



Analysis of Transformational Leadership in The Wisma DPR Republik Indonesia

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ABSTRACT

This article aim analyze leadership transformational at the Wisma DPR Republik Indonesia with focus on four dimensions, namely ideal influence, motivation inspiring, stimulating intellectual, and individual attention. Research use approach quantitative method descriptive with questionnaire data of 93 employees and 65 users DPR RI Guesthouse services. Analysis done through validity, reliability, and *weighted mean score* tests. The results show that leadership transformational is in the category good, with an average of 4.03 according to employees and 4.11 according to user. Dimension stimulation intellectual and motivational inspiring become strength main, whereas aspect discipline leader need reinforced.

INTRODUCTION

Leadership is one of the element important in sustainability organizations, especially organization sector the public being sued capable work in a way professional, adaptive, and responsive to need users service. In the context of administration public, success organization no only determined by availability means, procedures work and structure organization, but also by the ability leader in directing, motivating, and build culture productive work. Effective leadership required for employees no only operate task in a way administrative, but also has awareness For Work in accordance with values, goals, and interests organization. According to Sunarso (2022), leadership is ability somebody in influence, encourage, direct and move others to be willing work the same in reach objective certain.

Context service public moment this is also getting more and more influenced by needs digital transformation. Subagdja (2024) show that use technology in procedure service public no can rejected because digital transformation can speed up services, improve accessibility, and strengthening accountability. Findings the emphasize that organization sector public need adaptive leadership in direct source power people, work processes, structure, strategy, and utilization technology for service can walk more effective. Research Utami et al. (2020) also shows that service public need analyzed through aspect proof physical, reliability, power responsiveness, assurance, and empathy. Findings the relevant with article this because leadership in organization service public must capable direct employees to work responsive, trustworthy, and attentive need users service.

One of approach relevant leadership in face demands modern organization is leadership transformational leadership transformational emphasize ability leader in create change positive through role model, motivation, stimulation intellectual, and attention to need individual employee. Burns in Nurfasicha et al. (2021) explain that leadership transformational focus on change values, beliefs, attitudes, behaviors, and needs subordinates to develop to more direction good. Meanwhile that, Suarga in Sinaga et al. (2021) state that leadership transformational own strength for influence and move subordinate so that capable grow trust, appreciation, loyalty, and respect to leader.

Findings Adestya & Dewi (2026), strengthen relevance approach this because of meta-analysis against 20 studies the 2015-2025 period shows that leadership transformational influential positive to teacher performance with average effect size 0.359 in category moderate. Although study the be in context education, the results show that leadership transformational still relevant as a capable approach push motivation, discipline, and innovation work.

In the theory of Bass and Jung and his colleagues cited by Suriagiri (2020), leadership transformational consists of on four dimensions main, namely ideal influence, motivation inspirational, stimulation intellectual, and individualized consideration. Idealized influence is related to with ability leader become role models with integrity and responsibility answer. Motivation inspiring related with ability leader build passion, commitment, and vision together. Stimulation intellectual show ability leader push employee for think critical, creative, and

innovative. Individual attention shows concern leader to needs, potential, and development every employee.

Study latest show that fourth dimensions the no only describe characteristics behavior leader, but also has implications to behavior work employee. Bakker et al. (2023) explain that leader transformational through behavior such as intellectual stimulation and individualized consideration are able push employee for use ability the best, improve initiative personal, as well as strengthen involvement work. Findings the show that leadership transformational play a role as mechanism development source power man because leader no only direct work, but also build employee capacity and internal motivation. Fourth dimensions the become base important in analyze practice leadership transformational in a organization public.

The Wisma DPR of the Republic of Indonesia 's House of Representatives is one of the facility support institution functioning legislature support implementation activities and duties of the people's representative council of the Republic of Indonesia. The Wisma DPR RI is used for various activities, such as meeting official duties, activities faction, training employees, activities members of the Indonesian house of representatives, as well as internal needs of the Secretariat General of the Indonesian House of Representatives. Based on document research, the House of the Indonesian House of Representatives has facility in the form of a bungalow, room court, building multipurpose, place of worship, facility sports and facilities supporters others. Complexity function the demand existence orderly, directed and coordinated management, so that role leadership become important in ensure every part Work can walk in accordance with duties and responsibilities he answered.

In structure management of the DPR RI Residence, leader or coordinator own role strategic Because is at near with implementation activity operational daily. Coordinator no only on duty arrange work, but also direct, coach, evaluate, and ensure standard work walk in accordance provisions. This show that leadership at the operational level no can understood only as function administrative, but also as function transformational capable form attitude work employees. Through role model, motivation, stimulation intellectual, and individual attention, leaders can push employee for increase competence, discipline, initiative, and readiness in operate not quite enough answer organization.

Study Sifa et al. (2024) show that management performance employees in the organization public need notice planning, implementation, monitoring, and review. Findings it also identifies obstacle in the form of mismatch task with competence, miscommunication, and limitations source power. This is relevant with the context of the DPR RI Residence because leadership transformational need ability leader in direct task, building communication, and ensure employee Work in accordance his competence.

The phenomenon at the DPR RI Residence shows that implementation leadership transformational become important issues for reviewed. Based on observation early, still found a number of related issues with practice leadership, among others, has not yet consistency exemplary behavior in discipline and

standards work, still limited communication inspiring to employee, not yet optimally encouragement to creativity and innovation, as well as lack of individual attention to needs and development employee. Problems the show that leadership transformational not yet fully walk optimally, especially if seen from four dimensions main leadership transformational.

Condition the become relevant for analyzed because leadership transformational no only related with ability leader give instructions, but also concerns ability form pattern thoughts and behavior employee. A leader transformational need capable become example in moral and ethical values work, connecting work employee with objective more organizations big, open room for new ideas, as well as listen needs and aspirations employees. This matter in line with Khan et al. (2025) which explains that leader transformational no only play a role as director work, but also as building figure trust, giving inspiration, and push follower develop abilities and potential through individual attention and stimulation intellectual. If fourth aspect the no walk in a way balanced, then leadership tend only nature routine structural and not yet capable push change organization in a way deep.

Based on description said, the article this focus on analysis leadership transformational at the House of Representatives of the Republic of Indonesia. This study expected can give description about strengths and weaknesses implementation leadership transformational at the House of Representatives of the Republic of Indonesia and become material consideration for strengthening leadership in work units internal institutional services public.

LITERATURE REVIEW

Leadership transformational

Leadership transformational is style leadership that emphasizes change attitudes, values, and behavior employees to be able to Work beyond minimum standards. Suriagiri (2020) explain that leadership transformational related with ability leader for direct, inspire, and move follower going to objective more organizations broad. In the context of service public, leadership transformational no only functioning as tool control, but also as a process of formation culture adaptive, participatory, and improvement oriented work quality service .

Harsoyo (2022) confirm that theory leadership Bernard M. Bass transformational explanation about behavior capable leader change motivation and commitment followers. Leaders transformational no just give instructions, but create meaning on work, building trust, open room think critical, and helpful employee developing. In research at the House of Representatives of the Republic of Indonesia, the concept this used for read to what extent is the leadership or coordinator capable become driving force change in activity service daily.

Dimensions leadership transformational

Study This use four dimensions leadership transformational according to Bass's theory as well as Jung and his colleagues' cited in Suriagiri (2020), that is ideal influence, motivation inspirational, stimulation intellectual, and individualized consideration. Idealized influence describes ability leader become

example through integrity, ethics, responsibility and discipline. Motivation inspiring describe ability leader build optimism, commitment together, and understanding employee to objective organization.

Stimulation intellectual related with ability leader push employee think creative, proposing new ideas, evaluating procedure work, and looking for solution alternative to problem service. Meanwhile that, individual attention shows concern leader to needs, potential, aspirations, and development employee. Fourth dimensions the become base in compile indicator measurement leadership transformational at the House of Representatives of the Republic of Indonesia.

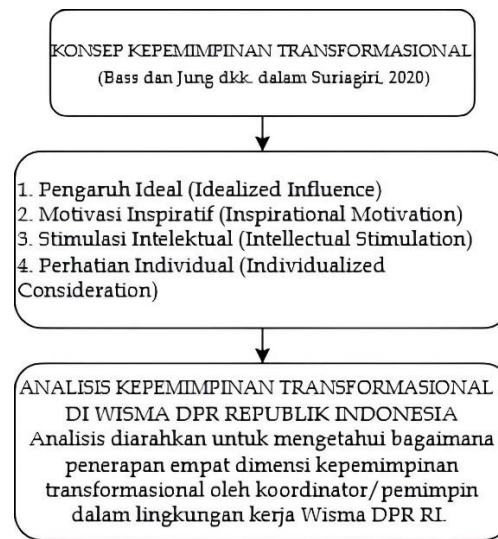
Framework Thinking

Leadership own role important in determine direction work, behavior employees, and effectiveness organization. In the context of the House of Representatives of the Republic of Indonesia, the leader or coordinator no only functioning operate task administrative, but also plays a role in directing, fostering, motivating and empowering employee in implementation task everyday. Therefore that, leadership transformational become relevant for analyzed because emphasize change behavior, reinforcement commitment, giving motivation, development creativity, as well as attention to need individual employee.

Study This centralize attention to four dimensions leadership transformational according to Bass's theory as well as Jung and his colleagues' cited in Suriagiri (2020), that is ideal influence, motivation inspiring, stimulating intellectual, and individual attention. Ideal influence describes ability leader become example through discipline, ethics, responsibility and commitment to organization. Motivation inspiring show ability leader build spirit work and togetherness. Stimulation intellectual reflect encouragement leaders so that employees think critical, creative, and capable look for solution alternative. Meanwhile that, individual attention shows concern leader to needs, aspirations, and development potential every employee.

Phenomenon show that leadership transformational at the House of Representatives of the Republic of Indonesia is still own a number of necessary aspects reinforced, such as exemplary behavior in discipline, motivating communication, encouragement to creativity employees, and attention to need development individual. This study important Because not yet lots research that is special discuss leadership transformational at the coordinator level in the facility unit supporters institution legislative. With thus, the article this directed for analyze leadership transformational at the House of Representatives of the Republic of Indonesia based on fourth its dimensions.

Figure 1 Framework Thinking



METHODOLOGY

Study This use approach quantitative with method descriptive approach quantitative used because study this processing data in the form of the numbers obtained from answer respondents through questionnaire. Descriptive method used for describe condition leadership transformational at the House of Representatives of the Republic of Indonesia. Unit of analysis study is implementation leadership transformational by leadership or coordinator in activity DPR RI Guest House services. Data collected through questionnaire closed based Likert scale, observation, interviews, documentation, and studies library.

Study This held at the House of Representatives of the Republic of Indonesia located at Jl. Raya Puncak – Cianjur No. 477, Kopo, District Cisarua, Bogor Regency, West Java. Focus study directed at practice leadership transformational applied by the leadership or coordinator in management service daily. Population study consists of over 121 employees or staff managers of the DPR RI Guesthouse and outsourcing, as well as 77 users DPR RI guesthouse services. Taking technique sample in study this use probability sampling with method simple random sampling, namely every member population own equal opportunities for chosen as sample. Selection done in a way random, like through lottery or help number random based computer (Kusumastuti et al., 2024) With use Yamane's formula at the level 5% error, Yamane's formula is applied for ensure representation at a time guard eligibility implementation field data collection in the center limitations. The sample used are 93 employees at the House of Representatives of the Republic of Indonesia and 65 users services of the House of Representatives of the Republic of Indonesia. Data analysis was carried out with validity test, Cronbach's Alpha reliability test, Weighted Mean Score (WMS). The WMS formula used in study is as following :

$$WMS = \frac{\sum (f \times x)}{n}$$

Description:

WMS = Average value

f = Frequency

x = Score

n = Number of respondents

Criteria interpretation use range Likert scale 1.00-5.00, which is very disagree well, no okay, enough good, good, and very good.

Table 1. Likert Scale

Mark	Scale	Code	Information
5	4.21 – 5.00	SB	Very good
4	3.41 – 4.20	B	Good
3	2.61 – 3.40	CB	Pretty good
2	1.81 – 2.60	TB	Not good
1	1.00 – 1.80	STB	Very Bad

With Thus, the average value of each indicators and dimensions can interpreted for know level implementation leadership transformational at the House of Representatives of the Republic of Indonesia.

RESEARCH RESULT

Eligibility instrument variables leadership transformational

Validity test results show that all 15 statement items on the variables leadership transformational declared valid, both for respondents employee and users, because calculated r value each item more big than r table 0.361. The results of the reliability test also show that instrument can trusted Because Cronbach's Alpha value on the variable leadership transformational is above 0.70.

Table 2. Summary Validity and Reliability Variables Leadership Transformational

Test Aspects	Group Respondents	Results	Information
Validity	Employee	15 valid items; r count > r table 0.361	Worth using
Validity	Users	15 valid items; r count > r table 0.361	Worth using
Reliability	Employee	Cronbach's Alpha = 0.807	Reliable
Reliability	Users	Cronbach's Alpha = 0.873	Reliable

Recapitulation dimensions leadership transformational

Measurement results variables leadership transformational show that in a way general leadership at the House of Representatives of the Republic of Indonesia is in the category good. The total average of 93 respondents employee is 4.03, while the total average of the 65 respondents users is 4.11. This result show that applied leadership has reflect behavior transformational , especially in giving motivation, encouragement innovation, exemplary behavior, and attention to employee.

Table 3. Recapitulation Dimensions Leadership Transformational at the House of Representatives of the Republic of Indonesia

Dimensions	Average Employee	Category	Average User	Category
Influence (Idealized Influence)	3.92	Good	4.09	Good
Motivation Inspirational Motivation	4.09	Good	4.13	Good
Stimulation Intellectual (Intellectual Stimulation)	4.09	Good	4.19	Good
Individualized Consideration	4.03	Good	4.05	Good
Total Average	4.03	Good	4.11	Good

Based on recapitulation dimensions leadership transformational at the House of Representatives of the Republic of Indonesia general is in the "Good" category. This is seen from responses from 93 respondents employee with average value of 4.03 and response of 65 respondents users with average value of 4.11. The results show that leadership applied transformational has felt Enough effective, both by employees as internal parties and by users service as party external. Similarities evaluation this describe that behavior leadership no only influence atmosphere work employees, but also participate reflected in services received users of the DPR RI Residence.

In dimension ideal influence, employees give average value of 3.92 with "Good" category, whereas users giving an average of 4.09 with same category. Indicator highest found in view that leader is figures that can reliable and responsible answer, with value 4.27 or "Very Good" category. This is show that leadership assessed capable become role model and have not quite enough answer in operate role his leadership. However, the indicators about discipline, accuracy time and quality work leadership get mark lowest of 3.40 with "Good enough" category, so aspect exemplary behavior in discipline still need reinforced.

In dimension motivation inspirational, assessment employee shows an average of 4.09 with "Good" category, whereas users giving an average of 4.13. This result show that leadership capable give direction, building spirit work, and implant understanding about importance quality service for success institution. Indicators highest from employee lies in the ability leader explain importance improvement quality service with value of 4.18, whereas from users mark highest lies in the ability leader connect work employee with objective organization of 4.26 or "Very Good" category. Condition this show that motivation and direction leadership participate felt in implementation services at the DPR RI Residence.

In dimension stimulation intellectual and individual attention, employees give the average values were 4.09 and 4.03 respectively, with “Good” category. Users also provide evaluation positive, namely 4.19 in the dimension stimulation intellectual and 4.05 on the dimension individual attention. These results show that leadership has give room for employee for convey ideas, thinking creative, and involved in settlement problem service. In addition, the leadership is also assessed enough notice needs, aspirations, and development potential employee. Highest value from users lies in openness leader in discuss alternative settlement task service of 4.38 with “Very Good” category. Overall, leadership transformational at the House of Representatives of the Republic of Indonesia has walk good in support collaboration, innovation, and environment more work responsive.

Table 4. Summary Indicator Dominant and Necessary Indicators Strengthened

Aspect	Indicator	Mark	Interpretation
Internal strength	Leader viewed as figures that can reliable and responsible answer	4.27 (employees)	Very good
Strength perception users	Leader open discussion about ways alternative in finish task service	4.38 (users)	Very good
Strength motivational	Leader connect work daily employee with objective more organizations big	4.26 (users)	Very good
Need strengthened	Leader show attitude disciplined , precise time and quality in work	3.40 (employees)	Pretty good

Based on Table 4 summary indicator dominant and necessary indicators reinforced, there is a number of indicator dominant in leadership transformational at the House of Representatives of the Republic of Indonesia. From the perspective of internal strength, “Leader indicator viewed as figures that can reliable and responsible” answer obtain value 4.27 out of respondents employees and entry in “Very Good” category. This is show that internally, employees evaluate leader own not quite enough responsibility, reliability, and ability become figure role model in implementation task.

From the side perception user, indicator “Leader open discussion about ways alternative in finish task service” obtain mark highest of 4.38 and is in the “Very Good” category. The findings This show that users see existence openness leader in push settlement problem service in a way communicative and participatory. In addition, the power motivational is also seen in the “Leader indicator connect work daily employee with objective more organizations big” with value of 4.26 out of users, so that show that directions leader assessed capable linking work employee with objective organization.

However however , still there is necessary indicators strengthened, namely “Leader show attitude disciplined, precise time and quality in jobs” that get value of 3.40 out of respondents employee with “Good Enough” category. This value become indicator lowest in table, so that show that aspect discipline, accuracy

time and quality work leader still need improved to be exemplary leader the more consistent felt by employees.

DISCUSSION

Research result show that leadership transformational at the House of Representatives of the Republic of Indonesia has implemented in category good. The average value of employee of 4.03 and from users of 4.11 shows existence suitability perception between internal parties and users service. Employees feel existence direction, motivation, space participation and attention from leadership. Meanwhile users feel impact leadership the through behavior service more employees coordinated, communicative, and responsive.

Dimensions ideal influence shows that the leadership of the House of Representatives of the Republic of Indonesia has capable build trust through not quite enough responsibility and orientation to interest organization. Very good value on the indicator figures that can reliable and responsible answer show that leader viewed own moral and functional legitimacy in direct employees. However, the value Enough good in aspects discipline, precision time and quality work according to employee show existence distance between perception exemplary behavior general with consistency behavior daily. In the organization service, consistency role models are very important because employee will make behavior leader as standard informal work.

Dimensions motivation inspiring be one of sufficient aspects strong. Leadership assessed capable explain importance quality service for success and image the Indonesian House of Representatives. In the context of the Indonesian House of Representatives, the ability connect work daily with objective more organizations big is very important Because part work service routine and operational. If leader capable give meaning in work said, the employee no only work based on instructions, but also understand that every action service contribute to image and professionalism institution.

Dimensions stimulation intellectual get evaluation high, especially from users. This is show that employee perceived capable finish need service in a way more flexible and open to alternative settlement problem. Openness leader in push discussion and acceptance idea new become important capital for repair service, especially when the House of Representatives of the Republic of Indonesia faces need diverse user, requests facilities and complaints technical requirements settlement fast. With Thus, stimulation intellectual no only related with creativity, but also with ability organization do repair sustainable.

Dimensions individual attention is also in the category good, but still own room strengthening. The role of leaders as a mentor and ability listen aspirations employee need translated to in mechanism more coaching structured, such as routine evaluation, briefing before service, assistance employee new, and giving bait come back on contribution employee. Giving confession to contribution unique employee important for build a sense of appreciation, increase motivation, and strengthening commitment work.

CONCLUSIONS AND RECOMMENDATIONS

Leadership transformational at the House of Representatives of the Republic of Indonesia is in the category good. This is indicated by an average value of 4.03 of respondents employees and 4.11 of respondents users. Fourth dimensions leadership transformational, namely ideal influence, motivation inspiring, stimulating intellectual, and individual attention, have walk enough effective in support implementation task service. Dimension stimulation intellectual and motivational inspiring become strength main Because leader assessed capable open idea space, support creativity, explaining objective organization, as well as implant orientation service to employee.

The most necessary aspect improved is exemplary behavior discipline, accuracy time, and consistency quality work leadership because indicator this get mark lowest from employees. Strengthening is also necessary carried out on mentoring mechanisms, awards contribution employees and coaching individuals so that individual attention is not only perceived good, but also institutionalized in practice managerial daily.

Recommendations that can be submitted is the leadership of the House of Representatives of the Republic of Indonesia needs to strengthen exemplary behavior in discipline work, carry out service briefings regularly, opening evaluation and innovation forums service, providing bait come back towards employee ideas, as well as build system award simple for employee who shows contribution positive. These efforts expected can strengthen implementation leadership transformational and supportive the services of the House of Representatives of the Republic of Indonesia are increasingly professional, responsive, and needs oriented user.

Advanced Research

Limitations study This lies in focus studies that only discuss leadership transformational at the House of Representatives of the Republic of Indonesia based on four dimensions, namely ideal influence, motivation inspiring, stimulating intellectual, and individual attention. Research this is also only using data from respondents employees and users DPR RI Guest House services, so that the result not yet can generalized in a way area in other work units in the environment institution legislative or agency service public others. In addition, the approach quantitative used more emphasize on results numbers and perception respondents, so that not yet fully dig in a way deep experience, reasons, and dynamics leadership that occurs in practice work daily.

For study furthermore, it is suggested that the study about leadership transformational performed on more objects wide or compared to with service units public others to be obtained a clearer picture comprehensive research next can also use approach qualitative or method mixture to be able to dig more in experience employee, pattern communication leaders, and other factors that influence implementation leadership transformational. In addition, researchers furthermore can add other variables such as culture organization, motivation work, discipline work, or performance employees for analysis become more deep.

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