

## Analysis of the Board of Directors' Leadership in Carrying Out Professional Business Transformation at PT Garam (Persero)

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**Submitted:** 14<sup>th</sup> August 2025 | **Edited:** 27<sup>th</sup> Nov 2025 | **Issued:** 01<sup>st</sup> Dec 2025

**Cited on:** Budiyono, B., Sunarsi, D., & Wahyudi, W. (2025). Analysis of the Board of Directors' Leadership in Carrying Out Professional Business Transformation at PT Garam (Persero). *INOVASI: Jurnal Ilmiah Ilmu Manajemen*, 12(2), 483-494.

### Abstract

The purpose of this research is to know and descriptively analyze the leadership of the Board of Directors of PT Garam (Persero) in carrying out business transformation professionally. The method used in this research is qualitative research, where qualitative research aims to understand the phenomenon regarding what the research subject's experience, such as behavior, perceptions, motivations, actions, holistically through descriptions in the form of words and language, in a specific natural context by using various scientific methods. The next stage is to deepen the data obtained through interviews with direct sources intensively. Then analyze the interview data obtained and compare it with supporting company documents. Through transformational leadership, the Board of Directors of PT Garam (Persero) for the period of 2022-2024 leads the Company with the goal of improving its performance over time. With the right managerial approach, the Board of Directors of PT Garam (Persero) is deemed capable of optimizing all human resources at PT Garam (Persero) to work efficiently, professionally, and beneficially. In addition, the leadership of the Board of Directors of PT Garam (Persero) for the period of 2022-2024 is considered capable of overcoming challenges in the Company in carrying out transformation towards a better direction in a sustainable manner)

**Keywords:** Management, Transformational Leadership, Business Transformation, Human Resource Optimization

### INTRODUCTION

Every corporate entity requires a structured management system to orchestrate its operational activities effectively, efficiently, and in alignment with its strategic objectives. Integrated and adaptive management has become an inherent component of organizational sustainability rather than merely a supporting tool. Corporate management functions as the central mechanism that coordinates and oversees all operational activities to ensure they remain consistent with the organization's vision and mission (Sari, 2024).

When an organizational structure is not arranged systematically and precisely, the achievement of strategic objectives becomes significantly hindered. This condition necessitates continuous monitoring and control to ensure that organizational performance remains adaptive to both internal and external

dynamics (Putra, 2022). In this context, human resource management (HRM) emerges as a critical function that ensures every task within the company is executed effectively and efficiently through the deployment of competent and capable personnel.

Leadership, therefore, becomes a strategic variable that cannot be overlooked. The complexity of organizational challenges extends beyond technical issues such as production, capital, and equipment, and includes the human dimension individuals who act as the primary drivers of organizational processes (Wijaya, 2021). Leadership quality influences employee behavior, work ethics, and the overall harmony of the organization.

Effective leadership is at the core of corporate managerial systems. A professional and visionary leader serves as a strategic architect capable of harmonizing teamwork, driving innovation, and accelerating the achievement of organizational goals (Rahmawati, 2023). Leadership exerts influence through both intrinsic and extrinsic motivation, encouraging optimal performance at individual and collective levels.

Previous studies affirm that leadership effectiveness is strongly correlated with organizational performance, particularly within companies undergoing transformation (Hidayat, 2020). An ideal leader is not merely an administrative controller but also a transformational facilitator who inspires, provides clear strategic direction, and encourages positive employee contributions.

In practice, effective corporate leadership requires the ability to communicate strategically, formulate solutions collaboratively, and manage organizational conflict wisely. Leaders must act as moral architects who build constructive work ethics, promote professional growth, and communicate corporate vision and policies with clarity (Halim, 2025). However, many organizations struggle to consistently implement such ideal leadership practices. This leadership gap is evident in the case of PT Garam (Persero), a state-owned enterprise (SOE) in the Indonesian salt industry. The company experienced a significant decline in 2020, partly due to weak leadership and violations related to salt import procedures committed by the Board of Directors. These issues worsened the company's performance despite the salt industry not being directly impacted by the Covid-19 pandemic (Lestari, 2021). This situation reinforces the critical role of leadership in organizational stability and performance.

Since 2022, PT Garam (Persero) has begun to recover following business transformation efforts implemented by the new executive leadership, including shifting its orientation from standard operations to profit-oriented management. However, existing studies have not thoroughly examined the role of strategic leadership in the post-crisis recovery of SOEs, particularly within the food and commodities sector. This indicates a research gap regarding how leadership practices and human resource management contribute to PT Garam's operational revitalization during 2022–2024 (Nugroho, 2023). This gap forms the basis and urgency of the present study.

## **LITERATURE REVIEW**

### **Management**

Management is a structured and systematic process of planning, organizing, directing, and controlling organizational resources both human and

non-human to achieve predetermined goals effectively and efficiently (Roberts, 2020). It involves coordinating activities, making strategic decisions, and ensuring that all organizational elements function harmoniously within a unified operational framework. Management also serves as a mechanism for optimizing resources, adapting to environmental changes, and guiding human behavior toward productive and goal-oriented outcomes, making it an essential component for organizational sustainability and performance (Martinez, 2021; Thompson, 2023).

### **Human Resource Management**

Human Resource Management (HRM) is a strategic and systematic approach to managing an organization's workforce, encompassing activities such as recruitment, training, performance evaluation, compensation, and employee development to ensure that organizational goals are achieved effectively (Anderson, 2019; Patel, 2021). HRM focuses on optimizing employee potential, fostering a productive work environment, and aligning human capital strategies with organizational needs to enhance both individual and corporate performance. It also plays a crucial role in shaping organizational culture, ensuring legal compliance, and managing the dynamic relationship between employees and management (Greene, 2024).

### **Leadership**

Leadership is the process of influencing, motivating, and guiding individuals or groups toward the achievement of shared goals through the effective use of vision, communication, and strategic decision-making (Henderson, 2020; Collins, 2022;). It involves the ability to inspire commitment, foster collaboration, and shape organizational culture while adapting to changing environments and addressing challenges constructively. Effective leadership integrates emotional intelligence, ethical judgment, and interpersonal skills to mobilize people and resources toward meaningful and sustainable organizational outcomes (Murray, 2024).

### **Transformational Leadership**

Transformational leadership is a leadership approach in which leaders inspire and motivate followers to exceed expected performance by fostering a shared vision, encouraging innovation, and strengthening commitment to organizational goals (Burnett, 2019; Fischer, 2020). This leadership style emphasizes intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence—four core dimensions that enable leaders to influence followers not only through authority but also through personal example and emotional engagement. Transformational leaders are known for their ability to elevate followers' values, reshape their aspirations, and enhance their intrinsic motivation, resulting in higher levels of satisfaction, engagement, and performance (O'Donnell, 2021).

Furthermore, transformational leadership plays a critical role in driving organizational change and adapting to dynamic business environments. Through their visionary and future-oriented perspectives, transformational leaders empower employees to explore new ideas, embrace continuous learning, and participate actively in change processes (Montgomery, 2023). This leadership style strengthens organizational resilience and fosters a culture of collaboration, creativity, and ethical decision-making (Khan, 2022). Numerous studies highlight

that transformational leadership significantly enhances innovation capability, organizational effectiveness, and long-term strategic alignment, making it one of the most influential leadership models in contemporary management research (Rivera, 2024).

## **METHOD**

This research methodology uses a qualitative approach aimed at gaining an in-depth understanding of the phenomenon being studied. As stated by Rina (2023), qualitative research focuses on exploring descriptive narratives that can delve into complex social dynamics. Data is collected through several techniques such as in-depth interviews, participatory observation, and document analysis. This approach allows the researcher to gain a deeper understanding of the meanings embedded in each social phenomenon, rather than just seeking numerical or statistical data as is common in quantitative research.

The research was conducted at PT Garam (Persero), located at Jalan Raya Kalianget 9 Sumenep – Madura. The location is chosen because of its relevance to the topic being explored, which is the leadership of the board of directors in carrying out professional business transformation. The research will be carried out over a period of six months, from October 2024 to March 2025, which includes preparation, data collection, analysis, and final report writing. In the initial phase, the researcher will formulate research questions, prepare the proposal, and obtain the necessary research permits. Afterward, data collection will be conducted through interviews with shareholders, directors, and key personnel in the company. The data obtained from these interviews will be supplemented with relevant documentation to support further analysis.

The approach used in this research is triangulation, which involves using more than one data collection method to enhance the validity and depth of the information obtained. Triangulation combines in-depth interviews, direct observation, and document analysis related to the leadership of the board of directors at PT Garam (Persero). As stated by Mudjia Rahardjo (2010:19), triangulation is not just a data verification technique, but it also allows the researcher to obtain a more comprehensive and holistic picture of the phenomenon being studied. In this research, triangulation aims to gain a more complete understanding of the factors influencing the success or challenges faced by the board of directors in implementing transformational leadership at PT Garam (Persero).

The data analysis method used is thematic analysis, which involves identifying patterns and themes that emerge from the data collected. Data obtained from interviews and observations will be processed and analyzed to uncover the meanings contained within it. As explained by Nurfadhela (2023:25), qualitative data analysis aims to transform raw, unstructured data into meaningful information by categorizing, organizing, and formulating relevant conclusions. This analysis is carried out inductively, meaning that patterns emerging from the data are identified and then linked with existing theories to build a deeper understanding.

To support the analysis, the researcher will use interpretation criteria based on the data obtained, whether from interviews or relevant documents. The data will be examined to ensure that the interpretations are made align with the context

and facts on the ground. The findings will then be compiled into a narrative that provides an overview of the application of leadership by the board of directors in carrying out business transformation at PT Garam (Persero).

Overall, this research methodology is designed to produce a comprehensive and in-depth understanding of the transformational leadership applied by the board of directors of the company, as well as the challenges faced during the transformation process. The qualitative approach allows the researcher to explore deeper meanings from the experiences and perspectives of key stakeholders in the company, with the aim of contributing meaningful insights to leadership practices in the state-owned enterprises sector

## RESULT

Based on the research results that the author has obtained through observation, interviews and company documents, the author will discuss the research results based on the theoretical basis that has been presented in Chapter II as follows:

### **Leadership of the Board of Directors of PT Garam (Persero) for the 2022-2024 period in carrying out professional business transformation**

The Company's Board of Directors in applying general management principles implements Griffin's (2021) management theory, which involves a series of activities, including planning, decision-making, organizing, leading, and controlling. The goal is to direct organizational resources (such as human, financial, and information) efficiently and effectively to achieve predetermined goals..

In implementing the business transformation carried out by the Board of Directors of PT Garam (Persero), all PT Garam employees were involved without exception with the aim of ensuring that the Company makes a profit.

The involvement of all human resources at PT Garam (Persero) in the company's transformation process for the 2022–2024 period is a key factor in the success of the shift toward professionalism. This involvement is comprehensive and hierarchical, encompassing all elements of the organization, from leadership to operational staff, namely:

1. Participation in the preparation of the Company's Vision and Strategy, which is realized in various activities, namely:
2. Employees from various divisions are involved in internal discussion forums to contribute ideas and solutions related to improving work processes, products, and services.
3. The Board of Directors opened a dialogue space for input from employees regarding the implementation of new strategies and work culture.
4. This activity provides meaning to provide a sense of ownership of the company's new direction.
5. Competency Training and Development (Upskilling & Reskilling), which is carried out with the following activities:
  - a. Implementation of training programs for improvement:
  - b. Professional certification for technical and strategic positions.
  - c. This aims to prepare PT Garam employees to be able to carry out transformations with professional standards.

6. Implementation of Performance Culture and Professionalism, which is carried out through the following activities:
  - a. Socialization and internalization of company values such as integrity, professionalism, collaboration, and innovation.
  - b. Implementation of Key Performance Indicators (KPI) for all levels of employees with a performance-based incentive system.
  - c. Monitoring work culture through surveys and internal reflection forums.
  - d. Make every PT Garam employee an agent of change.
7. Involvement in Product and Process Innovation, through the following activities:
  - a. Providing space for employees to convey innovative ideas through programs such as:
  - b. The technical and production teams are directly involved in the development of downstream products such as pharmaceutical salt and industrial salt.
  - c. Cultivating a culture of innovation and bottom-up initiative.
8. Transparency and Internal Communication
  - a. Regular coordination meetings are held between management and employees to convey the progress of the transformation.
  - b. Financial information and achievements are communicated openly through internal bulletins and digital dashboards.
  - c. Creating trust and alignment of work direction across all lines.
9. Internal Transformation Team
  - a. A cross-functional transformation team (task force) was formed consisting of selected employees from various divisions.
  - b. This team is tasked with overseeing the implementation of transformation policies, monitoring implementation, and providing input to the Board of Directors.
  - c. Increase sense of ownership of the change process.

In addition, the implementation of management at PT Garam also adapts the theory of George R. Terry (2019), namely that management is a process or framework, which involves guiding or directing a group of people towards organizational goals or real intentions.

The Board of Directors of PT Garam (Persero) assesses that Human Resources (HR) plays a crucial role in the Company's sustainability and has a significant impact on the Company's business operations. The Company is well aware of this, and is therefore committed to consistently paying attention to HR to ensure optimal HR management, which will ultimately contribute to the achievement of the Company's targets. To support the role of HR in realizing the Company's vision, mission, and objectives, the Company carries out its responsibility to manage HR and create high-quality and highly competitive HR through sound HR governance mechanisms and management. Through these mechanisms and management, the Company addresses the challenge of producing highly competent and maximally effective HR. The Company, through its Human Capital & General Affairs Division, strives to meet all HR needs that support the Company's business processes and operational activities. For the Company, sound HR management will be able to provide high-capacity HR

needed by the Company to face business challenges, competition, and obstacles that may arise in the future.

Matters that are of concern to the Board of Directors in business transformation in the Company include:

1. Human Capital Management Policy.

The Company is fully aware of the role of qualified human resources in the progress and sustainability of the company. This makes human resources a crucial asset that significantly impacts the Company's success in carrying out its business activities and achieving its planned targets. Therefore, the Company is committed to consistently paying close attention to the human resources aspect of the Company, particularly in terms of employee management and development in accordance with the Company's needs in order to improve the quality and capacity of human resources as the driving force of the Company. To realize this commitment, the Company makes every effort to implement sound management. Human resources are optimally managed to increase competitiveness and develop human resources in accordance with current economic conditions. The steps taken to achieve good human resources management include the following:

- a. A fair and equitable payroll system. The company manages salaries effectively, pays them on time, and accommodates supporting factors such as appropriate rewards and punishments.
- b. Improved employee career path mechanisms. The company ensures that career paths are available to all employees, based on each employee's competencies, skills, and abilities.
- c. Improving the competence and quality of human resources through education and training. The Company considers the competence and quality of its human resources crucial, and therefore strives to improve these through regular and ongoing education and training.
- d. Conducting fair recruitment by providing opportunities to all prospective employees without discrimination and optimally utilizing existing workforce. This is done to secure competent and qualified workers to fill positions left by employees/officials approaching retirement.

2. Future Human Capital Development Plan.

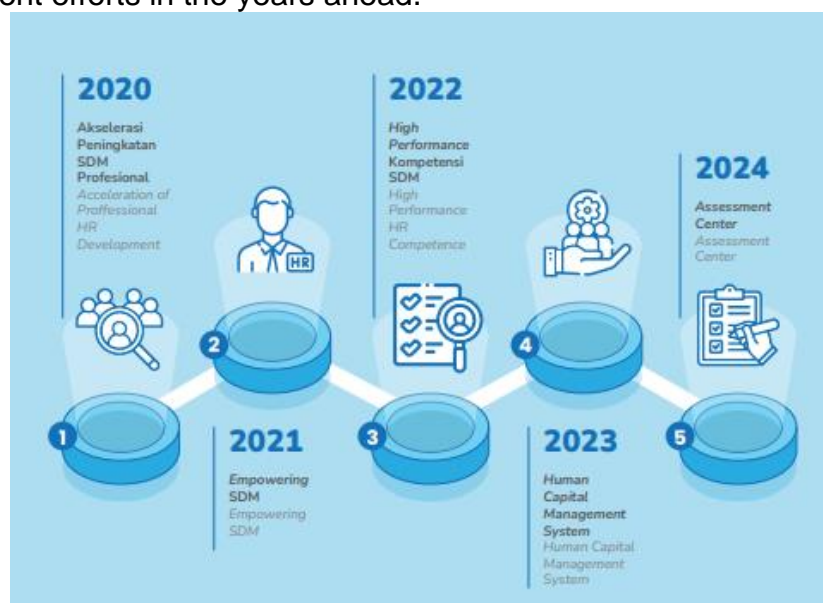
The Company continuously develops its human resources in a structured and sustainable manner each year. To support this, the Human Capital & General Affairs Division has designed a comprehensive human resource development plan for the coming years. This plan is carefully prepared to ensure systematic enhancement of employee competencies, skills, and overall professional capabilities, aligning with the Company's strategic objectives. The development initiatives aim to improve both individual and organizational performance, reflecting the Company's commitment to building a high-quality workforce. Through this plan, the Company seeks to strengthen its human capital, foster career growth, and maintain operational excellence, ensuring that employees are equipped to meet current and future organizational challenges while contributing effectively to the Company's long-term success. The details of this human resource development plan are as follows:

Tahun / Year	Nama Program	Programs
2020	<ul style="list-style-type: none"> <li>• Open Rekrutmen</li> <li>• Peningkatan Status</li> <li>• Karyawan Konsolidasi SDM</li> </ul>	<ul style="list-style-type: none"> <li>• Open Recruitment</li> <li>• Employee Status Promotion</li> <li>• HR Consolidation</li> </ul>
2021	<ul style="list-style-type: none"> <li>• Peningkatan Status Karyawan</li> <li>• Human Capital Management System</li> </ul>	<ul style="list-style-type: none"> <li>• Employee Status Promotion</li> <li>• Human Capital Management System</li> </ul>
2022	<ul style="list-style-type: none"> <li>• Open Rekrutmen</li> <li>• Pengembangan Organisasi yang Terintegrasi</li> </ul>	<ul style="list-style-type: none"> <li>• Open Recruitment</li> <li>• Integrated Organizational Development</li> </ul>
2023	<ul style="list-style-type: none"> <li>• Optimalisasi dan Penguasaan Pengelolaan SDM</li> </ul>	<ul style="list-style-type: none"> <li>• Optimization and Mastery of HR Management</li> </ul>
2024	<ul style="list-style-type: none"> <li>• Kolaborasi dengan lembaga penelitian</li> <li>• Pengembangan talenta dan millennial Garam</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration with research institutes Talent development and Garam's millennials</li> </ul>

**Figure 1. Human Resource Development Plan**

### 3. Roadmap Human Resources Development

To support efforts to develop and improve human resources, the Company, through the Human Capital & General Affairs Division, has developed a structured and integrated human resources development roadmap, aligned with the Company's planning. With this roadmap, the Human Capital & General Affairs Division is expected to maximize human resources development and improvement efforts in the years ahead.



**Figure 2. Roadmap Human Resources Development**

### 4. Employee Competency Development.

The Company recognizes that competent employees are essential to support the Company's productivity and performance quality. As a company engaged in the salt industry, having employees who can produce quality products for the Indonesian people is a primary concern for the Company. Therefore, development programs related to employee competency and quality are planned and implemented with careful, detailed, and effective management so that they benefit both employees and the Company. This employee competency development activity is one of the Company's main work programs. This is a concrete manifestation of the Company's



commitment to focusing on employee competency and quality in order to produce reliable and effective human resources who are able to compete amidst the high level of competition today and in the future. With a good competency development program, the Company strives to maintain the Company's sustainability through quality performance from the Company's people so that they are able to achieve the Company's targets and objectives.

5. Fair and Equal Treatment.

The Company is committed to fair and equal treatment in all aspects of human resource management, ensuring that employees are treated without discrimination based on background, gender, or other personal characteristics. This commitment is reflected in equal opportunities for employees to participate in competency development programs, enabling career growth and professional advancement. Fair treatment also extends to remuneration, where employees receive compensation proportional to their positions, performance, and contributions, including base salary, allowances, holiday and leave benefits, performance awards, health insurance, and other social security programs. Adequate remuneration not only supports employees in fulfilling their responsibilities optimally but also enhances their engagement, motivation, and overall welfare. The Company conducts periodic evaluations of remuneration to align with market conditions and its economic capabilities, ensuring fairness and competitiveness. Through these practices, the Company fosters a transparent, honest, and equitable work environment, strengthens employee satisfaction and loyalty, and demonstrates that no discrimination occurs in its operations. By combining fair treatment, competency development, and proportional remuneration, the Company reinforces its commitment to sustainable organizational growth while maintaining a professional and harmonious workforce.

6. Industrial Relations.

Efforts to maintain harmonious relationships with employees are one of the important points for the Company. Therefore, in running its business and efforts, the Company is committed to creating a mutually beneficial working environment for all parties. To realize this harmonious relationship, the Company has an Employee Union called the Salt Workers Union (KESPAGA) as a means of communication between the Company and employees. With the existence of KESPAGA, it is hoped that a good and harmonious relationship will be realized between the Company and employees and can produce good cooperation to develop the Company in a better direction. One of the Company's efforts in maintaining this good and harmonious relationship is the existence of a Collective Labor Agreement (PKB) that the Company has together with KESPAGA in accordance with the mandate of Law No. 13 of 2003 concerning Manpower.

This strategy is in line with the human resource management theory of Ni Kadek Suryani, et al (2020), where according to Kadek Suryani, human resources are one of the most vital elements for an organization because their performance is very important to realize the Company's established vision and mission.

### **Obstacles to the leadership of the Board of Directors of PT Garam (Persero) for the 2022-2024 period in carrying out professional business transformation and steps to overcome these obstacles**

During the business transformation process undertaken by PT Garam between 2022 and 2024, it faced various challenges each year. These obstacles were effectively addressed by the Board of Directors of PT Garam by establishing established strategic policies. The obstacles faced by PT Garam include the following:

1. In 2022, there will only be 4 dry decades, due to the impact of La Nina (wet drought). Initially, normal conditions were planned for 17 dry decades with a production target of 350,000 tons, while the production results obtained were 65,040 tons.
2. Salt Scarcity at the End of 2022, due to the occurrence of La Nina (wet drought) which resulted in scarcity so that at the end of 2022 there began to be an increase in salt prices, namely at the end of the year the average price of raw salt was 2,500,000 / Ton.
3. Increase in Fuel Prices (Industrial Diesel), the increase in fuel prices reached 40% which is used for raw material and factory production operations.
4. Salt Factory Capacity and Downtime, Factory capacity is not yet optimal (Camplong factory only operates on the fine sack line, and Segoromadu factory with a capacity of 5 tph is only capable of a maximum of 1.7 tph).
5. Land Preparation Planning, late preparation in raw material production for land normalization work carried out in May (still disrupted by rain).
6. Brand Awareness, Sales of processed salt are not optimal due to public brand awareness of PT Garam products, market share in 2022 for processed salt is 2.10% | Target 2023: 6%

Given the various challenges faced throughout 2022, the Board of Directors has developed strategic steps to address the challenges faced by PT Garam, including:

1. Focus on sales of Processed Salt.
2. Sales of Ex-PMN salt to maintain cash flow.
3. Asset Optimization.
4. Factory Optimization.
5. Conducting marketing activities to increase customer loyalty and build relationships with the industry.
6. Calculating the price structure of processed salt in each distribution channel to be used as a business model.
7. Implementation of trade marketing programs, providing incentives for B2C Distributor salesmen and providing temporary price promotion programs as an introductory price to enter new markets.
8. Improving the quality of customer satisfaction services, by minimizing claims and quick response to customer claims resolution.

The leadership of the Board of Directors of PT Garam (Persero) in responding to problems that occurred during business transformation is a reflection and inspired by the theory of transformational leadership dimensions from James M. Bass and Bruce J. Avolio, which is explained by Ancok (2020) especially inspirational motivation (inspirational leadership) namely the behavior

of leaders who inspire and stimulate the enthusiasm of subordinates for achievement, and demonstrate their commitment to company goals and increase the optimism and enthusiasm of subordinates in achieving organizational or company goals. Leaders like this have an attractive vision for the future, set high standards for their followers, are optimistic and enthusiastic in providing encouragement and meaning to what is done.

Leadership behavior itself can be analyzed using trait theory, which focuses on identifying and measuring relatively stable personality traits. The Big Five Model is one of the most influential trait theories, identifying five primary dimensions of personality:

1. Openness to Experience(Openness to Experience)
2. Conscientiousness(Awareness)
3. Extraversion(Extraversion)
4. Agreeableness(Friendliness)
5. Neuroticism(Neuroticism)

In implementing leadership at PT Garam (Persero), the Board of Directors for the 2022-2024 period was greatly influenced by this theory, resulting in a positive impact on the relationship between superiors and subordinates.

## CONCLUSION

Based on the research findings, the Board of Directors of PT Garam (Persero) successfully implemented a professional business transformation from 2022 to 2024 by actively involving all human resources. Their transformational leadership played a key role in improving the company's performance, ensuring sustainability, optimizing employee potential, fostering a harmonious work culture, and enhancing operational efficiency and transparency. The leadership approach inspired commitment, motivation, and enthusiasm among employees, enabling the company to maintain salt production under challenging conditions, stabilize sales despite fluctuations in raw salt prices, increase sales volume, and expand market share from 2% to 10%, contributing positively to the parent company's performance.

For future development, it is recommended that PT Garam (Persero) continue its business transformation and innovation efforts to achieve sustainable growth and support national salt self-sufficiency by 2027. The Board of Directors should further enhance employee competencies, ensure continuous improvement of transformation programs in line with annual work plans, and aim to lead the domestic salt industry as mandated by Presidential Regulation No. 17 of 2025. Additionally, the company should proactively identify and resolve internal issues, implement mitigation strategies, and prevent recurrence of problems to strengthen organizational resilience and long-term success.

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