

Leadership Styles in Public Administration: A Systematic Review of Their Effectiveness in Driving Organizational Performance

Gaya Kepemimpinan dalam Administrasi Publik: Tinjauan Sistematis atas Efektivitasnya dalam Mendorong Kinerja Organisasi

Jemmy

Universitas Budi Luhur

*jemmysusanto40@gmail.com

**Corresponding Author*

ABSTRACT

Leadership styles, especially transformational and transactional leadership, play an important role in the public sector by influencing organizational performance. This systematic literature review examines the effectiveness of these leadership styles in promoting organizational sustainability in the public sector. Following PRISMA guidelines, this study synthesizes findings from leading international databases, highlighting their impact on employee satisfaction, innovative behavior and organizational culture. The integration of transformational and transactional elements is explored for its potential to optimize organizational performance and enhance sustainability.

Keywords: Leadership styles, transformational leadership, transactional leadership, public sector, organizational sustainability

ABSTRAK

Gaya kepemimpinan, khususnya kepemimpinan transformasional dan transaksional, memainkan peran penting dalam sektor publik dengan mempengaruhi kinerja organisasi. Tinjauan literatur sistematis ini mengkaji efektivitas gaya kepemimpinan tersebut dalam mendorong keberlanjutan organisasi di sektor publik. Dengan mengikuti pedoman PRISMA, studi ini mensintesis temuan dari database internasional terkemuka, menyoroti dampaknya terhadap kepuasan karyawan, perilaku inovatif, dan budaya organisasi. Integrasi elemen-elemen transformasional dan transaksional dieksplorasi untuk potensinya dalam mengoptimalkan kinerja organisasi dan meningkatkan keberlanjutan.

Kata Kunci: *Gaya kepemimpinan, kepemimpinan transformasional, kepemimpinan transaksional, sektor publik, keberlanjutan organisasi*

1. Introduction

Leadership style in the public sector is very important to drive organizational performance. Various studies have emphasized the importance of leadership style, especially transformational and transactional leadership, in influencing organizational results (Rehman et al., 2019; Adriansyah et al., 2020). The debate regarding the most effective leadership style in the public sector continues, with suggestions that an integrated approach combining transformational and transactional elements may be optimal for public sector leaders (Tzavella, 2023). Leadership style has been found to influence employee job satisfaction, innovative behavior, and organizational culture, all of which are important components in improving organizational performance (Hao, 2024; Ubogu, 2018; Alkhasawneh, 2018).

Research shows that leadership style not only influences employee motivation and work performance, but also influences organizational commitment and citizenship behavior, which are very important for organizational success (Guro, 2024; Aras & Jufri, 2022; Al-Kahtani, 2015). The interaction between leadership style, organizational culture and employee motivation is very important in shaping employee performance (Brasrinanto & Sukiman, 2022; Lokaj & Sadrija, 2020). In addition, the role of leadership styles in fostering innovative culture,

organizational learning, and work motivation further confirms their importance in driving organizational performance (Brasrinanto & Sukiman, 2022; Lokaj & Sadrija, 2020).

Furthermore, the effectiveness of leadership style in the public sector is closely related to organizational culture, employee competence, and organizational commitment, all of which contribute significantly to organizational performance (Hadiyatno, 2021; Sirajuddin, 2023; Hidayat & Graha, 2021). Studies show that leadership style can influence organizational performance directly or indirectly through factors such as work culture, employee motivation, and job satisfaction (Cahyani et al., 2022; Khan et al., 2020; Sunatar, 2022). The impact of leadership style on organizational performance is seen across various sectors, emphasizing the need for effective leadership to achieve desired organizational outcomes (Madanchian et al., 2021; Akparep et al., 2019). In conclusion, leadership styles in the public sector have a profound impact on organizational performance by shaping employee attitudes, behavior and overall organizational culture. Understanding the relationship between leadership style, organizational factors, and employee outcomes is critical for leaders to effectively drive organizational success.

Leadership in the public sector context plays a crucial role in determining the direction and sustainability of the organization. Effective leadership not only influences overall organizational performance but also determines the extent to which the organization is able to face complex challenges in this modern era. One of the ongoing debates in the management literature is the comparison between transformational and transactional leadership styles in the public sector context. The research question that arises is how does the role of each leadership style influence organizational sustainability in the public sector? There is a significant research gap, namely the lack of in-depth understanding of the specific relationship between transformational and transactional leadership styles and organizational sustainability in the public sector context. The urgency of this research lies in the importance of exploring leadership styles that can effectively maximize the performance of public organizations. This research will fill the gap in the literature by exploring aspects that have not been widely researched, especially in the context of the public sector, with the hope of providing new understanding and relevant policy recommendations for leadership practice in the public sector.

Thus, it is hoped that this literature review will provide an important contribution in expanding our understanding of how transformational and transactional leadership styles play a role in achieving organizational sustainability in this unique context.

2. Research Methods

This research uses a systematic method in collecting articles from reputable international databases using PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines. Keywords used in the article search included phrases such as "leadership styles", "public administration", "organizational sustainability", and other related terms. The selection of these keywords was designed to ensure broad but relevant coverage in the literature related to leadership styles and organizational sustainability in the public sector context.

The total number of articles found and considered for inclusion in the review will be described in detail, including the number of articles that meet the specified inclusion and exclusion criteria. Inclusion criteria included year of publication relevant to this research topic, focus on the public sector, and direct link to leadership style and organizational sustainability. Articles that do not meet these criteria, such as non-academic articles or those that are not directly relevant to the research topic, will be excluded from the review. This method is expected to ensure that the literature included in the review is representative and of high quality, thereby supporting in-depth and accurate analysis related to the comparison of transformational and transactional leadership styles in the public sector context.

3. Results and Discussions

3.1. Leadership Theory in Public Administration

The transformational leadership style is characterized by the ability to inspire and motivate followers to achieve extraordinary results and develop their potential. This style involves creating a positive work environment, encouraging innovation, and promoting individual growth and development (Anderson & Sun, 2015). On the other hand, transactional leadership focuses on setting clear expectations, providing rewards for achieving goals, and correcting deviations from established standards. This style involves conditional rewards for performance and management by exception, where leaders step in when things go wrong (Anderson & Sun, 2015).

A comparison between these two leadership styles shows that transformational leadership is often considered more effective in driving organizational performance and readiness for change. This style is associated with increased job satisfaction, volunteer administrative skills, and funding attainment (Orazi et al., 2013; Mekonnen, 2023; OMOGERO & OKWUTU, 2023). On the other hand, transactional leadership, while effective in providing structure and ensuring tasks are completed, may not be as impactful in inspiring followers toward a shared vision or encouraging innovation (Reta & Gebriel, 2023; Maturire, 2023).

Research suggests that a combination of both leadership styles can provide benefits, with transformational leadership providing vision and inspiration, while transactional leadership offers structure and rewards for achieving goals. This integrated approach can lead to improved employee performance, organizational commitment, and financial performance (Mwakajila & Nyello, 2021; Winingsih, 2022; Olayisade & Awolusi, 2021). In addition, the context and nature of the tasks given to employees should be considered in deciding which leadership style to use (Maharmeh, 2021). In conclusion, although both transformational and transactional leadership styles have their respective advantages, a balanced approach that combines elements of both styles may be the most effective in achieving organizational goals and increasing employee engagement and performance in public sector settings.

3.2. Organizational Sustainability in Public Administration

Organizational sustainability in the public sector is a complex concept that is critical to the long-term survival and effectiveness of public organizations. This sustainability ensures the provision of sustainable services in accordance with public needs and contributes to community welfare (Trondal, 2019). The main dimensions covered by sustainable public governance include financial stability, environmental management, and strong governance practices (Trondal, 2019; Balasubramanian & Balaji, 2021).

Investment in human resources is crucial in increasing public service motivation and increasing employee competence, thereby strengthening organizational sustainability (Romanelli, 2020). In addition, effective implementation of public policies, which is critical to achieving sustainable development goals, requires the development of sustainability literacy in the public sector curriculum (Kinzer, 2021). Furthermore, organizational survival is influenced by adaptive capacity, administrative efficiency, and strategic design (Witteloostuijn et al., 2018; Park & Matkin, 2020).

Effective leadership plays a central role in driving organizational sustainability in the public sector by initiating and sustaining the transformation process ("Transforming Servant Leadership, Organizational Culture, Change, Sustainability, and Courageous Leadership," 2020). In addition, a balance between exploration and exploitation in public management is essential, which meets society's need for innovative strategies and efficient operations (Palmi et al., 2020). Organizational ambidexterity, which includes incremental improvements and transformative initiatives, also underlies sustainable practices in the public sector (Palm & Lilja, 2017). In conclusion, achieving organizational sustainability in the public sector requires a holistic approach that integrates human resource development, financial stability, governance

integrity and effective leadership. By encouraging innovation, adaptability and commitment to sustainable practices, public organizations can increase their resilience and make meaningful contributions to the well-being of society.

3.3. The Relationship between Transformational Leadership Style and Organizational Sustainability

Transformational leadership style has been the focus of in-depth studies in relation to organizational sustainability. Many studies have shown a positive relationship between transformational leadership style and organizational sustainability. For example, Udin (2024) identified thematic groups related to transformational leadership, organizational commitment, and corporate social responsibility, which highlights the importance of transformational leadership in fostering sustainable performance. Likewise, Afrianda et al. (2023) emphasize that a transformational leadership style leads to consistent behavior, strengthens organizational culture, and reduces subordinates' perceptions of company policies, all of which contribute to sustainability.

The mechanisms through which a transformational leadership style enhances organizational sustainability have been explored. Transformational leadership inspires and motivates employees beyond immediate rewards by promoting an adaptive organizational culture through visionary leadership and attention to individual employee needs. This leadership style encourages employees to interpret and understand how leaders implement practices that increase commitment, involvement, loyalty and performance (Mangundjaya, 2019). In addition, transformational leaders are effective in inspiring followers to exceed expectations, foster creativity, and encourage organizational citizenship behavior (Shannon, 2021; Wulandari, 2023). In conclusion, the literature supports a positive relationship between transformational leadership style and organizational sustainability. Transformational leaders play a crucial role in improving organizational performance, fostering commitment, and promoting a culture of innovation and sustainability in organizations.

3.4. The Relationship between Transactional Leadership Style and Organizational Sustainability

Transactional leadership style has been the subject of interest in various studies exploring its impact on organizational sustainability. Research by Udin (2024) identified thematic clusters related to transactional leadership, including organizational commitment and corporate social responsibility. Ahmad et al. (2015) found a significant relationship between transactional leadership and organizational commitment. Additionally, Tong (2020) highlighted the positive correlation between transactional leadership and financial performance and organizational growth. These studies collectively suggest that transactional leadership plays a role in influencing organizational outcomes.

The mechanism through which a transactional leadership style influences organizational sustainability involves the use of rewards and punishments to manage the work of team members (Kiziloglu, 2021). This style focuses on exchanges between leaders and subordinates, guiding them through assigned roles and tasks with associated rewards and benefits to directly achieve organizational goals. In addition, transactional leadership is related to organizational commitment (Toh et al., 2019), employee commitment during organizational change (Zona & Thaib, 2021), and organizational performance (Hanoum et al., 2021). These findings suggest that transactional leadership influences various aspects of organizational functioning. In conclusion, transactional leadership style has been shown to have a significant relationship with organizational commitment, financial performance, growth, and other organizational outcomes. Its influence on organizational sustainability is mediated through mechanisms such as reward systems, goal setting, and task management, which contribute to the direct achievement of organizational goals and foster commitment among employees.

3.5. Comparison and Contrast of Transformational and Transactional Leadership Styles in the Context of Public Administration

In the public sector, a comparison between transformational and transactional leadership styles is crucial for understanding their impact on organizational sustainability. Several studies have revealed this comparison. Alsabbagh & Khalil (2016) found that individualized consideration, a dimension of transformational leadership, had a significant impact on organizational learning, while conditional rewards, a dimension of transactional leadership, also played an important role in organizational learning. Tong (2020) further supports this by showing that both transformational and transactional leadership styles are positively related to financial performance and organizational growth, with transformational leadership showing stronger effects.

Contextual factors play an important role in moderating the relationship between leadership style and organizational sustainability in the public sector. Orazi et al. (2013) suggest that an integrated leadership style, in which public sector leaders primarily demonstrate transformational behavior while using transactional relationships moderately and emphasizing integrity and ethics, is optimal for improving organizational performance. Additionally, Ha & Moon (2023) highlighted that transactional leadership weakens the negative relationship between distributive justice and organizational citizenship behavior, while transformational leadership strengthens the positive relationship between goal clarity and organizational citizenship behavior. In conclusion, although both transformational and transactional leadership styles have advantages in influencing organizational outcomes, contextual nuances in public sector settings can significantly influence the effectiveness of these leadership styles on organizational sustainability.

4. Conclusions

Transformational and transactional leadership styles have a crucial role in public administration, with each style offering unique advantages. Transformational leadership, which is based on inspiration, motivation, and long-term vision, tends to be more effective in influencing employee commitment, innovation, and an adaptive organizational culture. On the other hand, transactional leadership offers clear structure and rewards in achieving organizational goals, although it may be less effective in inspiring innovation and long-term vision. The combination of these two leadership styles, by combining transformational elements for inspiration and transactional for structure, can optimize organizational performance and strengthen sustainability in public administration.

An in-depth understanding of leadership styles in public administration has significant implications for practitioners and policy makers. Transformational leadership can be used to develop an organizational culture that is innovative and oriented towards a long-term vision, while transactional leadership can provide the necessary framework for achieving operational goals. The integration of these two styles can help build strong employee engagement, improve operational efficiency, and promote overall organizational sustainability in public administration.

The study of leadership styles in public administration has several limitations. First, different organizational cultural contexts can influence the implementation and effectiveness of both leadership styles. Second, external factors such as changes in government policy and finances can limit a leader's ability to implement their leadership style optimally. Moreover, generalization of findings from these studies to various public administration contexts needs to be done with caution to account for local and conditional variations.

To develop a deeper understanding of the relationship between leadership style and organizational sustainability in public administration, future studies could explore the following research areas:

1. **Local Context:** Studies that extend the analysis of organizational sustainability in different public administration contexts, to understand how local contextual factors influence the implementation and effectiveness of leadership styles.
2. **Policy Influence:** Research that explores how changes in government policy and regulation influence the adaptation of leadership styles and organizational sustainability in public administration.
3. **Performance Measurement:** Longitudinal studies that use more measurable and comprehensive metrics to measure the direct impact of leadership style on organizational sustainability performance, including financial, operational and qualitative aspects.
4. **Leadership Integration:** Research exploring how leaders can integrate both leadership styles in different contexts to achieve optimal results in the long term.

By directing research in these areas, we can deepen our understanding of how leadership styles can influence organizational sustainability in public administration, as well as improve leaders' ability to manage future challenges and opportunities.

5. References

- Adriansyah, M., Setiawan, M., & Yuniarinto, A. (2020). The influence of transactional leadership style and work culture on work performance mediated by work motivation. *Jurnal Aplikasi Manajemen*, 18(3), 563-571. <https://doi.org/10.21776/ub.jam.2020.018.03.17>
- Afrianda, R., Zainal, V., Siswanti, I., & Nawangsari, L. (2023). Strategic organizational performance in electric power company in indonesia. *Al Qalam Jurnal Ilmiah Keagamaan Dan Kemasyarakatan*, 17(3), 2172. <https://doi.org/10.35931/aq.v17i3.2153>
- Ahmad, A., Majid, A., & Zin, L. (2015). The measurement of the effectiveness of leadership styles for organizational commitment in pakistan. *Asian Social Science*. <https://doi.org/10.5539/ass.v11n25p135>
- Akparep, J., Jengre, E., & Mogre, A. (2019). The influence of leadership style on organizational performance at tumakavi development association, tamale, northern region of ghana. *Open Journal of Leadership*, 08(01), 1-22. <https://doi.org/10.4236/ojl.2019.81001>
- Al-Kahtani, A. (2015). The influence of leadership styles on organizational commitment: the moderating effect of emotional intelligence. *Business and Management Studies*, 2(1), 23. <https://doi.org/10.11114/bms.v2i1.1091>
- Alkhasawneh, F. (2018). The effect of leadership styles of administrative leaders on job performance behavior among staff of najran university. *Journal of Studies in Education*, 8(1), 107. <https://doi.org/10.5296/jse.v8i1.12672>
- Alsabbagh, M. and Khalil, A. (2016). The impact of leadership styles on organizational learning (an empirical study on the education sector in damascus city). *International Journal of Academic Research in Business and Social Sciences*, 6(5). <https://doi.org/10.6007/ijarbss/v6-i5/2126>
- Anderson, M. and Sun, P. (2015). Reviewing leadership styles: overlaps and the need for a new 'full-range' theory. *International Journal of Management Reviews*, 19(1), 76-96. <https://doi.org/10.1111/ijmr.12082>
- Aras, R. and Jufri, M. (2022). The effects of leadership style on employees' job satisfaction and organizational citizenship behavior across hierarchical levels.. <https://doi.org/10.2991/assehr.k.220203.034>
- Balasubramanian, N. and Balaji, M. (2021). Organisational sustainability scale-measuring employees' perception on sustainability of organisation. *Measuring Business Excellence*, 26(3), 245-262. <https://doi.org/10.1108/mbe-06-2020-0093>
- Brasrinanto, A. and Sukiman, S. (2022). The effect of leadership style on employee performance mediated by organizational culture and employee motivation bureau of

- government and regional autonomy regional secretariat east java province. *Sinergi Jurnal Ilmiah Ilmu Manajemen*, 12(1), 1-7. <https://doi.org/10.25139/sng.v12i1.5688>
- Cahyani, E., Edward, Y., & Purba, M. (2022). The effect of leadership style and organizational culture on employee performance with satisfaction work as intervening variable (case study ptpn iv laras). *International Journal of Research and Review*, 9(10), 99-109. <https://doi.org/10.52403/ijrr.20221012>
- Guro, A. (2024). Leadership styles, emotional intelligence and personality traits of muslim women academic heads of the mindanao state university and their correlation with organizational performance. *Journal of Advanced Research in Business and Management Studies*, 35(1), 11-19. <https://doi.org/10.37934/arbms.35.1.1119>
- Ha, T. and Moon, K. (2023). Distributive justice, goal clarity, and organizational citizenship behavior: the moderating role of transactional and transformational leadership. *Sustainability*, 15(9), 7403. <https://doi.org/10.3390/su15097403>
- Hadiyatno, D. (2021). The role of organizational culture in implementing improvements general administrative officer performance of regional secretariat north paser district. *International Journal of Educational Research & Social Sciences*, 2(4), 657-665. <https://doi.org/10.51601/ijersc.v2i4.91>
- Hanoum, S., Muniroh, M., & Nabawi, S. (2021). The influence of transformational and transactional leadership on organizational performance in millennials generation.. <https://doi.org/10.2991/aebmr.k.210510.023>
- Hao, S. (2024). Leadership style employee job satisfaction and organizational culture: basis for employee innovation behavior framework. *International Journal of Research Studies in Management*, 12(2). <https://doi.org/10.5861/ijrsm.2024.1025>
- Hidayat, R. and Graha, A. (2021). The role of organizational commitment in employee performance.. <https://doi.org/10.2991/assehr.k.210413.060>
- Khan, M., Ismail, F., Hussain, A., & Al-Ghazali, B. (2020). The interplay of leadership styles, innovative work behavior, organizational culture, and organizational citizenship behavior. *Sage Open*, 10(1), 215824401989826. <https://doi.org/10.1177/2158244019898264>
- Kinzer, K. (2021). Integrating professional sustainability literacy into the master of public administration curriculum. *International Journal of Sustainability in Higher Education*, 22(5), 982-1001. <https://doi.org/10.1108/ijshe-07-2020-0266>
- Kiziloglu, M. (2021). The impact of school principal's leadership styles on organizational learning: mediating effect of organizational culture. *Business and Management Studies an International Journal*, 9(3), 822-834. <https://doi.org/10.15295/bmij.v9i3.1814>
- Lokaj, A. and Sadrija, T. (2020). Organizational culture influenced by leadership styles: the case of private businesses in kosovo. *Problems and Perspectives in Management*, 18(3), 306-314. [https://doi.org/10.21511/ppm.18\(3\).2020.25](https://doi.org/10.21511/ppm.18(3).2020.25)
- Madanchian, M., Hussein, N., Noordin, F., & Taherdoost, H. (2021). Effects of leadership on organizational performance., 1, 58-62. <https://doi.org/10.37394/232024.2021.1.10>
- Maharmeh, T. (2021). Leadership styles and employee engagement: a field study at a qatari public corporation: الأنماط القيادية وتأثيرها على الانغماس الوظيفي: دراسة ميدانية في مؤسسة عامة قطرية. *مجلة العلوم الاقتصادية والإدارية والقانونية*, 22(5), 164-181. <https://doi.org/10.26389/ajsrp.m120521>
- Mangundjaya, W. (2019). The linkage between transformational leadership, and organizational sustainability: testing the mediating role of psychological empowerment.. <https://doi.org/10.2991/iciap-18.2019.83>
- Maturire, I. (2023). Effect of leadership styles on strategic implementation in non-governmental organizations. a case of root foundation rwanda. *Journal of Strategic Management*, 7(3), 94-120. <https://doi.org/10.53819/81018102t6064>
- Mekonnen, M. (2023). The effect of transformational and transactional leadership styles on organizational readiness for change among health professionals. *Sage Open Nursing*, 9. <https://doi.org/10.1177/23779608231185923>

- Mwakajila, H. and Nyello, R. (2021). Leadership styles, firm characteristics and business financial performance of small and medium enterprises (smes) in tanzania. *Open Journal of Business and Management*, 09(04), 1696-1713. <https://doi.org/10.4236/ojbm.2021.94093>
- Olayisade, A. and Awolusi, O. (2021). The effect of leadership styles on employee's productivity in the nigerian oil and gas industry. *Information Management and Business Review*, 13(1(I)), 47-64. [https://doi.org/10.22610/imbr.v13i1\(i\).3194](https://doi.org/10.22610/imbr.v13i1(i).3194)
- OMOGERO, E. and OKWUTU, A. (2023). Effect of leadership styles on employee job performance in manufacturing industry in nigeria: a study of dufil prima foods plc, port harcourt. *International Journal of Applied Research in Social Sciences*, 5(2), 29-39. <https://doi.org/10.51594/ijarss.v5i2.456>
- Orazi, D., Turrini, A., & Valotti, G. (2013). Public sector leadership: new perspectives for research and practice. *International Review of Administrative Sciences*, 79(3), 486-504. <https://doi.org/10.1177/0020852313489945>
- Palm, K. and Lilja, J. (2017). Key enabling factors for organizational ambidexterity in the public sector. *International Journal of Quality and Service Sciences*, 9(1), 2-20. <https://doi.org/10.1108/ijqss-04-2016-0038>
- Palmi, P., Corallo, A., Prete, M., & Harris, P. (2020). Balancing exploration and exploitation in public management: proposal for an organizational model. *Journal of Public Affairs*, 21(3). <https://doi.org/10.1002/pa.2245>
- Park, Y. and Matkin, D. (2020). The demise of the overhead myth: administrative capacity and financial sustainability in nonprofit nursing homes. *Public Administration Review*, 81(3), 543-557. <https://doi.org/10.1111/puar.13269>
- Rehman, S., Bhatti, A., & Chaudhry, N. (2019). Mediating effect of innovative culture and organizational learning between leadership styles at third-order and organizational performance in malaysian smes. *Journal of Global Entrepreneurship Research*, 9(1). <https://doi.org/10.1186/s40497-019-0159-1>
- Reta, E. and Gebriel, A. (2023). Effect of leadership styles on organizational performance in private commercial banks of dire dawa administration. *International Journal of Research and Studies Publishing*, 13(1), 228-234. <https://doi.org/10.29322/ijsrp.13.01.2023.p13325>
- Romanelli, M. (2020). Driving sustainable public administration.. <https://doi.org/10.18662/lumproc/gekos2020/04>
- Shannon, P. (2021). Predicting healthcare leaders readiness to lead the implementation of change. *African Journal of Business Management*, 15(3), 100-109. <https://doi.org/10.5897/ajbm2020.9190>
- Sirajuddin, S. (2023). The influence of leadership style and organizational culture on the performance of employees through work discipline in electrical industry. *Journal Industrial Servicess*, 9(2), 217. <https://doi.org/10.36055/jiss.v9i2.21878>
- Sunatar, B. (2022). Effect of leadership style and employee competence on employee performance through organizational citizenship behavior. *Indonesian Interdisciplinary Journal of Sharia Economics (Iijse)*, 5(2), 573-591. <https://doi.org/10.31538/ijse.v5i2.2209>
- Toh, P., Liew, W., Rahim, I., & Sondoh, S. (2019). Transformational and transactional leadership styles towards organizational commitment in the hotel industry. *Journal of Tourism Hospitality and Environment Management*, 4(17), 34-45. <https://doi.org/10.35631/jthem.417004>
- Tong, Y. (2020). The influence of entrepreneurial psychological leadership style on organizational learning ability and organizational performance. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.01679>
- Trondal, J. (2019). Public administration sustainability and its organizational basis. *International Review of Administrative Sciences*, 87(2), 399-415. <https://doi.org/10.1177/0020852319869430>

- Tzavella, V. (2023). The leader – manager debate in the greek public administration: a critical review of the literature and future research agenda.. International Conference on Business and Economics - Hellenic Open University, 2(1). <https://doi.org/10.12681/icbe-hou.5357>
- Ubogu, R. (2018). Analysis of leadership styles on school administration in public secondary schools in delta central senatorial districts, delta state, nigerial. World Journal of Educational Research, 5(1), 77. <https://doi.org/10.22158/wjer.v5n1p77>
- Udin, U. (2024). Leadership styles and sustainable performance. Multidisciplinary Reviews, 7(8), 2024171. <https://doi.org/10.31893/multirev.2024171>
- Winingsih, A. (2022). The influence of transformational and transactional leadership styles on knowledge sharing and employees performance in condong catur hospital. Journal of World Science, 1(4), 150-154. <https://doi.org/10.36418/jws.v1i4.29>
- Witteloostuijn, A., Boin, A., Kofman, C., Kuilman, J., & Kuipers, S. (2018). Explaining the survival of public organizations: applying density dependence theory to a population of us federal agencies. Public Administration, 96(4), 633-650. <https://doi.org/10.1111/padm.12524>
- Wulandari, N. (2023). The effect of transformational leadership style and organizational culture on organizational commitment in employees of faculty of tourism and hospitality. International Journal of Progressive Sciences and Technologies, 38(2), 278. <https://doi.org/10.52155/ijpsat.v38.2.5327>
- Zona, M. and Thaib, I. (2021). Leadership and commitment to organizational change of government employee in padang, west sumatra.. <https://doi.org/10.2991/aebmr.k.210616.074>