

# The Application of Leadership Style in Creating a Conducive Work Culture: A Case Study of Bonebone Sub-District

Noor Gemilang Siradja<sup>1\*</sup>, Andi M. Rusli<sup>2</sup>, Suhardiman Syamsu<sup>2</sup>

<sup>1</sup> Dewan Perwakilan Rakyat, Kota Baubau, Indonesia.

<sup>2</sup> Departement of Government Science, Hasanuddin University, Makassar, Indonesia.

(<https://orcid.org/0000-0002-9342-3840>, <https://orcid.org/0009-0000-5955-4110>)

\*Correspondence: [ardinjufri@gmail.com](mailto:ardinjufri@gmail.com)

**Abstract:** This study aims to analyze the application of the Sub-District leadership style in creating a conducive work culture in Bonebone Sub-District, as well as identify its supporting and inhibiting factors. Using a qualitative approach, data was collected through interviews, observations, and documentation. The results showed that the Sub-District head applied a participatory and consultative leadership style as dominant. This style has proven to be effective in building cooperation between staff, increasing motivation, and creating transparent communication. Supporting factors include the provision of facilities and infrastructure, the implementation of regular meetings, and strong team collaboration. On the other hand, the obstacles found include less than optimal work facilities and low motivation and discipline of staff. This study recommends the development of an e-system to improve the efficiency of public services and regular training to strengthen staff competencies. The results of the study are expected to be a reference for leadership development at the Sub-District level, especially in areas with similar characteristics. With a more adaptive and innovative approach, a conducive work culture can be more easily achieved, supporting the improvement of overall organizational performance

**Keywords:** Leadership Style; Work Culture; Participation; Urban Sub-District; Local Government.

## 1. INTRODUCTION

Leaders have an important role in creating a conducive work culture, which contributes to the success of the organization. Leadership is not only about carrying out administrative functions, but also creating a work environment that supports the achievement of organizational goals collectively. According to Miminoshvili (2016), leadership style can affect the level of motivation, efficiency, and collaboration within an organization. At the Sub-District level, the leadership of the Sub-District head is a key factor in managing a diverse work team, both in terms of age, educational background, and work experience (Amrullah et al., 2022).

Sub-District as the smallest government unit plays a strategic role in bringing public services closer to the community. In the midst of the challenges of globalization and technological changes, the Sub-District faces increasingly high expectations from the community for the quality of public services. This requires a leader at the Sub-District level to adopt a leadership style that is able to answer the needs of the community and motivate Sub-District staff to work optimally. As stated by Magada & Govender (2016), effective leaders are not only able to provide direction but also create a harmonious working atmosphere.

This study focuses on Bonebone Sub-District as the object of research. Bonebone Sub-District has unique characteristics, where the community prioritizes the values of togetherness and mutual cooperation in daily life. However, in the midst of social and

technological changes, there are challenges in maintaining a conducive work culture in the Sub-District environment. Sub-District leaders need to adapt to this condition by adopting an inclusive, participatory, and adaptive leadership style.

Previous research has discussed the influence of leadership style on work culture. Podgórnjak-Krzykacz (2021) shows that a good work culture can improve the quality of public services to the maximum. These findings are reinforced by Ali et al. (2015), which found that the consultative leadership style contributes significantly to improving the quality of community services at the Sub-District level. However, these studies have not specifically examined how the Sub-District leadership style can be applied to answer local challenges, such as those faced by Bonebone Sub-District.

The novelty of this study lies in its approach that focuses on the integration of leadership theory with the local context of Bonebone Sub-District. In contrast to previous studies that tend to generalize the relationship between leadership and work culture, this study explores how the leadership style of the Sub-District head can be adapted to the needs of the local community. Thus, this research makes a significant contribution to the literature by presenting a more contextual and applicable perspective.

One of the main aspects of this research is how leadership can affect the implementation of technology in public services. In the digital era, the use of technology is one of the main indicators of the success of governance (Librita Arifiani, Dyah Budiastuti, 2019). However, in Bonebone Sub-District, obstacles such as limited technological infrastructure and resistance to change are still major challenges. This study aims to identify effective leadership strategies to overcome these obstacles while encouraging wider adoption of technology at the Sub-District level.

This research also pays special attention to the role of leadership in building effective communication among Sub-District staff. Transparent and open communication is one of the key elements in creating a conducive work culture. As stated by Koehler (1996), a participatory leadership style can increase a sense of belonging and responsibility among staff. This is relevant to the situation in Bonebone Sub-District, where staff diversity is often a challenge in building understanding and cooperation.

This study aims to provide practical recommendations that can be applied by Sub-District leaders in creating a conducive work culture. By integrating empirical findings and relevant theories, this research is expected to be a reference for leaders at the Sub-District level, especially in areas with similar characteristics. With a more adaptive and innovative approach, it is hoped that a conducive work culture can be more easily achieved, supporting the improvement of overall organizational performance.

In addition, this study also fills a gap in the literature related to the influence of leadership style in the Sub-District environment. Most previous studies have focused more on the level of larger organizations, such as local governments or companies. With a focus on urban Sub-Districts as the smallest government unit, this research presents a new perspective that can enrich the literature and provide more specific insights into leadership dynamics at the local level.

This research also emphasizes the importance of adaptation in leadership styles. Adaptive leaders are able to adapt their approach to the needs of the organization and the conditions of the work environment (Alfadhalah & Elamir, 2021; Miminoshvili, 2016). In the context of Bonebone Sub-District, this means adopting an inclusive approach, respecting diversity, and encouraging innovation. Thus, this research is not only relevant for the context of Bonebone Sub-District, but can also be applied to other Sub-Districts with similar challenges.

Against this background, this study aims to: (1) explore the application of the Sub-District leadership style in creating a conducive work culture in Bonebone Sub-District, and (2) identify the supporting and inhibiting factors of the process. With a more contextual and applied approach, this research is expected to make a real contribution to the development of leadership theory and practice at the local level.

## 2. LITERATUR REVIEW

### *A. Leadership Style*

Leadership style in an organization can directly affect the creation of a conducive work culture. The leadership style applied by a leader will affect the behavior and attitude of the members of the organization, which in turn affects the effectiveness of work and the quality of public services. Various leadership theories have been proposed to explain the relationship between leadership style and work culture in organizations. One of the theories that is often used is the situational leadership theory introduced by Hersey and Blanchard. In this theory, they state that an effective leader must be able to adapt his leadership style to the situation and the maturity level of his subordinates (Hambleton & Gumpert, 1982).

In general, there are four leadership styles described in this theory, namely directive, participatory, delegative, and consultative. The directive leadership style prioritizes clear direction and strict control over subordinates. This style is suitable for application in situations that require quick decisions or in organizations that are still in the early stages of development. In contrast, the participatory style involves subordinates in decision-making and pays more attention to the contributions and initiatives of each member. This can create a greater sense of ownership and responsibility for the work done, which ultimately contributes to the formation of a better work culture.

The consultative leadership style, which is also part of this theory, focuses on giving subordinates the opportunity to provide input in decision-making, although the final decision remains in the hands of the leader. According to Omar & Auso (2024), this consultative leadership style is often associated with improved communication quality within organizations. Leaders who use this style tend to create open, two-way communication, which is crucial in building better relationships between leaders and team members, as well as between the team members themselves.

On the other hand, the delegative style involves giving full responsibility to subordinates to make decisions. This style can be used in situations where subordinates have sufficient skills and knowledge to carry out tasks without direct supervision. As a result, team members feel more empowered and have greater autonomy in their work. However, this style requires a high level of trust from the leader to its members and is only effective if there is a high level of competence within the team (Chen, 2008).

### *B. Conducive Work Culture*

Effective leadership is also related to the ability of leaders to create a supportive work culture. A good work culture can increase the level of motivation and productivity, which will ultimately have an impact on the quality of services provided by an organization to the community. This shows that an inclusive and open leadership style can strengthen cooperation between members of the organization, improve communication, and create a work environment that supports the achievement of common goals (Boca et al., 2016; Podgorniak-Krzykacz, 2021b; Streimikiene et al., 2021)

However, the creation of a conducive work culture is inseparable from various inhibiting factors. One of the main obstacles that is often found in government

organizations, including at the Sub-District level, is the lack of adequate facilities and supporting facilities. Limited work facilities are often a factor that hinders staff performance and has an impact on low work motivation (Irnawati & Prasetyo, 2020; Karniawati, 2021). In addition, low discipline and staff motivation are also often challenges in creating a good work culture. This can be caused by a variety of factors, such as a lack of adequate training, a lack of incentives, or a lack of clarity in the duties and responsibilities undertaken.

To overcome these obstacles, leaders need to have the ability to adapt to situations and conditions in the work environment. As explained by Sensuse et al. (2015), adaptive leaders are able to adapt their approach to the needs of the organization and the conditions of the work environment. In the context of Bonebone Sub-District, leaders who are able to integrate participatory and consultative leadership styles can encourage better collaboration and communication among staff. Thus, a more conducive work culture is created that will support the achievement of organizational goals.

Furthermore, the importance of communication in an organization cannot be ignored. Effective communication is key in building good relationships between leaders and team members (van Dongen et al., 2022). In Sub-District-level government organizations, where the interaction between leaders and staff is very close, open and transparent communication can prevent misunderstandings and strengthen collaboration. In addition, leaders who can listen to input from staff and the community will be able to create a greater sense of trust, which in turn will improve the performance and productivity of the organization.

Finally, this study also pays attention to the importance of the application of technology in improving the efficiency and effectiveness of public services. Innovative leadership can encourage the use of technology to facilitate administrative and service processes (Irnawati & Prasetyo, 2020; Miminoshvili, 2016; Suutari, 1998). However, in Bonebone Sub-District, challenges such as limited technological infrastructure and resistance to change are still major obstacles to widespread adoption of technology. Therefore, leaders who are able to overcome these barriers through an adaptive and participatory approach will be able to accelerate the adoption of technology and improve the quality of public services.

By understanding various theories and concepts related to leadership style and work culture, as well as the challenges faced by Bonebone Sub-District, this research is expected to make a significant contribution in developing an understanding of the application of leadership at the Sub-District level. Leaders who can adopt a leadership style that suits the needs of the organization and the local situation will be more successful in creating a conducive work culture and supporting the achievement of common goals. This research contributes to the literature by integrating the theory of leadership style and work culture in the local context, namely Bonebone Sub-District.

### 3. METHOD

This study uses a descriptive qualitative approach to explore the application of the Sub-District leadership style in creating a conducive work culture in Bonebone Sub-District. A qualitative approach is chosen because it can provide a deep understanding of the phenomenon being studied, focusing on the meaning, experience, and perspective of the research subject (Creswell JW, 2013). This study aims to explore how leadership styles are applied in local contexts and the factors that affect the creation of a conducive work culture.

#### A. Research Design

The design of this research is a case study, which allows researchers to analyze

phenomena holistically in a specific context. Bonebone Sub-District was chosen as the location for the study because of the unique characteristics of the community that prioritizes the value of togetherness and mutual cooperation, as well as the challenges faced in maintaining a conducive work culture in the midst of social and technological changes. With a case study approach, this research can delve deeply into how the Sub-District leadership style can be applied to answer the existing challenges, as well as the supporting and inhibiting factors found in daily practice.

### ***B. Research Subject***

The subjects of this research consist of Sub-District heads, Sub-District staff, and people who interact directly with the Sub-District government. The selection of this subject is based on their significant role in shaping the work culture at the Sub-District level. The Sub-District head as the main leader has a direct influence on the leadership style applied, while the Sub-District staff provides a perspective on how the leadership style affects their work culture. The community, as a recipient of services, also plays an important role in providing input on the quality of services received.

### ***C. Data Collection Techniques***

Data collection was carried out using three main techniques: in-depth interviews, participatory observation, and documentation.

***In-Depth Interviews:*** Interviews were conducted with the Sub-District head, Sub-District staff, and several selected community members to explore their understanding of the leadership style applied, as well as how it affects the work culture. The interviews were conducted in a semi-structured manner to allow respondents to give more open and in-depth answers, but still focused on the research topic. The interview questions are designed to explore the respondents' experiences, perceptions, and attitudes related to leadership and work culture in the Sub-District.

***Participatory Observation:*** Researchers are directly involved in daily activities in the Sub-District to observe work dynamics, interactions between staff, and how leaders direct and motivate subordinates. These observations aim to get a more complete picture of the application of leadership styles in real situations and to match the data obtained from interviews.

***Documentation:*** Documentation related to Sub-District policies, meeting notes, and routine activity reports are used as additional materials to understand how leadership styles are applied in daily administrative policies and actions. This documentation also helps identify supporting factors and barriers that exist in the decision-making process.

### ***D. Data Analysis***

Data obtained from interviews, observations, and documentation were analyzed using thematic analysis techniques. The first step in the analysis is the transcription of interview and observation data. Next, the researcher coded to identify the main themes that emerged from the data. This process is carried out iteratively, where the researcher re-reads the data to ensure that the emerging themes are relevant to the research objectives.

Once the main themes were identified, the researcher organized them into larger categories to describe the relationship between leadership styles, work culture, and factors that influence the successful implementation of leadership in the Sub-District.

The results of this analysis are then compiled to provide a comprehensive overview of existing leadership practices, as well as recommendations for improvement.

To ensure the validity of the data, this study uses a triangulation technique. Triangulation is carried out by comparing findings from interviews, observations, and documentation to ensure data consistency. In addition, this study also involves member checking, where the researcher asks respondents to evaluate the preliminary findings obtained from the interview, to ensure the accuracy and validity of the data interpretation.

This research follows the principles of research ethics, including obtaining written permission from the authorities in Bonebone Sub-District and ensuring the confidentiality and anonymity of respondent data. All participants were given an explanation of the purpose of the research and were given the freedom to participate or not in this study. This research method is designed to provide a deep understanding of leadership dynamics at the Sub-District level, as well as how leadership style can affect work culture and the quality of public services. With a systematic approach and based on empirical data, it is hoped that this research can make a significant contribution to the development of leadership theory and local government practice.

#### 4. RESULT AND DISCUSSION

##### *A. Application of Sub-District Leadership Style*

The Bonebone Sub-District Head applies a combination of leadership styles based on Gatto's theory, namely consultative, participatory, delegative, and directive. However, participatory and consultative styles are more dominant. This style can be seen from the involvement of staff in decision-making, transparent communication, and consistent motivation. These findings are in line with research Chen (2008), which shows that the consultative leadership style improves the quality of public services.

The application of an effective leadership style is very influential in the formation of a conducive work culture. Leadership style is one of the factors that determines how well the relationship between members in an organization or work group is, and how well the work can be done. In the context of local government, especially at the Sub-District level, the leadership of the Sub-District head has a great influence on the creation of a positive work culture, where collaboration, motivation, and good communication are the keys to success.

Good leadership will create a conducive work climate by building mutual trust, reducing tension, and increasing staff commitment and motivation. Participatory and consultative leadership styles, such as those that may be applied by the Sub-District head within Bonebone Sub-District, have proven effective in creating a more open work environment, where staff feel valued and given the opportunity to contribute to decision-making (Bass, 1990). This style also prioritizes two-way communication between leaders and subordinates, leading to increased transparency and clarity in organizational goals.

In its implementation, the Sub-District head in Bonebone Sub-District may face various challenges, such as the diversity of educational backgrounds, ages, and work experience among staff. This requires leaders to adapt their leadership style to the characteristics of existing staff. As explained Hambleton & Gumpert (1982), the situational leadership model emphasizes the importance of leaders to adapt leadership styles to staff readiness and capabilities. Smart leaders will know when to give more direction or when to delegate responsibilities to staff.

On the other hand, poor or ineffective leadership can create a negative work culture, such as low morale, unclear tasks, and lack of coordination between team

members. This will hinder the achievement of organizational goals, including in improving the quality of public services. Therefore, it is important for the Sub-District head to constantly evaluate and adjust their leadership style in order to create a work atmosphere that supports the improvement of staff performance and organizational effectiveness.

Research by Sensuse et al. (2015) it shows that leaders who are able to create a positive work culture not only increase productivity, but also create a harmonious working relationship between leaders and staff. In Bonebone Sub-District, where the value of togetherness and mutual cooperation is highly emphasized, the application of a leadership style that is in accordance with the local culture is very important. Leaders who prioritize these values will find it easier to get support and commitment from staff, so that a conducive work culture can be created more effectively.

In addition, the application of the right leadership style is also related to other aspects, such as open communication, conflict resolution, and human resource management. In a challenging situation such as in Bonebone Sub-District, where resources are limited and technological changes are occurring rapidly, the Sub-District head must be able to overcome problems that arise innovatively and adaptively. A flexible and responsive leadership style will go a long way in creating a conducive work environment, which can ultimately improve organizational performance and public services.

## ***B. Supporting Factors and Inhibiting Factors***

### ***Supporting Factors in the Implementation of Leadership Style***

#### **1. Effective Communication**

Effective communication is the main key in creating a conducive work culture, especially in the context of Sub-District leadership. The results of the study show that open communication between leaders and staff can strengthen bonds and mutual trust, which is very important in the formation of a positive work culture. Leaders who can clearly communicate their vision, goals, and policies to staff will create a better understanding of their roles and responsibilities. Effective communication not only avoids miscommunication, but also facilitates joint problem-solving, which is an integral part of the participatory leadership style (Roberts, 2023).

In the Sub-District, a participatory leadership style relies heavily on effective communication. Sub-District heads who apply this style usually involve staff in decision-making and provide room for input. This has a positive impact on staff motivation, who feel valued and cared for. Research results by The Rise and the Young (2012), also shows that leaders who communicate openly and clearly can increase staff's sense of responsibility for their tasks, thus fostering a conducive and collaborative work culture.

The success of effective communication is also closely related to the use of information technology. In the digital era, the ability of the Sub-District head to utilize modern communication media can improve the quality of communication between staff and leaders. For example, using online platforms for meetings or information sharing can speed up decision-making, strengthen relationships between employees, and reduce misinformation.

#### **2. Collaboration and Teamwork**

The implementation of a leadership style that supports team collaboration is very important in creating a conducive work culture in the Sub-District environment. According to experts, as explained by Katz & Kahn (1978), team collaboration in local

government organizations leads to strengthening solidarity and increasing productivity. In Bonebone Sub-District, where work often involves several parts or units, it is important for the Sub-District head to encourage cooperation among staff. This collaboration not only improves work output, but also strengthens relationships between team members.

The results of the study show that leaders who succeed in creating a solid team, are able to overcome existing internal obstacles, such as conflicts between staff members or different approaches in solving problems. Leaders who focus on team development and strengthening staff's interpersonal skills will create a harmonious and productive work atmosphere. For example, the implementation of regular meetings and group activities involving staff from various parts to share experiences and solve problems together can increase a sense of solidarity and effectiveness in work.

Research conducted by McShane & Von Glinow (2010), demonstrating that leaders who are able to create a collaborative atmosphere and support the development of staff's interpersonal skills can significantly improve organizational performance. This collaboration is becoming more important in local government organizations, where collective responsibility becomes greater, and the success of a program or policy depends heavily on the ability of staff to work together.

### 3. Staff Education and Training

Another very crucial supporting factor is the existence of a staff competency training and development program. In the results of this study, it was found that Sub-District heads who pay attention to staff skill development through continuous training will create a conducive work environment. A good training program not only improves the quality of work, but also strengthens staff motivation by showing that they are valued and viewed as important by the organization.

The importance of this training is based on the theory of organizational development, which states that the development of individual competencies will contribute to the development of the organization as a whole (Robinson, 2001). The training provided must also be relevant to the needs of staff and organizational goals, so that it can be directly applied in daily work. In Bonebone Sub-District, for example, training in the use of information technology, data management, or public services based on digital systems will help staff in carrying out their duties more efficiently, while supporting the process of organizational transformation in a more modern and responsive direction to the needs of the community.

### *Inhibiting Factors in the Implementation of Leadership Styles*

One of the main obstacles to the effective implementation of the leadership style is the limitation of resources. In many cases, urban Sub-Districts face major challenges related to limited budgets, inadequate facilities and infrastructure, and limited technology. Leaders who do not have enough resources to support staff in carrying out their duties will have difficulty in creating a conducive work culture. The results of this study show that urban Sub-Districts that have limitations in terms of budget and facilities often experience a decline in the quality of public services. This happens because the staff does not have adequate tools or facilities to carry out their jobs efficiently.

According to research conducted by Wu & Wu (2011), resource limitations can lead to dissatisfaction among staff, which in turn will lower work motivation and worsen organizational performance. In Bonebone Sub-District, budget constraints can hinder the fulfillment of staff training needs, equipment purchases, or investments in technology that can improve work efficiency. For example, if staff do not have sufficient access to

computer devices or a stable internet connection, they will have difficulty completing administrative tasks or communicating with the community effectively.

However, effective leaders can overcome these obstacles by finding alternative solutions, such as utilizing local resources, collaborating with the private sector or other institutions, or optimizing the use of existing technology. Leaders can also motivate staff to work more creatively in utilizing limited resources.

The next obstacle found in the results of the study is resistance to change. In many Sub-Districts, staff often feel reluctant to accept changes, especially those related to new technology or changes in work procedures. This is often due to uncertainty about the impact of the change or a lack of understanding of the benefits of the change.

Research by Kotter (2000), indicating that one of the main factors leading to failure in the change process is the leader's inability to manage resistance to change. In the context of Bonebone Sub-District, resistance to new technology or more efficient administrative procedures often hampers efforts to improve the quality of public services. This resistance can be in the form of an outright rejection of the use of a new system or an unwillingness to learn the new skills required.

Successful leaders must be able to manage this resistance with a transparent and inclusive approach. Educating staff on the benefits of change, providing adequate support, and ensuring that each team member feels involved in the change process are steps that can help reduce such resistance (Kotter, 1996). In addition, leaders should also set an example by implementing the change first, so that staff can see that the change is not only beneficial to the organization, but also to them personally.

Low staff motivation is another significant obstacle to creating a conducive work culture. The results of the study show that lack of appreciation for staff contributions, lack of clarity in recognition of achievements, and high workload can lower staff morale. Low staff motivation can affect the productivity and quality of public services provided to the community.

According to Herzberg (Alshmemri et al., 2017), intrinsic and extrinsic motivation play an important role in creating good performance. Intrinsic motivation is related to the sense of achievement obtained from the job itself, while extrinsic motivation is related to the rewards or incentives provided by the organization. Leaders who are unable to provide proper rewards or incentives to staff will have difficulty maintaining motivation and improving staff performance. Therefore, it is very important for the Sub-District head to create a fair and transparent reward system, which will motivate staff to continue to contribute well.

Overall, the implementation of leadership styles in Bonebone Sub-District is greatly influenced by various supporting and inhibiting factors. Leaders who are able to overcome these obstacles and make good use of supporting factors will find it easier to create a conducive work culture. However, the challenges faced by Sub-District leaders are not light, especially in terms of limited resources, resistance to change, and staff motivation. For this reason, it is necessary to have leadership that is adaptive, flexible, and able to manage various dynamics in order to create an effective and productive work culture.

## 5. CONCLUSION

The participatory and consultative leadership style of the Bonebone Sub-District has contributed to creating a conducive work culture. Supporting factors include transparent communication and collaboration, while the main obstacles are limited facilities and low staff motivation. The use of technology through e-systems is

recommended to improve the efficiency of public services and support a conducive work culture. This study shows that the participatory and consultative leadership style of the Sub-District head plays a significant role in creating a conducive work culture in Bonebone Sub-District. This style has succeeded in building cooperation, increasing staff motivation, and creating transparent communication. The main supporting factors are adequate facilities and infrastructure, the implementation of regular meetings, and strong collaboration among staff. However, obstacles such as lack of optimization of work facilities and low staff motivation remain challenges. To overcome this obstacle, strategic steps are needed such as the development of an e-system to improve the efficiency of public services and regular training to improve staff competence.

The novelty of this study is its approach that integrates leadership theory with the local context of Bonebone Sub-District. This study provides a new perspective that is more applicable and contextual than previous studies, which tend to generalize the relationship between leadership and work culture. The context of Bonebone Sub-District, with its distinctive local values, provides a unique insight into how leadership styles can be tailored to meet the needs of the local community. These findings are not only relevant for Bonebone Sub-District but can also be applied to other areas with similar characteristics.

For future research, it is recommended to examine more deeply the influence of leadership style on the adoption of technology in public services at the Sub-District level. With the use of technology, work efficiency can be significantly improved, supporting a work culture that is more conducive and adaptive to modern challenges.

**Conflicts of Interest:** The authors declare no conflict of interest.

**Acknowledgements:** We sincerely thank to the Bonebone Sub-District Government, local residents, and all parties who helped with editing, typing, and providing materials for this research.

## References

- Alfadhalah, T., & Elamir, H. (2021). Organizational culture, quality of care and leadership style in government general hospitals in kuwait: A multimethod study. *Journal of Healthcare Leadership, 13*, 243–254. <https://doi.org/10.2147/JHL.S333933>
- Ali, N. M., Jangga, R., Ismail, M., Kamal, S. N.-I. M., & Ali, M. N. (2015). Influence of Leadership Styles in Creating Quality Work Culture. *Procedia Economics and Finance, 31*(15), 161–169. [https://doi.org/10.1016/s2212-5671\(15\)01143-0](https://doi.org/10.1016/s2212-5671(15)01143-0)
- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's Two-Factor Theory. *Life Science Journal, 14*(5), 12–16. <https://doi.org/10.7537/marslsj140517.03.Keywords>
- Amrullah, N. I. H., Haryono, S., & Wahyuningsih, S. H. (2022). The Effect of Transformational Leadership and Organizational Culture on Sub-District Government Offices Performance. *Quality - Access to Success, 23*(189), 8–17. <https://doi.org/10.47750/QAS/23.189.02>
- Bass, B. M. (1990). Bass & Stogdill's handbook of leadership: Theory, research, and managerial applications. *The Free Press Google Schola, 2*, 173–184.
- Boca, G. D., Mukaj, L., & Vishkurti, M. (2016). A comprehensive model of factors for sustainable leadership. In S. K.S. (Ed.), *Proceedings of the 27th International Business Information Management Association Conference - Innovation Management and Education Excellence Vision 2020: From Regional Development Sustainability to Global Economic Growth, IBIMA 2016* (pp. 2074–2084). International Business Information Management Association, IBIMA. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-84984638575&partnerID=40&md5=fd20e7e64f0936fe933207251332e2c0>
- Chen, X. (2008). the Relationship Between Leadership Styles and Job Satisfaction. *Journal of Arts,*

- Science & Commerce, Vol.– III(JUNE 2014), 161–166.*
- Creswell JW. (2013). *Research Design Qualitative, Quantitative, and Mixed Method Approaches by John W. Creswell (z-lib.org).pdf* (p. 265). Sage Publications.
- Hambleton, R. K., & Gumpert, R. (1982). *Validity Hersey*. 7(2), 225–242.
- Irnawati, J. E., & Prasetyo, J. H. (2020). The Influence Over the Transformational of Leadership Style, the Organizational Culture, and Employee Empowerment towards Achievement of Organizational Strategies in one the Central Government Organization. *International Journal of Innovative Science and Research Technology*, 5(3), 917–927. <https://ijisrt.com/assets/upload/files/IJISRT20MAR333.pdf>
- John P Kotter. (2000). Why Transformation Efforts Fail. *Harvard Business Review*, 1–10. [papers2://publication/uuid/6EE98667-4405-4C5C-8A06-A412F725809E](https://papers2://publication/uuid/6EE98667-4405-4C5C-8A06-A412F725809E)
- Karniawati, N. (2021). Inhibiting Factors for E-Government Implementation in Local Government. *Journal of Governance*, 6(1), 73–84. <https://doi.org/10.31506/jog.v6i1.10768>
- Katz, D., & Kahn, R. L. (1978). Organizations and the system concept. *Classics of Organization Theory*, 80(480), 27.
- Koehler, J. W. (1996). *Transformational leadership in government*. CRC Press.
- Kotter, B. J. P. (1996). *Transforming Organization: Why Firms Fail*.
- Librita Arifiani, Dyah Budiastuti, et al. (2019). The Effect of Disruption Technology, and the Future Knowledge Management toward Service Innovation for Telecommunication Industry 4.0 in Indonesia. *International Journal of Engineering and Advanced Technology*, 8(6S3), 247–257. <https://doi.org/10.35940/ijeat.f1040.0986s319>
- Magada, T., & Govender, K. (2016). The relationship among leadership, organisation culture, and performance: A South African Public Service Organization Perspective. In V. D. & K. N. (Eds.), *Proceedings of the 4th International Conference on Management, Leadership and Governance, ICMLG 2016* (pp. 210–216). Academic Conferences Limited. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-84969158062&partnerID=40&md5=9c59ec553d8363d4a59822e6dde82bb6>
- McShane, S. L., & Von Glinow, M. A. (2010). *Organizational Behavior: Emerging Knowledge and Practice for the Real World*. New York: The.
- Miminoshvili, M. (2016). The Leadership Role in the Organizational Culture Change at Local Self-Government Institutions. *Dynamic Relationships Management Journal*, 5(2), 49–57. <https://doi.org/10.17708/drmj.2016.v05n02a04>
- Omar, A. M. R., & Auso, K. A. (2024). The role of consultative leadership on administrative development. *Intelligent Data Analysis*, 28(1), 203–216. <https://doi.org/10.3233/IDA-237448>
- Podgorniak-Krzykacz, A. (2021a). The relationship between the professional, social, and political experience and leadership style of mayors and organisational culture in local government. Empirical evidence from Poland. *PLoS ONE*, 16(12 December), 1–23. <https://doi.org/10.1371/journal.pone.0260647>
- Podgorniak-Krzykacz, A. (2021b). The relationship between the professional, social, and political experience and leadership style of mayors and organisational culture in local government. Empirical evidence from Poland. *PLoS ONE*, 16(12 December). <https://doi.org/10.1371/journal.pone.0260647>
- Rasila, B. N., & Mudau, M. J. (2012). Effective communication as a strategic tool for rural development: A model to take South African Government beyond mobilization and consultation through public participation. *Journal of Media and Communication Studies*, 4(7), 134–141. <https://doi.org/10.5897/JMCS12.035>
- Roberts, A. (2023). Transparency in government. *Public Management and Governance: Fourth*

- Edition, February 2007, 329–340.* <https://doi.org/10.4324/9781003282839-28>
- Robinson, D. E. (2001). *Black nationalism in American politics and thought*. Cambridge University Press.
- Sensuse, D. I., Cahyaningsih, E., & Wibowo, W. C. (2015). Knowledge Management: Organizational Culture in Indonesian Government Human Capital Management. *Procedia Computer Science, 72*(81), 485–494. <https://doi.org/10.1016/j.procs.2015.12.130>
- Streimikiene, D., Mikalauskiene, A., Digriene, L., & Kyriakopoulos, G. (2021). Assessment of the role of a leader in shaping sustainable organizational culture. *Amfiteatru Economic, 23*(57), 483–503. <https://doi.org/10.24818/EA/2021/57/483>
- Suutari, V. (1998). Leadership behaviour in Eastern Europe: Finnish expatriates' experiences in Russia and Estonia. *International Journal of Human Resource Management, 9*(2), 235–258. <https://doi.org/10.1080/095851998341071>
- van Dongen, B. M., de Vries, I. M., Ridder, M. A. M., de Boer, M., Steenhuis, I. H. M., & Renders, C. M. (2022). Building community capacity to stimulate physical activity and dietary behavior in Dutch secondary schools: Evaluation of the FLASH intervention using the REAIM framework. *Frontiers in Public Health, 10*. <https://doi.org/10.3389/fpubh.2022.926465>
- Wu, L.-C., & Wu, M. (2011). Employee dissatisfaction with organizational change: An Empirical study of a technology services company. *African Journal of Business Management, 5*(4), 1304–1311. <https://doi.org/10.5897/AJBM10.819>