

TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL BEHAVIOR: A CASE STUDY OF GOVERNMENT INSTITUTIONS IN MEDAN, INDONESIA

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A B S T R A C T

This study aims to analyze the effect of transformational leadership on organizational behavior in government agencies in Medan, Indonesia. Using a quantitative approach with a survey method, this study involved 250 civil servants from various government agencies in Medan. Data were collected through a structured questionnaire that measured the dimensions of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and organizational behavior variables (organizational commitment, job satisfaction, and employee performance). Data analysis used Structural Equation Modeling (SEM) with the help of AMOS 24 software. The results showed that transformational leadership had a positive and significant effect on organizational behavior ($\beta = 0.687$; $p < 0.001$). The dimension of inspirational motivation was the strongest predictor in shaping positive organizational behavior. This study provides practical contributions to the development of leadership capacity in the Indonesian public sector, particularly in the context of bureaucratic reform and improving the quality of public services.

A B S T R A K

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan transformasional terhadap perilaku organisasi di lembaga pemerintah di Medan, Indonesia. Dengan menggunakan pendekatan kuantitatif dan metode survei, penelitian ini melibatkan 250 pegawai negeri sipil dari berbagai lembaga pemerintah di Medan. Data dikumpulkan melalui kuesioner terstruktur yang mengukur dimensi kepemimpinan transformasional (pengaruh ideal, motivasi inspiratif, stimulasi intelektual, dan pertimbangan individual) serta variabel perilaku organisasi (komitmen organisasi, kepuasan kerja, dan kinerja karyawan). Analisis data menggunakan Structural Equation Modeling (SEM) dengan bantuan perangkat lunak AMOS 24. Hasil menunjukkan bahwa kepemimpinan transformasional memiliki pengaruh positif dan signifikan terhadap perilaku organisasi ($\beta = 0.687$; $p < 0.001$). Dimensi motivasi inspiratif merupakan prediktor terkuat dalam membentuk perilaku organisasi yang positif. Penelitian ini memberikan kontribusi praktis bagi pengembangan kapasitas kepemimpinan di sektor publik Indonesia, khususnya dalam konteks reformasi birokrasi dan peningkatan kualitas layanan publik.

JEL Classification: H83, M12, D23, O15.

INTRODUCTION

Leadership is a crucial factor in determining the success of an organization, including in the context of government agencies. In the era of bureaucratic reform being promoted by the Indonesian government, the role of leaders in shaping positive organizational behavior has

become increasingly important. Law Number 5 of 2014 concerning State Civil Apparatus emphasizes the importance of professionalism, integrity, and innovation in government administration, all of which are highly dependent on the quality of leadership. The city of Medan, as the capital of North Sumatra Province and the third largest city in Indonesia, faces various challenges in public service. Based on the 2023 report of the Indonesian Ombudsman, there are still public complaints regarding the quality of public services in several government agencies in Medan, which indicates problems in organizational behavior. This phenomenon highlights the urgency of examining factors that can improve organizational behavior, one of which is leadership style.

Transformational leadership, first introduced by Burns (1978) and later developed by Bass (1985), has proven to be effective in various organizational contexts. This leadership style emphasizes the leader's ability to inspire, motivate, and develop the potential of subordinates through a clear vision and high values. In the context of the public sector, transformational leadership is seen as capable of encouraging changes in employee behavior towards a more productive, innovative, and service-oriented work culture. Several previous studies have examined the relationship between transformational leadership and organizational behavior in various contexts. However, specific studies exploring this phenomenon in the context of government agencies in Indonesia, particularly in the city of Medan, are still limited. This study is important given the unique characteristics of Indonesian bureaucracy, which differs from that of other countries, as well as the local context of Medan, which has its own cultural diversity and organizational dynamics. Based on the above background, the research questions in this study are:

1. How does transformational leadership influence organizational behavior in government agencies in Medan?
2. Which dimensions of transformational leadership have the most influence on organizational behavior?
3. How does transformational leadership mechanism shape positive organizational behavior in the public sector?

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

2.1 Transformational Leadership

Transformational leadership is a leadership style that focuses on change and transformation of individuals and organizations. Bass and Riggio (2006) define transformational leadership as the ability of leaders to motivate their followers to transcend personal interests for the greater good of the organization. This theory developed from Burns' (1978) initial concept, which distinguished between transactional and transformational leadership.

Bass (1985) identified four main dimensions of transformational leadership, known as the "4 I's":

- a. **Idealized Influence**

This dimension refers to a leader's ability to be a role model who is respected and trusted by their subordinates. Leaders with high idealized influence demonstrate high moral and ethical standards, prioritize organizational needs over personal interests, and earn

the trust and respect of their followers (Avolio & Bass, 2004).

b. Inspirational Motivation

Transformational leaders are able to communicate a clear and inspiring vision, create enthusiasm, and motivate the team to achieve higher goals. They use symbols and emotional communication to focus group efforts and inspire optimism about the future (Northouse, 2021).

c. Intellectual Stimulation

This dimension refers to a leader's ability to encourage creativity and innovation among their followers. Leaders encourage subordinates to question assumptions, rethink problems, and approach old situations in new ways (Judge & Piccolo, 2004).

d. Individualized Consideration (Individual Attention)

Transformational leaders give personal attention to each team member, acting as mentors or coaches, and listening to individual needs. They create an environment that supports and recognizes the different needs, abilities, and aspirations of each individual (Bass & Riggio, 2006).

In the context of the public sector, transformational leadership has particular relevance. Wright and Pandey (2010) found that transformational leadership in public organizations can increase public service motivation and organizational commitment. In Indonesia, Thoha's (2020) research shows that transformational leadership is one of the key factors in the success of bureaucratic reform.

2.2 Organizational Behavior

Organizational behavior is the study of how individuals and groups act within organizations. Robbins and Judge (2023) define organizational behavior as a field of study that investigates the impact of individuals, groups, and structures on behavior within organizations with the aim of improving organizational effectiveness.

In this study, organizational behavior is measured through three main indicators:

a. Organizational Commitment

Meyer and Allen (1991) identified three components of organizational commitment: affective commitment (emotional attachment), continuance commitment (perceived cost of leaving), and normative commitment (obligation to remain). High organizational commitment encourages employees to contribute maximally and reduces turnover intention (Allen & Meyer, 2020).

b. Job Satisfaction

Locke (1976) defines job satisfaction as a pleasant emotional state resulting from an individual's assessment of their job. Spector (2021) emphasizes that job satisfaction affects employee productivity, absenteeism, and citizenship behavior. In the context of the public sector, job satisfaction correlates with the quality of service provided to the community.

c. Employee Performance

Employee performance refers to the work results achieved by an individual in carrying out their duties in accordance with their assigned responsibilities (Bernardin & Russell, 2022). In the public sector, performance is measured not only by productivity but also by service quality, innovation, and contribution to the achievement of the organization's mission.

2.3 The Relationship Between Transformational Leadership and Organizational

Behavior

Various empirical studies have proven the positive relationship between transformational leadership and organizational behavior. A meta-analysis conducted by Wang et al. (2021) of 117 studies found a strong correlation between transformational leadership and employee performance ($\rho = 0.44$), job satisfaction ($\rho = 0.58$), and organizational commitment ($\rho = 0.51$). The mechanism of transformational leadership's influence on organizational behavior can be explained through several theories:

a. Social Exchange Theory

Blau (1964) explains that the relationship between leaders and subordinates is based on the principle of reciprocity. When leaders show attention, support, and inspiration, subordinates tend to respond with positive behaviors such as higher commitment and better performance (Cropanzano & Mitchell, 2020).

b. Self-Determination Theory

Deci and Ryan (2000) state that transformational leadership fulfills individuals' basic psychological needs (autonomy, competence, relatedness), which in turn increases intrinsic motivation and positive organizational behavior. Transformational leaders support employee autonomy, develop their competencies, and create a sense of belonging.

c. Social Identity Theory

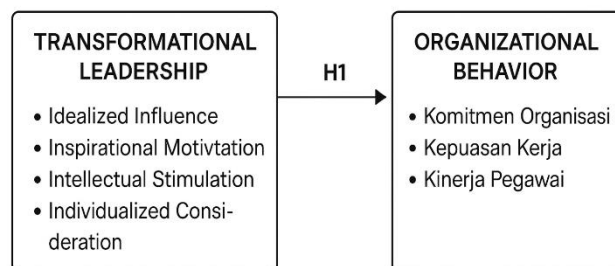
This theory explains that transformational leadership builds a strong group identity, where employees identify themselves with the organization and the values promoted by leaders. This increases extra-role behavior and organizational citizenship behavior (Tajfel & Turner, 2020).

In the context of the Indonesian public sector, research by Prasetyo et al. (2021) found that transformational leadership has a significant effect on the organizational citizenship behavior of civil servants with a coefficient value of 0.62. Meanwhile, Hidayat and Budiono (2022) identified that the dimension of inspirational motivation has the strongest influence on employee performance in local government agencies.

2.4 Conceptual Framework

Based on the above literature review, the conceptual framework of this study can be described as follows:

Figure 1 Conceptual Framework



Source: Research Data, 2025

2.5 Research Hypotheses

Based on the theoretical and empirical studies above, the research hypotheses are as follows:

- a) H1: Transformational leadership has a positive and significant effect on organizational

- behavior in government agencies in Medan
- b) H1a: Idealized influence has a positive and significant effect on organizational behavior
 - c) H1b: Inspirational motivation has a positive and significant effect on organizational behavior
 - d) H1c: Intellectual stimulation has a positive and significant effect on organizational behavior
 - e) H1d: Individualized consideration has a positive and significant effect on organizational behavior

RESEARCH METHODS

This study uses a quantitative approach with a survey method because it aims to test the hypothesis of a causal relationship between transformational leadership and organizational behavior in an objective and measurable manner (Creswell & Creswell, 2023). The type of research applied is explanatory research with a cross-sectional design, in which data is collected at a specific time to explain the influence and relationship between variables. This approach allows researchers to gain an empirical understanding of the extent of the influence of transformational leadership dimensions on the organizational behavior of government employees in the city of Medan.

The research population included all civil servants in Medan City government agencies, totaling 15,420 people. Using the Slovin formula ($e = 5\%$), a sample of 390 respondents was obtained. However, to anticipate non-response, questionnaires were distributed to 450 respondents, and 250 data sets suitable for analysis were obtained (response rate 55.6%). The sampling technique used was stratified random sampling, based on job strata (Echelon II–Executive) and type of agency (Department, Agency, Office). The independent variable was Transformational Leadership (measured using the *Multifactor Leadership Questionnaire* from Bass & Avolio, 2004) with four main dimensions: *Idealized Influence*, *Inspirational Motivation*, *Intellectual Stimulation*, and *Individualized Consideration*. The dependent variable is Organizational Behavior, which consists of three dimensions: Organizational Commitment (Meyer & Allen, 1991), Job Satisfaction (Spector, 1997), and Employee Performance (Koopmans et al., 2014). All items are measured using a five-point Likert scale.

Primary data were collected through printed and online questionnaires (Google Forms) during August–September 2025, while secondary data were obtained from official agencies and scientific literature. Validity testing using Confirmatory Factor Analysis (CFA) showed *factor loadings* of 0.628–0.847 and AVE of 0.567–0.683, indicating a valid instrument. Reliability was tested using Cronbach's Alpha and Composite Reliability, resulting in α and CR values above 0.7 (Transformational $\alpha=0.924$; CR=0.928; Organizational Behavior $\alpha=0.891$; CR=0.896), which means it is reliable. Data analysis was conducted in two stages: (1) descriptive analysis using SPSS 26, and (2) inferential analysis with Structural Equation Modeling (SEM)–AMOS 24. The model's validity was evaluated using *fit indices* such as CFI, TLI, and RMSEA, accompanied by tests of normality, outliers, and multicollinearity to ensure the accuracy of the hypothesis testing results.

ANALYSIS AND DISCUSSION

4.1 Descriptive Analysis

Respondent Characteristics

Of the 250 respondents who participated in this study, the majority were male (58%) with a dominant age range of 36-45 years (42%). Most respondents had 11-20 years of work experience (38%), indicating that they had sufficient experience to assess leadership styles and organizational behavior in their agencies. The distribution of positions was dominated by executive staff (70%), who were the objects of transformational leadership. Description of Transformational Leadership Variables

Table 1. Descriptive Statistics of Transformational Leadership

Dimension	Mean	SD	Category
Idealized Influence	3.82	0.65	High
Inspirational Motivation	3.95	0.58	High
Intellectual Stimulation	3.67	0.71	High
Individualized Consideration	3.74	0.68	High
Transformational Leadership (Overall)	3.80	0.56	High

Source: Research Data, 2025

The results of the analysis show that overall, transformational leadership in Medan government agencies is in the high category (mean = 3.80). The inspirational motivation dimension has the highest value (3.95), indicating that leaders are quite good at communicating their vision and motivating employees. Meanwhile, intellectual stimulation had the lowest score (3.67), indicating that there is still room for improvement in encouraging employee innovation and creativity. Description of Organizational Behavior Variables

Table 2. Descriptive Statistics of Organizational Behavior

Dimension	Mean	SD	Category
Organizational Commitment	3.88	0.62	High
Job Satisfaction	3.71	0.69	High
Employee Performance	3.93	0.59	High
Organizational Behavior (Overall)	3.84	0.58	High

Source: Research Data, 2025

Organizational behavior in government agencies in Medan as a whole is in the high category (mean = 3.84). Employee performance shows the highest score (3.93), indicating that employees are quite productive in carrying out their duties. However, job satisfaction has a relatively lower score (3.71), which needs attention because job satisfaction affects employee retention and motivation.

4.2 Evaluation of the Measurement Model

Before testing the hypothesis, the measurement model was evaluated to ensure the validity and reliability of the construct. Confirmatory Factor Analysis (CFA)

Table 3. Factor Loading and Construct Validity

Construct	Items	Factor Loading Range	AVE	CR
Idealized Influence	II1 – II5	0.712 – 0.834	0.612	0.887
Inspirational Motivation	IM1 – IM5	0.745 – 0.865	0.651	0.902
Intellectual Stimulation	IS1 – IS5	0.698 – 0.812	0.589	0.878
Individualized Consideration	IC1 – IC5	0.721 – 0.841	0.623	0.891
Organizational Commitment	KO1 – KO6	0.735 – 0.858	0.638	0.913

Job Satisfaction	KK1 – KK5	0.708 – 0.829	0.607	0.885
Employee Performance	KP1 – KP6	0.741 – 0.867	0.655	0.919

Source: Research Data, 2025

All factor loadings > 0.5 , AVE > 0.5 , and CR > 0.7 , indicating that the measurement model has good convergent validity and reliability. The discriminant validity test using the Fornell-Larcker criteria shows that the square root of the AVE of each construct is greater than the correlation between constructs, indicating that each construct is unique and different from one another.

4.3 Structural Model Evaluation

Goodness of Fit Model:

Table 4. Model Fit Index (Goodness of Fit)

Fit Index	Value	Cut-off Value	Evaluation
Chi-square/df	2.347	< 3.0	Good
GFI	0.912	> 0.90	Good
AGFI	0.887	> 0.80	Good
CFI	0.941	> 0.90	Good
TLI	0.932	> 0.90	Good
RMSEA	0.073	< 0.08	Good
SRMR	0.051	< 0.08	Good

Source: Research Data, 2025

The evaluation results show that the structural model has good goodness of fit, which means that the model fits the empirical data and can be used for hypothesis testing.

4.4 Hypothesis Testing

Table 5. Main Hypothesis Testing Results

Path	Estimate (β)	S.E.	C.R.	P-value	Result
Transformational Leadership → Organizational Behavior	0.687	0.068	10.103	0.001	Accepted

Source: Research Data, 2025

Interpretation: The results indicate that transformational leadership has a positive and significant effect on organizational behavior ($\beta = 0.687$; $p < 0.001$). The coefficient of determination ($R^2 = 0.472$) reveals that 47.2% of the variance in organizational behavior is explained by transformational leadership, while the remaining 52.8% is influenced by other factors outside the model. These findings confirm that transformational leadership plays a substantial role in shaping employees' organizational commitment, job satisfaction, and performance within government institutions.

Table 6. Hypothesis Testing Results for Transformational Leadership Dimensions

Dimension	Path to Organizational Behavior	β	S.E.	P-value	Result
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Idealized Influence (H1a)	→ Organizational Behavior	0.156	0.045	0.001	Accepted
Inspirational Motivation (H1b)	→ Organizational Behavior	0.312	0.051	0.001	Accepted
Intellectual Stimulation (H1c)	→ Organizational Behavior	0.134	0.048	0.005	Accepted
Individualized Consideration (H1d)	→ Organizational Behavior	0.189	0.046	0.001	Accepted

Source: Research Data, 2025

Interpretation: All four dimensions of transformational leadership exhibit a positive and significant effect on organizational behavior. The results confirm that Inspirational Motivation exerts the strongest influence ($\beta = 0.312$; $p < 0.001$), indicating that leaders who articulate a compelling vision and inspire enthusiasm among subordinates have the greatest impact on shaping positive behavioral outcomes. This is followed by Individualized Consideration ($\beta = 0.189$; $p < 0.001$), which reflects leaders' attention to individual needs and development; Idealized Influence ($\beta = 0.156$; $p = 0.001$), showing the role of leader charisma and role modeling; and Intellectual Stimulation ($\beta = 0.134$; $p = 0.005$), which encourages innovation and creative problem-solving. Overall, these results support Hypotheses H1a–H1d, demonstrating that each dimension of transformational leadership significantly contributes to enhancing organizational behavior among civil servants in the public sector context.

4.5 Discussion

1) The Influence of Transformational Leadership on Organizational Behavior

The results of this study prove that transformational leadership has a positive and significant influence on organizational behavior in government agencies in Medan. These findings are consistent with previous studies by Wang et al. (2021) and Prasetyo et al. (2021), which also found similar positive relationships in different contexts. The strong influence ($\beta = 0.687$) indicates that when leaders apply a transformational leadership style, employees tend to show higher commitment, better job satisfaction, and more optimal performance. This can be explained through the mechanism of intrinsic motivation, where transformational leaders are able to evoke the internal values of employees and encourage them to work beyond basic expectations.

In the context of bureaucratic reform in Indonesia, this finding is highly relevant. Transformational leadership can be a catalyst for changing the work culture from one that is rule-based and bureaucratic to one that is more adaptive, innovative, and results-oriented. Leaders who are able to inspire a vision of better public service will encourage employees to adopt behaviors that support this goal.

2) Inspirational Motivation Dimension as the Strongest Predictor

An interesting finding from this study is the dominance of the inspirational motivation dimension ($\beta = 0.312$) as the strongest predictor of organizational behavior. This shows that in the context of government agencies in Medan, the ability of leaders to communicate an inspiring vision and motivate employees is the most crucial factor. This phenomenon can be understood in the context of the organizational culture of the Indonesian public sector, which still greatly needs direction and motivation from leaders. Civil servants tend to wait for instructions and need clarity of direction. Leaders

who are able to communicate their vision clearly and connect it to the meaning of their employees' work will be more effective in encouraging positive behavior.

Furthermore, in the digital age and with increasingly high demands for public services, employees need strong motivation to face change. Inspirational motivation provides the emotional energy needed to step out of one's comfort zone and adopt new, more effective practices.

3) The Role of Individualized Consideration

The dimension of individualized consideration shows the second significant influence ($\beta = 0.189$). This finding confirms the importance of personal attention and individual development in improving organizational behavior. In the context of government agencies, which are often hierarchical and impersonal, leaders' attention to the individual needs of employees becomes a differentiating factor. Practices such as mentoring, coaching, and providing constructive feedback have been proven to increase employee job satisfaction and commitment. Employees who feel valued and whose potential is developed tend to be more loyal and productive. This is in line with Thoha's (2020) research, which found that human resource capacity development is one of the pillars of successful bureaucratic reform.

4) Idealized Influence and Organizational Trust

Although its influence is smaller than other dimensions, idealized influence remains significant ($\beta = 0.156$) in shaping organizational behavior. In the Indonesian context, where trust in government is still an issue, the credibility and integrity of leaders are important foundations for changing employee behavior. Leaders who serve as role models in terms of ethics, dedication, and professionalism will encourage employees to internalize these values. This is highly relevant to efforts to eradicate corruption and increase accountability in the public sector.

5) Intellectual Stimulation and the Challenge of Innovation

The intellectual stimulation dimension shows the lowest influence ($\beta = 0.134$), although it remains significant. This finding reflects the challenges in encouraging innovation and creativity in a bureaucratic environment that tends to be risk-averse and procedural. A bureaucratic culture that prioritizes compliance and avoids mistakes often hinders experimentation and creative thinking. However, the remaining significant influence shows that when leaders actively encourage employees to think critically and seek innovative solutions, this can still improve organizational behavior. In the era of digital governance, intellectual stimulation is becoming increasingly important. Leaders need to create psychological safety where employees feel secure in proposing new ideas and taking calculated risks without fear of punishment if they fail.

6) Practical Implications

The findings of this study have several important practical implications: Leadership Development Programs:

- a) Government agencies need to design leadership training programs that emphasize transformational competencies, particularly in the areas of inspirational motivation and individualized consideration.
- b) Leader Performance Assessment System: There needs to be an evaluation of leader

- performance that focuses not only on output targets, but also on leadership practices that encourage employee development and motivation.
- c) **Promotion and Transfer Policy:** In the placement of structural officials, it is necessary to consider transformational leadership competencies as one of the main criteria, not just seniority or political connections.
 - d) **Organizational Culture:** Systematic efforts are needed to change an overly bureaucratic organizational culture into one that is more adaptive and learning-oriented, which allows transformational leadership to flourish.
 - e) **Reward System:** Develop a reward system that is not only based on individual performance, but also appreciates inspirational and developmentally-oriented leadership behavior.

CONCLUSIONS, LIMITATIONS AND SUGGESTIONS

This study aimed to analyze the influence of transformational leadership on organizational behavior within government institutions in Medan. Based on data collected from 250 respondents and analyzed using Structural Equation Modeling (SEM), the results revealed that transformational leadership has a positive and significant impact on organizational behavior ($\beta = 0.687$; $p < 0.001$). This confirms the main hypothesis and underscores that transformational leadership is a critical factor in fostering positive organizational behavior, as reflected in higher levels of commitment, job satisfaction, and employee performance. Moreover, all four dimensions idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration were found to have significant positive effects, with inspirational motivation emerging as the strongest predictor ($\beta = 0.312$). These findings highlight that leaders who articulate an inspiring vision and motivate their subordinates play a pivotal role in enhancing organizational behavior within the public sector.

Recommendations for Future Research To address these limitations, future research is encouraged to adopt a longitudinal approach to observe the long-term effects of transformational leadership on organizational behavior. A multi-level analysis encompassing individual, team, and organizational levels could yield a more comprehensive understanding of leadership dynamics in the public sector. Moreover, incorporating moderating and mediating variables such as organizational culture, trust, or empowerment would clarify the conditions under which transformational leadership is most effective. Comparative studies across different regions in Indonesia—or even cross-country comparisons would further enrich theoretical understanding of how cultural context shapes leadership effectiveness. Lastly, employing mixed-methods designs that combine quantitative and qualitative approaches could capture both the measurable impacts and the lived experiences of employees and leaders, thereby providing deeper insights into the practical application of transformational leadership in enhancing public service quality and bureaucratic reform.

Practical Implications for Local Government Based on the research findings, several practical recommendations can be proposed for the Medan City Government to strengthen transformational leadership practices within public institutions. First, it is essential to integrate

transformational leadership competencies into the civil service management system. This can be achieved by including transformational leadership indicators in the selection, promotion, and performance appraisal of structural officials, ensuring that leadership positions are occupied by individuals who demonstrate transformational behaviors. Furthermore, transformational leadership should be formally incorporated into job competency standards for civil servants to align leadership development with institutional goals. To reinforce this, the government should design a structured leadership training curriculum that emphasizes the four dimensions of transformational leadership idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration using experiential learning methods such as coaching, mentoring, and action learning.

Practical Implications for Institutional Leaders At the organizational level, public sector leaders are encouraged to operationalize transformational leadership principles through effective communication, mentorship, and innovation support. Leaders should communicate the organizational vision and mission regularly and inspirationally, linking employees' daily work to the broader purpose of public service. Utilizing storytelling and symbolic gestures can help strengthen organizational identity and shared commitment. In addition, leaders need to implement mentoring and coaching programs that provide constructive feedback, foster professional growth, and promote a learning organization culture. To drive innovation, institutions should create platforms for idea-sharing and experimentation, encourage creativity, and reward innovative initiatives not merely the final outcomes. Lastly, leaders must act as role models of integrity and professionalism, demonstrating ethical consistency, prioritizing organizational interests, and upholding high moral standards in every decision-making process.

Practical Implications for National Agencies At the national level, institutions such as the National Civil Service Agency (BKN) and the National Institute of Public Administration (LAN) play a critical role in institutionalizing transformational leadership within Indonesia's bureaucracy. These agencies are advised to develop standardized transformational leadership competencies for civil servants, tailored to Indonesia's bureaucratic context, and to integrate them into the national civil service management framework. Additionally, creating a knowledge-sharing platform or repository of best practices across government agencies would facilitate peer learning and leadership development among public officials. Continuous monitoring and evaluation should also be conducted to assess the implementation of transformational leadership, including periodic benchmarking and recognition of outstanding leaders. Implementing these strategies is expected to enhance leadership effectiveness in the public sector, thereby improving service quality and accelerating the achievement of Indonesia's bureaucratic reform agenda.

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