

Analysis of Kang Dedi Mulyadi's Leadership Style in Leading West Java Province Based on a Transformational Leadership Approach

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Recieved: (September 25, 2025) Revised: (October 27, 2025) Published: (November 27, 2025)

Abstract:

West Java Province is one of the local governments that has complex social problems. Various problems such as unemployment, poverty, juvenile delinquency, and disasters require the firmness of a leader or Governor in solving them. This study aims to analyze the leadership style of Kang Dedi Mulyadi in leading West Java Province based on a transformational leadership approach based on the transformational leadership model of Bass and Avolio cited by (Yukl, 2010). The approach to the research method used is qualitative with the method used is literature study or literature research derived from previous research, books, journals, and websites. The results of the study show that Kang Dedi Mulyadi's leadership style using the four indicators of Bass Theory and Avolio is considered effective. In the charismatic indicator, Kang Dedi Mulyadi is a leader who is respected and used as an example by his subordinates because of his firmness and courage. Indicators of inspiration and motivation can be seen from the way Dedi uses digital platforms as a communication medium to convey messages that motivate and inspire and have a clear and strong vision and mission. The intellectual stimulation indicator is shown by its efforts to encourage the emergence of new ideas and problem solving creatively and innovatively. The individual attention indicators show Kang Dedi Mulyadi's commitment to empowering the people of West Java to be able to stand on their own feet so that they do not depend on social assistance. The results of this study indicate that the transformational leadership approach carried out by Dedi Mulyadi is able to be an example of an effective leadership style in overcoming various complex problems at the regional level, as well as playing an important role in accelerating the achievement of sustainable development in the West Java Province region.

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Keywords:

Transformational Leadership, Head of Local Government

Introduction

Leadership can be understood as a series of activities that function to utilize and optimize various resources, as well as motivate and influence individuals or groups to work together to realize the planned goals. In leadership practice, there are a number of main elements that are interrelated, including abilities or capabilities, influences, a series of processes, leaders, the role of followers, driving efforts, cooperation, and goals to be achieved. This understanding emphasizes that leadership cannot be separated from the element of using the ability to influence, so that any form of interaction or relationship between individuals can basically be considered part of leadership activities. A successful leader must be able to manage and align the goals of each individual, group, and organization as a whole. An individual's view of a leader's effectiveness is often based on the level of satisfaction they feel during a thorough work experience (Rojiati et al., 2021).

The leadership of regional heads is the main key in regional development, because without effective leadership, it will be difficult to achieve development goals. Regional heads who succeed in showing superior performance will foster optimism and public expectations for development and progress in the region they lead (Oktria, 2018). Various efforts need to be taken as a choice of efforts to form the next generation who will lead the nation in the future who has a strong character based on local cultural values, in order to maintain the harmony and integrity of the Unitary State of the Republic of Indonesia (NKRI) (A. S. Cahyono, 2013).

West Java is a densely populated province with complicated problems. The problems in West Java are very complex and diverse, one of which is the high unemployment rate. West Java Province is known as a region with a very large population and faces various problems that are quite complicated. Various social problems occur in this area, one of which is the unemployment rate which is still quite high. Data from the Central Statistics Agency (BPS) in February 2025 shows that there are around 1.81 million West Java residents who do not have jobs. In addition, in 2024, the percentage of poor people in West Java Province will be recorded at 7.08%,

reflecting a fairly worrying poverty trend in the region (BPS West Java, 2025). In addition, various urban problems that are increasingly complicated, such as traffic congestion and waste handling, require more serious attention. Improving infrastructure in the southern region of West Java is also an important focus, considering that the condition of infrastructure in the region has not met the standards to support economic activities. In addition, the problem of juvenile delinquency in West Java in 2025 will remain a big challenge. Various factors that trigger juvenile delinquency include identity crisis, emotional instability, the negative impact of social media that spreads violent content, and the lack of adequate rehabilitation facilities.

Various problems that occur in West Java cannot be separated from the role of a visionary and innovative leader. One of the Governors who is interesting in his leadership style is the Governor of West Java, Kang Dedi Mulyadi. Kang Dedi Mulyadi designed an integrated program to address the main problems in West Java, such as unemployment, poverty, juvenile delinquency, and infrastructure development. To reduce the unemployment rate, he introduced the West Java Digital Academy, established the Special West Java Vocational School, and created a field through collaboration with village heads and local governments as well as the distribution of financial assistance to support labor-intensive programs. Kang Dedi also stipulated a vasectomy as a condition for receiving social assistance. To suppress juvenile delinquency, he imposed a student curfew, character development, and military service for high school students and equivalent. In the field of infrastructure, Dedi increased the road repair budget from Rp 600 billion to Rp 2.4 trillion, accompanied by the construction of new classrooms and the expansion of electricity services for underprivileged residents. All of these programs are designed as a comprehensive step to support economic equity and development in West Java province (BAPENDA JABAR, 2025) .

Dedi Mulyadi's leadership style as the elected Governor of West Java for the 2025–2030 period, reflects a transformational approach that focuses on creating positive change and optimizing society. Under his leadership, Dedi Mulyadi is known as a figure who actively goes directly to the field to interact with the community, especially residents who are facing difficulties. In addition, he also uses technology as a means to build efficient communication and realize transparency. This approach

is in line with the principles of transformational leadership, which demonstrate the leader's efforts to inspire and encourage his followers to achieve collective goals and improve the well-being of the community. However, Dedi Mulyadi's leadership style has also received criticism. This research wants to see how the application of transformational leadership principles applied by Dedi Mulyadi, on this basis, this research is designed to conduct further analysis by carrying the title of the research "Analysis of Kang Dedi Mulyadi's Leadership Style in Leading West Java Province Based on a Transformational Leadership Approach".

Definition of Leadership

Classically, the term leadership in English is known as leadership, which means the power to lead, become a leader, and includes the traits or qualities that a leader has (Nurhalim et al., 2023). Leadership is the ability that a leader has to instill influence and guide others, both individuals and the team he leads, so that the other person acts in accordance with the goals, directions, or will desired by the leader (Febriantina et al., 2025).

According to Handoko (2016), in practice, a leader has an important role in shaping morale, job satisfaction, employee loyalty, security, and quality of work life, which ultimately has a significant impact on the level of achievement of an organization. Leadership is a key element that is very important and needed in the management process in every organization. The field of leadership is one of the most frequently studied and discussed topics in various disciplines related to organizations, because basically, without effective leadership, realizing organizational goals optimally will be a big challenge without appropriate and directed efforts (Lumban, 2020). According to Mc Shane (2005:436) Leadership is the ability to influence, encourage, and contribute to the effectiveness and success of an organization that a person has (Maqviroh et al., 2023). According to Neihoff (1990), leadership has a central role in encouraging increased productivity and innovation in an organization (Sintani et al., 2022).

Leadership is a person's potential in influencing others. In other words, leadership reflects a person's capacity to guide and direct other individuals to be willing to follow the will or direction of the leader. Leadership can also be interpreted as the skill of influencing the behavior of others in certain situations and conditions,

with the aim of building effective cooperation to achieve predetermined goals (Alifahtul Mahdiyah, Ulviana Nurwachidah, 2021). According to Fatah (1999:34), the behavior of a leader is influenced by his background of knowledge, values, and experience. In addition to these internal factors, leaders also need to pay attention to external conditions such as the atmosphere in the organization, the characteristics of the tasks faced, time constraints, members' attitudes, and even organizational environmental factors (Dacholfany, 2020).

Leadership is a decision that is born from the process of character change or inner transformation that occurs in individuals (Sutikno, 2018). Leadership is a process of guiding and influencing various activities related to the tasks carried out by members of a group. This definition includes three meanings, as follows: (1) the presence of other individuals, both as followers and subordinates, is an important part of the leadership process, (2) in leadership practice, power is divided evenly between leaders and members, considering that members remain influential and not completely without power, (3) a leader has the capacity to utilize various types of power in influencing the behavior of his followers through diverse approaches. (Pitronella Lolorie, Bonny Datty, 2024).

Transformational Leadership

Transformational leadership is a leadership style that brings fundamental changes, rooted in religious, systemal, and cultural values, in order to foster innovation and creativity among followers in order to implement the vision that has been compiled. This leadership style is considered an ideal form of leadership and is worthy of being applied by leaders. Transformational leadership has the ability to encourage work productivity, listen to the aspirations of subordinates, and give appreciation for their contributions. This contributes greatly to increasing the level of individual satisfaction in the work environment. If the relationship between leadership style and subordinate motivation is very close, it can be concluded that leadership style has an indirect impact on employee job satisfaction (Herman & Syihabudin, 2024).

According to Sangidah, Prayekti, and Septyarini (2021), transformational leadership is a form of leadership characterized by the ability to provide positive influence, constructive inspiration, high expectations, a constructive mindset, and concern for individuals. Essentially, transformational leadership describes a leader

who is able to encourage employees to work beyond the limits of their expected abilities. This means that leaders must be able to foster confidence in employees so that their performance can be optimized. Transformational leadership is seen as a leadership style that is able to recognize the skills and potential of each member, so that each member can complete tasks well and have the opportunity to gain responsibility and increase roles and authority in the future (Andhika Banu Bismoko et al., 2023).

According to Bass, transformational leadership is essentially a development of transactional leadership. Transactional leadership focuses more on the exchange between leaders, colleagues, and followers, so transformational leadership focuses on inspiring followers to be committed to the organization's vision and mission. The transformational leadership style motivates followers to become creative and innovative problem solvers, and plays a role in improving their abilities through continuous coaching, direction, challenges, and support (Roni Harsoyo, 2022).

According to Bass and Avolio, as quoted by Yukl (2010), transformational leadership consists of four main dimensions or characteristics, which are as follows (Rosada, 2021):

1. *Idealized influence*

Describe a charismatic, authoritative, and influential leader in giving encouragement to his subordinates when completing work. Subordinates put their trust in the leader because the leader is able to show inspiring attitudes and actions, so that they are respected and used as role models by subordinates.

2. *Inspirational motivation*

It is the attitude of a leader who is able to arouse the enthusiasm and motivation of subordinates regarding performance achievements, by showing a strong commitment to organizational goals. Leaders also encourage the growth of optimism and work spirit of subordinates in an effort to achieve the goals that have been set by the company.

3. *Intellectual stimulation*

It is the behavior of a leader in encouraging the creation of innovative ideas

to encourage organizational development. Leaders also play a role in influencing their subordinates to be able to see problems from a different perspective, so as to allow the right solutions to be found to face ongoing and potential future challenges.

4. *Individualized Consideration*

It is a form of leader's concern shown through his willingness to accommodate the aspirations of his subordinates, and to provide concern for the career development of subordinates. In addition, leaders also pay attention to the welfare and facilities received by employees, with the intention of creating a harmonious and harmonious relationship between superiors and subordinates.

Methodology

This study uses a descriptive research method to find out the transformational leadership style applied by Kang Dedi Mulyadi. In this article, the author uses journal review literature that matches the title of the article. This article was prepared using a qualitative approach, where the method applied is literature study or literature research. This method aims to review various previous findings related to research ethics and their explanations (Diana Putri et al., 2023). The data used in this writing is secondary, obtained from the results of previous studies and research which are referred to in accordance with scientific writing standards. Meanwhile, the data analysis technique used is qualitative descriptive analysis, which aims to examine the core problems surrounding the development of science in society by optimizing data examination techniques in the scientific research process. (Husnullail et al., 2024).

Result and discussion

Governance during the leadership of KDM in this study will focus on 4 (four) main social problems in the province of West Java. Regarding several strategic policies carried out by the governor of KDM, it is outlined through the following data table:

Table 1

Kang Dedi Mulyadi's Policy on Resolving Problems in West Java
Province in 2025

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No.	Social Problems	Quantity	KDM Policy
1.	Unemployment	- Unemployment Rate : 1.81 million people - Open Unemployment Rate (TPT) : 6.74 %	- Jabar Digital Academy - Establishing a Special West Java Vocational School
2.	Poverty	The year 2024 reaches 7,08 %	- Job creation in rural areas - Channeling financial assistance to support labor-intensive projects - Vasectomy as a condition for receiving social assistance
3.	Juvenile delinquency	- 437 theft cases - 460 children reported for cases of abuse and demolition - 349 children reported in drug cases - 7 children were reported in cases of student and student fights.	- Enforce curfew restrictions - Application of conscription (Military Barracks)
4.	Disaster	- 44 flood incidents - 30 extreme weather events - 9 landslides - Forest fires - Earthquake - Drought - Volcanic eruptions	- Increasing the budget for road construction and repair - Building a new classroom - Expanding access to electricity for underprivileged communities

Data source : Processed by Researcher

Based on the table above, it can be identified that the main social problems in the province of West Java consist of 4, namely unemployment, poverty, juvenile delinquency, and disasters. With a total unemployment rate of 1.81 million people and an open unemployment rate (TPT) of 6.74%, which then received a response from KDM by establishing SMK West Java Istimewa and Jabar Digital Academy, an online training that is integrated with the curriculum of vocational schools majoring in informatics, so that graduates have skills that are in accordance with the needs of the industry, especially in the Bekasi and Karawang areas. The number of social problems of poverty in 2024 will reach 7.08%, which was then issued a policy to create jobs in rural areas, distributing financial assistance to support labor-intensive projects,

vasectomy as a condition for receiving social assistance. The problem of juvenile delinquency has 437 cases of theft, 460 cases of abuse and demolition, 349 drugs, and 7 cases of child fights reported. The response was by imposing a curfew restriction policy, the implementation of conscription (Military Barracks). The last problem is disasters including floods with 44 incidents, extreme weather with 30 incidents, 9 landslides, droughts, forest fires, volcanic eruptions, and earthquakes, which are overcome by infrastructure development by increasing the budget for construction and road repairs, building new classrooms, expanding access to electricity for the underprivileged.

Transformational Leadership in the Province of West Java

This study uses Bass and Avolio transformational analysis using four indicators. This indicator is considered to have relevance to the implementation of Kang Dedi Mulyadi's leadership in overcoming problems in West Java Province. The selection of the analysis will be discussed in this sub-chapter, whether it is true that Kang Dedi Mulyadi has implemented transformational leadership. According to Bass and Avolio, as quoted by Yukl (2010), it is stated that transformational leadership consists of four main dimensions or characteristics, as follows (Rosada, 2021):

1. Idealized Influence

Kang Dedi Mulyadi appears as a leader who is respected and used as an example by his subordinates because of his solid, firm, and daring leadership style to make big decisions for the benefit of the wider community. His firmness of attitude and courage in facing problems, as well as his willingness to be at the forefront of defending the people, shaped his image as a strong leader. He was not only respected, but also inspired by all elements of the bureaucracy. His leadership successfully built a work environment

which is compact, full of synergy, and works like a solid team, a "*super team*" driven by the spirit of high devotion to provide the best public service. A leader figure like Kang Dedi Mulyadi is very worthy of being a role model, especially for today's leaders and the younger generation. He showed that the essence of a true leader lies not only in the ability to speak in public, but much more importantly the ability to make a real impact on

society.

2. Inspirational Motivation

Kang Dedi Mulyadi's leadership style is very reflective of the principle of inspirational motivation, which is evident from the way he utilizes digital platforms, especially YouTube, as a smart and strategic communication medium. Through this approach, Kang Dedi succeeded in conveying messages that motivated and inspired the wider community. The values he presents feel authentic and grounded, thus strengthening his role as a leader who is able to arouse enthusiasm and encourage wider public participation.

In his leadership in West Java, Kang Dedi Mulyadi showed the ability to set direction and goals through a clear and strong vision, as seen since his leadership in Purwakarta. He emphasized the importance of development rooted in the preservation of Sundanese culture as the main identity and spirit. He realizes this vision through humanistic and inspiring communication, as well as concrete actions that encourage both the community and the bureaucracy to be involved in achieving these goals. Although there is still room to strengthen the team collaboration aspect, the spirit built is able to move many parties.

Kang Dedi Mulyadi's focus can also be seen from his attention to the infrastructure, education, health, and community economic empowerment sectors. He took concrete steps such as widening provincial roads, repairing damaged bridges, building suspension bridges in various areas, and strengthening irrigation systems to support food security. In the socio-economic field, he distributes business capital assistance, builds houses for the poor, and encourages people to switch from a consumptive lifestyle to a productive one through various programs. He even plans to build 3,333 new classrooms in West Java in the next two years. In the health sector, the program includes improving hospital and health center service facilities, procuring village doctors, and providing free health services for the underprivileged. All of these steps reflect Kang Dedi Mulyadi's strong commitment in realizing his vision of "Special West Java" which

emphasizes inclusive development and improving the quality of life of the community as a whole.

3. Intellectual Simulation

Kang Dedi Mulyadi's leadership style clearly illustrates the principle of intellectual stimulation, which is an effort to encourage the emergence of new ideas and creative and innovative problem solving in an organizational context. He succeeded in raising Sundanese cultural values as a foundation in the regional development process, proving that local wisdom can go hand in hand with the progress of the times. Programs such as Rebo Nyunda, which requires the use of Sundanese language and traditional clothing in government agencies and schools, as well as the Cultural Village initiative that combines rural revitalization with cultural preservation, are tangible forms of its efforts to strengthen the cultural identity of the West Java people while fostering social involvement.

As a solution-focused leader, Kang Dedi Mulyadi rejects a rigid bureaucratic approach and only fixates on meetings or piles of administrative documents. He prefers to go directly to the field, especially when facing disasters, conflicts, or social difficulties, to ensure that the state is concretely present as a protector and defender of the people. His firmness in making decisions is reflected in a number of progressive policies, such as the elimination of motor vehicle tax fines to increase regional revenue, as well as the prohibition of study tour activities outside the province as a form of strengthening discipline among students.

More than that, Kang Dedi Mulyadi applies a dynamic capability approach in his leadership, namely the ability to think strategically and anticipatively to various challenges that may arise. He is not only reactive, but also able to look forward, uniting traditional values with innovation in every policy step. That way, the solutions offered not only answer short-term problems, but also are strategic and sustainable in encouraging regional progress and community welfare.

4. Individualized Consideration

Kang Dedi Mulyadi has consistently shown his commitment to

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empowering the people of West Java to be able to stand on their own feet to become independent, empowered, and not dependent on social assistance. To realize this vision, he firmly directed the regional budget reallocation to prioritize meeting the basic needs of the community, such as access to education, health services, and infrastructure that supports a decent life. More than that, he also pays special attention to vulnerable groups such as the elderly, people with disabilities, and residents in remote areas. He believes that social justice can only be achieved if public policies are designed based on a deep understanding of the conditions of diverse societies.

Conclusion

Based on the above research, we can conclude that the main social problems in West Java Province can be overcome through the leadership of Governor Kang Dedi Mulyadi by implementing transformational leadership. Bass and Avolio's four transformational leadership indicators cited by (Yukl, 2010) such as *idealized influence* (charismatic), *inspirational motivation* (inspiration and motivation), *intellectual stimulation* (intellectual simulation) and *individualized consideration* (individual attention) have been proven to have run effectively, which is characterized by example, the ability to inspire, encourage innovation, and pay special attention to the needs of the community. This approach integrates local cultural values, innovation, and community empowerment, so as to be able to present inclusive and sustainable solutions to improve the quality of life of the people of West Java.

Acknowledgments

The authors would like to express their sincere gratitude to the Public Administration Study Program, Faculty of Social and Political Sciences, Tulungagung University, for the academic support and learning opportunities provided during the preparation of this article. The authors also extend their appreciation to all researchers, scholars, and institutions whose studies on transformational leadership, regional governance, and public policy have served as valuable references in this research. Special thanks are addressed to various public institutions and information providers that have

made data and policy documents regarding the governance of West Java Province accessible, enabling a comprehensive analysis of Kang Dedi Mulyadi's transformational leadership in addressing regional development challenges.

Disclosure statement

The authors declare that there are no conflicts of interest related to the research, authorship, or publication of this article. This study was conducted independently using a literature review approach based on publicly available academic sources, government documents, and other relevant publications. The authors did not receive any specific financial support, grants, or sponsorship from public, private, or non-profit organizations that could influence the objectivity of the research findings. All interpretations, analyses, and conclusions presented in this article are solely the responsibility of the authors.

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