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THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE AND SUPERVISION ON THE PERFORMANCE OF OFFICE EMPLOYEES IN PAHAE JULU

Gresya Duma H Tambunan[1*], Awaludin[2], Zainal Arifin Siregar[3]

[1]Fakultas Bisnis Dan Humaniora Universitas Tjut Nyak Dhien Medan, Indonesia
[2]Fakultas Bisnis Dan Humaniora Universitas Tjut Nyak Dhien Medan, Indonesia
[3]Fakultas Bisnis Dan Humaniora Universitas Tjut Nyak Dhien Medan, Indonesia
Corresponden E-mail: awaludin@utnd.ac.id

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ABSTRACT

This study aims to examine the influence of Transformational Leadership Style and Supervision on employee performance, as well as to identify the variable with the greatest influence.A quantitative research method was employed in this study. The research population consisted of 35 employees from the Pahae Julu District Office, and the entire population was included in the sample using the saturated sampling (total sampling) technique. Data collection was conducted by distributing questionnaires designed using a Likert scale. Subsequently, the data were analyzed using validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, partial tests (t-test), simultaneous tests (F-test), and the coefficient of determination test (R^2) with the aid of SPSS version 25 software.The research results indicate that, individually (partially), both Transformational Leadership Style and Supervision have a positive and significant effect on employee performance.Simultaneously, both independent variables significantly influence employee performance, with a calculated F-value of 61.708 exceeding the F-table value of 3.29 and a significance level of 0.000 (< 0.05). The coefficient of determination (R^2) value is 0.781, meaning that 78.1% of the variation in employee performance can be explained by Transformational Leadership Style and Supervision, while the remainder is influenced by factors outside the scope of this study.

Kata Kunci:
Gaya Kepemimpinan; Transformasional; Pengawasan; Kinerja Pegawai

ABSTRACT

Penelitian ini Bertujuan untuk menguji pengaruh Gaya Kepemimpinan Tranformasional dan Pengawasan Terhadap Kinerja Pegawai, serta untuk mengetahui variabel yang paling berpengaruh.Metode penelitian yang digunakan dalam penelitian ini adalah metode penelitian kuantitatif. Populasi penelitian berjumlah 35 pegawai Kantor Camat Pahae Julu, dan seluruh anggota populasi dijadikan sampel dengan menggunakan teknik sampling jenuh (total sampling). Pengumpulan data dilakukan melalui penyebaran kuesioner yang disusun menggunakan skala Likert. Selanjutnya, data dianalisis dengan menggunakan uji validitas, uji reliabilitas, uji asumsi klasik, analisis regresi linear berganda, uji parsial (uji t), uji simultan (uji F), serta uji koefisien determinasi (R^2) dengan bantuan aplikasi SPSS versi 25. Hasil Penelitian menunjukkan bahwa secara parsial. Gaya Kepemimpinan Transformasional dan Pengawasan Terhadap Kinerja Pegawai berpengaruh positif dan signifikan terhadap Kinerja PegawaiSecara simultan, kedua variabel independen tersebut berpengaruh signifikan terhadap kinerja pegawai dengan nilai F hitung sebesar 61,708 lebih besar dari pada F tabel 3,29 dan signifikan 0,00% < 0,05. Nilai Koefisien Determinasi R2 sebesar 0,781, yang berarti 781% variasi Kinerja

Pegawai dapat dijelaskan oleh Gaya Kepemimpinan Tranformasional dan Pengawasan, sedangkan sisanya dipengaruhi oleh faktor lain di luar penelitian ini

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1. INTRODUCTION

Human resources are a key asset in any organization, including government organizations. The success of an agency in carrying out its public service functions is largely determined by the performance of its employees who carry out their duties and responsibilities. High-performing employees will be able to support the achievement of organizational goals effectively and efficiently. Therefore, paying attention to factors that can drive improved employee performance is crucial and requires in-depth study to improve the quality of public services (Jahidi & Hafid, 2020).

Employee performance is the level of work results achieved by individuals in carrying out the tasks and responsibilities assigned by the organization. This performance can be assessed through several indicators, such as the quality of work results, the amount of work completed, the timeliness of task completion, and the employee's ability to collaborate with colleagues. If employee performance in an organization is running well, the organization's goals will be more easily achieved effectively and efficiently (Devinta & Santosa, 2022).

The sub-district office is a government institution at the sub-district level that plays a crucial role in implementing government and providing services to the public. This institution is responsible for coordinating various government activities. regional development and administrative services for the public. Carrying out these duties and functions requires highly skilled employees to ensure effective and smooth public service delivery (Windasari et al., 2022).

One managerial factor that plays a crucial role in improving employee performance is leadership style. Leadership style is the behavioral pattern demonstrated by a leader in leading and directing his or her subordinates, both visible and invisible (Rosita & Iskandar, 2022). Leadership style reflects the philosophy, skills, traits, and attitudes that underlie a leader's behavior in carrying out their duties. Furthermore, leadership style also reflects a leader's belief in the abilities of their subordinates. Thus, leadership style can be defined as a form of behavior and strategy that combines philosophy, skills, traits, and attitudes used by a leader to influence and improve the performance of their subordinates (Prasetyo & Anwar, 2021).

Transformational leadership style focuses on the leader's ability to inspire, motivate, and build awareness among subordinates to be able to work beyond set targets

through role models, clear vision, attention to employee needs, and encouragement to think creatively and innovatively (R et al., 2023).

In its implementation, leaders can provide direction directly. full support to employees who are not yet capable, provide guidance and support to employees who still need motivation, involve employees in decision-making, and provide full trust to employees who are already independent and competent. Therefore, leaders are required to be able to choose and apply the right leadership style so that organizational goals can be achieved effectively and are able to increase employee motivation, responsibility, and performance. In practice, the implementation of transformational leadership in the Sub-district Office has not been fully implemented optimally.

This is evident in the leadership's lack of ability to motivate, inspire, and encourage employees to work with greater enthusiasm and focus on achieving organizational goals. As a result, some employees tend to work solely to fulfill routine tasks without a strong work ethic. Furthermore, communication between leaders and employees is ineffective, resulting in some employees lacking a clear understanding of goals, direction, and work priorities. This situation leaves employees less motivated to develop their potential and demonstrate their best performance. If this situation persists, employee performance in carrying out their duties and providing services to the public may be less than optimal (Elvita et al., 2019).

In practice, the supervisory function at the Pahae Julu Sub-district Office has not been fully implemented optimally. This is evident from the supervision which has not been consistently implemented in the implementation of employee duties, so that there are still employees who lack discipline and are less responsible in completing their work. In addition, superiors have not routinely evaluated employee work results, so employees do not receive clear information about whether the work done is in accordance with the established standards and objectives (Saingo, 2023). The lack of communication during the supervision process, such as minimal direction, guidance, and feedback from leaders, also causes some employees to experience confusion in carrying out their duties. These conditions indicate that supervision has not functioned optimally as a control and coaching tool, thus potentially hindering the improvement of employee performance and affecting the quality of service to the public (Yulianti et al., 2023).

Various issues related to the implementation of transformational leadership and supervision are suspected to impact employee performance. Lack of motivation and inspiration from leaders, ineffective communication, and inconsistent supervision result in employees lacking a clear understanding of work objectives, receiving unclear direction, and knowing with certainty whether their work meets established standards. This situation can reduce employee morale, discipline, and responsibility in carrying out their duties. If this situation persists, employee performance will not reach optimal levels, potentially impacting the effectiveness of task implementation and the quality of service. given to the community(Setiawan, 2014).

In addition, several studies have also discussed the influence of transformational leadership and supervision on employee performance. However, these studies were generally conducted in different organizational contexts, such as district/city

government agencies, educational organizations, or the private sector. To date, research examining the influence of transformational leadership and supervision on employee performance at the Pahae Julu Sub-district Office is still relatively limited. This is despite the fact that the Sub-district Office is a government agency that plays a crucial role in providing administrative and public services directly to the community. Therefore, the success of its duties depends heavily on the quality of leadership, the effectiveness of supervision, and employee performance (Asbari, 2019).

The novelty of this study lies in the simultaneous study of transformational leadership and supervision styles on employee performance within the context of sub-district-level government organizations, specifically at the Pahae Julu Sub-district Office. Unlike previous studies, which generally examined these variables separately or on different research objects, this study integrates both variables into a single research model at a more specific level of government (Sukayana et al., 2019). Furthermore, this study provides an empirical overview of the leadership and supervision conditions that are directly related to the quality of public services at the sub-district level (Nabila et al., 2023).

This research is important because employee performance is a key factor in determining the success of the Pahae Julu Sub-district Office in providing services to the public. Employee performance is influenced by the leadership's ability to implement transformational leadership that motivates and directs employees, as well as by consistent supervision through evaluation and feedback. If leadership and supervision are not optimal, employee morale, discipline, and responsibility can decline, resulting in less than optimal employee performance (Yulianty et al., 2015).

Therefore, this study was conducted to provide an empirical description of how the influence of transformational leadership style and supervision on employee performance in the Pahae Julu sub-district office environment, which is formulated in the title "The Influence of Transformational Leadership Style and Supervision on the Performance of Employees in the Pahae Julu Sub-district Office".

2. METHOD

This research was conducted at the Pahae Julu Sub-district Office located at Jl. Tarutung–Sipirok Km. 20, Onan Hasang Village, Pahae Julu District, North Tapanuli Regency, North Sumatra Province, 22463 (Pratiwi et al., 2022). This research was conducted at the Pahae Julu Sub-district Office in North Tapanuli Regency, a sub-district-level government agency with a strategic role in providing public services to the community. The selection of the research location was based on the consideration that the sub-district office is a government work unit that directly carries out administrative services and government coordination functions, making it relevant to the study of employee performance, transformational leadership styles, and supervision (Imaduddin et al., 2025).

The research period was from February to July 2026, encompassing research preparation, instrument development, data collection, data processing and analysis, and report preparation . This timeframe was chosen to ensure all research stages could be

conducted systematically and in accordance with scientific research procedures (Restu Rahayu & Sofyan Iskandar, 2023).

A sample is a portion of the population and its characteristics used as a data source in research (Ghufron, 2020). Sampling is conducted to ensure effective research without compromising the research's ability to describe the population as a whole. A good sample is one that adequately represents the population's characteristics, allowing for accurate generalization of research results (Kuswaeri, 2016).

In this study, the sampling technique used was the saturated sampling technique. The implementation of saturated sampling in this study involved sampling where all members of the population were used as samples so that it was relevant to the employees of the Sub-district Office in Pahae Julu.

3. RESULTS AND DISCUSSION

The Pahae Julu District Office is a government agency within the administrative area of Pahae Julu District, North Tapanuli Regency, North Sumatra Province. The sub-district office serves as the implementing element of the regional government, led by a sub-district head and accountable to the Regent through the Regional Secretary. The office is located in Onan Hasang Village, the capital of Pahae Julu District.

Geographically, Pahae Julu District covers an area of approximately 165.90 km^2 and consists of 18 villages and one sub-district. It borders Tarutung and Siatas Barita Districts to the north, Pangaribuan District to the east, Pahae Jae District to the south, and Adiankoting District to the west (Wewengkang et al., 2021).

The Pahae Julu Sub-district Office has the main task of assisting the Regent in carrying out general government affairs, public services, community development, village community empowerment, public order and security, and coordinating various development programs at the sub-district level. In carrying out its duties and functions, the Pahae Julu Sub-district Office acts as a liaison between the district government and the village government and the community. It provides various administrative services to the community, including introductory letters, population administration recommendations, village government guidance, and activity coordination. regional development.

In addition to providing administrative services, the Pahae Julu Sub-district Office is also active in implementing government programs such as the Development Planning Meeting (Musrenbang), social assistance distribution, community empowerment, and stunting management. These activities aim to improve community welfare and accelerate development within the sub-district.

The existence of the Pahae Julu Sub-district Office is crucial in supporting effective and efficient governance. Through strong coordination with villages and relevant agencies, the sub-district office strives to improve the quality of public services and realize development that meets the needs of the local community. Hypothesis testing was conducted to determine whether the hypotheses formulated in the research can be accepted or rejected. In this study,

Hypothesis testing uses the t-test to determine the effect of the independent variable partially and the F-test to determine the effect of the independent variable simultaneously on the dependent variable. The results of the hypothesis testing are presented as follows. The following are the results of the hypothesis testing, namely the t-test and the f-test in this study:

Partial Significance Test (t-Test)

The partial test or t-test is used to determine the extent of influence of each independent variable on the dependent variable individually. Decision making is based on the calculated t-test:

a. t count > t table → H_0 is rejected
b. t count < t table → H_0 is accepted Based on significance:
a. Sig < 0.05 → significant effect
b. Sig > 0.05 → no significant effect

Degrees of freedom (df) are determined by the formula df = n – k - 1, df = 35 – 2 – 1 = 32. T table = 2.03693 rounded to 2.037

Table 1. t-Test Results

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,076	3,254		.331	.743
	Transformational Leadership Style	.306	.115	.447	2,650	.012
	Supervision	.558	.199	.473	2,806	.008

a. Dependent Variable: Employee Performance

Based on the t-test it shows that:

a. Based on the results of the t-test, the calculated t-value was 2.650 with a significance value of 0.012. Since the significance value of 0.012 <0.05, H_0 is rejected and H_1 is accepted. Thus, it can be concluded that Transformational Leadership Style has a positive and significant effect on Employee Performance.
b. Based on the results of the t-test, the calculated t-value was 2.806 with a significance value of 0.008. Since the significance value of 0.008 < 0.05, H_0 is rejected and H_2 is accepted. Thus, it can be concluded that Supervision has a positive and significant effect on Employee Performance.

Simultaneous Test (F Test)

The simultaneous test (F-test) is used to determine whether all independent variables in the regression model simultaneously influence the dependent variable. In other words, this test aims to assess the overall feasibility of the regression model. Decision-making criteria: (Nabawi, 2019).

c. If Fcount > Ftable or the significance value < 0.05, then H_0 is rejected, which means that the independent variables simultaneously have a significant effect on the dependent variable.
d. If F count < F table or significance value > 0.05, then H_0 is accepted
e. .In the F test in multiple linear regression, the degrees of freedom df1 = 2 and df2 = 35 − 2 – 1 = 32. F table = 3.29

Table 2. F Test Results

ANOVA [a]					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3024.254	2	1512.127	61,708	.000 b
Residual	784,146	32	24,505		
Total	3808.400	34			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Supervision, Transformational Leadership Style

Based on the results of the F table test (ANOVA), the calculated F value was 61.708 with a significance level of 0.000. This significance value is smaller than 0.05, so H_0 is rejected and H_3 is accepted. Thus, it can be concluded that the Transformational Leadership Style and Supervision variables simultaneously have a positive and significant effect on Employee Performance.

Determination of R Square

The coefficient of determination (R^2) test is used to determine the extent to which an independent variable is able to explain variations in changes in the dependent variable. The R^2 value ranges from 0 to 1, where the closer it is to 1, the more capable the independent variable used in the regression model is in explaining the dependent variable, while the closer it is to 1, the more capable it is of explaining the dependent variable (Lisnawati & Patandung, 2022).

0 indicates that the independent variable's ability to explain the dependent variable is very limited. Furthermore, in multiple regression, the Adjusted R Square (adjusted R^2) value is typically used, as this value more accurately describes the model's ability, especially when the number of independent variables is greater than one. Thus, the R^2 determination test provides an indication of how well the constructed regression model can be used to predict the dependent variable based on its independent variables.

Table 3. R Square Test Results

Model Summary [b]				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.891a	.794	.781	4.95021

a. Predictors: (Constant), Supervision, Transformational Leadership Style
b. Dependent Variable: Employee Performance

Based on the Model Summary test results, the R Square value was 0.781 or 78.1%. This indicates that the Transformational Leadership Style and Supervision variables are able to explain 78.1% of the variation in changes in the Employee Performance variable, while the remaining 21.9% is influenced by other variables outside this research model.

Meanwhile, the Adjusted R Square value of 0.781 shows results that are not significantly different from the R Square. This indicates that the regression model used has excellent ability to explain the relationship between the independent and dependent variables, and remains stable even after adjustment for the number of variables used.

Thus, it can be concluded that the regression model in this study has a high ability to predict Employee Performance based on Transformational Leadership and Supervisory Styles.

Discussion

The Influence of Transformational Leadership Style on Employee Performance

The results of the study indicate that Transformational Leadership Style has a positive and significant effect on Employee Performance at the Pahae Julu Sub-district Office. This is evidenced by the calculated t-value of 2.650 and a significance value of 0.012, which is smaller than 0.05. The regression coefficient of 0.558 indicates that every one-unit increase in Transformational Leadership Style will increase Employee Performance by 0.558 units.

These results align with previous research conducted by Nurlaela et al. (2025), which stated that transformational leadership has a positive and significant impact on employee performance through work motivation. The study's findings demonstrate that leaders who are able to provide inspiration, motivation, and support to employees will increase work enthusiasm, thereby impacting performance improvement. Therefore, these findings reinforce the findings of Nurlaela et al. (2025) that the effective implementation of a transformational leadership style is a crucial factor in improving employee performance, including that of employees at the Pahae Julu Sub-district Office (Rosmeida Zebua, 2023).

Thus, the implementation of a good transformational leadership style can improve employee performance at the Pahae Julu Sub-district Office by providing motivation, direction, and inspiration in carrying out tasks. However, based on the results of the regression analysis, the influence of Transformational Leadership Style is still smaller than the Supervision variable. This indicates that improving employee performance is not only influenced by effective leadership but also requires optimal supervision to ensure that work implementation remains in accordance with organizational standards and goals.

The Influence of Supervision on Employee Performance

The results of the study indicate that Supervision has a positive and significant effect on Employee Performance at the Pahae Julu Sub-district Office. This is evidenced by the calculated t-value of 2.806 and a significance value of 0.008 which is smaller than

0.05. The regression coefficient of 0.708 indicates that every one unit increase in Supervision will increase Employee Performance by 0.306 units. These results indicate that the better the implementation of supervision in the organization, the higher the employee performance. Effective supervision is able to ensure that every job is carried out in accordance with established standards, procedures, and targets so as to minimize errors and increase employee discipline and responsibility.

This research aligns with Koyo et al.'s (2022) study, which found that supervision has a positive and significant impact on employee performance at PT Pegadaian (Persero) Regional Office 5 Manado. The study explains that effective implementation of the supervisory function can improve discipline, work effectiveness, and the achievement of organizational targets. The results of this study reinforce the finding that supervision is a crucial factor in improving employee performance, including at the Pahae Julu Sub-district Office.

Thus, effective supervision can encourage improved employee performance through monitoring, evaluation, and corrective actions on job implementation. Based on the results of the regression analysis, the Supervision variable has a greater regression coefficient value than the Transformational Leadership Style, so it can be concluded that Supervision is the variable that most dominantly influences Employee Performance at the Pahae Julu Sub-district Office.

The Influence of Transformational Leadership Style and Supervision on Employee Performance

Simultaneously, the results of the study prove that Transformational Leadership Style and Supervision have a positive and significant effect on Employee Performance. This is evidenced by the calculated F value of 61.708 which is greater than the F table of 3.29 and a significance value of 0.000 which is smaller than 0.05. The coefficient of determination (R^2) value of 0.891 indicates that 78.1% of the variation in Employee Performance can be explained by the Transformational Leadership Style and Supervision variables, while the remaining 21.9% is influenced by other factors not examined in this study.

The results of this study are in line with the research of Hairudinor and Setio Utomo (2021) which shows that transformational leadership style together with other variables has an influence on performance (Sarianti et al., 2018).

employees. These results indicate that the implementation of effective leadership, supported by a good organizational management system, can improve employee performance (Heri & Andayani, 2021). In line with the research, the results of this study prove that the combination of the application of a Transformational Leadership Style and effective supervision can improve employee performance at the Pahae Julu District Office (Sari, 2022).

Thus, improving employee performance is not only influenced by the leader's ability to provide motivation, direction, and inspiration, but also by the implementation of effective supervision to ensure that every task is carried out in accordance with the organization's standards and goals (Zebua et al., 2023). Therefore, Transformational

Leadership and Supervisory Styles need to be implemented simultaneously to support improved employee performance and the quality of service to the community at the Pahae Julu Sub-district Office (Wahab et al., 2019).

4. CONCLUSION

Based on the results of data analysis and discussion regarding the influence of Transformational Leadership Style and Supervision on Employee Performance at the Pahae Julu Sub-district Office, the following conclusions can be drawn:

a. Transformational leadership style has a positive and significant impact on employee performance at the Pahae Julu Sub-district Office. This indicates that the better the transformational leadership style is implemented by leaders, the higher the employee performance in carrying out their duties and responsibilities.
b. Supervision has a positive and significant effect on employee performance. This means that the more effective the supervision carried out by management, the better the employee's performance. Good supervision can improve discipline and accountability, and ensure work is carried out according to established standards.
c. Transformational Leadership Style and Supervision simultaneously have a positive and significant effect on Employee Performance. This research model is able to explain 78.1% of the variation in Employee Performance, while the remaining 21.9% is influenced by other factors not examined in this study. Thus, this study confirms that improving Employee Performance at the Pahae Julu Sub-district Office can be done through the implementation of an effective Transformational Leadership Style and the implementation of optimal Supervision simultaneously.

Suggestion

a. The Pahae Julu Sub-district Office is expected to continue to improve its implementation of the Transformational Leadership Style by providing motivation, inspiration, and attention to employees. Furthermore, consistent oversight of task implementation is necessary to ensure that each task is completed in accordance with established regulations, targets, and standards, thereby improving employee performance.
b. The results of this study are expected to be a consideration for the leadership of the Pahae Julu Sub-district Office in formulating policies and strategies for human resource management, especially those related to improving leadership quality and supervision effectiveness in order to improve employee performance.
c. For future researchers, it is recommended to add other variables suspected of influencing employee performance, such as work motivation, work discipline, work environment, organizational culture, job satisfaction, or compensation. Furthermore, research can be conducted in other government agencies or with a larger number of respondents so that the results can be compared and have a broader level of generalizability.

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