

THE INFLUENCE OF WOMEN'S TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PRODUCTIVITY IN NON-PROFIT ORGANIZATIONS

Yogi Yunanto¹, Endang Triwidyati²

Universitas Kadiri

E-mail : yogiyunanto@unik-kediri.ac.id, endang_triwidyati@unik-kediri.ac.id

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ABSTRACT

The role of women in public sector jobs is now a universal phenomenon. Based on the multiple linear regression F test, it can be seen that the female transformational leadership style variables together have a significant influence on the work productivity of employees of non-profit organizations with an F_{count} value of $17.896 > F_{table}$ which is 2.49. This means that the high and low work productivity of employees of non-profit organizations is determined by whether or not the female transformational leadership variable is good. And based on the t test, it is known that only the charisma variable of female transformational leadership partially has a significant dominant influence on the work productivity of employees of non-profit organizations with a calculated t value of $3.265 > t_{table}$ of 2.03. So it can be concluded that the first hypothesis of this study is proven true while the second hypothesis is not proven true.

Keywords: female transformational leadership, employee work productivity, motivation

INTRODUCTION

It is known that every organization, whether engaged in business or non-business, utilizes limited resources to obtain results in accordance with the plan (Almutairi, 2015). The worker factor as human resources is the most important factor among the factors in the organization because human resources plan, implement, and control every organizational activity to achieve goals. In order for organizational goals to be achieved, good quality human resources are needed (Hentschel et al., 2018). This quality is very important for the organization and is a very common need for every organization (Faupel & Süß, 2019). One of the parameters that can be used to assess the quality of human resources is work productivity (Campbell, 2018). Work productivity is a very important parameter in every country, including Indonesia (Ariyabuddhiphongs & Kahn, 2017). But in reality, the work productivity of

employees in Indonesia is relatively low when compared to some neighboring countries according to (Zhang et al., 2015).

As it is known that every organization, whether engaged in business or non-business, uses limited resources to obtain results in accordance with the plan (Pradhan & Pradhan, 2015). The worker factor as human resources is the most important factor among the factors in the organization because human resources plan, implement and control every organizational activity to achieve goals (Nasra & Heilbrunn, 2016). In order for organizational goals to be achieved, quality human resources are needed (Freeborough, 2015). This quality is very important for the organization and is a very common requirement for each of these organizations (Patiar & Wang, 2016). One of the parameters that can be used to assess the quality of human resources is work productivity. Work productivity is a very important parameter in every

country, including Indonesia (Yang et al., 2020). But in reality, employee productivity in Indonesia is relatively low when compared to some neighboring countries according to (Sungu et al., 2019).

There are many variables that affect low employee productivity, namely: motivation, education and skills obtained from job training, work discipline, work environment and climate, attitudes and work ethics related to leadership, technology, social security and opportunities to achieve efficiency according to (Chammas & Hernandez, 2019). Employee work productivity can increase if the factors that influence it as early as possible are carefully considered by the management of the organization (Islam et al., 2021). One important factor that must be considered by the organization in an effort to increase employee work productivity more effectively is leadership activity in providing encouragement or motivation of the workforce concerned (Asrar-ul-Haq & Kuchinke, 2016). Because in the elements of motivation that is tangible at the level of wages, safety, and job security, social needs, work environment, appreciation and self-actualization is expected to encourage the workforce to be more qualified in working so as to increase work productivity, especially benefiting both parties, namely the organization and the workers themselves (Eliyana et al., 2019).

In improving work productivity, the problem often faced by organizational leaders is how to find the best way to be taken in order to move and improve the work productivity of their employees consciously and responsibly carry out their duties as well as possible, because each employee has different needs and desires so that leaders must understand and understand the needs and desires of their members (Buil et al., 2019). If the needs and desires of employees have been fulfilled, then they will carry out their work properly and will be more enthusiastic in working so that employees have the ability to carry

out the assigned tasks, the ability to work together and obey the rules of the organization (Nguyen et al., 2017). This leadership factor includes three main indicators that need to be built for the success or failure of an organization, namely the vision, mission and values set by the leadership. In other words, an organization should be formed or established with a clear vision, a measurable mission, and values that every member can understand (Alrowwad et al., 2020). Thus, we also often hear and find an organization leader who is visionary, because he is considered capable of directing and bringing his organization far into the future (Jinyun Duan1, Chenwei Li, 2016).

To direct and take the organization far into the future and empower its human resources to achieve high productivity, visionary leadership is needed. Visionary leadership, which is transformational leadership, is an alternative that can support organizations to achieve success (Sun & Henderson, 2017). With transformational leadership, the leader creates a vision and environment that motivates subordinates to excel and is always involved in every organizational decision-making (Nekhili et al., 2018). As a result, followers are inspired to go above and beyond what is asked of them and feel trust, adoration, loyalty, and respect for their superiors. (Chen et al., 2018).

From the above description of leadership, many attribute The biological characteristics of the leader, specifically based on gender variations between men and women, are what determine an individual's capacity to lead. As a result, the concept of gender inequality (between men and women) emerges, which puts women in adverse situations despite the fact that they make up a significant portion of the human resource pool, even around the world they outnumber men (Choi et al., 2016). Women who act as leaders in life are very interesting because this is a struggle carried out by someone inseparable from

the leadership abilities they have in the organization. It is said to be interesting, because in the community life has been embedded the value that in the long history of human life that holds the role as a leader in this life is a man, while women are already quite preoccupied with the work of taking care of the welfare of their families. Or that women are not suitable to work in the public sector and are better suited to the domestic sector. These assumptions are at the heart of cultural feminism (Wang et al., 2016).

In addition, although they are no less capable and leadership than men, it turns out that there are still only a few women who are trusted to be the number one person in the sense of being a leader (Singgih et al., 2020). In the business arena, it is a fact that with a high level of education and experience, more and more women are achieving good positions in companies. However, only a handful of them are able to reach the top position. In fact, the number of female CEOs in public companies on the SWA 100 list in 2008 was only around 2%. This phenomenon is not unique to Indonesia, but to the rest of the world. In the US, the situation is even worse. Of the 500 companies categorized as Fortune 500, there are only 7 female CEOs, or about 1%. (SWA 07/XXV/2-15 April 2009 pages 29-31). From SWA's interviews with female CEOs of major companies in the country, it was revealed that almost all of the weaknesses of women come from the women themselves (Manzoor et al., 2019).

The average Indonesian woman, according to them, lacks confidence and dignity. For example, even though a woman's educational background and abilities are very favorable, once offered a challenging position many of them shirk by stating that the opportunity is more suitable for men (Eliyana et al., 2019). Another weakness is related to the nature of women who enjoy human relationships, both through verbal communication and socializing. The problem is that the social environment is

not always good and constructive. The lack of women in leadership positions has become commonplace. One example, according to Alice H. Eagly and Linda L. Carli in an article published by Harvard Business Review titled *Women and the Labyrinth of Leadership* revealed, there are several factors behind why the number of female CEOs is very minimal (Manzoor et al., 2019). First, women are considered emotional and erratic. Second, there is an impression of discrimination because men are treated more preferentially with the benefit of higher wages and faster promotions. Third, there is resistance to female leadership. This is due to the long history of male dominance in leadership. Fourth, the issue of women's leadership style. Because they usually have softer voices, women are considered to be difficult to transform when they become leaders. Fifth, there is a paradigm that women cannot penetrate the top positions, prioritizing family life, etc. (SWA 07/XXV/2 - April 15, 2009 page 31) (Nekhili et al., 2018).

Meanwhile, according to Betti S. Alisjahbana, former CEO of I BM Indonesia, revealed that there are three things that hinder women from becoming CEOs, namely: First, from the family environment which assumes that women should not have a high level career (Buil et al., 2019). Second, the office environment, which is supposed to be professional and sterile from gender issues, still considers women's level to be below that of men. Third, it arises from the internal view of the woman herself who feels that she is not equal to the men in the office (Alrowwad et al., 2020). Meanwhile, University of Indonesia management expert Budi W. Sucipto assessed that the lack of women as CEOs is due to the fact that the male ego still dominates. This means that the assumption of leaders is generally male. According to Budi, there are still many obstacles for women to reach the highest position in the company because men consider women out of group as well as women's limited time because they still

have to take care of their children and husbands. And in order to become the number one woman in the company, he advised women to have five good views: intellectual quotient, emotional quotient, spiritual quotient, social quotient and leadership quotient (Jinyun Duan¹, Chenwei Li, 2016).

However, from all the descriptions that the author has presented above about the various barriers for women to become leaders, it turns out that despite their meek attitude, some women have proven to be successful leaders, which in turn affects the work productivity of their subordinates (Choi et al., 2016). This is evident on the business stage. For example, Agina Siti Fatimah who served as Managing Director of Infomedia Nusantara, the shocking Karen Agustawan who was named Managing Director of Pertamina on February 5, 2009. And no less horrendous was Sri Mulyani who served as Minister of Finance. They are examples of women who have succeeded in achieving key positions as leaders with hard work, competence and the uniqueness inherent in them as women (SWA 07/XXV/2-15 April 2009 page 35). From the example above, women who have successfully reached the top position as leaders eventually aroused the attention of several experts to find out the leadership style of the women themselves. There is a reason to believe that differences in leadership styles between men and women can affect employees' perceptions of the work itself which in turn can also affect their work productivity (Nguyen et al., 2017). Also argue that success is partly due to the fact that some women is determined by their abilityability to solve problems and their ability to think analytically. and the ability to think analytically. In addition, women's success is also influenced by their ability to communicate and value professional relationships. In general, women are more socially oriented, equal, quality-based, self-caring and nurturing than men. Women, as leaders, are more likely to exercise democratic and

transformational leadership than male leaders (Eliyana et al., 2019).

Eliyana et al., (2019) in their book entitled *Megatrend* say that the emergence of many women leaders is a *Megatrend for Woman*, namely that women are currently entering a phase of freedom that must be interpreted as a rise in consciousness, the birth of new pioneers. Therefore, women now demand to have a freer vehicle for generating "power" and have to abandon their stereotypical nature as "seducers" which has been their trade mark everywhere (Buil et al., 2019). It is also evident that more and more women executives are reaching the pinnacle of success and even becoming controllers of companies today (Nguyen et al., 2017). *Megatrend 2000* also states that by the end of the 20th century there will be some very interesting advances in developing countries. One of the advances is the rise of the women's movement which is able to create a massive space for the socialization of empowerment programs and gender awareness (Alrowwad et al., 2020). The focus of attention in this study is directed at the pattern of female transformational leadership which is an element of visionary leadership applied in library organizations. When it comes to library users, employee productivity is very important and must be considered. Because high work productivity in an employee will lead to customer satisfaction (users). This is because the demands of the globalization era require information organizations such as libraries to always improve the work productivity of their employees through various policies taken by leaders (Manzoor et al., 2019).

LITERATURE REVIEW

Transformational Leadership Concept

Transformational leadership is a breakthrough concept that has successfully revived the passion for leadership studies that had almost died during this decade (Freeborough, 2015). Transformational leadership is also the most popular leadership pattern because

it relates to the figure of a visionary leader and understands the demands of change in the era of globalization (Zuraik & Kelly, 2019). In transformational leadership, a leader must have the foresight and insight to face various challenges of change in the organization's internal and external environments in order to develop a successful leader (Nasra & Heilbrunn, 2016).

In addition, the transformational leadership model is a relatively new model in leadership studies. According to Yukl et al., (2002), the initial concept of transformational leadership was formulated by Yang et al., (2020) from descriptive research on political leaders. James McGregor Burns is one of the initiators who explicitly defined transformational leadership. Burns stated that the transformational leadership model essentially emphasizes that a leader needs to motivate his subordinates to perform their responsibilities more than they expect. Burns also defines transformational leadership as a process to achieve collective goals, through the unification of mutually beneficial motives of leaders and subordinates in order to achieve the desired changes. In line with Burns according to (Tuytens et al., 2019) transformational leadership is leadership where a leader is distinguished in his or her special ability to bring innovation and change. Transformational leaders must be able to define, communicate and articulate the vision of the organization and subordinates must accept and recognize the credibility of their leaders (Boehm et al., 2015).

The essence of transformational leadership is sharing of power that involves subordinates together to make changes and facilitate individual development to realize their potential (Ariyabuddhiphongs & Kahn, 2017). By applying the sharing of power, transformational leaders will be able to empower subordinates.

Subordinates are given greater authority and responsibility in decision making and leaders will encourage the initiative and creativity of subordinates so that in turn it will be a trigger for the development of professionalism. To trigger the development of professionalism requires communication, mutual information and knowledge between leaders and subordinates so that subordinates can understand their duties properly and can make a real contribution to the achievement of organizational achievement. In addition, the success of transformational leadership in achieving organizational goals must be supported by the personal characteristics of a leader. Some personal characteristics that support the success of transformational leadership according to (Turnidge & Côté, 2016) are:

- a) Emotional coping, is the degree of an individual who has a tendency not to be sensitive to the reproaches of others and not to worry excessively about a failure. With emotional coping individuals can maintain trust, and have tolerance in stressful situations. Emotional coping requires the ability to resolve basic conflicts in individuals. In this case the transformational leader identifies himself as a change agent.
- b) Behavioral coping, with these characteristics individuals will think and behave effectively. Here perseverance, flexibility, and adaptiveness are required. Transformational leaders with these characteristics are brave and resilient.
- c) Abstract orientation, individuals are able to critically assess and evaluate ideas. They are insightful and able to break down problems into their core elements.
- d) Risk taking, individuals assume risks without guaranteeing a known outcome. They have a willingness to change and are calm in the face

of adversity so they are more persuasive, have a strong and effective influence.

- e) Innovation, transformational leaders are lifelong learners. They always want to try something new and different and more creative. This kind of leader shows his cleverness and resourcefulness.
- f) Use of humor, with this characteristic leaders use humor to develop pleasant relationships and eliminate tense situations. A study identified that a sense of humor has a positive relationship with leadership.
- g) Experience, An advantage of experience is that experience provides an opportunity for individuals to identify and select a suitable leadership approach and increase leadership effectiveness. Seltzer and Bass (1990) state that transformational leadership uses more legitimate power, namely leadership based on trust, appreciation and recognition of competence.

Dimensions of Transformational Leadership

Ariyabuddhiphongs & Kahn, (2017) suggests that transformational leadership has four elements, which he refers to as "the Four I's" in their book "Improving Organizational Effectiveness through Transformational Leadership". Idealized influence is the first dimension. This first dimension is defined as the leader's actions that simultaneously inspire his followers' admiration, respect, and trust. Inspirational motivation is the second dimension. This dimension defines transformational leaders as those who can communicate high expectations for subordinate accomplishment, show their dedication to all company goals, and inspire a sense of unity within the workplace via increasing fervor and optimism. Intellectual stimulation is the name given to the third dimension. A

transformational leader must be able to promote fresh thinking and come up with inventive answers to issues that they attentively to subordinates' inputs and is particularly attentive to subordinates' needs to advance one's career. Despite the fact that there hasn't been much study on this transformational model, a number of research professionals believe the four aspects stated by (Buil et al., 2019).

According to Yukl et al., (2013), The three primary elements of the Bernard M. Bass's original formulation of transformational leadership dimensions are charisma, intellectual stimulation, and individual-focused attention. The technique through which a leader persuades followers by arousing strong feelings and connection with the leader is known as charisma. In the process of intellectual stimulation, a leader's main responsibility is to increase followers' awareness of the difficulties in their immediate environment and persuade them to view these problems from a different angle. Individualized care, includes offering assistance, inspiration, and the sharing of self-development stories with followers. As a result, the transformational leadership theory describes a situation in which leaders inspire their subordinates by (Judge & Piccol, 2004):

- a) Emphasize the value of work achievements to them.
- b) Encourage them to put the interests of the group (team) or organization ahead of their own.
- c) Activate their higher-level demands.

According to Buil et al., (2019) included the charisma dimension as one form of transformational leader behavior. Meanwhile, Campbell, (2018), asserts that one aspect of charismatic leadership is inspired leadership. This is due to the inspiring leader's ability to emotionally stir, invigorate, and even glorify followers and their efforts through charismatic leadership. In addition, charisma, a component of transformational

leadership, is used to define the strength of leaders, according to Hentschel et al. (2018). Building a clearer conceptualization of transformational leadership is required in light of the differing viewpoints on the subject. To measure the characteristics of transformational leader behavior, it is necessary to combine or at least assemble the questionnaire items. According to (Chen et al., 2018), the characteristics of transformative leadership are as follows:

- a) **Personality (Attributed Personality)**
Traditionally, charisma has been thought to be innate in people. For their team members, transformational leaders provide an example and serve as a good role model for conduct, attitude, and dedication. This trait is exhibited by leaders who care deeply about the needs of their followers, share the risks together, do not abuse their position of authority for personal gain, act to put the interests of others ahead of their own, exhibit their expertise, offer a clear vision and sense of mission, and inspire a sense of pride in their followers. Because of this impact, followers will respect, admire, and trust their superiors, leading them to desire to follow their example. This is particularly advantageous in
- b) **Idealized Power**
The leader motivates followers by highlighting the significance of principles, dedication, and beliefs and demonstrates the willpower to accomplish goals by taking the moral and ethical ramifications of his actions into account. The leader exhibits faith in his principles, convictions, and values.
- c) **Motivating Inspiration**
By communicating a compelling vision, focusing on the efforts of their subordinates, and modeling appropriate behavior such as giving subordinates the chance to participate, evoking group spirit, enthusiasm, and optimism,

transformational leaders motivate and inspire their subordinates to the task. As a result, expectations become important, valuable, and need to be realized through high commitment.

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With the aforementioned characteristics of transformational leadership style, a novel method of leadership style observation offers a fresh contribution to the academic community.

Concept of Women's Leadership

Women actually have their own potential and abilities in terms of leadership that are not inferior to men (Buil et al., 2019). Women's leadership has also taken place in many countries both at home and abroad. For example, the Queen of England, Prime Minister Margaret Thatcher of the United Kingdom, President Cora zon Aquino of the Philippines, Bhenazir Hutto of Pakistan, and Aung S an S uu Kyi of Myanmar. While in Indonesia itself

there is Cut Nyak Dien from Aceh, Mooryati Soedibyo (Martha Tilaar) and of course in the period 1999-2004 led by a woman president, Megawati Soekarno Putri. All of them are women leaders who have shown achievements in their fields (Yunanto, Suhariadi, Yulianti, et al., 2021).

Women as a gentle, understanding, wise and diligent person in leadership are people who have the authority to command others who in their work to achieve organizational goals require the help of others. So that as a leader he has a role and always intervenes in all matters relating to the needs of his group members (Anoraga, 1992: 1). Another case with Anoraga according to (Chen et al., 2018) a woman leader is a woman who has special power and is the driving force of an organization. Besides power, women also have strength where strength does not always have to start big. This axiom (something that has been accepted to be true for sure) is reinforced by Buil et al., (2019) with his statement on women leaders that:

Just as the water in the tub will not be filled up directly, but first it must be filled up little by little, meaning that women are required to share information with other women, no matter how small it is, because the frequent sharing of information about the vision and goals of the organization is the same as the act of "empowering people" which in the end will be a huge source of strength for women's leadership (Nguyen et al., 2017). Meanwhile, according to (Yunanto, Suhariadi, Yulianti, et al., 2021), women in leadership Women typically exhibit greater democracy or participation than males. Women also often encourage participation, various information and power, deepen the multi-supervision model of reciprocity, develop a reward system based on groups, easy to work with, and try to increase employee empowerment at all levels. They lead through an embracing spirit, expertise, relationships and inter-

personal skills to influence others (Sun & Henderson, 2017).

Nasra & Heilbrunn, (2016) also argue that the success of some women in leading is determined by their very strong ability in problem solving and analytical thinking. In addition, women's success is also influenced by their ability to communicate and value professional relationships. In general, women are more socially oriented, equal, quality-based, self-caring and nurturing than men.

Female Transformational Leadership Style

Women as leaders are more likely to exercise democratic and transformational leadership than male leaders (Nekhili et al., 2018). In line with Vinkenburg et al., (2011) expressed his opinion that the number of women who have successfully become leaders of companies or organizations on a world scale or internationally occurs because the female leaders apply a "transformational" leadership style or what has been known as the "participatory" style. Rosener suggests that women's transformational leadership is the ability of women leaders to transform the interests of others into organizational goals (Yunanto, Suhariadi, & Yulianti, 2021). Rosener also revealed that women tend to lead with an interactive leadership style which can be described as follows:

1) Encourage subordinates to participate

Women leaders tend to make people feel that they are part of the organization. They allow their subordinates to give ideas on anything from production success to building strategies. That way subordinates feel that their ideas are valued and they gladly accept being involved in the organization's activities.

2) Sharing power and information

Women leaders are good listeners, as

they learn from the people they work with. They are also willing to share power and information, because doing so makes subordinates feel that leaders and subordinates are equal in solving problems, making decisions and creating a feeling of being valued.

3) Improves one's self-esteem

Female transformational leaders often make their subordinates feel important by giving encouragement and praise in carrying out and completing a task.

4) Energize and delight others

Female leaders tend to have energy and enthusiasm in the organization because they believe that they can transmit that enthusiasm to their subordinates.

The transformational leadership style adopted by today's women leaders has clearly proven their full participatory efforts in meeting the financial needs of the family. This step is very wise because it can prove that women actually do not have the ambition to become a "super woman", an attitude that is stale and not trendy anymore. What women leaders want to prove is that they can be totally independent and self-actualized (Yunanto, Suhariadi, Yulianti, et al., 2021).

Definition of Productivity at Work

According to (Silverthorne & Wang, 2010) work productivity is a comparison between the results achieved / output value in relation to a particular input. In relation between output and input, productivity has two dimensions. The first dimension is effectiveness which leads to the achievement of maximum performance, namely the achievement of targets related to quality, quantity and time. The second dimension is efficiency which relates to efforts to compare inputs with the realization of their use or how the work is carried out.

Work productivity also means

the comparison between the results that can be obtained with the labor involved in a given time unit. A worker is considered productive if he is able to produce more output in a certain unit of time. If work productivity is only associated with time, it is clear that work productivity is highly dependent on the physical skills and expertise of labor. The definition of work productivity may be divided into two categories based on the information provided above. (Organ, 2017), namely:

1) The ratio of what is produced (output) to the total amount of production equipment utilized (input) is the classic method for determining overall productivity.

2) Work productivity is essentially the mentality that believes that living quality must constantly be better today than it was yesterday and better tomorrow than it is now.

Thus it can be concluded that work productivity is a comparison between the results achieved (output) in working with the overall resources used (input) to produce a better work result than yesterday and tomorrow must be better than today in accordance with what the company / organization wants to achieve.

Dimensions of Work Productivity

The following is a description of Singgih et al., (2020) regarding the measurement of work productivity. Employee work productivity in this study is defined as the comparison between the results achieved in work with the overall resources to be used. This variable is then operationalized into several dimensions as follows:

1) Effectiveness

Human resources occupy a very strategic position in realizing the goals of the company organization. The use of human resources must be mobilized effectively by using special abilities and skills in order to achieve high productivity. According to Lowe et al., (1996) regarding the assessment of

effective human resources, namely the assessment of effective human resources is judged by the balance between the results obtained and the input processed through improving work methods, waste of time, energy and various other inputs that can be reduced as far as possible to obtain better results. An organization must assess the balance between input and expenditure so that human resources can be used effectively to obtain maximum results.

Work effectiveness here includes achieving work targets, increasing work quantity, increasing work quality, adequate work time, and accuracy and thoroughness at work. Organizations usually carry out work targets in each field of work according to the ability and level of difficulty of the work to achieve organizational goals in terms of increasing productivity. Work targets here are guidelines for each worker in doing their job. With the existence of work targets, employees are expected to be able to meet work targets to achieve their work productivity. Achievement of work targets must also be balanced with an increase in work quantity. However, work targets can change according to the achievement of the quantity of work itself. So that the quantity of work is expected to increase in each certain period of time. In addition, the increase in work quantity must also be harmonized with work quality. Productivity does not mean an increase in work quantity alone but must also be balanced with an increase in work quality. In this study, the quality of work can be assessed from the satisfaction of users in obtaining the information product services they need. If everytime users are satisfied with the services provided by employees, the quality of work of employees also increases directly. Measurement of work productivity in terms of work effectiveness is also seen from the point of view of the working time given by the leadership. The working time given must be in accordance with the level of

difficulty of the work and the ability of employees to handle their work. Accuracy and thoroughness of work must also be considered to measure whether work productivity has been fulfilled or not. Accuracy and accuracy of work greatly support the achievement of the desired work targets of the organization (Mayes & Stremmel, 2012).

2) Efficiency

Every organization needs to apply the principle of efficiency in productivity. The principle of efficiency in the organization means using all resources and funds owned by the organization as necessary for the benefit of the organization. According to Campbell, (2018) the experience of the organization shows clearly that the principle of efficiency can be measured from the use of organizational facilities and infrastructure as well as the utilization of working time that has been provided. Productivity inefficiency can be measured from the use of facilities and infrastructure by employees. There are employees who use facilities and infrastructure outside of work interests such as using the internet network to play Facebook, chat or check unnecessary emails. The impact of the allocation of facilities and infrastructure that are not related to work interests will affect the utilization of working time that has been provided by the leadership. Working time that should be used to carry out work but is used for things outside of work. This waste will have an impact on the inefficient use of organizational resources and funds.

3) Knowledge

The knowledge possessed by employees is very important to carry out work in supporting the implementation of organizational success. The job analysis carried out, in this study, by the organization was previously determined according to the employee's ability and knowledge in the selection process. In this selection process, employees are tested to what extent their knowledge

can complete their job responsibilities later. If the results are satisfactory, the employee is entitled to occupy the position determined by the leadership. However, the knowledge he has must be developed in accordance with the demands of his job in increasing work productivity to the maximum.

This knowledge is used by researchers to measure the extent of employee work productivity. Indicators of knowledge in this study include roles in accordance with job positions, tasks in jobs related to positions, mastery of provisions and procedures in work. The role given by the leadership must be in accordance with the position of the position. In this case, employees must be able to play their role in accordance with the responsibilities of the position they hold. The role is in accordance with the capabilities of the employee concerned and can be seen from the results of the selection process tested by the leadership before the employee enters the organization. The role of employees in this study is as employees of technical service non-profit organizations (procurement, processing, electronic library support systems) and user services/front office (administration, information service, circulation, digital library) whose job is to serve users in obtaining the information products they need.

After understanding the role that is in accordance with their position, employees must understand the tasks related to their position. These tasks are determined by the leadership according to the demands of the job. The tasks that must be carried out by employees in this study are to provide services to users by guiding users how to search and utilize the information sources they need easily, quickly and precisely. In addition, it is also tasked with providing information on billing fines and handling user complaints and so on. After employees understand the tasks related to their positions, employees must then be able to master the provisions and procedures in the job. The provisions and

procedures have been determined by the previous leadership in accordance with the demands of the job. These provisions and procedures are also set to adjust the work of each employee according to their respective positions.

4) Skills

Employees are expected to have skills, both technical and managerial to carry out their work. Employees are declared to have skills if they can complete the tasks assigned to them in accordance with the specified time. Skills also support the achievement of success in the development of non profit organizations. Thus skills become a factor to measure work productivity. In this study, skills include work-related abilities (skills), accuracy in analyzing decisions, analyzing work schedules and analyzing types of work. Employees must have job-related skills to be able to complete their work in accordance with the targets and time set by the leadership. Employee abilities have been tested through the selection process before occupying a certain position in an organization. However, their abilities must be developed in accordance with the demands of the work they place so that the results of their work will be of higher quality.

In addition to work-related skills, employees must also have accuracy in decision analysis. Decision analysis is very important for unplanned decision making. In this study, accuracy in decision analysis is needed to answer questions asked from users suddenly about the information products they need. Employees are unlikely to open information from the user manual or ask the head of the technical department or the head of the user service department every time there is a question from the users of non profit organizations. This decision analysis must also be based on the employee's knowledge of the information product and scope of work so that the answer to the user's question can be justified.

Analysis of work schedules is necessary for optimal productivity.

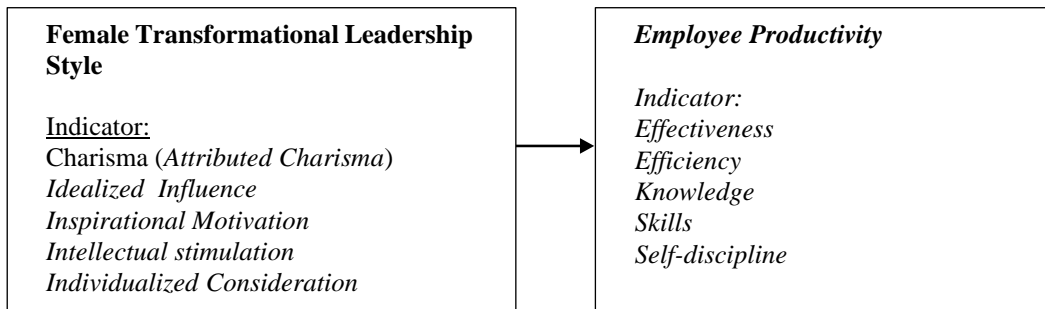
Employees must know when their work results are optimally successful. In this study, the schedule of work done by employees has been carefully prepared in advance. For example, when to start procuring new collections, when to start processing new collections so that they are immediately utilized by users, when to start promotion and publication of non profit organizations, when to start stock-taking, weeding and so on. Job analysis is needed for employees to better understand their duties and responsibilities in carrying out their work. Employees must analyze the type of work they do, its importance to the organization and how it treats the users of the non profit organization. If employees can understand the type of work analysis well, it will have an impact on better quality work.

5) Self-discipline

Discipline is a means to achieve organizational goals. Discipline makes employees able to regulate and control themselves in carrying out obligations in accordance with organizational regulations. The relationship between discipline and work productivity is closely related. Therefore, in this study, discipline is used as an indicator to measure work productivity. In this study, self-discipline includes attendance, implementation of tasks without supervision, service of non labor organization users, and accuracy in completing work according to targets. Leaders have set work schedules to achieve predetermined targets. This work schedule is adjusted to the level of difficulty of the work of each position. Therefore, discipline in the work schedule must be adhered to by every employee with high work discipline such as being in the office on time.

In addition, discipline in carrying out tasks without supervision also needs to be improved. Leaders must be able to build employees to be responsible for their work. With the high responsibility of employees, the implementation of work does not need to be supervised every time. Discipline

in providing services to users is the main task of employees in this study. Service to users must be built as well as possible to maintain user loyalty. Loyalty of users is very important for the survival of the non profit organization. Discipline in the accuracy of completing work according to the target is needed to keep the productivity of the non profit organization in good condition. Employees are expected to complete their duties according to the target set by the leadership so that the success of the non-profit organization in its development can be achieved properly. The work targets set by the leadership refer to the standardization of goals and the level of difficulty of the work itself. With the provision of knowledge and skills, employees will be able to complete tasks in accordance with the predetermined work targets.



The transformational leadership model is a relatively recent approach in the field of leadership studies. This paradigm is thought to be the most effective one for describing what makes a leader. The study's definition of transformational leadership combines concepts from several methods, including those that emphasize charisma, idealized influence, inspiration and motivation, intellectual stimulation, and personalised attention. With some of the above approaches are expected to affect the increase in employee productivity.

Employee work productivity is related to their main duties and functions which in this study are measured through several dimensions of productivity measurement, namely: effectiveness, efficiency, knowledge, skills, self-discipline. It is expected that these dimensions as observed variables can support the dependent variable of employee work productivity.

Therefore, it can be argued that the characteristics of transformational leadership will encourage subordinates to better carry out their primary tasks, powers, and obligations, resulting in an improvement in employee job productivity. In the end, the hope for successful development carried out through the mechanism of women's leadership work will have a positive impact on employee work productivity so that it will be more optimal.

Overall, the conceptual framework forms a framework to create an integrated pattern of thought from the problems in the field, a review of various kinds of literature on leadership and work productivity and by synergizing the results of previous studies which are

expected to provide deep benefits to the academic world, namely the science of human resource development.

RESEARCH METHODOLOGY

This research uses quantitative explanatory type. Explanatory research is a type of research that starts from the basic question of why and is based on a hypothesis whose data is collected by sampling methods (Robbins, 2003). Meanwhile, according to Christian et al., (2011) quantitative research with an explanatory type is research conducted to explain the relationship between variables based on the hypothesis that has been formulated. The explanatory type was chosen because the researcher intends to explain the causal relationship between the dimensions of female transformational leadership, which in this case is variable X (independent) on employee work productivity.

Data Processing and Analysis Techniques

Data processing and analysis techniques are the process of simplifying data into a form that is easier to read and interpret. All primary data collected was processed using SPSS 13 for all statistical calculations in explanatory quantitative research. Then, when the primary data has been processed, it is theoretically examined and evaluated. The analysis will be enhanced and sharpened using information gathered through research on respondents. Finally, this explanatory study aims to present an authentic and genuine image.

Regression Analysis

Fundamentally, the goal of regression analysis is to define the nature of the connection between the independent variable (X) and the dependent variable (Y). Regression analysis may be used to determine if an increase or reduction in the dependent variable can be achieved by raising or lowering the state of the independent variable, and vice versa, according to Sonali & Kevin (2006). In other words, regression analysis is used to estimate how much the independent variable contributes to the dependent variable. The variables examined in regression

analysis are as follows:

Independent variable
(X) = Dimensions of
Female

Transformational
Leadership
Dependent
variable (Y) = Employee
Work Productivity

Multiple regression analysis was the method of choice for data analysis in this study, and the regression equation employed was as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5$$

RESULTS

Descriptive Statistics

	Mean	St d. Deviation	N
Work safety products	69.0500	10.55863	40
khariisma	32.1250	6.45770	40
idealized influence	14.6000	2.75309	40
piras and motivation	42.5250	6.50439	40
Intellectual stimulation	32.4250	5.80843	40
attention is individual in nature	25.8750	4.29781	40

Summar Model y^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.851a	.725	.684	5.93386	.725	17.896	5	34	.000	1.937

a. Predictors: (Constant), individualized attention, charisma, inspirer and motivator, idealized influence, intellectual stimulation

b. Dependent Variable: Work Productivity

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3150.735	5	630.147	17.896	.000a
	Residuals	1197.165	34	35.211		
	Total	4347.900	39			

- a. Predictors: (Constant), individualized attention, charisma, guidance and motivation, idealized influence, intellectual stimulation
- b. Dependent Variable: Work Productivity

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	11.355	6.667		1.703	.098					
charisma	.855	.262	.523	3.265	.003	.771	.489	.294	.316	3.169
idealized influence	.016	.679	.004	.024	.981	.684	.004	.002	.258	3.876
education and motivation	.384	.213	.237	1.800	.081	.655	.295	.162	.469	2.134
intellectual stimulation	-.254	.381	-.140	-.666	.510	.709	-.114	-.060	.185	5.415
attention individual	.845	.474	.344	1.784	.083	.762	.293	.161	.218	4.597

- a. Dependent Variable: Work Productivity

DISCUSSION

Regression Analysis Results

From the results of multiple regression, the multiple correlation coefficient (R) of 0.851 shows that the correlation / relationship between employee work productivity with 5 independent variables (female transformational leadership) is very strong. It turns out that the research results obtained by this author are in accordance with the theory expressed by Corley, (2006) It asserts that leadership has the most impact on work productivity of all the components. The success of every company ultimately depends on the caliber of its leadership. The finest teams and businesses are created by true leaders. The best reason for this is that under successful leadership, workers

frequently get their needs satisfied and experience personal growth. These transformative leaders are very skilled at fixing problems, providing practical solutions to difficult issues and instilling enthusiasm.

The conclusion that leadership increases job productivity is supported by other cross-cultural studies (Zhao et al., 2015). The result of multiplying 0.851 by 0.851 is the R square number, or the Coefficient of Determination, which is 0.725. This means that while other factors influence the remaining percentage (100% - 72.5% = 27.5%), transformational leadership styles of women, which include charisma, idealized influence, inspiration and motivation, intellectual stimulation, and

individual attention, account for 72.5% of the achievement of work productivity of employees of non-profit organizations. In addition to leadership qualities, there are additional elements that might have an impact on workforce productivity. come from educational background and training, means of production / technology used in the production process, value system (values or social institutions of society or also in the labor environment, the strength or absence of family ties, labor mobility), work environment or work climate, health status (environmental health), nutritional value, food, sanitation, availability of clean water, minimum wage levels that apply according to (Christian et al., 2011). Where other factors that affect employee work productivity are not explained in detail because the object of the author's research is only on the leadership factor.

Employee Productivity with Female Transformational Leadership.

Hypothesis testing of the effect of each independent variable partially on the dependent variable is based on a comparison where the value of $t_{count} > t_{table}$. The results of this study are based on the t value of the charisma variable (3.265), the idealized influence variable (0.024), the inspiring and motivating variable (1.800), the intellectual stimulation variable (- 0.666) and individualized attention (1.784). Or it can also be said that the charisma variable has a significance level of 0.003 with a t count of $3.265 > t_{table}$ of 2.03. And because the probability (0.003) is much smaller than 0.05 (5%), the charisma variable does affect the dependent variable. Therefore, the influence of being ideal, inspiring and motivating, intellectually stimulating and individualized attention is not proven to have a partial influence on employee work productivity. The results of this study demonstrate that only the charisma factor has a significant impact on employee job productivity. This is due to the profound and unusual effect that a

charismatic leader has on his followers. These followers believe that the leader's beliefs are true, accept the leader without hesitation, submit to the leader with joy, feel affection for the leader, and are emotionally invested in the group's and organization's mission. not just trust and respect for his leadership, but also idolize and worship the leader as a hero. In addition, charismatic leaders are specifically often associated with their speaking style, eye gaze, body style/movement and facial expressions, which are considered and felt very authoritative (Yukl, 2008).

Hypothesis testing also uses partial R^2 to prove the influence of the dominant variable on employee work productivity. This research is based on the partial coefficient which shows that the partial R^2 value of the charisma variable (0.1927), the idealized influence variable (0.0004), the inspiring and motivating variable (0.0480), the intellectual stimulation variable (0.0543) and individualized attention (0.0600). Judging from the partial R^2 value, the dominant variable / the largest partial R^2 value on employee work productivity is charisma so that the presence of charisma has a positive effect on employee work productivity. Traditionally, charisma Yunanto, Suhariadi, Yulianti, et al., (2021) is considered to be a part of every person's innate essence. In terms of conduct, attitude, and dedication, transformational leaders serve as role models for their teams. Leaders who possess this quality show great concern for the needs of their followers, share risks, refrain from using their position of authority for personal gain, act to put the interests of others ahead of their own, exhibit their expertise, offer a clear vision and sense of mission, and inspire pride in their followers. Through this kind of influence, subordinates will come to respect, appreciate, and trust their leaders, leading them to desire to follow in their footsteps.

A charismatic female leader is a leader who has her own characteristics, but in some ways the female head can be

more thorough and painstaking. In giving decisions, guidance, advice, praise/criticism, the female head can accentuate her inner beauty so that the acceptance received by employees can be better. A woman who becomes a leader tends to be more prominent in the quality of her charisma than her subordinate employees. In line with what is stated by Yunanto, Suhariadi, & Yulianti, (2021) which states that as an individual, the leader must have advantages over those he leads because the leader is a person who has special skills with / without official appointment, can influence the group he leads, and to make joint efforts leading to the achievement of certain goals.

The charisma possessed by the head of a non-profit organization which is stated as a means of demanding compliance is due to the feminine nature that is still evident in his leadership style. This is because women are more flexible and more friendly in interacting with subordinate employees and other people. Specifically supported by her speaking style, gaze, body style/movement and facial expression, which is considered and felt very charismatic. Where a woman has a gentle, wise, understanding nature and has attention to her subordinates, but on the other hand the head of the woman is also required to be firm in acting in accordance with the mandate imposed on her. So in this case, employees are more reluctant to deviate because women are leading.

In addition, there are characteristics possessed by charismatic leadership Robert House in Yunanto, Suhariadi, Yulianti, et al., (2021) which states that these leaders have striking characteristics such as high trust and expectations in subordinates, ideological vision that creates a strong influence, using personal examples and examples on subordinates. The followers identify their entire identity with the vision and mission of the leader, show very strong loyalty, try to imitate the leader's values and behavior, and have self-esteem through their relationship with the leader. The study

proposed by Yunanto, Suhariadi, & Yulianti, (2021) states that charismatic leaders can foster the charismatic attribution process so that followers have high self-confidence, outstanding management skills, social sensitivity and empathy.

Conclusion

There are a number of inferences that may be made about the research based on the findings of the study and hypothesis testing that has been done, including the following: It has been determined that the first hypothesis, which questions whether the traits of female transformational leadership such as charisma, idealized influence, inspiration and motivation, intellectual stimulation, and individual attention simultaneously have a significant impact on worker productivity, is true. This is demonstrated by the test, which found a value for the F count of $17.896 > F$ table of 2.49. Additionally, the regression model may be utilized to forecast employee labor productivity because the probability (0.000) is demonstrated to be less than 0.05 (5%). The charisma variable (X1), idealized influence (X2), inspirers, and motivators can also be concluded.

The second hypothesis, which claims that female transformational leadership's traits of charisma, idealized influence, inspiration and motivation, intellectual stimulation, and personalized attention partially affect employees' work productivity, has not been proven true. This can be seen in testing the t value obtained by each independent variable where the charisma variable (X1) is 3.265 idealized influence (X2) is 0.024, the motivating inspiration variable (X3) is 1.800, the intellectual stimulation variable (X4) is -0.666 and the individualized attention variable (X5) is 1.784. Of the five calculated t values where the value is greater than the t table value of 2.03, namely only the value of the charisma variable. So that partially the ideal influence variable (X2), the motivating inspiration variable (X3), the

intellectual stimulation variable (X4) and the individualized attention variable (X5) are not proven to have a partial influence. Therefore, only the charisma factor—out of the five independent factors listed above—has been shown to have a little impact on employee job productivity. Additionally, it has been determined through partial testing that the charisma component has the most dominating influence when compared to other characteristics, hence it also has a strong impact on employee job productivity. This conclusion is based on the partial coefficient test which shows that the partial R² value of the charisma variable (0.239), the idealized influence variable (0.000 016), the motivating inspiration variable (0.087), the intellectual stimulation variable (0.013) and the individualized attention variable (0.086).

In general, women who become leaders have their own character and privileges. So it will not be a problem if the head of a non-profit organization is held by a woman, as long as she has an attitude of professionalism and leadership skills that have a discourse forward, can motivate, invite and direct her employees to work well together in achieving organizational goals, namely continuously developing. A woman who becomes a leader should not be debated in terms of her gender. Because the assumptions in society state that women are not suitable when entering the public sector. This means that in Megatrend 2000 there is progress, namely the rise of the women's movement, where both women and men have an equal position to enter the public sector.

Advice

Based on the conclusions obtained from the results of research and testing that has been done, the authors can provide some suggestions as follows: In order for employee work productivity to be improved, it is better to maintain its transformational/democratic and participatory leadership styles so that it can provide encouragement to increase

employee work productivity in the future. Based on the research that has been conducted, it is partially proven that the charisma variable has a dominant influence on employee work productivity, so the head of the non-profit organization should be able to maintain his charisma in order to make

employees feel trust, pride in working with the head of the library, can make all employees imitate all the actions of the head of the nonprofit organization, increase employee optimism in facing the future, encourage employees to convey their creative ideas and ideas in developing.

In addition, the other variables must also be improved so that employee productivity continues to increase in the future. Socialize gender roles in leadership. This means that library organizations are expected to always provide support for various efforts to eliminate gender discrimination in the field of public activities. That both men and women have the same opportunity to be led and lead each other, as long as each individual has leadership skills that can invite and direct their employees to work well together.

For Science

- 1) The findings of this study should be utilized as a guide in the field of education, particularly in educating students about leadership by expanding the use of or variety in leadership styles. It is also envisaged that it would serve as extra knowledge and a point of reference when management techniques and leadership philosophies are put into practice.
- 2) Female leaders are required to conduct themselves with professionally at all times, especially in light of their responsibilities and position as a leader, which calls for a professional attitude and leadership skills. In order to serve as role models for their staff, female executives should constantly

broaden their horizons and contribute to their knowledge base.

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