

Research Article

Transformational Leadership and Innovative Work Behavior to Realize a Sustainable Organization: Case Study at the Wajo Regency Education Office

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Abstract.

This research examines the influence of transformational leadership on innovative work behavior (IWB) and its implications for organizational sustainability, with a case study at the Wajo District Education Office. In the face of dynamic change and increasing demands in the public sector, adaptability and innovation have become critical. Drawing on Bass and Riggio's (2006) four-dimensional framework—idealized Influence, inspirational motivation, intellectual stimulation, and individualized consideration—the study analyzes how leadership shapes employees' creativity, engagement, and willingness to generate and implement new ideas. Using a quantitative explanatory design, data were collected from 49 civil servants through a structured questionnaire and analyzed using multiple linear regression and Bayesian ANOVA. Results indicate that charismatic leadership ($\beta = 0.415$; $P < 0.01$) and individualized consideration ($\beta = 0.284$; $P < 0.05$) significantly enhance organizational performance sustainability. Meanwhile, although several mediation paths were statistically nonsignificant, IWB emerged as a key mediating variable, reinforcing the link between leadership and sustainable outcomes. These findings confirm that transformational leadership plays the dual role of directly encouraging innovation through behavioral influence and indirectly sustaining performance by fostering an environment of psychological safety, creativity, and learning. The strong posterior support for models including individualized consideration ($P(\text{Mldata}) = 0.940$) underscores the strategic value of personalized leadership approaches in bureaucratic contexts. The study highlights the importance of leadership development initiatives focused on strengthening transformational capabilities, particularly in motivating innovation and empowering employees. This approach can enhance organizational agility, resilience, and long-term relevance in the public sector.

Keywords: transformational leadership, innovative work behavior, organizational sustainability, leadership development, public administration

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1. Introduction

In an era of dynamic change, public sector organisations must increase effectiveness and innovation to achieve organisational Sustainability [1]. Sustainable organisations depend on adaptive policies and leadership that can drive transformation holistically [2]. One of the relevant leadership approaches in this context is transformational leadership, which emphasises individuals' inspiration, Motivation, and empowerment to achieve organisational goals more innovatively [3]. In an era of rapid transition, change leadership plays a key catalyst in shaping innovative, sustainability-oriented organisations. Characterised by the ability of leaders to inspire, motivate, and stimulate creativity and innovation in the work environment [4]. Transformational leaders can create a clear vision and build a collaborative work culture, thus encouraging innovative work behaviours in the organisation.

Visionary Leadership has become a key factor in improving public organisations' performance, especially in driving creativity and organisational Sustainability. Transformational leaders can inspire and motivate subordinates to work beyond expectations, ultimately improving innovative work behaviours in the organisation [5]. In the context of public sector organisations, reform is becoming increasingly crucial because the bureaucracy is often considered rigid and slow to adapt to reform demands [6]. Innovative work behaviour is an important aspect in realising a sustainable organisation. Transformation in public administration is related to the use of new technologies and the renewal of organisational culture and more flexible policies [7].

In government organisations, innovative work behaviours reflect employees' efforts to discover, develop, and implement new ideas to improve the effectiveness of public services [8]. Several studies have shown that visionary leadership positively correlates with organisational creativity, as leaders with this style can create a work environment that supports creativity and exploration of new ideas [9]. However, implementing transformational leadership in public organisations still faces challenges, especially in the bureaucratic environment of local government [10]. Rigid hierarchical structures, conventionally oriented work cultures, and limited resources are often obstacles to adopting leadership that drives transformation [11]. Resistance to change among employees is a significant obstacle in forming an adaptive and innovative organisation [12]. In addition, organisational culture factors also play an important role in supporting innovative leadership and innovative work behaviours. A work environment supporting

learning, collaboration, and appreciation for strategic updates can improve organisational performance [13].

The Education Office, as a public organisation, has challenges in improving the quality of educational services through a non-conventional approach. Studies show that Leadership change in the public sector increases employee engagement and encourages positive development in work patterns [14]. With visionary leadership, organisations can be more adaptive in facing challenges and increasing work effectiveness. In the Wajo Regency Education Office context, a leadership strategy is needed that encourages breakthroughs in education implementation. Previous research has shown that public sector organisations implementing a new leadership paradigm tend to perform better in human resource management and data-driven decision-making [15]. This shows that reorganising leadership models can contribute to improving public services.

This research focuses on the Wajo Regency Education Office as a case study to understand how Innovative Leadership influences innovative work behaviours in the public sector, particularly to improve organisational effectiveness and Sustainability [3]. As a government institution that plays a role in the development of human resources through the education system, the Education Office has a high urgency in implementing new ideas to improve the quality of educational services. However, bureaucracies that tend to be rigid, resistant to adjustments, and limited resources are significant challenges in the implementation of innovative leadership oriented towards non-conventional approaches [11]. In addition, while a change in leadership style can encourage employees to develop and implement new ideas in improving public services, the effectiveness of their implementation is greatly influenced by various supporting and inhibiting factors in the local government bureaucratic environment [13]. Therefore, this study aims to identify the extent to which transformational leadership can encourage innovative work behaviors in the Wajo Regency Education Office, analyse the factors that affect its effectiveness, and formulate appropriate strategies to strengthen the role of transformational leadership in creating an innovative work culture, improving organisational performance, and realising more responsive and sustainable educational services?.

2. Methods

This study uses a quantitative approach with an explanatory research design to examine the causal relationship between transformational leadership and innovative work

behaviour and its impact on organisational Sustainability in the Wajo Regency Education Office. The research population consisted of all Wajo Regency Education Office employees, with samples taken using the purposive sampling technique from Miles and Huberman (1994). This technique was chosen because it allows the selection of respondents with high relevance to the phenomenon being studied, ensuring the depth of the data obtained, taking into account the position and length of work to ensure the depth of the information obtained [16].

The variables in this study consist of an independent variable (X), namely Transformational Leadership, which is measured based on four dimensions according to [1]. Namely, Idealised Influence, Inspirational Motivation, Intellectual Stimulation, and Individualised Consideration. The dependent variable (Y) is Innovative Work Behaviour, which is measured based on theory [17].

Data was collected through a questionnaire formatted with a 5-point Likert scale to quantitatively measure the intensity of respondents' perceptions. To ensure the quality of the research instruments, the Pearson Product-Moment validity test and the Cronbach's Alpha reliability test were conducted. Data analysis was carried out using JASP software through several stages, namely descriptive analysis to describe respondent characteristics, classical assumption tests (Normality, Multicollinearity, and Heteroscedasticity) before conducting regression analysis, and multiple linear regression analysis to test the Influence of transformational leadership on innovative work behaviour.

3. Results and Discussion

3.1. Transformational Leadership in Public Administration

Transformational leadership focuses on the leader's ability to inspire, motivate, and drive positive change in an organisation through a visionary approach, attention to individual needs, and intellectual stimulation [1]. Transformational leaders are oriented toward achieving organisational goals and developing individual potential, forming an innovative and adaptive work culture in the face of change [4]. Key elements of this leadership include Charisma, individual attention, inspirational Motivation, and intellectual stimulation, which significantly contribute to fostering employee engagement and loyalty to the organisation [5].

In public administration, transformational leaders act as agents of change who ensure the achievement of administrative goals and inspire innovation and continuous improvement in public service. Idealised Influence allows a leader with integrity and high moral values to create trust among subordinates so that the organisation's vision can be firmly accepted in the public environment.

Normatively, transformational leadership is an urgent need in bureaucratic reform, but descriptively, its implementation in various regions faces the challenges of organisational culture and limited human resources. In the context of Wajo Regency, the real form of individualised consideration can be seen in the practice of employee development carried out personally by the head of the agency. For example, several OPD leaders in Wajo actively provide informal discussion spaces, training based on individual needs, and mentoring tailored to each employee's potential and weaknesses. This shows that attention to personal development is carried out formally and institutionalised in a work culture that prioritises a family approach and local values.

Additionally, the effectiveness of transformational leadership is influenced by factors such as individual abilities, employee skills, work processes, and organisational culture, all of which contribute to the Sustainability of performance [4]. Inspirational Motivation encourages employees to contribute beyond formal expectations by providing a clear and meaningful vision. Intellectual stimulation is essential in response to changing policies and dynamic public demands, while individual consideration creates an environment conducive to developing personal skills and innovation..

In the public sector, this leadership plays an important role in overcoming bureaucratic challenges that are often obstacles to innovation and sustainable performance [18]. Employees' technical and cognitive skills, supported by effective work processes, ensure consistency of work outcomes and organisational flexibility in the face of change [19]. Recent studies confirm that transformational leadership not only acts as a motivational instrument but also strategically shapes an innovative and improved public service-oriented work culture, enabling employees to exceed personal expectations and create sustainable positive change [20].

The findings in this study strengthen the argument that individual attention, as one of the core elements in transformational leadership, has a real contribution to the Sustainability of organisational performance, especially in the context of local government. In the case of Wajo Regency, the personal attention given by OPD leaders not only increases employees' sense of belonging to the organisation but also forms a working

relationship based on trust and appreciation for individual potential. The Bayesian model of ANOVA shows that the presence of individual attention significantly increases the probability of the success of the prediction model against the organisation's sustainable performance, outperforming other models that do not include this element. This indicates that personalising leadership approaches is ethical, humanistic and strategic, as it can facilitate organisational learning, increase adaptability to change, and create a work climate that supports innovation and employee loyalty in the long term.

3.2. Innovative Work Behaviour and Work Culture

Innovative work behaviour refers to the actions of individuals in generating, promoting, and realising new ideas that are beneficial for improving processes, products, or services in an organisation [21]. Innovation in the workplace depends not only on individual creativity and intrinsic Motivation but also on structural support and a conducive organisational climate. An innovative work culture is formed when organisations allow employees to experiment, take measurable risks, and learn from failures without fear of negative consequences [22].

Supportive leadership support, especially in transformational leadership that emphasises Charisma, individual attention, and intellectual stimulation, is important in fostering workplace creativity and innovation [23].]. In the context of the public sector, forming an innovative work culture is a challenge due to the rigid nature of the bureaucracy. However, transformational leadership that provides work autonomy, appreciation for new ideas, and ongoing coaching can create an environment that encourages employee innovation and creativity.

In the context of Wajo Regency, several work units have begun to adopt an innovation-based internal performance evaluation mechanism, such as giving monthly awards to employees to improve the best service. A local organisational culture dominated by the value of cooperation and appreciation for individual initiative strengthens the creation of a work environment open to exploring new ideas. Thus, innovative work behaviours are determined by the individual's ability to solve problems innovatively and by the support of leadership and a strong organisational culture.

In addition, innovative work behaviours also reflect the ability of individuals and organisations to explore, exploit, and reconfigure resources to create new solutions [17]. In public administration, an innovative culture is indispensable to adapting public services to the evolving needs of society.

Exploration encourages the search for new ideas and innovations in the work processes of public organisations, while exploitation focuses on utilising existing resources and knowledge to improve the efficiency and effectiveness of services. Reconfiguration involves the ability to adjust and reorganise processes to ensure the relevance and Sustainability of the service. Innovative behaviour in public administration has to do with how employees contribute to the improvement of processes and services. In this regard, transformational leaders play a key role by creating a safe and supportive work environment without fear of failure, thus further strengthening the culture of innovation in public organisations [14].

3.3. Responsive and Sustainable Organisational Performance

In the context of public administration, responsive and sustainable organisational performance refers to the ability of government agencies to effectively meet the needs of today's society without sacrificing the ability to meet similar needs in the future [24]. This concept emphasises the importance of balancing a short-term response to emerging challenges and a commitment to long-term Sustainability in organisational operations [25].

Responsiveness in public administration is closely related to the ability of government organisations to proactively and adaptively respond to various dynamics in the policy environment, changes in community needs, and unexpected crises [26]. A responsive organisation focuses on the speed of service delivery and the relevance and quality of services that suit the specific needs of the communities it serves [27]. The ability to adapt to changing policies and public expectations ensures that the services provided remain relevant and meaningful in a variety of situations [28].

On the other hand, Sustainability in organisational performance demands the integration of the principles of efficiency, effectiveness, and innovation in the long term. Sustainability focuses not only on quantitative outcomes or the achievement of short-term targets but also on the long-term impact generated by organisational policies and operations [29]. Sustainability ensures that the resources used are not depleted without careful planning and that results provide lasting societal benefits [26].

Sustainable public organisations consider social, economic, and environmental impacts in every operational decision [30]. Transformational leadership roles are essential to achieving responsive and sustainable performance. This type of leadership focuses on creating sustainable positive change by empowering individuals within the

organisation to innovate, take initiative, and contribute to the organisation's long-term goals [31]. Transformational leadership emphasises the fulfilment of formal duties and roles and the formation of an organisational culture that supports continuous learning, creativity, and collaboration [32]. Through this approach, leaders can drive change that is relevant for the present and positively impactful in the future [6].

In Wajo Regency, organisational responsiveness can be seen in the efforts of certain agencies to digitise public services in response to the needs of the dynamic community. Meanwhile, Sustainability is realised in regular training programs to increase the capacity of civil servants, and an annual innovation forum that systematically gathers and evaluates initiatives from below is also established. This shows that with consistent transformational leadership support, organisations at the local level can maintain the relevance of services while strengthening the Sustainability of their administrative systems.

Thus, responsive and sustainable organisational performance in public administration combines the ability to adapt to rapid change while focusing on long-term impact. By integrating the principles of responsiveness and Sustainability and supported by transformational leadership, public organisations can remain relevant, innovative, and able to deliver sustainable benefits to society.

3.4. Descriptive Statistical Test of Research Variables.

Descriptive statistics provide an initial overview of the distribution and data characteristics of each variable used in this study. The data analysed included various dimensions of transformational leadership, namely Charisma, Motivation, Innovation, Individual Attention, Individual Abilities, Skills, and Work Processes, as well as two dependent variables: Sustainability of organisational performance and Organisational Adaptation. Charisma recorded an average score of 29.08 with a standard deviation of 3.32, which indicates a high perception of charismatic leadership attributes in the Wajo Regency Education Office. This value reflects a positive perception of leaders' ability to inspire and motivate their subordinates. Motivation has an average score of 20.14 with a standard deviation of 1.97, which indicates that the level of Motivation among leaders is quite stable and consistent.

The relatively low variability suggests that most respondents have almost similar levels of Motivation. Innovative and Individual Attention recorded average scores of 24.06 and 27.34, respectively. These results show a high orientation towards innovation

TABLE 1: Descriptive Statistics .

	Charisma	Motivation	Innovative	Individual Attention	Individual Abilities	Skills	Work Process	Sustainability of Organisational Performance	Organisational Adaptation
Valid	49	49	49	49	49	49	49	49	49
Missing	0	0	0	0	0	0	0	0	0
Median	29.000	20.000	24.000	27.000	28.000	13.000	15.000	36.000	32.000
Mean	29.082	20.143	24.061	27.347	26.918	13.061	16.714	35.898	32.714
Std. Deviation	3.322	1.969	2.212	2.788	2.637	1.478	2.217	3.216	2.828
Skewness	-0.629	-0.344	0.208	-0.609	-1.110	0.133	0.270	0.045	-0.353
Std. Error of Skewness	0.340	0.340	0.340	0.340	0.340	0.340	0.340	0.340	0.340
Kurtosis	1.087	1.207	1.124	1.268	0.662	-1.287	-1.600	0.113	3.096
Std. Error of Kurtosis	0.668	0.668	0.668	0.668	0.668	0.668	0.668	0.668	0.668
Shapiro-Wilk	0.933	0.924	0.923	0.925	0.880	0.853	0.825	0.940	0.779
P-value of Shapiro-Wilk	0.008	0.004	0.003	0.004	<.001	<.001	<.001	0.015	<.001
Minimum	20.000	15.000	19.000	19.000	20.000	10.000	13.000	30.000	24.000
Maximum	35.000	25.000	30.000	32.000	30.000	15.000	20.000	43.000	39.000

Test Descriptive Statistics using JASP 0.19.3

and personal attention, which means leaders are more likely to encourage new ideas and pay special attention to the needs of individuals within the organisation.

Individual Ability and Skills recorded average scores of 26.91 and 13.06, respectively. This value indicates a variation in the employee's technical ability, where individual abilities tend to be higher than their specific technical skills. This variation is important to consider when developing human resource capacity in the organisation. The Work Process showed an average value of 16.71 with a standard deviation of 2.21, which indicates that the work process still needs improvement. Relatively high variability indicates a significant difference in the efficiency and effectiveness of the work process among respondents. The Shapiro-Wilk method's normality test showed that some variables had a p-value < 0.05, meaning the data distribution was not completely normal. This indicates the potential heteroscedasticity that needs to be considered in regression analysis. This inconsistency with the normality assumption underscores the need for a robust statistical approach to ensure the validity of the analysis results.

These findings show that transformational leadership in the Wajo Regency Education Office has been applied positively, especially in Charisma, Motivation, innovation, and individual attention. However, considerable variation in skills and work processes reflects the need for an equitable increase in technical capacity and operational efficiency. The inconsistency of normality assumptions on some variables also confirms the importance of using more robust analytical approaches, such as Bayesian ANOVA, to come up with valid conclusions. These findings are the basis for strengthening leadership strategies that support the Sustainability of the performance of education organisations in the regions.

3.5. Linear Regression Test on Sustainability of Organisational Performance

TABLE 2: Model Summary - Sustainability of Organisational Performance.

Type	R	R ²	Adjusted R ²	RMSE	Durbin-Watson		
					Autocorrelation	Statistics	p
M ₀	0.000	0.000	0.000	3.216	0.652	0.638	<.001
M ₁	0.797	0.634	0.572	2.104	0.483	0.955	<.001

Note. M₁ includes Charism, Motivation, Innovation, Individual Attention, Individual Ability, Skill, and Work Process.

TABLE 3: ANOVA.

Type		Sum of Squares	Df	Mean Square	F	p
M ₁	Regression	315.015	7	45.002	10.167	<.001
	Residual	181.475	41	4.426		
	Total	496.490	48			

Note. M₁ includes Charism, Motivation, Innovation, Individual Attention, Individual Ability, Skill, and Work Process.

Note. The intercept model is omitted, as no meaningful information can be shown.

Linear regression testing was performed to evaluate the Influence of independent variables on the Sustainability of organisational performance. The analysis results showed that the regression model had $R^2 = 0.634$, which indicates that 63.4% of the variability in organisational performance was explained by the variables Charism, Motivation, Innovation, Individual Attention, Individual Abilities, Skills, and Work Processes. This suggests that most changes in the Sustainability of organisational performance can be explained through transformational leadership. Specifically, Kharisma has a

TABLE 4: Coefficients.

Type		Unstandardised	Standard Error	Standardised	t	p	95% CI	
							Lower	Upper
M ₀	(Intercept)	35.898	0.459		78.133	<.001	34.974	36.822
M ₁	(Intercept)	4.090	4.358		0.938	0.353	-4.712	12.892
	Charisma	0.401	0.131	0.415	3.062	0.004	0.137	0.666
	Motivation	0.186	0.181	0.114	1.029	0.310	-0.179	0.551
	Innovative	0.209	0.186	0.144	1.122	0.268	-0.167	0.585
	Individual Attention	0.328	0.130	0.284	2.530	0.015	0.066	0.590
	Individual Abilities	0.011	0.165	0.009	0.068	0.946	-0.323	0.345
	Skills	0.249	0.316	0.114	0.786	0.437	-0.390	0.887
	Work Process	-0.069	0.194	-0.048	-0.356	0.723	-0.461	0.323

JASP Organisational Performance Sustainability Test 0.19.3

coefficient of $\beta = 0.415$ with $p = 0.004$, showing a statistically significant influence on the Sustainability of organisational performance.

These results confirm that charismatic leadership contributes directly to long-term performance improvements. In addition, Individual Attention is also significant with $\beta = 0.284$ and $p = 0.015$, which means that the leader's personal attention to his subordinates positively impacts the Sustainability of organisational performance. In contrast, the variables Motivation, Innovation, and Individual Ability showed no statistical significance ($p > 0.05$), although their theoretical relevance was still recognised. These results suggest that while these factors play a role, their contribution to the Sustainability of organisational performance is relatively small compared to Charisma and Individual Attention.

TABLE 5: Model Comparison.

Models	P(M)	P(M data)	BF _M	BF ₁₀	error %
Keberlanjutan Kinerja Organisasi + Perhatian Individual	0.250	0.940	47.073	1.000	
Keberlanjutan Kinerja Organisasi	0.250	0.042	0.130	0.044	12.031
Perhatian Individual	0.250	0.016	0.048	0.017	11.865
Null model (incl. Kemampuan Individu, Adaptasi Organisasi, Inovatif, Motivasi, Proses Kerja, Keterampilan)	0.250	0.002	0.007	0.003	8.426

Note. All models include Kemampuan Individu, Adaptasi Organisasi, Inovatif, Motivasi, Proses Kerja, Keterampilan.

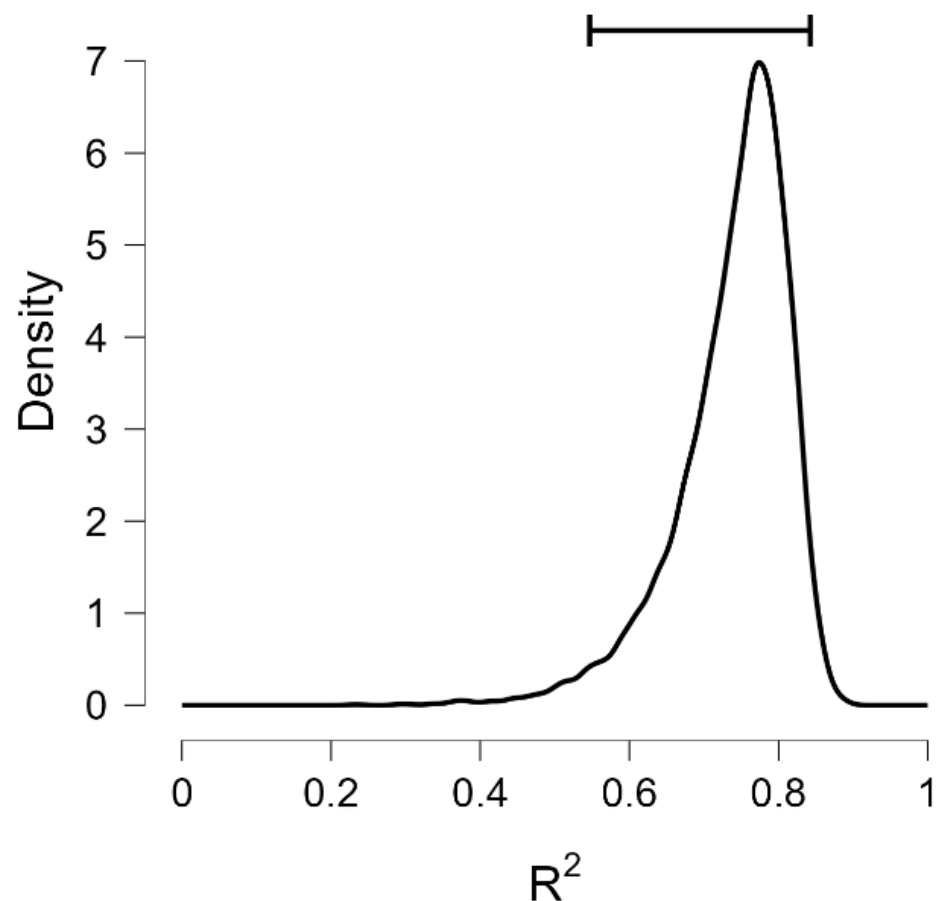


Figure 1: Model Averaged Posterior R^2 .

3.6. Bayesian ANOVA

The results of ANOVA's Bayesian analysis showed that the model that combined the variables Sustainability of Organizational Performance and Individual Attention had the highest posterior probability ($P(M|data) = 0.940$) and Bayes Factor (BF_{10}) of 1,000, which means that this model is the most strongly supported by data compared to other models. This indicates that Individual Attention, as one of the important dimensions in transformational leadership, plays a significant role in supporting the Sustainability of organisational performance. In the context of transformational leadership, Individual Mindfulness refers to the leader's ability to pay special attention to the needs, potentials, and development of each member of the organisation personally. Leaders who demonstrate empathy, actively listen, and provide individual development support increase employee engagement and job satisfaction and create a work environment

that encourages innovation, collaboration, and long-term Motivation. As a result, organisations can better adapt and sustainably maintain their performance. Therefore, these results reinforce the theory that the Individual Mindfulness dimension in transformational leadership is a crucial factor in creating an organisation that is productive, resilient, and sustainable in the face of change.

These findings are in line with the view of Bass and Avolio (1994) that places Individual Mindfulness as one of the four main components of transformational leadership, along with Idealised Influence, Inspirational Motivation, and Intellectual Stimulation. In practice, attention to the individual creates an inclusive work climate where every member feels valued and cared for. This climate is important in encouraging employee loyalty, engagement, and intrinsic drive to contribute optimally to organisational goals. An organisation's sustainable performance depends not only on the existing structure and work system, but also on the quality of the relationship between the leader and subordinates.

In addition, high individual attention in a transformational leadership style encourages the development of a work culture that supports learning, innovation, and resilience. Leaders who understand individual strengths and weaknesses will be more effective in putting personnel in the right roles, providing relevant training, and facilitating career growth. This increases work effectiveness, reduces turnover, and improves the operational continuity of the organisation in the long run. Within this framework, Individual Attention is not only a moral attribute of a leader, but also a strategic instrument to achieve the Sustainability of organisational performance.

Furthermore, the Bayesian results of ANOVA make an important methodological contribution, where the model's strength is probabilistic and not limited to conventional statistical significance. The high posterior probability in models that combine Individual Attention with Organisational Performance Sustainability provides strong evidence of a functional relationship between the two, even after considering other variables such as individual ability, Motivation, and work skills. This reinforces the argument that leaders who integrate a humanistic approach in their leadership will be better able to build the foundation of an organisation that is resistant to external pressures and flexible in adapting to change.

TABLE 6: Summary Model - Organisational Adaptation.

Type	R	R ²	Adjusted R ²	RMSE	R ² Change	F Change	df1	df2	p
M ₀	0.000	0.000	0.000	2.828	0.000		0	48	
M ₁	0.557	0.310	0.192	2.542	0.310	2.634	7	41	0.024

Note. M₁ includes Charism, Motivation, Innovation, Individual Attention, Individual Ability, Skill, and Work Process.

TABLE 7: ANOVA.

Type	Sum of Squares	Df	Mean Square	F	p
M ₁					
Regression	119.110	7	17.016	2.634	0.024
Residual	264.890	41	6.461		
Total	384.000	48			

Note. M₁ includes Charism, Motivation, Innovation, Individual Attention, Individual Ability, Skill, and Work Process.

Note. The intercept model is omitted, as no meaningful information can be shown.

TABLE 8: Coefficients.

Type		Unstandardised	Standard Error	Standardised	t	p	95% CI		Collinearity Statistics	
							Lower	Upper	Tolerance	VIF
M ₀	(Intercept)	32.714	0.404		80.964	<.001	31.902	33.527		
M ₁	(Intercept)	12.835	5.266		2.438	0.019	2.201	23.469		
	Charisma	0.163	0.158	0.191	1.027	0.310	-0.157	0.483	0.486	2.057
	Motivation	0.063	0.218	0.044	0.289	0.774	-0.378	0.504	0.729	1.373
	Innovative	0.335	0.225	0.262	1.489	0.144	-0.119	0.789	0.544	1.838
	Individual Attention	0.087	0.157	0.086	0.556	0.581	-0.229	0.403	0.706	1.416
	Individual Abilities	0.065	0.200	0.060	0.323	0.748	-0.339	0.468	0.485	2.062
	Skills	0.084	0.382	0.044	0.220	0.827	-0.688	0.856	0.422	2.370
	Work Process	0.036	0.234	0.028	0.155	0.878	-0.437	0.509	0.499	2.006

3.7. Linear Regression Test on Organisational Adaptation

Organisational adaptation is an important indicator of an organisation's ability to adapt to external changes. The linear regression model used in this study showed $R^2 = 0.310$, which means only 31% of the variability in organisational adaptation is explained by transformational leadership variables. This figure is relatively low, suggesting that most of an organisation's adaptability is influenced by factors outside of transformational leadership.

TABLE 9: Description.

	N	Mean	SD	ONE
Organisational Adaptation	49	32.714	2.828	0.404
Charisma	49	29.082	3.322	0.475
Motivation	49	20.143	1.969	0.281
Innovative	49	24.061	2.212	0.316
Individual Attention	49	27.347	2.788	0.398
Individual Abilities	49	26.918	2.637	0.377
Skills	49	13.061	1.478	0.211
Work Process	49	16.714	2.217	0.317

The regression analysis results revealed no significant independent variables at the level of $p < 0.05$ in influencing organisational adaptation. However, the Innovative variable showed a greater influence than the other variables, with coefficients of $\beta = 0.262$ and $p = 0.144$. Although not statistically significant, this value suggests that leadership that encourages innovation has the potential to improve organisational adaptability. These findings indicate that additional approaches and transformational leadership may be needed to improve organisational adaptability. External factors such as organisational culture, institutional structure, and the external environment may have a greater role in facilitating adaptation.

3.8. Mediation Analysis Test

3.8.1. Parameter estimates

TABLE 10: Direct effects.

							95% Confidence Interval	
			Estimate	Std. error	z-value	p	Lower	Upper
Charisma	→	Sustainability of Organisational Performance	0.415	0.120	3.454	<.001	0.180	0.651
Motivation	→	Sustainability of Organisational Performance	0.228	0.172	1.329	0.184	-0.108	0.565
Innovative	→	Sustainability of Organisational Performance	0.218	0.169	1.285	0.199	-0.114	0.550
Individual Attention	→	Sustainability of Organisational Performance	0.355	0.122	2.908	0.004	0.116	0.594

TABLE 10: Continued.

							95% Confidence Interval		
Charisma	→	Organisational Adaptation	0.151		0.146	1.037	0.300	-0.134	0.437
Motivation	→	Organisational Adaptation	0.027		0.208	0.131	0.896	-0.381	0.435
Innovative	→	Organisational Adaptation	0.327		0.205	1.594	0.111	-0.075	0.730
Individual Attention	→	Organisational Adaptation	0.064		0.148	0.434	0.664	-0.226	0.354

Note. Estimator is ML.

TABLE 11: Indirect effects.

									95% Confidence Interval	
					Estimate	Std. error	z-value	p	Lower	Upper
Charisma	→	Individual Abilities	→	Sustainability of Organisational Performance	-0.004	0.052	-0.080	0.936	-0.106	0.098
Charisma	→	Skills	→	Sustainability of Organisational Performance	0.027	0.036	0.751	0.453	-0.044	0.098
Charisma	→	Work Process	→	Sustainability of Organisational Performance	-0.014	0.033	-0.425	0.671	-0.078	0.050
Motivation	→	Individual Abilities	→	Sustainability of Organisational Performance	-0.002	0.030	-0.080	0.937	-0.061	0.056
Motivation	→	Skills	→	Sustainability of Organisational Performance	0.036	0.049	0.736	0.462	-0.060	0.133
Motivation	→	Work Process	→	Sustainability of Organisational Performance	-0.022	0.052	-0.425	0.671	-0.125	0.080
Innovative	→	Individual Abilities	→	Sustainability of Organisational Performance	-0.004	0.046	-0.080	0.937	-0.094	0.086
Innovative	→	Skills	→	Sustainability of Organisational Performance	0.059	0.076	0.779	0.436	-0.089	0.207
Innovative	→	Work Process	→	Sustainability of Organisational Performance	-0.016	0.039	-0.420	0.675	-0.092	0.059
Individual Attention	→	Individual Abilities	→	Sustainability of Organisational Performance	-0.001	0.017	-0.079	0.937	-0.035	0.033
Individual Attention	→	Skills	→	Sustainability of Organisational Performance	0.015	0.024	0.634	0.526	-0.031	0.062
Individual Attention	→	Work Process	→	Sustainability of Organisational Performance	-0.012	0.029	-0.419	0.675	-0.069	0.045
Charisma	→	Individual Abilities	→	Organisational Adaptation	0.029	0.064	0.452	0.651	-0.096	0.154
Charisma	→	Skills	→	Organisational Adaptation	0.012	0.042	0.279	0.780	-0.070	0.093
Charisma	→	Work Process	→	Organisational Adaptation	0.008	0.039	0.198	0.843	-0.069	0.085
Motivation	→	Individual Abilities	→	Organisational Adaptation	0.016	0.038	0.428	0.668	-0.059	0.092

TABLE 11: Continued.

									95% Confidence Interval	
Motivation	→	Skills	→	Organisational Adaptation	0.015	0.055	0.278	0.781	-0.093	0.124
Motivation	→	Work Process	→	Organisational Adaptation	0.012	0.063	0.198	0.843	-0.110	0.135
Innovative	→	Individual Abilities	→	Organisational Adaptation	0.025	0.057	0.445	0.656	-0.086	0.137
Innovative	→	Skills	→	Organisational Adaptation	0.025	0.089	0.280	0.779	-0.150	0.199
Innovative	→	Work Process	→	Organisational Adaptation	0.009	0.045	0.198	0.843	-0.080	0.098
Individual Attention	→	Individual Abilities	→	Organisational Adaptation	0.010	0.023	0.415	0.678	-0.036	0.055
Individual Attention	→	Skills	→	Organisational Adaptation	0.006	0.024	0.272	0.786	-0.040	0.052
Individual Attention	→	Work Process	→	Organisational Adaptation	0.007	0.034	0.198	0.843	-0.060	0.074

Note. Estimator is ML.

TABLE 12: Total effects.

							95% Confidence Interval	
			Estimate	Std. error	z-value	p	Lower	Upper
Charisma	→	Sustainability of Organisational Performance	0.424	0.105	4.021	<.001	0.217	0.631
Motivation	→	Sustainability of Organisational Performance	0.240	0.162	1.481	0.139	-0.078	0.557
Innovative	→	Sustainability of Organisational Performance	0.257	0.153	1.680	0.093	-0.043	0.556
Individual Attention	→	Sustainability of Organisational Performance	0.356	0.119	3.002	0.003	0.124	0.589
Charisma	→	Organisational Adaptation	0.199	0.128	1.562	0.118	-0.051	0.449
Motivation	→	Organisational Adaptation	0.071	0.196	0.365	0.715	-0.312	0.455
Innovative	→	Organisational Adaptation	0.387	0.185	2.093	0.036	0.025	0.749
Individual Attention	→	Organisational Adaptation	0.087	0.144	0.606	0.545	-0.194	0.368

Note. Estimator is ML.

TABLE 13: Total indirect effects.

							95% Confidence Interval	
			Estimate	Std. error	z-value	p	Lower	Upper
Charisma	→	Sustainability of Organisational Performance	0.009	0.060	0.152	0.879	-0.109	0.127
Motivation	→	Sustainability of Organisational Performance	0.012	0.063	0.185	0.854	-0.112	0.136
Innovative	→	Sustainability of Organisational Performance	0.039	0.078	0.503	0.615	-0.113	0.191
Individual Attention	→	Sustainability of Organisational Performance	0.001	0.035	0.043	0.965	-0.066	0.069
Charisma	→	Organisational Adaptation	0.048	0.073	0.664	0.507	-0.094	0.190
Motivation	→	Organisational Adaptation	0.044	0.076	0.586	0.558	-0.104	0.192
Innovative	→	Organisational Adaptation	0.059	0.093	0.636	0.525	-0.123	0.242
Individual Attention	→	Organisational Adaptation	0.023	0.041	0.558	0.577	-0.057	0.103

Note. Estimator is ML.

TABLE 14: Residual covariances.

							95% Confidence Interval	
			Estimate	Std. error	z-value	p	Lower	Upper
Individual Abilities	↔	Skills	0.473	0.278	1.700	0.089	-0.072	1.017
Individual Abilities	↔	Work Process	0.166	0.427	0.389	0.697	-0.671	1.004
Skills	↔	Work Process	0.484	0.246	1.964	0.049	0.001	0.966
Sustainability of Organisational Performance	↔	Organisational Adaptation	1.788	0.682	2.621	0.009	0.451	3.125

Note. Estimator is ML.

TABLE 15: Path coefficients.

							95% Confidence Interval	
			Estimate	Std. error	z-value	p	Lower	Upper
Individual Abilities	→	Sustainability of Organisational Performance	-0.012	0.153	-0.080	0.936	-0.312	0.287
Skills	→	Sustainability of Organisational Performance	0.232	0.288	0.804	0.421	-0.333	0.796
Work Process	→	Sustainability of Organisational Performance	-0.077	0.176	-0.434	0.664	-0.422	0.269
Charisma	→	Sustainability of Organisational Performance	0.415	0.120	3.454	<.001	0.180	0.651
Motivation	→	Sustainability of Organisational Performance	0.228	0.172	1.329	0.184	-0.108	0.565
Innovative	→	Sustainability of Organisational Performance	0.218	0.169	1.285	0.199	-0.114	0.550
Individual Attention	→	Sustainability of Organisational Performance	0.355	0.122	2.908	0.004	0.116	0.594
Individual Abilities	→	Organisational Adaptation	0.084	0.185	0.456	0.649	-0.279	0.448
Skills	→	Organisational Adaptation	0.098	0.349	0.282	0.778	-0.586	0.783
Work Process	→	Organisational Adaptation	0.043	0.214	0.199	0.842	-0.377	0.462
Charisma	→	Organisational Adaptation	0.151	0.146	1.037	0.300	-0.134	0.437
Motivation	→	Organisational Adaptation	0.027	0.208	0.131	0.896	-0.381	0.435
Innovative	→	Organisational Adaptation	0.327	0.205	1.594	0.111	-0.075	0.730
Individual Attention	→	Organisational Adaptation	0.064	0.148	0.434	0.664	-0.226	0.354
Charisma	→	Individual Abilities	0.341	0.101	3.372	<.001	0.143	0.540
Motivation	→	Individual Abilities	0.195	0.155	1.254	0.210	-0.110	0.499
Innovative	→	Individual Abilities	0.300	0.146	2.051	0.040	0.013	0.588
Individual Attention	→	Individual Abilities	0.113	0.114	0.997	0.319	-0.110	0.337
Charisma	→	Skills	0.118	0.056	2.102	0.036	0.008	0.228
Motivation	→	Skills	0.157	0.086	1.825	0.068	-0.012	0.325
Innovative	→	Skills	0.254	0.081	3.130	0.002	0.095	0.413
Individual Attention	→	Skills	0.065	0.063	1.030	0.303	-0.059	0.189
Charisma	→	Work Process	0.182	0.089	2.057	0.040	0.009	0.356
Motivation	→	Work Process	0.291	0.136	2.139	0.032	0.024	0.558
Innovative	→	Work Process	0.211	0.128	1.643	0.100	-0.041	0.463

TABLE 15: Continued.

							95% Confidence Interval	
Individual Attention	→	Work Process	0.159	0.100	1.592	0.111	-0.037	0.355
Respondents	→	Charisma	-0.053	0.032	-1.644	0.100	-0.117	0.010
Respondents	→	Motivation	-0.045	0.019	-2.431	0.015	-0.082	-0.009
Respondents	→	Innovative	-0.026	0.022	-1.170	0.242	-0.068	0.017
Respondents	→	Individual Attention	-0.061	0.026	-2.300	0.021	-0.113	-0.009
Respondents	→	Individual Abilities	0.031	0.020	1.515	0.130	-0.009	0.071
Respondents	→	Skills	0.011	0.011	0.995	0.320	-0.011	0.033
Respondents	→	Work Process	0.011	0.018	0.615	0.539	-0.024	0.046
Respondents	→	Sustainability of Organisational Performance	0.018	0.022	0.839	0.402	-0.024	0.061
Respondents	→	Organisational Adaptation	-0.015	0.026	-0.589	0.556	-0.067	0.036

Note. Estimator is ML.

TABLE 16: R-Squared.

	R ²
Sustainability of Organisational Performance	0.640
Organisational Adaptation	0.315
Individual Abilities	0.500
Skills	0.512
Work Process	0.456
Charisma	0.052
Motivation	0.108
Innovative	0.027
Individual Attention	0.097

The mediation analysis in this study aims to evaluate whether the Influence of Charisma, motivation, innovation, and individual attention on organisational performance sustainability is mediated by individual abilities, skills, and work processes. The analysis showed that most mediation pathways were insignificant, indicating that the direct effect was more dominant than the indirect effect through the mediator. The Charisma Pathway → Individual Ability → Sustainability of Organisational Performance had a mediation coefficient of -0.004 with p = 0.936, suggesting no significant mediating effect. This means that improving individual abilities does not play an important role in bridging the Influence of Charisma on organisational performance.

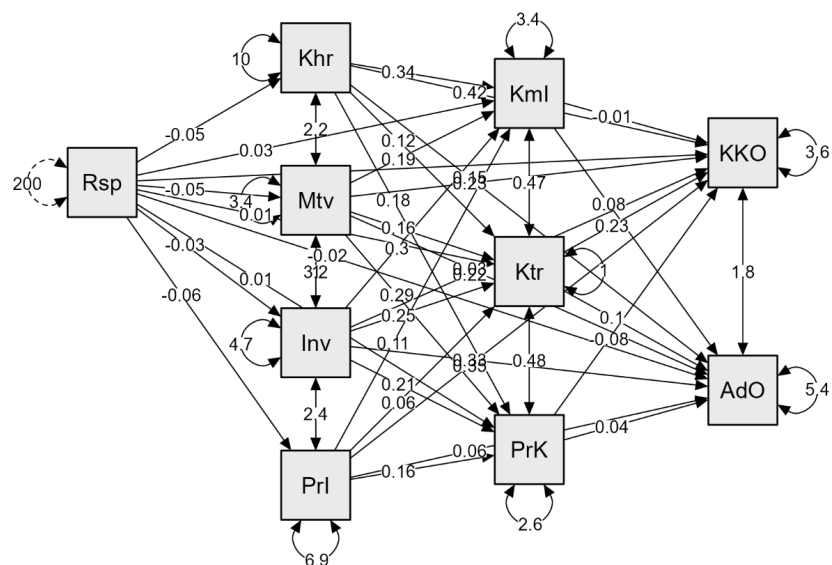


Figure 2: Plot path.

Similarly, the Motivation → Work Process → Sustainability of Organisational Performance pathways were not significant with $p = 0.671$, suggesting that work processes do not act as mediators in the relationship between motivation and performance sustainability. The only significant direct pathway is the Charisma → Sustainability of Organisational Performance, with $\beta = 0.415$ and $p < 0.001$. These results confirm that the charismatic Influence of leaders directly increases the Sustainability of performance without the need to be mediated by other variables. This reinforces the central role of charismatic leadership in driving long-term performance.

Transformational leadership has a significant role in supporting the Sustainability of organisational performance, primarily through the dimensions of Charisma and Individual Attention. Regression analysis showed that Charisma had a dominant influence with coefficients of $\beta = 0.415$ and $p = 0.004$, indicating that charismatic leaders can create trust and Motivation in employees to take risks at work, which ultimately encourages innovation in the work process [6]. These findings align with Bass & Riggio's (2006) theory, which emphasises that charismatic leadership increases Motivation and forms a work environment that supports creativity and continuous innovation.

In addition to Charisma, Individual Attention contributes significantly to the Sustainability of organisational performance with a coefficient of $\beta = 0.284$ and $p = 0.015$. This approach allows leaders to tailor strategies to each employee's unique needs, providing personalised guidance that encourages creativity in completing tasks [33].

The combination of inspiring Charisma and supportive Individual Attention creates a work environment conducive to continuous innovation, as affirmed by Ahsan (2024), who states that this dimension encourages the active participation of employees in generating new ideas.

However, the study's results also show that internal factors, such as Individual Abilities and Skills, do not contribute significantly to organisational performance. The regression analysis results revealed that the mediation pathway of Charisma → Individual Ability → Sustainability of Organisational Performance showed a coefficient of -0.004 with $p = 0.936$, indicating the absence of a significant mediation effect. Improving individual abilities does not bridge the Influence of Charisma on organisational performance [34]. These findings indicate that technical competence alone is insufficient without strong leadership to ensure sustainable performance.

Similar results were also seen in the Motivation → Work Process → Sustainability of Organisational Performance pathway, with a p -value = 0.671, indicating that rigid work processes limit the role of Motivation in encouraging performance. This shows that without flexible work processes, employee motivation does not necessarily improve the Sustainability of organisational performance [35]. This emphasises the importance of restructuring work processes in improving organisational efficiency and adaptability. In the Wajo Regency Education Office context, a rigid and hierarchical bureaucratic structure is one of the main obstacles to innovation, where employees feel limited in exploring new ideas [11].

The dominance of Charisma as the primary dimension in this study shows that leaders with strong charismatic abilities can create trust, loyalty, and commitment that drive long-term performance. However, reliance on one dimension of leadership poses a risk of instability in the long run. Therefore, a more balanced approach is needed to strengthen Inspirational Motivation, Intellectual Stimulation, and Individual Attention [33]. By forming multifaceted leadership, organisations can be more adaptive in facing external challenges and ensure a more stable performance sustainability.

In addition to the leadership dimension, the organisation's internal processes also require special attention. The results showed that the Work Process did not contribute significantly to the Sustainability of organisational performance ($\beta = -0.048$, $p = 0.723$). These findings suggest that rigid operational systems and procedures limit the organisation's ability to adapt to external changes [11]. Restructuring work processes that ensure employee flexibility and autonomy is essential to increasing the organisation's

innovative capacity [35]. The use of digital technology in administrative processes, for example, allows for faster and more accurate completion of tasks, providing space for employees to focus on innovation.

Another strategy proposed in this study is through the Leadership Training Program. Training that focuses on improving charismatic skills and the ability to provide individual attention helps leaders be more effective in inspiring and supporting employees [33]. With this approach, leaders not only shape innovative organisational cultures but also increase employees' intrinsic Motivation to complete tasks in creative ways.

Performance improvement can also be achieved through an Innovation-Based Reward System. Incentivising and recognising employees who contribute to innovation creates an intrinsic motivation that drives sustainable creativity [22]. A work environment that values experimentation and learning from failure allows employees to be more courageous in coming up with ideas without fear of negative consequences [23]. This is especially important in public organisations such as the Wajo District Education Office, where innovation is often constrained by the fear of sanctions due to failure [11].

The long-term Sustainability of an organisation's performance depends on strong leadership and the organisation's ability to adapt to changes in the external environment. The regression results showed that Organisational Adaptation was only explained by 31% of the transformational leadership variable, with a coefficient of $R^2 = 0.310$. This signifies that other factors, such as organisational culture, adaptive policies, and infrastructure support, facilitate an organisation's adaptation to external changes [14]. A collaborative work culture, where employees are encouraged to share ideas and experiment without fear of failure, has improved an organisation's adaptability [23].

In public administration, a systemic approach that integrates leadership, restructuring work processes, and reward systems is key to creating responsive and sustainable performance. Training programs that focus on strengthening all dimensions of transformational leadership, restructuring work processes to increase flexibility, and implementing an innovation-based reward system will help public organisations such as the Wajo District Education Office become more adaptive in the face of change (Meng, 2022; Oh, 2023). With this approach, organisations can ensure that the resulting performance is not only oriented towards short-term achievement but also has a positive impact in the long term [36].

The role of transformational leadership, especially the dimension of Charisma and individual concern, is important in encouraging the Sustainability of organisational

performance. Although the technical abilities of employees and work processes have not made a significant contribution, focusing on developing inspiring and personal leadership qualities can increase Motivation and innovation in the work environment. However, rigid bureaucratic structures and less flexible work processes are major obstacles limiting adaptability and innovation. Therefore, the Wajo Education Office needs to develop comprehensive leadership training and restructure the work process to be more dynamic, so that it can maximise the potential of human resources while increasing the effectiveness of public services sustainably.

4. Conclusion

This research emphasises the importance of transformational leadership, especially Charisma and individual caring, in encouraging innovative work behaviours for the Sustainability of public sector organisational performance. However, there are significant limitations in the scope of variables and the empirical context used. Several dimensions, such as Motivation, individual abilities, and work processes, show statistically insignificant contributions to organisational Sustainability, indicating the need to explore other external variables such as organisational culture, bureaucratic structure, and adaptive policies. Methodologically, a single quantitative approach limits a deeper contextual understanding, so a mixed-methods approach is recommended for further study. In addition, the limitation of generalisation of results also arises because of the focus on one local agency. Based on empirical findings, it is recommended that policymakers in the public sector develop leadership training programs that emphasise strengthening individual Charisma and attention, accompanied by a more flexible restructuring of work processes and an innovation-based reward system. These interventions strengthen the organisation's capacity to respond to environmental changes and create sustainable, long-term performance.

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