

Transformational Leadership Styles and Human Resource Management Challenges In The Era of Society 5.0

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Abstrak

Perkembangan era Society 5.0 membawa perubahan dalam pengelolaan sumber daya manusia (SDM) yang ditandai dengan pemanfaatan teknologi digital yang berorientasi pada manusia. Kondisi ini memicu berbagai tantangan dalam manajemen SDM modern, meliputi kebutuhan kompetensi baru, adaptasi terhadap teknologi, serta perubahan pola kerja. Gaya kepemimpinan transformasional dipandang memiliki peran penting dalam menghadapi tantangan tersebut karena mampu mendorong perubahan, meningkatkan motivasi, dan mengembangkan potensi SDM. Artikel ini bertujuan untuk mengkaji peran gaya kepemimpinan transformasional dalam menghadapi tantangan manajemen SDM di era Society 5.0. Metode yang digunakan adalah studi literatur dengan menelaah berbagai sumber ilmiah yang relevan. Hasil kajian menunjukkan bahwa kepemimpinan transformasional berkontribusi dalam menciptakan pengelolaan SDM yang adaptif dan humanis di era Society 5.0.

Kata Kunci: *Society 5.0, Kepemimpinan Transformasional, Manajemen SDM, Transformasi Digital*

Abstract

The development of the Society 5.0 era has brought changes in human resource (HRM) management, characterized by the use of human-centric digital technology. This situation has triggered various challenges in modern HRM management, including the need for new competencies, adaptation to technology, and changes in work patterns. Transformational leadership is seen as playing a crucial role in addressing these challenges because it can encourage change, increase motivation, and develop human resource potential. This article aims to examine the role of transformational leadership in addressing HRM management challenges in the Society 5.0 era. The method used is a literature review, reviewing various relevant scientific sources. The results of the study indicate that transformational leadership contributes to creating adaptive and humanistic HRM management in the Society 5.0 era.

Keywords: *Society 5.0, Transformational Leadership, Human Resource Management, Digital Transformation*

Introduction

The rapid development of digital technology has brought significant changes to various aspects of life, including the workplace and organizations. Technological transformation has not only changed the way people work but also impacted interaction patterns, decision-making, and human resource (HR) management (Amelia & Aravik, 2024). This situation demands that organizations adapt to remain relevant and competitive amidst the ever-evolving dynamics of the environment (Nuryana et al., 2024).

In line with these developments, the concept of Society 5.0 has emerged as a new approach to understanding the relationship between humans and technology. Society 5.0 is a societal concept that places humans at the center of technology utilization, with the goal of creating a balance between technological progress and human values. In this concept, technology not only functions to increase work efficiency but is also directed towards supporting the resolution of various social problems and improving the quality of human life (Maulana et al., 2025).

The implementation of the Society 5.0 concept has significant implications for human resource management within organizations. This change drives a shift in how organizations view human resources, from merely operational factors to strategic assets that play a role in creating value and competitive advantage (Zamzam & Aravik, 2020). Organizations are required to develop human resources who possess not only technical competence but also the ability to think critically and creatively, and adapt to changes in the work environment (Subekti et al., 2024).

However, this change also presents various challenges in human resource management. These challenges include competency gaps, demands for adaptation to digital technology, and increasingly flexible and dynamic work patterns. Furthermore, organizations are faced with the challenge of maintaining a balance between performance achievement and human resource well-being, especially amidst increasing work demands and the complexity of the organizational environment (Maulana et al., 2025).

In the context of these changes, leadership plays a strategic role in guiding the organization to adapt to the dynamics of the work environment. Leaders are challenged not only to understand technological developments but also to manage organizational change and coordinate human resources effectively. The inability of leaders to respond to change can have an impact on declining HR performance and hamper the achievement of organizational goals (Maulana et al., 2025).

The transformational leadership style is considered relevant in addressing the challenges of human resource management in the Society 5.0 era because it emphasizes the leader's ability to build vision, provide inspiration, and encourage individual capacity development. Through this approach, leaders not only act as decision-makers but also as agents of change capable of creating an adaptive work environment and supporting sustainable human resource development (Salsabila et al., 2024).

Based on this description, a study of the transformational leadership style and the challenges of human resource management in the Society 5.0 era is crucial. The complexity of changes in the work environment demands a leadership approach that integrates the use of technology with human resource management oriented toward human values. Therefore, this article examines the challenges of human resource management in the Society 5.0 era and the role of the transformational leadership style in addressing them through a literature review approach.

Research Method

This research uses a descriptive qualitative approach aimed at systematically understanding and describing the phenomenon based on a literature review. The method employed is a literature review, reviewing relevant scientific journals, reference books, and publications. Data analysis was conducted through content analysis, which involves

identifying, classifying, and interpreting information from various sources to gain an understanding consistent with the study's focus.

Results and Discussion

1. Challenges of Human Resource Management in the Society 5.0 Era

The Society 5.0 era marks a shift in development paradigms that integrates advances in digital technology with a focus on human well-being. In an organizational context, this change has a direct impact on human resource (HR) management, including competencies, work patterns, and workforce development strategies. HR management no longer focuses solely on operational efficiency, but also on adaptability, innovation, and the sustainability of HR quality amidst ever-evolving technological disruption (Puspa et al., 2025).

One of the main challenges is the shift in HR competencies and skills (Aravik, et.al, 2021). The need for digital literacy, critical thinking, problem-solving, and creativity is becoming increasingly prevalent. HR is required not only to be able to operate technology but also to understand its strategic use to support organizational performance (Naffis & Shintya, 2024). Unpreparedness of HR to master new competencies has the potential to create a skills gap that can hinder organizational productivity and competitiveness.

Beyond competency aspects, digitalization also presents increasingly complex demands for technological adaptation. The use of information systems, artificial intelligence, and digital platforms necessitates changes in work processes, decision-making, and organizational communication patterns (Aravik, et.al, 2025). Challenges arise when not all human resources have the mental readiness or technical skills to adapt to the rapid pace of technology. This situation requires HR management to design sustainable training strategies that are relevant to the needs of the digital era (Kuswinarno et al., 2024).

Technological changes also impact organizational culture and work patterns. The emergence of flexible work, virtual collaboration, and a results-based performance

orientation are transforming conventional work relationships (Okasari & Aravik, 2021). Previously hierarchical work cultures are shifting toward more open, collaborative, and trust-based work patterns. However, these changes are not always smooth, as resistance remains among some human resources accustomed to traditional work systems (Pettalongi et al., 2025).

The next challenge relates to human resource development and retention. Amidst global competition and high workforce mobility, organizations are required to create a work environment that supports continuous learning, career development, and employee well-being (Naswya, et.al, 2025). The inability of an organization to provide adequate development opportunities can increase turnover rates and decrease HR loyalty (Jusdijachlan et al., 2024).

From a descriptive qualitative perspective, these challenges can be understood as interrelated phenomena that shape new dynamics in HR management. An analysis of various literature findings indicates that the success of HR management in the Society 5.0 era is largely determined by an organization's readiness to respond to changes in competencies, technology, and work culture in an integrated manner (Jusdijachlan et al., 2024). Therefore, the challenges of HR management in the Society 5.0 era are not only technical but also strategic and cultural. Organizations need to develop an adaptive HR management approach, oriented toward human development, and able to balance the use of technology with humanitarian values as the foundation of organizational sustainability.

2. The Role of Transformational Leadership

Transformational leadership is one of the leadership approaches considered most relevant in addressing the complexities of change in the Society 5.0 era. This leadership style emphasizes the leader's ability to build a vision, inspire organizational members, and

encourage the continuous development of individual potential. In the context of digital transformation, leaders serve not only as operational directors but also as change agents, fostering adaptive and innovative mindsets within the organization (Jusdijachlan et al., 2024).

The primary role of transformational leaders is seen in their ability to formulate and communicate the organization's vision clearly and meaningfully. This vision serves as a foundation for human resources in understanding the direction of change and the organization's long-term goals. Amidst uncertainty and technological acceleration, a clear vision helps reduce work ambiguity and increase employee trust in the ongoing transformation process (Jusdijachlan et al., 2024).

In addition to building a vision, transformational leadership plays a role in fostering a positive mental attitude toward change. Leaders encourage human resources to view change as an opportunity for personal development, rather than a threat. This approach contributes to reducing organizational resistance to innovation and increasing employee psychological readiness in facing ever-changing work dynamics (Firmansah & Gusti, 2025).

The next role is reflected in improving human resource motivation and performance. Transformational leaders provide individual attention, recognition for achievement, and space for employees to express ideas and creativity. This supportive working relationship fosters intrinsic motivation and organizational commitment, ultimately resulting in sustained improvements in performance quality (Febriana, 2023).

Transformational leadership also contributes to strengthening an adaptive and innovative organizational culture. Leaders serve as role models in implementing the values of continuous learning, collaboration, and the productive use of technology (Maleha, et.al, 2025). A work culture open to change enables organizations to respond more flexibly to the challenges of Society 5.0 without neglecting human values (Jusdijachlan et al., 2024).

From an HR management perspective, transformational leadership serves as a key driver in developing employee competencies and talents. Leaders act as learning facilitators, encouraging individual capacity building through training, mentoring, and

challenging work experiences. This aligns with the organizational need to develop adaptive and highly competitive human resources in the digital age (Jusdijachlan et al., 2024).

Analysis shows that organizations that implement transformational leadership tend to have higher levels of employee engagement and a work climate more conducive to innovation. Secondary data from previous research indicates a positive relationship between transformational leadership, job satisfaction, and overall organizational performance (Daeli et al., 2024).

However, the effectiveness of transformational leadership is not absolute. Its success is still influenced by contextual factors, such as organizational system readiness, initial culture, and the leader's own competency. Without adequate structural and policy support, the potential of transformational leadership cannot be maximized.

Therefore, the role of transformational leadership can be categorized as very significant in supporting successful HR management in the Society 5.0 era. This role encompasses vision formation, increasing motivation, strengthening an adaptive culture, and developing HR competencies, although it still requires organizational system support for its sustainable impact.

3. The Relationship Between Transformational Leadership and Human Resource Management

Leadership and human resource management (HRM) are two interrelated strategic elements that determine the direction and performance of an organization. HRM manages the planning, development, and maintenance of human resource quality, while leadership determines the vision, values, and work climate (Aravik, et.al, 2020). In the Society 5.0 era, characterized by accelerated technological change and a complex work environment, the

integration of transformational leadership and HRM becomes increasingly crucial (Munawwarah et al., 2024).

Transformational leadership provides a strategic foundation for the formulation of HRM policies and practices. The leader's vision and commitment to innovation and human resource development will influence the direction of employee recruitment, training, performance appraisals, and career development. Thus, HRM plays not only an administrative role but also a strategic partner in supporting organizational transformation (Yogi, 2022).

In the context of Society 5.0, HRM is required to integrate the use of technology with a people-centric approach. Transformational leadership plays a role in ensuring that digital transformation remains aligned with ethical values, well-being, and the development of human resource potential. This balance is key to organizational sustainability amidst technological disruption (Anas et al., 2025).

The relationship between transformational leadership and HRM is also reflected in efforts to develop employee competencies and engagement. Leaders foster a culture of learning and innovation, while HRM provides systems and programs that support this development. This synergy strengthens HR readiness to face the demands of a changing work environment (Anas et al., 2025). Thus, transformational leadership can be understood as a key driving factor in HRM effectiveness in the Society 5.0 era. This relationship forms the basis for discussing the practical implications of applying transformational leadership in HR management in the following subsection.

4. Practical Implications of Transformational Leadership in Human Resource Management

The application of transformational leadership in human resource (HRM) management has broad practical and strategic implications in the Society 5.0 era. This leadership style not only influences the relationship between leaders and employees but also determines the direction of organizational policies in managing competencies, work

culture, and sustainable performance. In the context of digital transformation, transformational leadership serves as a bridge between technological demands and human needs as the primary subjects of organizational development (Hendrawati, 2025).

The significant changes brought about by the Society 5.0 era mean that the role of leaders is no longer limited to managing work but also to shaping the mindset and work practices of human resources within the organization. As technology increasingly dominates work processes, organizations are required to maintain the human side so that productivity does not sacrifice employee well-being. It is in this context that transformational leadership becomes relevant for translation into practical HRM practices (Haetami et al., 2023).

Tracing back to the roots of classical thought, attention to human quality has long been a concern of economic and management thinkers. Adam Smith, for example, emphasized that economic progress is determined not only by capital and markets, but also by the capacity and skills of the people carrying out production activities. This idea finds renewed relevance in the context of modern organizations, where leaders play a role in developing the potential of human resources as a primary asset, not simply a factor of production (Haetami et al., 2023).

In practice, the most immediately noticeable implication is a shift in approach to competency development. Training is no longer understood as an occasional formal activity, but rather as a continuous learning process integrated with daily work requirements. Transformational leaders encourage employees to actively learn, experiment, and adapt to new technologies without fear of failure (Hendrawati, 2025).

Beyond technical skills, attention has also shifted to strengthening character and soft skills. The ability to communicate, collaborate, think creatively, and make independent decisions have become essential qualities in a digital workplace. In line with Peter

Drucker's thinking on knowledge workers, organizations need to provide space for employees to develop as reflective and responsible individuals (Hendrawati, 2025).

Employee engagement has also undergone a shift in meaning. Employees are no longer solely judged by their adherence to rules, but rather by the extent to which they feel they have room to contribute and develop. Transformational leaders typically open up dialogue, value ideas, and give trust in decision-making. This relationship pattern fosters a sense of belonging to the organization while naturally increasing work commitment (Haetami et al., 2023).

This change has a direct impact on work culture. Previously hierarchical work environments are gradually shifting to become more open and collaborative. Mistakes are not always viewed as failures, but as part of the learning process. This culture makes organizations more flexible in the face of technological change and fast-paced market demands (Fadli et al., 2024).

Amidst the rapid use of technology, transformational leadership also plays a role in maintaining a balance between efficiency and humanity. While technology can accelerate work processes, without proper management, it can lead to psychological stress, digital fatigue, and even a loss of meaning in work. Leaders need to ensure that technology is used to simplify work, expand access to learning, and support employee well-being, rather than simply chasing numerical targets (Fadli et al., 2024).

Other implications are evident in how organizations manage their talent long-term. Recruitment no longer focuses solely on technical fit, but also on the learning potential, flexibility, and value of prospective employees. Performance assessments are shifting from simply achieving output to a process of developing competencies and sustainable contributions. This direction makes organizations better prepared for unpredictable changes (Hendrawati, 2025).

Collaboration across generations and expertise is becoming increasingly important in the digital workplace. Transformational leaders act as bridges, able to reconcile differences in thinking, experience, and work styles. A healthy exchange of knowledge

enriches the organization's perspective while accelerating the innovation process (Hendrawati, 2025).

Ethical aspects are also inseparable from the implications of transformational leadership. The use of data, digital systems, and artificial intelligence demands sensitivity to privacy, fairness, and transparency. Leaders play a role in ensuring organizational decisions remain grounded in moral values, not solely on technological efficiency. Employee and public trust is crucial for organizational sustainability (Fadli et al., 2024).

Overall, the practical implications of transformational leadership do not focus solely on one aspect, but rather on creating a more adaptive, humane, and future-oriented human resource management ecosystem (Fadli et al., 2024). When competency development, a collaborative culture, technology utilization, and ethical values are balanced, organizations have a strong foundation for survival and growth in the dynamics of Society 5.0.

5. Challenges of Implementing Transformational Leadership in the Era of Society 5.0

Although transformational leadership offers many positive potentials, its practical application is not always smooth. Changing ways of thinking, working, and leading requires time and comprehensive organizational readiness. Not all individuals or organizational systems are ready to embrace rapid transformation, especially when the changes affect long-standing, ingrained habits (Qayyimah et al., 2024).

One major challenge lies in resistance to change. Individuals and work groups tend to maintain established work patterns because they perceive them as providing a sense of security and certainty. When organizations encourage the adoption of new technologies and high levels of work flexibility, some employees experience anxiety about increasing

task complexity, role uncertainty, and potential shifts in required competencies (Hendrawati, 2025).

Furthermore, leader readiness is a determining factor in the effectiveness of implementing transformational leadership. Not all leaders possess sufficient digital literacy, strategic communication skills, and emotional intelligence to build collaborative and inspiring working relationships. The imbalance in leadership competencies has the potential to give rise to policy inconsistencies and weak internalization of the vision of change at the operational level (Hendrawati, 2025).

Cross-generational dynamics within organizations also present their own complexities. Differences in work values, communication preferences, and career orientations between generations can impact the quality of interactions and the level of team cohesion. If not managed adaptively, these differences can create social friction that hinders the effectiveness of organizational transformation (Muktamar et al., 2023).

From an institutional perspective, limited technological infrastructure, budget support, and unintegrated internal policies present significant obstacles. The imbalance between leadership vision and organizational system readiness often causes the transformation process to stall at the normative level without being implemented operationally (Tahir et al., 2025).

Another challenge relates to the ethical and humanitarian dimensions of technology utilization. The use of digital systems and artificial intelligence poses risks related to data privacy, transparency in decision-making, and the potential for social exclusion. Leaders are required to maintain a balance between technological efficiency and the protection of humanitarian values to prevent transformation from leading to the dehumanization of work (Tahir et al., 2025).

The pressure to achieve short-term performance also has the potential to hinder the consistent application of transformational leadership. An organizational orientation that is too focused on quantitative targets can reduce attention to human capacity development, organizational learning, and strengthening long-term work culture (Daeli et al., 2024).

Thus, implementing transformational leadership in the Society 5.0 era requires a systemic, sustainable, and context-based approach to the organization. The success of the transformation is determined not only by the individual capacity of the leader, but also by the alignment of the organization's culture, infrastructure readiness, and the collective commitment of all stakeholders to managing change adaptively and ethically (Daeli et al., 2024).

Conclusion

The study's findings indicate that the Society 5.0 era encourages a transformation in human resource management focused on strengthening adaptive competencies, accelerating technology utilization, and adapting culture and work patterns. Organizations are not only required to improve the technical capacity of their workforce but also to build flexibility, innovation, and readiness for continuous learning as prerequisites for sustainable performance.

Transformational leadership plays a strategic role in orchestrating these changes through the ability to formulate a vision, internalize values, and mobilize individual and collective potential. This leadership encourages increased motivation, work engagement, and performance quality, while strengthening an organizational culture that is responsive to environmental dynamics.

The synergy between transformational leadership and human resource management is reflected in the strengthening of talent management, performance optimization, and the creation of a humanistic work ecosystem integrated with technology. Although its implementation faces various structural and cultural challenges, transformational leadership remains a key determinant in creating an adaptive, competitive, and sustainable organization in the era of Society 5.0.

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