TRANSFORMATIONAL LEADERSHIP IN ORGANIZATIONAL TRANSFORMATION

Maisyura[1]*, Ti Aisyah[2], Rico Nur Ilham[3]

[1,2,3] Universitas Malikussaleh

ARTICLE INFO	ABSTRACT
Keywords: Leadership, Transformational Leadership, Organizational Transformation	This article discusses the importance of the role of leadership in dealing with organizational change. Of the various leadership styles, the author explores transformational leadership which is considered the most appropriate as the spearhead of organizational transformation. Using the literacy study method sourced from books and writings in scientific journals which are then compiled with the author's point of view, this paper tries to explore the role of leadership in leading organizational change with all the characteristics possessed by this leadership style. This paper presents organizational transformation by looking at the important role of leadership as a driving force for change in the organizational transformation process, both its charismatic role and its instrumental role. Transformational leadership is considered the most suitable to be applied to make organizational change to be able to synergize with unexpected environmental changes and can occur at any time without being predictable, Transformative leaders have the knowledge, expertise, and skills and dare to act and take risks with the power of a visionary and full of vision. calculations and have a strategy to produce innovations for the success of a transformation. with eight stages of Kotter's change known as Kotter's 8 Steps Changes Model which is carried out using the concept of organizational transformation proposed by Gouillert and Kelly known as the 4R (Reframing, Restructure, Revitalization and Renewal).
E-mail: maisyura@unimal.ac.id tiaisyah@unimal.ac.id rioconurilham@unimal.ac.id	

1. INTRODUCTION

The organizational environment without realizing it must continue to experience changes that will directly or indirectly affect the sustainability and existence of the organization, especially the external environment which can occur not only domestically but also globally. Rapid developments in information and communication technology have the greatest role in creating unpredictable and unplanned global changes.

The world revolution is already in round 4.0 where all human activities are no longer limited to traditional and conventional ways, but everything is connected to a data-based system supported by computer technology and internet networks that connect the world at any time without space and time limits. The Covid-19 pandemic that emerged in the middle of 2019 made the use of digital-based technology faster. New work models and patterns oriented to social distancing require workers/employees to be able to master information technology that connects them with office tasks that they must complete immediately.(Maisyura et al., nd).

Transformation is the re-establishment and conversion of a pre-existing order into a new pattern due to a fundamental change so that old structures and behaviors are abandoned and replaced with new ones. Organizations are required to move effectively and efficiently in order

to adapt to environmental changes that occur so that they can continue to exist and maximize profits and improve organizational performance and survive in global competition. Organizations like it or not, like it or not, have to transform. Organizational transformation will only be successful if it is driven by a visionary leader who understands the importance of change. the purpose of change and how to make changes so that organizational transformation can really bring the organization to a better state/performance. Only transformational leaders are able to respond to each of these changes, transformational leaders are able to collaborate with various conditions and circumstances as a form of challenge that must be resolved to face change. The role of transformational leadership in organizational transformation is as the spearhead who will be able to manage change by developing a clear, directed and systematic organizational strategy. Transformational leaders are able to collaborate on various conditions and circumstances as a form of challenge that must be resolved to face change. The role of transformational leadership in organizational transformation is as the spearhead who will be able to manage change by developing a clear, directed and systematic organizational strategy. Transformational leaders are able to collaborate on various conditions and circumstances as a form of challenge that must be resolved to face change. The role of transformational leadership in organizational transformation is as the spearhead who will be able to manage change by developing a clear, directed and systematic organizational strategy.

This paper tries to describe the characteristics of transformational leadership and the important role of transformational leadership in organizational transformation which focuses on organizational culture change strategies that are responsible for facing challenges and minimizing obstacles to achieving the vision, mission and goals of the organization in the midst of a complex, changing environment. planned and cannot be controlled/impeded.

2. METHOD

This research uses a literacy study method sourced from books and writings in scientific journals which are then compiled with the author's point of view, this paper tries to explore the role of leadership in leading organizational change with all the characteristics possessed by this leadership style.

3. RESULT AND DISCUSSION
Leadership

Talking about leadership, there are many opinions that try to describe leadership theory. Leadership (leadership) is the implementation of an activity that involves the influence of a leader on the people he leads, with the ability to coordinate and communicate the vision and mission as well as how the process of achieving organizational goals, leadership is a way how a leader is able to influence his followers with ability, example, and charisma to make them do something as expected so that it will make it easier to achieve the goals that have been set(Zainal et al., 2019). This opinion is in line with Kartono who stated that leadership is a process of interaction that is correlated, integrated and involves the ability/influence of a leader on the one he leads. Leadership shows a reciprocal interaction that provides both positive and negative feedback to the organization as a form of implementation of techniques and strategies as well as the leadership style of a leader and his followers.(Kartono, 2009).

GR Terry & LW. Rue emphasized that leadership is an activity that has the ability to influence others in acting and doing what should be in accordance with the needs of the organization in achieving organizational goals.(Widyastuti, 2019). Or in other words, leadership is related to the way or expertise of a person who is able to influence and coordinate the people he leads to do something he wants to achieve the desired goal. Sedarmayanti (2009: 120) reveals that leadership is:
  a. The ability of a leader to influence the behavior of his followers.
  b. Alignment of interactions between actions and goals to be achieved.

c. A set of procedures/ways of directing other people/groups to achieve goals.
d. Manage individual/group activities collectively through joint efforts in order to achieve goals.
e. Coordinate individual/group activities in an effort to achieve goals in certain circumstances(Siswatiningsih et al., nd).

Thus it can be said that all processes related to the use of communication skills/skills, coordinating a person to influence others to behave in accordance with what you want, to achieve the goals that have been set through the techniques or expertise they have and charisma and example are the definition of leadership. , which is considered by followers to be able to change the situation for the better and able to achieve goals, not only organizational goals but also individual goals of followers. New leadership performance is considered effective when a leader is able to direct his followers to give their best performance for the achievement of organizational goals and prioritize the interests and success of the organization compared to their personal interests.

Transformational leadership

Reviewing the leadership styles inherent in a leader, we can never deny the transformational leadership model, because the organization continues to transform and will certainly never be separated from the leader as the spearhead in managing organizational change. Transformational leadership is a leader who has characteristics that show charismatic behavior, raises motivation by paying attention to individuals so that they are able to give confidence to their subordinates to appear in front and lead change with confidence so that every step of change that is taken gets full support from members of the organization they lead. (Ali et al., 2016).

Hughes et al. (2012: 542) argues, transformational leaders have vision, rhetorical skills, and good impression management and use them to develop strong emotional bonds with their followers, thereby encouraging followers' emotions to be aroused and willing to give their best performance to realize their leader's vision (Ritonga et al., 2019).

Almost with the same opinion, Bass (1985) in Natsir (2004:2-3) states that transformational leadership as a form of leader influence on the people/subordinates they lead, they will feel motivated because they believe, are proud and loyal and respect their superiors, and automatically they will be motivated to do more than what the organization expects (Ali et al., 2016). A transformational leader can motivate members in three ways, namely:
a. Encouraging members to be more aware of the importance of the value of the results of a job,
b. Encouraging members to put more importance on the organization than personal interests,
c. Trying to increase the needs of members. higher order needs, such as self-esteem needs and actualization needs (Siswatiningsih et al., nd)

Aviolo (1994, in Case, 2003), argues that the main function of a transformational leader is to provide services as a catalyst of change (catalyst of change), but at the same time also act as a controller of change (a controller of change). Case (2003), states transformational leadership as an agent of change (an agent of change). Transformational leadership emphasizes a rational and emotional approach to motivating its members so that they can create commitment compared to loyalty which is more based on intensity (Aprilita, 2012).

An effective transformational leader will show the following characteristics :
a. See themselves as agents of change,
b. Are very careful risk takers,
c. Have trust in members and are sensitive to their needs,
d. The ability to guide and direct,
e. Very dynamic, flexible and open to experience,
f. Has cognitive abilities, discipline, and is able to analyze problems carefully, and

g. Has a clear view/vision.(Terry, 2021)

Effective transformational leadership behavior can never be separated from the following 3 things according to Yukl (2009) :

1. Job OrientedThis type of behavior pays great attention to the completion of work, is able to maximize individual and other resources effectively and efficiently, and carries out all organizational activities in an orderly, controlled and sustainable manner.
2. Relationship Oriented, relationship-oriented, meaning that it pays more attention to fostering good relations with other parties and increasing cooperation and teamwork, motivating for increasing job satisfaction, and building loyalty to the organization.
3. Change Oriented, oriented to change, paying attention to improvements in strategic decisions, as well as adapting to changes in environmental behavior, increasing the values of creativity and innovation, so as to be able to make major changes in the way work/process, products, and services, and encourage and commit to change (Subarino, 2011)

While relating to the characteristics of transformational leadership, Komariah and Triatna describe the characteristics of transformational leaders, namely :

a. Broad-minded and far-sighted and always strives to innovate for organizational development not only in the present but also in the future.
b. Has a role as an agent of change and a catalyst that plays a role in changing the organizational system for the better.(Komariah & , Aan; Triatna, 2008).

Organizational Transformation

Organizations are established to achieve the goals that have been planned. Chester I. Bernard defines organization as a system of activities that are managed/coordinated by two or more people (Wibowo, 2008: 335). There are four characteristics contained in the organization, namely: 1. The existence of business coordination, 2. Having a common goal. 3. Has a system of division of labor, 4. There is a hierarchy of power. The organization is a dynamic system that continues to develop based on the needs of the organization as well as opportunities and changes in the organizational environment both internally and externally, thus requiring the organization to be ready to change and transform at any time to adapt to changes in its environment.

Organizational transformation is a change effort made for immediate and comprehensive organizational development and tends to be impromptu which is carried out so that the organization can adapt to environmental changes that occur suddenly without being predictable in advance. This change is usually centered on 3 organizational elements, namely: organizational structure, management processes, and organizational culture. So the point is that it is categorized as a transformation if the change occurs under the following conditions:(Soetjitro, 2011):

1. The occurrence of a massive transition that requires organizations to change the old patterns used in dealing intensely with various company operational activities, such as business operational methods, production techniques and other methods related to business activities.
2. Uncertainty in the environment outside the organization such as policy changes, changes in bureaucratic structures, takeovers, and increasingly fierce competition that requires leaders to be proactive to compensate for changes that occur very quickly.
3. A crisis occurs, where the situation is non-negotiable, forcing the leadership to take concrete steps to save the organization so that it can continue to exist in the future.

In these conditions, the characteristics of the transformation that need to be recognized are as follows :

a. Environmental Discontinuity, transformation is needed if the changes that occur in the environment have been such that the way of managing and running the organization with

the old managerial strategies and practices can no longer be used.
b. Revolutionary ChangeOrganizational transformation can be said to be revolutionary if there is a rapid and sudden shift in the functional organization, such as downsizing the organization or carrying out basic restructuring actions.
c. Changing Approaches to Bring about ChangeIn carrying out organizational transformation, they usually use a directive/executive approach taken by top management to anticipate changes. The approach used is a "top-down" approach because:
- Management that initiates change
- Management decides when initiatives are followed up.
- Management decides the form, nature and type of change.
- Management who determines when it is time to implement changes
- Management determines who will be responsible for implementing decisions related to the change.

In connection with the above, there are three dimensions that must be considered by the management of the organization, namely;
a. Timeframe of change, long term or short term,
b. The level of support from the organizational culture, and
c. The form, type and level of environmental uncertainty.

Referring to the 3 elements above, the organization can examine 4 types of approaches that can be used to support change(Arifin, 2017)that is :
1. Approach based on the participation of organizational members in change. used when the change is intended to maintain and maintain the current performance of the organization in adapting to its environment as well as evaluating alternatives to deal with changes that will occur.
2. Charismatic transformation. Usually applied to changes that are radical and must be implemented as quickly as possible and supported by the organizational culture.
3. Forced change. Usually used when changes are needed not in matters of a principal nature and usually apply for a long period of time, and there is no support from the organizational culture.
4. dictatorial transformation. This approach is appropriate to use to create changes in the organization in crisis conditions, restructuring is needed even though it sometimes clashes with the organizational culture that has been accepted and agreed in advance.

Some positive things with organizational transformation (Mauludin et al., 2021)is :
1. Organizations/Companies can compete mainly in the 5 forces mentioned by Porter, namely: pcompetitors in industry, consumers, potential competitors, substitutes, and suppliers.
2. The company's business can run more effectively and efficiently, according to Wahyu Mujarudin in his journal, changes in the roles and functions of human resources can run effectively and efficiently, which requires organizational transformation.
3. The creation of a more conducive organizational environment so that employees can be more productive, because the transformation of the organization itself will change the old culture into a new culture that makes the company environment supportive for more productive employees, according to Brown (1998:227) about a strong culture, first a culture that is Strong will align the goals of the members of the organization, secondly create motivation among members of the organization, a feeling of comfort when working in the company increases their commitment and loyalty.

Transformational Leadership in Organizational Transformation
In the midst of complex and sudden changes in the environment and full of uncertainty, organizational transformation is absolutely necessary so that organizations can survive and thrive in the midst of global competition. Change requires competent leaders to manage change

as well as subordinates who are able to carry out change strategies, both of which need to be empowered to be able to complete their tasks well, especially in business where all are focused on how to change structure and behavior to develop into a new company driven by innovation. . Many organizations carry out business transformation with great enthusiasm, but most do not fully understand the underlying concept of change and therefore the success rate is still low. And the biggest challenge is how to get a leader who is able to be the motor of this transformation. Effective leadership is absolutely necessary in carrying out organizational transformation, because every change requires a participatory leadership style that treats subordinates as partners, subordinates will feel cared for and appreciated and trusted to participate in problem solving and decision making so as to stimulate the growth of innovation and creativity which ultimately will improve the performance of the subordinates.

It is very necessary to know how the relationship between leaders and organizational transformation and why leadership plays an important role as the spearhead of transformation, leaders and change are two things that cannot be separated, meaning that leaders are always required to be able to carry out maneuvers for organizational development through various steps. changes in the organization with new ideas and proper planning to make improvements and changes. To do this, a leader must be able to read and study the context of the institution and the situation in the institution he leads

Then the question arises again why organizations must transform? every time the organizational environment continues to change, both planned and incidental changes. Because organizations must always be ready to transform, both small and large changes will certainly have an impact on the organization. Organizational transformation is the task of all members of the organization, but the leader is responsible for any change and prepares himself and the institution for the changes that will occur.(Rahmasari, 2019). Leaders are required to have intelligence to see the future. The ability to coordinate, organize, and supervise the transformation process that is being implemented is absolutely needed from change leaders, although effective leadership is highly dependent on complex interaction patterns between leaders, followers, and situations. In general, an effective leader will carry out 2 basic roles, namely charismatic roles and instrumental roles. Charismatic role / charismatic role relates to how a leader must have the power to envisioning, empowering and energizing to motivate their followers, and an effective leader must also fulfill an instrumental role as a planner, controller (supervisor) of the organization and behave in respect of each role of organizational members in contributing. them for change. From the charismatic role, an important part of the leadership role is to determine where an organization is going and to build commitment so that the goals set can be implemented and succeeded. There is no effective leadership without a clear vision(Shalahuddin, 2016).

Leadership can not be separated from the sharing of influence both internally and externally. External influences on leadership come from followers, namely members of the organization who are agents of change themselves. Transformational leadership has the ability to communicate what the followers want effectively because a leader in the leadership process has skills that are quite reliable in terms of:

1. Ability to manage yourself (self management).
2. Ability to manage cognitive complexity (managing cognitive complexity),
3. Ability to manage cultural relativity,
4. master the law,
5. Having and mastering team building skills, impression management, trust management, and generativity,
6. Knowledge of relevant or related tasks.

From the discussion above, it can be said that organizational transformation cannot be separated from the big role of transformational leaders as the spearhead who moves quickly and surely to anticipate any changes in the organizational environment that are increasingly

fast and unpredictable. Leaders must be flexible in understanding all the potential possessed by individuals and the various problems faced by these individuals to achieve the best performance of the organization.

In carrying out fundamental changes in every aspect of the organization requires careful preparation and systematic steps so that the transformation carried out can run well. A leader as the spearhead of the organization must have strong power and influence that is able to motivate all members of the organization to support organizational transformation. Kotter conveyed 8 steps of Organizational Change / Transformation known as Kotter's 8 Steps Changes Model which has been widely applied by large and successful organizations in carrying out transformations to face internal and external obstacles and challenges of the organization where transformational leaders are required, namely:

1. Incease UrgencySotrang leaders must be able to instill a sense of the importance of changes made so that all members of the organization are motivated to immediately implement the planned changes. Leaders must find clear assumptions/reasons for what they should do. There must be a sense of 'very urgent need' that not only the leader but the subordinates can see as well.

2. Build The Guiding team,the leader manages the formation of a work team that will direct the process of change (change agents) who have appropriate and adequate capabilities and credibility both in terms of team members and implementation techniques. For this reason, leaders must communicate regularly with these agents in order to establish the goals of change, support each other and minimize frustration that may arise.

3. Get The Right Vision,leadermust be able to translate the vision correctly into a strategy that is challenging to implement. With a clear vision, every member of the organization will want to follow the direction of the changes that are being carried out, so that the changes will not stop in the middle of the road. With the right strategy, everyone will be able to see a clear direction regarding the stages that will be carried out in the form of implementation in the operational routine of the organization.

4. Communicating for Buy In, the leader communicates the vision and strategy clearly so that there is a common and clear understanding that can be accepted by all levels, and the important thing is that the vision is simple, uncomplicated and provides real examples (role models) and is easy to implement. Good communication can be done by: content (metaphor, analogy, simplicity, stories, etc) & context (repetition, multiple forums, role models, events, etc) and other communication channels that are easy to understand and understand.

5. Empower Action,Leaders can overcome obstacles effectively that arise and can enrich experience in managing change so as to increase self-confidence. In addition, support in the form of adequate work equipment (resources) must also be considered so that everyone can act to achieve the vision. Leaders also play a role in providing encouragement so that the team is able to get out of the standard mindset and can take breakthrough steps that have never been done before.

6. Create Short Term Win, leaders motivate to createsmall/short-term wins. Because the results of change in general cannot be achieved in a short time, it is necessary to celebrate small (short term wins) in the form of giving awards so that the enthusiasm of these change agents can be maintained so as not to dim. Leaders must continue to strive to keep team spirit alive because the process of change requires strong physical & mental stamina in the long term.

7. Don't Let Up,leaders must ensure that the transformation process does not stop in the middle of the road, the change process must continue until the vision is realized. Leaders must continue to strive to increase their sense of urgency so that the flame of change does not dim halfway. Leaders must always show that this process of change will continue until the vision is set. If necessary, the leader can make changes to the system, structure, policies,

procedures and organizational culture so that it is in accordance with the desired conditions.

8. Make change stick.Leaders must be able to ensure that change is used as an organizational culture so that change really takes root to the lowest organizational structure. Kotter warned, if one of the stages is passed, then organizational transformation will only result in an "illusion of speed" (virtual speed) which will only result in imperfect changes.(Ritonga et al., 2019)

From the organizational transformation steps proposed by Kotler above, it can be seen that the leader plays an important role in every stage of the process and the eight steps can only be done using the concept of organizational transformation proposed by Gouillert and Kelly (1995) where there are four approaches or approaches. known as 4R (Reframing, Restructure, Revitalization and Renewal)(Soetjitro, 2011):

1. reframing, is an approach taken by shifting the concept of an organization or company. This reframing will open a new pattern of how the company's goals can be achieved. There are 3 elements in reframing: (1) achieving mobilization, (2) creating a vision and (3) building a measurement system.
2. restructuring, related to the form or structure of the company, restructuring means changing the company structure to be more ideal to face the challenges that exist so that the company can run well.
3. revitalization is an effort to encourage company growth by involving and linking all elements of the company with its environment.
4. renewal is an approach to company or organizational renewal related to the HR element because with the support of HR leaders can carry out or accelerate the transformation of the organization. Renewal System can be done by:3 ways, namely (1) Creating a reward structure (Create a reward structure), (2) Designing individual learning (build individual learning) and (3) Organizational development.

4. CONCLUSION

Organizational transformation is an absolute and non-negotiable thing if the organization wants to maintain its existence and adapt to a changing environment that is complex, fast and full of uncertainty. If organizations do not do this, it is certain that they will not be able to survive and compete in the global business arena and will be immersed in the inevitable environmental changes. Competition in the 4.0 era is based on a technological war that demands a big role for a leader to synergize with these changes, transformational leadership is seen as the most appropriate leadership style for these conditions, leaders who are passionate and challenged to face any environmental changes and are ready for a transformation. Transformational leadership plays an important role in the success or failure of the transformation carried out in the organization. With three main behaviors that form the character of leadership, namely creativity, energetic and philosophical insight. Which can generate enthusiasm in the transformational leader, so that he is always dynamic and adaptive to the changing organizational environment.

REFERENCES

[1] Ali, Z., Abu Bakar, A., Jaafar, M. N., Kunci, K., Gaya, :, Transformasi, K., Organisasi, K., & Islam, G. P. (2016). Pengaruh Gaya Kepemimpinan Transformasi Guru Besar Terhadap Komitmen Guru Pendidikan Islam. *Journal of Global Business and Social Entrepreneurship (GBSE)*, *2*(4).

[2] Aprilita. (2012). *Dimensi-Dimensi Gaya Kepemimpinan Bass dan Avolio Menurut Persepsi Karyawan dalam Membangun Gaya Kepemimpinan yang Efektif (Studi Pada Bank BRI*. http://eprints.undip.ac.id/36152/

[3] Arifin, M. (2017). Strategi Manajemen perubahan dalam meningkatkan disiplin di

perguruan tinggi. *Jurnal. Umsu.Ac.Id*, *3*(1). http://jurnal.umsu.ac.id/index.php/edutech/article/view/990

[4]   Bustani, B., Khaddafi, M. ., & Nur Ilham, R. (2022). Regional Financial Management System of Regency/City Regional Original Income In Aceh Province Period Year 2016-2020. *International Journal of Educational Review, Law And Social Sciences (IJERLAS)*, *2*(3), 459–468. https://doi.org/10.54443/ijerlas.v2i3.277.

[5]   Falahuddin, F., Fuadi, . F., Munandar, M., Juanda, R. ., & Nur Ilham, R. . (2022). Increasing Business Supporting Capacity In Msmes Business Group Tempe Bungong Nanggroe Kerupuk In Syamtalira Aron District, Utara Aceh Regency. *Irpitage Journal*, *2*(2), 65–68. https://doi.org/10.54443/irpitage.v2i2.313.

[6]   Geovani, I. ., Nurkhotijah, S. ., Kurniawan, H. ., Milanie, F., & Nur Ilham, R. . (2021). Juridical Analysis of Victims of The Economic Exploitation of Children Under The Age to Realize Legal Protection From Human Rights Aspects: Research Study At The Office of Social and Community Empowerment In Batam City. *International Journal of Educational Review, Law And Social Sciences (IJERLAS)*, *1*(1), 45–52. https://doi.org/10.54443/ijerlas.v1i1.10.

[7]   Ilham, Rico Nur. *et all* (2019). Comparative of the Supply Chain and Block Chains to Increase the Country Revenues via Virtual Tax Transactions and Replacing Future of Money. International Journal of Suplly Management.Volume 8 No.5 August 2019.

[8]   _____. *et all* (2019). Investigation of the Bitcoin Effects on the Country Revenues via Virtual Tax Transactions for Purchasing Management. International Journal of Suplly Management.Volume 8 No.6 December 2019.

[9]   Kartono, K. (2009). *Pemimpin dan kepemimpinan : Apakah kepemimpinan abnormal itu?* 382. https://www.rajagrafindo.co.id/produk/pemimpin-dan-kepemimpinan-apakah-pimpinan-abnormal-itu/

[10]   Komariah, & , Aan; Triatna, C. (2008). *Visionary Leadership Menuju Sekolah Efektif*.

[11]   Lasta Irawan, A. ., Briggs, D. ., Muhammad Azami, T. ., & Nurfaliza, N. (2021). The Effect of Position Promotion on Employee Satisfaction With Compensation As Intervening Variables: (Case Study on Harvesting Employees of PT. Karya Hevea Indonesia). International Journal of Social Science, Educational, Economics, Agriculture Research, and Technology (IJSET), 1(1), 11–20. https://doi.org/10.54443/ijset.v1i1.2.

[12]   Likdanawati, likdanawati, Yanita, Y., Hamdiah, H., Nur Ilham, R., & Sinta, I. (2022). Effect of Organizational Commitment, Work Motivation And Leadership Style on Employee Performance of Pt. Aceh Distribus Indo Raya. International Journal of Social Science, Educational, Economics, Agriculture Research, and Technology (IJSET), 1(8), 377–382. https://doi.org/10.54443/ijset.v1i8.41.

[13]   Majied Sumatrani Saragih, M. ., Hikmah Saragih, U. ., & Nur Ilham, R. . (2021). Relationship Between Motivation And Extrinsic Motivation to Icreasing Entrepreneurship Implementation From Spp Al-Falah Group At Blok 10 Village Dolok Masihul. *Morfai Journal*, *1*(1), 1–12. https://doi.org/10.54443/morfai.v1i1.11.

[14]   Maisyura, M., Bisnis, H. H.-N. J. I. A., & 2022, undefined. (n.d.). ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) DAN PERUBAHAN ORGANSASI AKIBAT PANDEMI COVID-19. *Ojs.Unimal.Ac.Id*. Retrieved October 19, 2022, from https://www.ojs.unimal.ac.id/na/article/view/6652

[15]   Mauludin, H., Nursasi, E., Noviana, S., Malangkucecwara Jl Terusan Candi Kalasan, S., Lowokwaru, K., Malang, K., Timur, J., & Artikel, I. (2021). Efektifitas Implementasi Transformasi Organisasi pada Kinerja Organisasi. *Jraam.Polinema.Ac.Id*. https://doi.org/10.33795/jraam.v5i3.006

[16]   Nur Ilham, R. ., Arliansyah, A., Juanda, R., Multazam, M. ., & Saifanur, A. . (2021). Relathionsip Between Money Velocity and Inflation To Increasing Stock Investment Return: Effective Strategic By Jakarta Automated Trading System Next Generation (Jats-Ng) Platform. *International Journal of Economic, Business, Accounting, Agriculture*

Management and Sharia Administration (IJEBAS), *1*(1), 87–92. https://doi.org/10.54443/ijebas.v1i1.27.

[17] _____., Heikal, M. ., Khaddafi, M. ., F, F., Ichsan, I., F, F., Abbas, D. ., Fauzul Hakim Hasibuan, A. ., Munandar, M., & Chalirafi, C. (2021). Survey of Leading Commodities of Aceh Province As Academic Effort to Join and Build The Country. *Irpitage Journal*, *1*(1), 13–18. https://doi.org/10.54443/irpitage.v1i1.19.

[18] _____., Likdanawati, L., Hamdiah, H., Adnan, A., & Sinta, I. . (2022). Community Service Activities "Socialization Avoid Study Investment" to The Student Bond of Serdang Bedagai. *Irpitage Journal*, *2*(2), 61–64. https://doi.org/10.54443/irpitage.v2i2.312.

[19] Rahmaniar, R., Subhan, S., Saharuddin, S., Nur Ilham, R. ., & Anwar, K. . (2022). The Influence of Entrepreneurship Aspects on The Success of The Chips Industry In Matang Glumpang Dua and Panton Labu. International Journal of Social Science, Educational, Economics, Agriculture Research, and Technology (IJSET), 1(7), 337–348. https://doi.org/10.54443/ijset.v1i7.36.

[20] Rahmasari, O. A. (2019). Sifat Kepemimpinan dalam Bisnis Islam. *Jurnal Manajemen Dan Bisnis Indonesiaan*, *5*(1), 32–42. http://jurnal.unmuhjember.ac.id/index.php/JMBI/article/view/2581/2050

[21] Ritonga, I., Manurung, S., & Tan, H. (2019). *Menciptakan Transformasi Organisasi Melalui Kepemimpinan dan Organisasi Belajar*. https://books.google.com/books?hl=en&lr=&id=CjnJDwAAQBAJ&oi=fnd&pg=PA18&dq=transformasi+organisasi&ots=Ad0PvXYkFh&sig=kEbL6M6Pc-w17CXJlAulJuANivE.

[22] Sandi, H. ., Afni Yunita, N. ., Heikal, M. ., Nur Ilham, R. ., & Sinta, I. . (2021). Relationship Between Budget Participation, Job Characteristics, Emotional Intelligence and Work Motivation As Mediator Variables to Strengthening User Power Performance: An Emperical Evidence From Indonesia Government. *Morfai Journal*, *1*(1), 36–48. https://doi.org/10.54443/morfai.v1i1.14.

[23] Shalahuddin. (2016). Karakteristik Kepemimpinan Dalam. *Media Neliti*, *1*(2), 171–188.

[24] Sinta, I. ., Nur Ilham, R., Kumala Sari, D. ., M, M., Khaidir, K., & Ekamaida, E. (2021). Training The Processing of Tomato Sauce For A Home-Based Business The Scale of SMES. *Irpitage Journal*, *1*(1), 26–28. https://doi.org/10.54443/irpitage.v1i1.24.

[25] Sinurat, M. ., Heikal, M. ., Simanjuntak, A. ., Siahaan, R. ., & Nur Ilham, R. . (2021). Product Quality On Consumer Purchase Interest With Customer Satisfaction As A Variable Intervening In Black Online Store High Click Market: Case Study on Customers of the Tebing Tinggi Black Market Online Store. *Morfai Journal*, *1*(1), 13–21. https://doi.org/10.54443/morfai.v1i1.12.

[26] Siswatiningsih, I., … K. R.-J. B. dan, & 2016, undefined. (n.d.). Pengaruh Kepemimpinan Transformasional Dan Transaksional Terhadap Budaya Organisasi, Motivasi Kerja, Komitmen Oganisasional Dan Kinerja Karyawan (Studi. *Jurnal.Unmer.Ac.Id*. Retrieved October 19, 2022, from https://www.jurnal.unmer.ac.id/index.php/jbm/article/view/413

[27] Soetjitro, P. (2011). TRANSFORMASI ORGANISASI MENGGUNAKAN PENDEKATAN 4R. *Value Added : Majalah Ekonomi Dan Bisnis*, *8*(1). https://doi.org/10.26714/VAMEB.V8I1.724

[28] Subarino, D. (2011). *KEPEMIMPINAN INTEGRATIF: SEBUAH KAJIAN TEORI*.

[29] Terry, G. (2021). *Dasar-Dasar Manajemen Edisi Revisi*. https://www.google.com/books?hl=en&lr=&id=-6UmEAAAQBAJ&oi=fnd&pg=PA1&dq=kepemimpinan+menurut+george+r.+terry&ots=axyCoR2iL3&sig=VvzoOzR-A7Ao3O1R5vtOeh3Q4Vc

[30] Widyastuti, A. (2019). *Kepemimpinan*. https://osf.io/tzu5p/download.

[31] Yusuf Iis, E., Wahyuddin, W., Thoyib, A., Nur Ilham, R., & Sinta, I. (2022). The Effect of Career Development And Work Environment On Employee Performance With Work

Motivation As Intervening Variable At The Office Of Agriculture And Livestock In Aceh. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAS)*, *2*(2), 227–236. https://doi.org/10.54443/ijebas.v2i2.191.

[32] Zainal, V., Ramly, H., Mutis, T., & Arafah, W. (2019). *Manajemen sumber daya manusia untuk perusahaan dari teori ke praktik.* http://202.70.136.141:8080/handle/123456789/62710.