-district head's transformational leadership in Benowo District, Surabaya City. The research subjects consisted of the sub-district head,

village head, sub-district secretary, sub-district head, sub-district secretary, sub-district head, sub-district staff, sub-district staff and representatives of community leaders. The criteria for selecting informants were selected from people who often interact with the sub-district head of Benowo sub-district, Surabaya city.

The data collection method used by researchers is in-depth interviews to obtain answers to the problems to be studied in this study. In-depth interviews are a process of digging up information in depth, openly, and free of problems and research focus and are directed at research centers. In this case the in-depth interview method is carried out with a list of questions that have been prepared beforehand (Moleong, 2017: 186). Checking the validity of the data is done to check whether the research results produced are accurate or not by applying certain procedures (Creswell, 2012: 285). The validity of the data in this study was carried out using source triangulation by asking the application of transformational leadership carried out by the sub-district head and its impact on Benowo District, Surabaya City to validate answers to informants between groups of employees (sub-district and sub-district) as well as community group informants using the same questions.

This study uses qualitative data analysis according to Creswell, the collected qualitative data is analyzed through several steps as follows: a) processing and preparing the data, b) reading all the data, c) coding the data, d) applying the coding process to describe the setting, categories, and themes, e) connecting themes/descriptions, f) interpreting themes/ descriptions (Creswell, 2012).

D. EXPLANATION

Transformational Leadership of the Camat in Benowo District, Surabaya City

The transformational leadership of the Camat in Benowo District, Surabaya City was analyzed based on 4 (four) components according to Bass and Avolio (2002), namely idealized influence, inspirational motivation, intellectual stimulation, individualized consideration.

Transformational leadership carried out by the Camat in Benowo District, Surabaya City in terms of the idealized influence component, is carried out by showing an example for his employees by setting a real example in leading, so as to arouse the admiration of his employees. In addition, the sub-district head also involves sub-district and sub-district officials in planning and decision-making and fully trusts the employees in carrying out their duties. The Camat's treatment of his employees made the Camat more trusted by his employees. The sub-district head is an expressive figure towards his employees, namely by always showing a smiling face when meeting sub-district and sub-district officials. This made the Camat more respected by his employees.

These results are in line with the theory which states that a transformational leader has the character of idealized influence if the leader can set a real example in leading, be a role model for his followers, be admired, respected, trusted, have the ability, persistence, determination, dare to take risks, be consistent, and have ethical and moral behavior (Bass & Riggio, 2006). Idealized influence is explained as behavior that generates respect and confidence from the people they

lead. (Fanani et al., 2020). Transformational leaders must have charismatic qualities, be admired, and respected by their members (Wuradji, 2009:51).

Transformational leadership carried out by the Camat in Benowo Subdistrict, Surabaya City in terms of the Inspirational motivation component, which is reflected in the vision and mission of the Benowo Subdistrict, Surabaya City owned by the Subdistrict Head, is then articulated to his employees to jointly realize this vision and mission as a form of commitment. Camat. The Camat is an inspiration for sub-district and sub-district officials, so that they always motivate their employees. The sub-district head is able to inspire his employees by encouraging sub-district and sub-district officials who are less productive. These results are in line with the theory which states that transformational leaders show the character of inspirational motivation when the leader has a clear vision, articulates a vision to team members, motivates and inspires those around him, and shows commitment to shared goals and vision (Bass & Riggio, 2006) . Transformational leaders in inspiring their followers to achieve unimaginable possibilities, challenge their subordinates to achieve high standards (Karim, 2018).

The transformational leadership implemented by the Camat in Benowo District, Surabaya City in terms of the Intellectual Stimulation component, namely through efforts to innovate in dealing with the times, so as to foster the creativity of sub-district and sub-district employees to support work. In addition, the Camat seeks to instill the courage of sub-district and kelurahan officials to take risks so that employees are able to explore new ways of working. The sub-district head provides an opportunity for employees to improve competence, so that their employees have the opportunity to learn. In addition, the sub-district head also provides opportunities for sub-district and sub-district officials to express opinions in work meetings which can encourage employees to reframe problems and see problems from various perspectives.

These results are consistent with the theory of Bass & Riggio (2006), which states that a leader who has the character of intellectual stimulation is able to encourage the creativity of team members, explore new ways of doing things and new opportunities to learn, reframe problems, approach old situations. in new ways, and see problems from different angles. Transformational leaders must be able to generate new ideas, provide creative solutions to problems faced by subordinates, and provide motivation for subordinates to seek new approaches in carrying out organizational tasks (Karim, 2018).

The transformational leadership implemented by the Camat in Benowo District, Surabaya City in terms of the Individualized consideration component, is reflected through the attitude of the Camat who always gives personal attention to sub-district and sub-district officials. In addition, the sub-district head also treats sub-district and sub-district officials fairly without discriminating and gives tolerance to employees who make mistakes. In addition, the sub-district head also gives awards in the form of praise, bonuses, or other things directly to sub-district or sub-district officials.

These results are in line with the theory which states that leaders have the character of individualized consideration which means involving, giving

encouragement to individuals in the team, maintaining lines of communication, providing direct recognition of individual contributions in the team, and paying special attention to individual needs (Bass & Riggio, 2006) . Transformational leaders always identify the needs of their subordinates, try their best to recognize the abilities of their subordinates, arouse the enthusiasm for learning in subordinates, provide the widest possible learning opportunities, always listen to their subordinates with full attention, and for him is the key to the success of a work (Karim, 2018). Individualized consideration is reflected by always listening attentively and paying special attention to the needs of achievement and the self-needs of the people they lead. Besides that, attention to employee performance is also very much considered, but on the other hand the punishment for employees who violate it is also very strict (Fanani et al., 2020).

Supporting and Inhibiting Factors of Transformational Leadership of Subdistrict Heads in Benowo District, Surabaya City

In implementing transformational leadership, the sub-district head in Benowo sub-district, Surabaya city, gets conveniences in practice, but still encounters obstacles. Furthermore, these facilities and constraints in this study are reflected in the supporting and inhibiting factors. The supporting factors make the implementation of transformational leadership in the Benowo District easier to implement, while the inhibiting factors are related to the constraints experienced by the Camat in implementing transformational leadership in the Benowo District, Surabaya City.

There are several factors that support the implementation of the Camat's transformational leadership in Benowo District, Surabaya City, including: work experience, level of education, optimistic and friendly attitude, and employee support. The sub-district head has also had work experience as a sub-district head in Wonocolo District, Surabaya City for 3 (three) years, namely 2018 to 2021 which can support the Camat's ability to set an example in the form of real examples in leading, involving employees, formulating vision and mission, motivating subordinates , encourage innovation, take risks, and tolerate mistakes.

Another factor is the adequate educational level of the Camat, so that the Camat has broad insights in leading. High education is able to inspire subordinates to be enthusiastic in learning and working. An adequate level of education indicates that the Camat has good competence in leading. This was also supported by the achievement of awards by the sub-district head which showed that the sub-district head in Benowo sub-district was outstanding.

Then in terms of the attitude of the sub-district head who tends to be optimistic at work. Through this optimistic attitude, the Camat is always able to motivate and inspire his employees, and dare to take risks. The Camat's optimism in leading can support the Camat in implementing the intellectual stimulation component, especially in the risk-taking indicator and the inspirational motivation component, especially in the indicators of motivating and inspiring subordinates. In addition, the sub-district head is also known as a friendly leader, because the head of the sub-district always shows a smiling face to employees and the people of Benowo. Friendliness is also manifested from the attitude of the Camat who always pays attention to his employees. So is the case with the community, the

Camat always cares about them. This certainly can support the Camat in applying the idealized influence component, especially in expressive indicators.

There is also support from its employees in planning sub-district work programs. The sub-district head has a vision and mission for Benowo sub-district, so the sub-district head is always committed to making it happen by involving his staff. Here the employees are very enthusiastic in realizing the vision and mission of the sub-district head. There is no doubt in the employees in advancing Benowo District even better. This can be a support for the Camat in applying the inspirational motivation component, especially in the indicators of formulating vision and mission.

In the implementation of transformational leadership in Benowo District, Surabaya City, the Camat encountered obstacles which became inhibiting factors, including: related to low work motivation and HR competency, limited number of human resources, and high workload. One of the factors hindering the application of transformational leadership from sub-district heads is the low work motivation of sub-district and sub-district human resources. This work motivation is related to the encouragement in HR to work to carry out their duties. Low HR motivation can have a negative impact on work performance. This of course will hinder the Camat from implementing idealized influence components (involving subordinates, trusting subordinates), inspirational motivation (inspiring subordinates, motivating subordinates), and intellectual stimulation (encouraging innovation, fostering creativity, professionalism).

Another inhibiting factor is the low competence of sub-district and sub-district human resources. HR is the most important aspect in the sub-district, if HR competence is low, efforts to advance the sub-district to adapt to current technological developments will certainly be difficult. The public's demands for services will certainly change, namely wanting easy and fast services, low competence makes the services provided less than optimal. This of course will hinder the Camat in applying the components of idealized influence (trusting subordinates), inspirational motivation (formulating vision and mission, inspiring subordinates, motivating subordinates), intellectual stimulation (encouraging innovation, fostering creativity, taking risks, professionalism), and individualized consideration (giving award).

Then in terms of the number of human resources in sub-districts and villages which are limited. The sub-district head in realizing his vision needs to cooperate with his subordinates. If the number of human resources is limited, efforts to realize the Camat's vision will take a long time. In addition, in terms of service to the community, it will certainly take longer, because only a few people serve, considering the large number of people who need services. This can be an obstacle for the Camat in implementing the components of inspirational motivation (formulating vision and mission), intellectual stimulation (encouraging innovation, daring to take risks, professionalism).

Another inhibiting factor is related to the Camat's heavy workload. The sub-district head has a busy job, so that sometimes the sub-district head becomes less concerned with his employees. This will certainly be a separate obstacle for the Camat in applying the individualized consideration component, especially in the

attention indicator. Becoming a Camat is not an easy matter, because in leading the Camat not only pays attention to the progress of the sub-district he leads, but the Camat must also pay attention to the welfare of his employees. Without the help of HR employees, of course the Camat will experience difficulties in carrying out and realizing the work program.

The Impact of Transformational Leadership of the Camat in Benowo District, Surabaya City

The impact of the implementation of the sub-district head's transformational leadership in Benowo District, Surabaya City in terms of service quality. The quality of service for employees of Benowo Sub-District results from the assessment given by the community which is compiled from the results of the Community Satisfaction Index (IKM) survey for the last 8 months (April-November 2022). The elements of service to the community contained in the IKM survey assessment include: regarding ease of requirements and document processing procedures, timely completion of tasks, prohibitions on charging fees for free services, as well as an assessment of employee capabilities and behavior.

Community evaluation of the quality of service provided by employees in Benowo District, Surabaya City, namely: easy document processing requirements and procedures not making it difficult for the community, tasks completed on time as promised, document processing fees are free of charge according to regulations, and employees districts that serve the community have sufficient capacity and polite behavior when providing services.

The quality of service provided by Benowo District employees to the community as mentioned above is a positive impact of the transformational leadership implemented by the Camat. This is in line with the results of research which states that transformational leadership style has a positive impact on employee performance (Suprapti et al., 2020). Other research related to the effect of leadership style on performance also states that transformational leadership style has a positive impact on performance (Purwanto et al., 2020).

Furthermore, the impact of transformational leadership by the Camat in Benowo District, Surabaya City was analyzed based on the contribution of employees in making service innovations for the community produced by the District and Kelurahan in the Benowo Region. The findings in this study state that employees are often involved in decision-making and also provide suggestions about their creativity in meetings that discuss innovations related to service to the community. This is in line with the opinion of Sartika (2015), that innovation is an institutional mechanism for adapting in a dynamic and sustainable environment, through efforts to create new thoughts, new ideas and offer solutions that can solve problems more effectively and efficient. Innovations from Benowo District, Surabaya City, are the result of joint thinking between the Camat and District and Kelurahan employees in the Benowo area, Surabaya City, as a result of the implementation of transformational leadership, which is contained in several community service programs, including: work-intensive homes, creative Moroseneng Events, centers culinary tourism (SWK) in the Sememi Village yard, as well as the use of the Surabaya City Government asset building for a joint secretariat between the MUI and religious organizations.

E. CONCLUSION

The transformational leadership of the Camat in Benowo District, Surabaya City is implemented by making himself a role model for employees, building a shared commitment to realizing the vision and mission of the District with employees, providing stimulation for employees to be innovative and creative, and giving attention to subordinates fairly and personal. The supporting factors include work experience, education level, optimistic and friendly attitude, and employee support, while the inhibiting factors include low work motivation, low HR competence, limited number of human resources, and high workload. The impact of the Camat's transformational leadership in Benowo District, Surabaya City is reflected in the quality of service which has received good ratings from the community, employees are often involved in decision making and also provide suggestions regarding their creativity in meetings discussing innovation related to service to the community. Recommendations that can be contributed from the research results are that the implementation of transformational leadership in Benowo District, Surabaya City should always be carried out consistently in order to realize more optimal service to the community. Furthermore, it is necessary to optimize factors outside of the individual Camat that can provide support for the implementation of transformational leadership, for example work motivation, HR competency, and number of HR.

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