

The Success of Implementing Tri Risma Harini's Transformational Leadership Style in Developing the Surabaya City Government

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Abstract:

The city of Surabaya is the second capital of Indonesia that has various complex problems. During the period 2010 – 2020, various waste management problems, the largest social market of prostitution in Southeast Asia, the management of city government services can be given concrete solutions through the leadership of Mayor Tri Rismaharini. The purpose of the research is to find out how successful Tri Risma Harini's leadership has been by using a transformational leadership style during her tenure as Mayor of Surabaya through a visionary, inspiring, and participatory approach, Risma is able to encourage significant changes in various sectors of city government, ranging from waste management, e-Government system reform, to the arrangement of social e-zones such as Dolly Gang. This research was conducted using the literature study method and qualitative descriptive analysis. The results of the study show that based on the transformational leadership approach using Bass theory where Risma's leadership style includes idealized influence, individualized consideration, inspirational motivation, and intellectual stimulation can improve bureaucratic performance, public service quality, and community involvement in urban development. This success makes Risma one of the examples of regional leaders who have succeeded in realizing effective, responsive, and sustainable city governance.

Keywords:

Leadership, Transformational Leadership.

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Introduction

The development of an organization is highly dependent on the attitude and role of leaders in regulating and managing the running of the organization. A leader cannot rely solely on knowledge in leading an organization. There are various important factors and elements that leaders need to possess in order to be able to lead organizations, both in the private and government sectors, effectively. The effectiveness of a leader is very important in a company because it can affect the motivation of subordinates. With high motivation, the tasks given to employees will be carried out optimally, even exceeding the expectations of leaders. This strong motivation will have a direct impact on the results of the employee's work. Performance or work results are achievements obtained in a job. The role and support of the leader have a great influence on the outcome, as individual achievements are often the result of a combination of skills and support provided by the leader in carrying out the work. The success of this management, especially as it relates to employees, is highly dependent on the leadership style applied. In order to create maximum performance, leadership is a very decisive factor. Leadership is one of the important factors for the success of an organization. Without leadership, the existence of an organization is difficult to survive. Existence in an organization is very closely related to the ability of a person to lead. Furthermore, George and Jones (2005) also stated that leadership style has a great contribution to improving employee performance. Therefore, leaders need to have good managerial skills to ensure that the results achieved are in line with the organization's goals.

Leadership style is an important component in driving consistent performance improvement. In this context, leaders play a key role in directing company operations. To achieve organizational goals, a leader must be able to manage a clear understanding of the vision and mission, as well as lead the organization effectively. (Ramadhandhy & Maryati, 2023). Among the different types of leadership styles, transformational leadership is rated as the most effective. This style focuses on empowering motivation from within each member as well as developing individual abilities in the organization. Transformational leaders seek to integrate members' personal wants and needs with the organization's vision and mission. Overall, leaders with this style are able to foster

followers' loyalty to the organization and encourage subordinates to work effectively to meet the goals they want to achieve.

Tri Rismaharini, known as Mrs. Risma, served as the Mayor of Surabaya for two terms, namely from 2010 to 2015 and continued in the period from 2016 to 2020. In developing the city of Surabaya, Mrs. Risma applies a transformational leadership style, where Mrs. Risma is able to encourage and inspire her subordinates to synergize in achieving common goals. He is also known as a leader who always thinks far ahead and provides ideas to achieve the targets to be achieved through various programs and policies that have a positive impact on the people of Surabaya. Tri Rismaharini, is the first woman to serve as a regional head and was directly elected by the community. During his tenure as the Mayor of Surabaya, Risma showed success in leading it can be seen from the many achievements obtained during his leadership period (Rofifah, 2018).

Under his leadership, Surabaya has shown various progress and transformations that have had a positive impact. One example of a change from the leadership of the City of Surabaya is the waste problem where the high population makes Surabaya the second largest waste producer in Indonesia, so effective waste management is very necessary. The awareness of the City Government and the people of Surabaya towards waste management has borne fruit, marked by a reduction in waste and the award as a pilot city in 2015 by the Minister of Environment (Zunuha & History, 2018). Risma's leadership in managing waste problems is considered effective. In addition, the program that he runs is in line with the *Sustainable Development Goals* (SDG's) policy, which also plays a role in solving the waste problem in the city (Pratama & Fitriyah, 2021). One of the areas that Risma was the main concern during his tenure as Mayor of Surabaya in making changes was the closure of Dolly Gang which has long been known as the largest prostitution area in Southeast Asia. After Risma succeeded in closing the Dolly Gang area, the Dolly area began to be transformed into a center for home industry and education such as: batik centers, screen printing, and reading gardens. With these changes, residents are expected to switch to more productive economic activities. In addition to the problem of Gang Dolly and garbage, there are also problems regarding e-Gov which is still chaotic, this can be seen from before being led by Tri Rismaharini, public services and e-Government in Surabaya are not organized and inefficient. After

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Risma took office, he carried out reforms by implementing an integrated and transparent technology-based e-Gov system, so that public services become more efficient, accountable, and easily accessible to the public through the GMRS (*Government Management Resources System*) application, GMRS is a system developed by the Surabaya City Government to support various public services, such as licensing, training, and information transparency.

During her tenure, Mrs. Risma has made various changes and achieved extraordinary achievements, especially in improving public services, especially in the arrangement of open spaces and urban parks. Tri Rismaharini's transformational leadership reflects his ability to change the performance process, increase motivation, and improve better and effective ways of performing, as well as shape the working principles of his subordinates, so that organizational performance can be optimized according to the goals to be achieved (Marwiyah et al., 2022). The success of his two leadership periods as Mayor of Surabaya has made Tri Rismaharini a figure of pride for the residents, as well as the main driver in the positive transformation of the city government towards a better direction. This article examines the success of the implementation of Tri Risma Harini's transformational leadership style in developing the Surabaya City government.

Based on the description above, it is necessary to conduct this study to measure the success of transformational leadership applied by Mrs. Risma in leading the city of Surabaya, therefore the research will take the title "The Success of the Implementation of Tri Risma Harini's Transformational Leadership Style in Developing the Surabaya City Government".

Leadership

According to Sondang P. Siagian quoted by Abdul Azis Wahab, leadership is the main element in management, acting as the main driver for various resources and facilities in the organization. The success of an organization in achieving targets through the leadership style applied by leaders or management. According to A. Robert

Baron (2003:471), leadership is defined as a process in which a person exerts influence on members of his group to jointly achieve goals that have been determined by the group or organization (Maqviroh et al., 2023).

Clinton and Yakob Tomatala explain that leadership is a sequence that is systematically arranged and takes place dynamically over a certain period of time. In this process, leaders utilize behaviors, tools, facilities, and various resources to encourage their subordinates to carry out tasks towards achieving goals that benefit the leader, subordinates, and the social environment in which they are located (Mawikere, 2018).

Sagala (2018) menyatakan bahwa kepemimpinan merupakan elemen utama dalam manajemen. Sejalan dengan pandangan tersebut, Yukl (2012) mengungkapkan bahwa esensi kepemimpinan dalam organisasi terletak pada kemampuan untuk memengaruhi serta memotivasi bawahan untuk bekerja sama untuk mencapai tujuan yang telah ditetapkan (Manajemen et al., 2024).

According to Northouse (2010), leadership can be interpreted as a way for a person to move a group of people or organizations and influence them to achieve the same goals or achieve a set target (Tuti Retnowati & El Adawiyah Sa'diyah, 2020). In its definition, Northouse emphasizes four essential elements of leadership, namely:

1. Leadership is a process that takes place dynamically;
2. Leadership contains an element of influence;
3. Leadership is carried out in an organization or a group of people
4. Leadership is process-oriented to achieve common goals.

Transformational Leadership

Transformational leadership is leadership that has personal appeal, becomes a role model through its positive influence, is able to motivate and inspire, encourages the development of creative and analytical ways of thinking, and pays attention to the individual needs of each employee specifically. In addition, transformational leadership is a leadership style that encourages positive change, increases motivation, and supports individual growth. A leader with this style is able to inspire, encourage enthusiasm, and

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influence his subordinates to be able to achieve extraordinary achievements through a clear vision and effective communication (I. Hidayat, 2025).

Bennis and Nanus (1986) stated that a transformational leader is a figure who has a firm view of the future direction of his company. They act as social architects who encourage their followers to feel attached to groups and organizations, build trust within the organization, and show creativity in exerting their potential (Safari, 2024).

Soepardi, as quoted in Mulyasa's work, stated that transformational leadership is the ability to direct, motivate, influence, invite, guide, give orders, give advice, and impose sanctions if necessary. All of these actions are aimed at fostering individuals as part of the management process to be willing to work for the achievement of administrative goals effectively and efficiently (Rachman & Kurniawati, 2024).

Transformational leadership was first introduced by McGregor Burns and later developed by Bernard Bass (1985). This leadership style is interpreted as a way to inspire members to implement changes and add their knowledge (Rofifah, 2018). Transformational leaders can also be called figures who have charisma, become an ideal role model, are able to motivate and inspire, provide encouragement to think intellectually, and show personal concern for each employee (Sidik & Sutoyo, 2020). In his book *Transformational Leadership*, Bass explains that transformational leadership is the ability to encourage others to contribute more to the organization. This type of leadership goes beyond the concept of charismatic leadership previously put forward by Max Weber, although it still contains elements of charisma from Bass and Riggio, (2006) in (Vivi Herlina^{1*}, Enny Sestriyenti², 2024). The following is an example of a transformational leadership model according to Bass (Bashin, 2019).

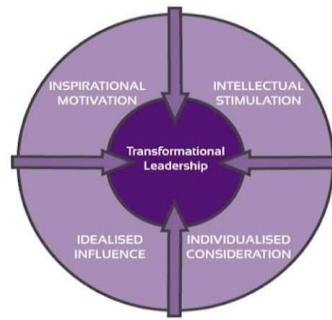


Figure 1

Transformational leadership style according to Bass

Transformational leadership consists of four main components of behavior, namely:

1. Idealized Influence – Leaders become role models for their followers by showing strong moral attitudes, positive behavior, caring, and selfless attitudes.
2. Individualized Consideration – Leaders pay attention to the individual needs of their followers, build good relationships, and understand their characteristics and potential.
3. Inspirational Motivation – Leaders are able to provide encouragement and inspiration to their followers to actively contribute to the achievement of organizational goals, without pressure.
4. Intellectual Stimulation – Leaders encourage followers to think critically and provide ideas in solving the problems they face.

Methodology

The research conducted by the author is using the systematic *literature review method*. According to Christ Hart (1998), literature review is the process of selecting documents related to a certain topic, which contains information, ideas, data, and evidence that are compiled from a certain understanding to achieve a more detailed goal or explain a certain understanding of the characteristics of the study, as well as how the topic will be studied, researched, and evaluated thoroughly in the context of the planned research. Therefore, literature review involves the activity of describing, summarizing, and critically evaluating various library sources such as books, journals, theses, and

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dissertations that are relevant to the topic being researched (Waruwu, 2024).

In writing this article, the researcher applied qualitative descriptive analysis techniques. The qualitative descriptive method is an approach used to deepen knowledge and also formulate theories based on the results of previous research, which are sourced from various literature such as books, national journals, and international journals. In this effort, it focuses on trying to observe the way Tri Risma Harini served as Mayor of Surabaya in 2016-2020. During the analysis process, researchers identify similarities, find differences, provide interpretations, and compile summaries and integrate them into a new idea. Validation in this study uses triangulation (Denzin, 1978; Creswell, 2009) through information, documentation from various sources (Tuti Retnowati & El Adawiyah Sa'diyah, 2020).

Result and discussion

Tri Rismaharini is known as one of the regional leaders who has succeeded in bringing great changes to the city of Surabaya. In this journal, the discussion is focused on how the transformational leadership style that Risma applies is able to encourage success such as improving public services, infrastructure development, and increasingly active communities in participating in building the city and rapid progress in various sectors of city government. In this discussion, the author analyzes Tri Risma Harini's transformational leadership style which succeeded in developing the City of Surabaya using Bass and Riggio's (2006) theory in (Vivi Herlina1*, Enny Sestriyenti2, 2024), namely:

1. Idealized Influence – Leaders become role models for their followers by showing strong moral attitudes, positive behavior, caring, and selfless attitudes. In Idealized Influence, it can be seen that during his leadership period, Risma often conducted surprise inspections of projects and various problems in Surabaya, such as congestion and floods, without being accompanied by an aide. He even often uses a private motorcycle and is only armed with a *Handy Talky* (HT) to coordinate with his subordinates. When there is severe congestion, especially in the morning, Risma does not hesitate

to go directly to the road to regulate traffic to accelerate the smooth flow of vehicles. During one of the inspections of channel cleaning activities in Karangrejo, Wonokromo Village, Wonokromo District, Risma had an accident until his left wrist was broken. He is also known for being firm, such as when he directly reprimanded contractors who did not carry out the project appropriately, as well as individuals who damaged Bungkul Park due to crowds of visitors as a result of the distribution of free ice cream from Walls on Sunday, May 11 (Sahab, 2017).

2. Individualized Consideration – Leaders are attentive to the individual needs of their followers, build good relationships, and understand their characteristics and potential. In Individualized Consideration, it can be seen from one of Tri Risma Harini's characters, namely a leader who always listens to the aspirations of his subordinates and guides them to be able to achieve achievements that exceed expectations. In the field, it is proven that the heads of Agencies or Agencies in the city of Surabaya are generally still young, but have unquestionable abilities. Based on the results of the researcher's interview, if a subordinate shows potential, he will be supported to develop, given the opportunity to hone his skills, and facilitated. If the potential is in line with the development goals of the city of Surabaya, Tri Risma Harini does not hesitate to give awards, both in the form of promotions and salary increases, according to their respective workloads. This approach encourages subordinates to continue to improve their capabilities, which in the end also has a positive impact on the quality of public services.
3. Inspirational Motivation – Leaders are able to provide encouragement and inspiration to their followers to actively contribute to the achievement of organizational goals, without pressure. *Inspirational Motivation* is reflected in the leadership of Tri Rismaharini who often goes directly to the field. The spirit and motivation emerge through the example and words of encouragement that he conveyed. Tri Rismaharini gave many concrete examples, such as discipline towards working hours and accuracy in achieving the targets listed in the RPJM. In fact, he encouraged that the target

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should not only be achieved, but also exceeded. It is this example that inspires and motivates his subordinates to work faster and strive to exceed the targets that have been set. Here are some motivations given by Tri Risma Harini:

- a. Encouraging ASN to Work with Sincerity. Risma encouraged the state civil servants to serve the community not only as a formal obligation, but with empathy and full of commitment. This shows a form of inspirational motivation because it instills noble meaning and purpose in public service.
- b. Designing a Friendly and Sustainable Surabaya Vision. He carries a long-term vision that emphasizes the value of inclusivity and environmental sustainability, and invites all elements of society to contribute to realizing this vision.
- c. Giving Hope to Street Children and the Marginalized. Risma provides personal encouragement and encouragement to street children and marginalized groups, helping them build hope for a better future. This is a form of inspirational motivation that is very real and emotionally touching (Public Relations of the Surabaya Department, 2019).
- d. Carrying out the vision of *the Sustainable Development Goals* (SDG's).

To deal with the waste problem in Surabaya, Mayor Risma implemented the Sustainable Development Goals (SDG's) program, one of which is by banning the use of single-use plastic bags. This policy is strengthened through Circular Letter No. 660.1/7953/436.7.12/2019 which is addressed to business actors, including markets, shopping centers, and restaurants, so that they no longer use plastic. The circular is a follow-up to Surabaya City

Regional Regulation No. 1 of 2019, which revised the previous regulations on waste management and cleanliness. In addition to regulations, the city government also encourages waste management through the 3R (*Reduce, Reuse, Recycle*) approach. The implementation of this program involves the participation of the community and various parties, including through initiatives such as: Waste Bank, Surabaya *Green and Clean*, *Eco-School*, Surabaya Merdeka dari Sampah (Pratama & Fitriyah, 2021).

4. Intellectual Stimulation – Leaders encourage followers to think creatively and provide ideas in solving the problems at hand.
 - a. In *Intellectual Stimulation*, it can be seen that Risma provides innovations related to e-Government (Gaya et al., 2021). The forms and processes of innovation related to the implementation of e-Government in the city of Surabaya are divided into two main categories, namely:
 1. GMRS (*Government Management Resources System*), which includes programs such as e-procurement, Broadband Learning Center, and Surabaya Single Window. GMRS is a system developed by the Surabaya City Government to support various public services, such as licensing, training, and information transparency. This system replaces manual processes with digital technology. Through these innovations, Surabaya is now an example for other regions in terms of online public service management and transparency.
 2. Mobile *Smart Application*, which includes public services and community collaboration with Media Centers, e-Wadul, and Surabaya *Smart City* initiatives. The Mobile Smart Application is the latest breakthrough from the Surabaya City Government which aims to increase engagement community. This application is designed to be easy to use by residents, allows direct interaction between the community and related agencies, and allows quick responses to various problems in the surrounding environment.

- b. The application of Tri Risma Harini in *Intellectual Stimulation* can also be seen from Tri Risma who contributed with his subordinates in one of the toughest work programs, namely the closure of the Dolly Gang nightlife venue (M. I. A. Hidayat, 2021). The closure of Dolly Gang is one of the biggest challenges in Risma's work program. This is due to the reputation of the Dolly Gang which has long been known as the largest prostitution area in Southeast Asia. When the closure attempt was made, Risma and the police faced strong resistance from residents who refused to close the nightlife venue. However, thanks to his steadfastness and unyielding spirit, the area was finally officially closed in June 2014. The rehabilitation program was also carried out after the closure of the dolly alley by Tri Risma, the program was in the former dolly area and was carried out during the period from July to September 2014. This activity is designed in three main parts, namely: first, mental and spiritual coaching to support the psychological recovery of the community; second, assistance in the process of changing professions so that former localization workers can switch to more decent jobs; and third, skills training as a provision to increase economic independence (Nisak & SUWANDA, 2021). Tri Rismaharini initiated a community empowerment program with skills training, business capital assistance, and MSME assistance. Residents are encouraged to switch to more productive economic activities, such as food production, handicrafts, and creative business management. The Dolly area has also begun to be transformed into a center for home industry and education, such as batik centers, screen printing, and reading gardens.

Conclusion

The application of transformational leadership by Tri Rismaharini. During his

two leadership periods (2010–2015 and 2016–2021) he proved to have a positive impact, not only on the bureaucracy and performance of government officials, but also on the quality of life of the city community. Based on the discussion in this article, it can be concluded that Tri Rismaharini's transformational leadership is reflected comprehensively through four main dimensions as stated by Bass and Riggio (2006) in (Vivi Herlina^{1*}, Enny Sestriyenti², 2024). The first dimension, Idealized Influence, can be seen from the example he showed as a leader who was consistent, responsible, and went down directly to handle community problems such as floods or congestion. His firm but humble character made him a respected and exemplary figure, as well as forming a disciplined and dedicated work ethic in the government environment. The second dimension, Individualized Consideration, is reflected in Risma's concern for employee development, especially the younger generation of ASN. It provides space for training, career paths, and various forms of support, so that each individual has the opportunity to develop themselves and contribute optimally to public services. In the third dimension, namely *Inspirational Motivation*, Risma succeeded in mobilizing the collective spirit through his vision to make Surabaya a clean, green, and waste-free city. He not only conveyed this vision through words, but also through concrete actions, including empowering vulnerable groups and instilling the value of care and empathy in the community service system. Finally, in the *dimension of Intellectual Stimulation*, Risma encourages the apparatus to think creatively and innovatively by creating various updates, such as the implementation of technology-based digital services (GMRS and other applications). His action of closing the prostitution area of Dolly Gang and accompanying it with a social and economic recovery program is a testament to his courageous leadership and oriented towards moral and social values. These four dimensions as a whole show that Tri Rismaharini is a transformational leader who is able to bring strategic and significant changes to governance and people's lives in Surabaya.

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