

## The Effect of Transformational Leadership on The Development of Human Resources, Creativity and Performance of Members (Study of the Bajawa Creative Women Community in the Local Food Business Sector, Ngada Regency, East Nusa Tenggara)

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### Abstract

This research is based on the background of the influence of the existence of transformational leadership on the development of human resources, creativity and performance of members of the Bajawa creative women's community. The purpose of this study was to explain and analyze the influence of transformational leadership style on the development of human resources, creativity and performance of members of the Bajawa creative women's community. The research method used in this study is explanatory research with a quantitative approach. Data collection in this study was using a questionnaire distributed to 60 respondents using saturated sample techniques. While the analysis technique is done using Partial Least Square. The results of this study indicate that transformational leadership style has a positive and significant effect on the development of human resources, creativity and performance with a value of  $t_{count} > 1.96$ .

**Keywords:** Transformational leadership style, human resource development, creativity, performance

### INTRODUCTION

Leadership issues (power issue leadership) is one of the many hot issues discussed. Leadership is something that every leader in an organization should have. The effectiveness of a leader is usually determined by his expertise in influencing and directing its members. Leaders can influence morale and work passion, security, quality of work life and also the level of achievement of an organization. Leaders also play an important role in helping groups and individuals to achieve organizational goals. The leader is someone who has the skills and strengths in a particular field so that he is able to influence others to jointly carry out certain activities in order to achieve one or several goals [1].

[2] states that the complex and dynamic nature of organizations and the current external environment requires significant leadership skills. Dominating the focus in developing human resources can produce effective leaders who can later make a difference in many organizations. However, in order for organizations to fully develop their leadership abilities, it is expected to actively maintain elements of social capital such as building relationships, encouraging trust, good

intentions, and reciprocity. Therefore, a successful organization will be led by leaders who not only have the knowledge, skills and abilities to operate effectively but also have the relational ability to partner with others in realizing the vision and goals of the organization.

Almost the same is stated [3], which mentions changing business challenges requires different leadership skills. With readiness of attitude and behavior, leadership of a person must be able to penetrate uncertainty into opportunity. Therefore, building productive habits is the key to success in breaking the shocks caused by internal factors and external factors. For this reason, leadership capability is demanded in managing the impact of conflict in responding to the interests of stakeholders, where one's leadership ability is also of great importance in the context of developing the human resources within the organization.

Along with the development of time, creativity is also considered to play an important role in organizational competition [4], [5], [6]. Creativity is important organizational capability [7], [8], and is one source of organizational effectiveness [9] and a source of competitive advantage [10]. Creativity is seen as a core value in winning the competition, so organizations really need employees who are creative, knowledgeable and have the willingness to learn to be able to respond quickly, flexibly and innovatively to the needs and desires of customers, both those related to products and services [11].

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For creativity to run smoothly, leadership is needed to play an active role in strengthening, encouraging, supporting and helping to create creative ideas. The roles of leaders include ensuring the structure of the work environment, climate and culture as well as human resource management practices (recruitment and selection, training and development, reward systems, performance evaluations, etc.) so as to develop conducive to the emergence of individual creativity [12]

Developments to achieve good performance can also be achieved because of the interrelationships that support each other between leaders and subordinates who are committed to the organization to carry out the performance that is expected to reach the goal. Therefore, there needs to be an effort to improve the quality of leadership behaviors that can arouse motivation which in turn can improve employee performance so that the organizational goals that have been set can be achieved [13]. The role of the leader influences the behavior of his subordinates so that they get progress in the organization [14]. This is supported [15] which suggests that effective group performance depends on the leadership style of a leader in the organization.

One leadership model that is considered to present the situation and current developments is transformational leadership. Transformational leadership as leadership that requires action to motivate followers to be willing to work for the right goals that are considered beyond their personal interests..

This transformational leadership context that motivates its followers also occurs in the creative women's community in Bajawa. Bajawa Creative Women Community, is one example of a leadership model that relies on leaders as motivators for its members. This community is determined to prioritize its members as leaders who can eventually change their mindset to be able to hone and improve the abilities that are in their members.

#### **LITERATURE OF REVIEW**

[17] argues that transformational leadership is a process of relations between superiors and subordinates based on values, beliefs and assumptions regarding the organization's vision and mission. Transformational leaders can move their influence in the interests of groups, organizations or countries rather than the interests of their own self interest. They try to be able to change

the self-concept of subordinates and increase their subordinates into people who can achieve self-actualization, self-regulation and self-control.

One important factor that influences the success of the leadership process is the behavior of the leader concerned or the style of the leader. Leadership style is defined as the behavior or manner chosen and used by leaders in influencing the thoughts, feelings, attitudes, and organizational behavior [18]. Besides that, a person's leadership character has a large role in developing human resources within an organization. The characteristics of successful leadership certainly have an impact on the management of human resources. Dependence on the development of human resources in an accountable organization with good and right managerial development and leadership.

This is supported by research conducted [2], [3] which concludes that the complex and dynamic nature of organizations and the external environment currently requires significant leadership skills, with the dominance of focus in developing human resources producing effective leaders who later make a difference in many organization.

#### **H1: Transformational Leadership Has Significant Effects on Human Resource Development**

Leaders play an important role in activating and supporting the revival and fostering of creativity and innovation. Creativity is important organizational capability [7], [8], and is one source of organizational effectiveness [9] and a source of competitive advantage [10]. Creativity is seen as a core value in winning the competition, so organizations really need employees who are creative, knowledgeable and have the willingness to learn to be able to respond quickly, flexibly and innovatively to the needs and desires of customers, both those related to products and services [11]. For creativity to run smoothly, leadership is needed to play an active role in strengthening, encouraging, supporting and helping to create creative ideas. The roles of leaders include ensuring the structure of the work environment, climate and culture as well as human resource management practices (recruitment and selection, training and development, reward systems, performance evaluations, etc.) so as to develop conducive to the emergence of individual creativity [12].

This is supported [19] who found a relationship between transformational leadership and individual creativity focusing on

four dimensions of transformational leadership and understanding the relationship between transformational leadership and creativity helping leaders to develop and foster employee creativity capacity, as well as research [20] which showed that there is a positive relationship between transformational leadership and employee creativity.

### **H2: Transformational Leadership Has Significant Effects on Creativity**

To achieve good performance, the interrelationships between leaders and subordinates who are committed to the organization are needed to carry out the performance that is expected to reach the goal. Therefore, there needs to be an effort to improve the quality of leadership behaviors that can arouse motivation which in turn can improve employee performance so that the organizational goals that have been set can be achieved [13]. The role of the leader influences the behavior of his subordinates so that they get progress in the organization [14]. This is supported by [15] who argues that effective group performance depends on the leadership style of a leader in the organization.

One leadership model that is considered to present the situation and current developments is transformational leadership, where transformational leadership requires action to motivate followers to be willing to work for the right goals that are considered beyond their personal interests. Transformational leaders can successfully change the status quo in their organization by practicing appropriate behavior at each stage of the transformation process. If the old ways are deemed no longer appropriate, then the leader will develop a new vision of the future with a strategic and motivational focus [16]. This is supported by research conducted [21] which found that transformational leadership has a positive influence on employee performance.

### **H3: Transformational Leadership Has Significant Effects on Performance**

The development of human resources is now starting to be widely investigated to maintain the competitive advantage of an organization. As a general rule, the goals of every organization, both public and private organizations, can be achieved well if employees can carry out their tasks efficiently. Therefore, to improve the work ability of employees, organizations must carry out their employee development efforts. So, employee development

is one way to improve employee work effectiveness in achieving predetermined work results [22].

Knowledge of employees on the implementation of tasks and general knowledge that influences the implementation of tasks, greatly determines the success or failure of the task properly. Employees who lack sufficient knowledge about their fields of work will work haltingly. Waste of material, time and other production materials will be carried out by a group of employees who do not yet have sufficient knowledge of their fields of work. These wastes will increase the cost of achieving organizational goals. In other words, employee knowledge must be improved and developed so that they do not do something that is detrimental to the efforts to achieve goals successfully.

Employee skills are one of the main factors in achieving success for achieving organizational goals. For new employees or employees who face new jobs, additional skills are needed to carry out their duties well. Knowledge and skills alone are not enough to guarantee the success of achieving goals. The attitude of employees towards the implementation of tasks is also a key factor in achieving success. Therefore, the development of attitudes must also be sought by conducting training and career development. With training and development, the workforce will be able to work on, improve, develop their work.

In the research conducted [23] it was found that the intervention of human resources development (HRD) contributed positively to organizational innovation activities. And HRD has also been found to positively influence employee engagement, leadership, manager motivation to learn, promotion of learning culture, and development of social capital all of which are positively related to innovation, and informal HRD and access to mentors and trainers proved important for innovation in SMEs. And also supported [24] which examines the contribution of understanding creativity and innovation in the organization and the interpretation of its impact for training and development concludes that training and development have a good impact on stimulating creativity and innovation in the organization.

### **H4: Human Resource Development Significantly Influences Creativity**

The purpose of developing human resources is to equip, improve, and develop work competencies to improve ability, productivity and well-being [25]. To achieve these goals, it is necessary to improve the effectiveness of employee work that can be done by improving the knowledge, skills and attitudes of the employees themselves on their duties.

The targets and development programs involve a broader aspect, namely increasing the ability of individuals to anticipate unplanned change or planned change. From this understanding shows that the focus of career development is to increase the mental ability of the workforce. Development is more focused on increasing the ability to make decisions and expand human relations.

Organizations use various human resource management practices to improve the skills of their employees in order to focus their efforts to improve the quality of current workforce, for example through training and development. Employees must be motivated to do their jobs effectively, and may be influenced by achievement awards or incentives and compensation systems. They must also have the opportunity to participate in decision making, which is involved in determining how the work is completed. The employee participation system and internal labor market give employees the opportunity to develop within the organization. They must also have the opportunity to express their views, namely by communicating. Organizations that take the opinions of their employees to consider and find a positive impact on employee perceptions of fairness and outside behavior [26], [27].

This is also supported by research conducted [28] which in this study found the influence of human resource development through education and training on performance, where the results show that the impact of implementing human resource development can improve quality, productivity and efficiency which includes several activities namely in terms of planning, benefits and objectives, methods, financing, evaluation and assessment of education and training activities.

#### **H5: Human Resource Development Significantly Influences Performance**

Creativity has an important role in supporting the performance of a company or organization to improve better quality in

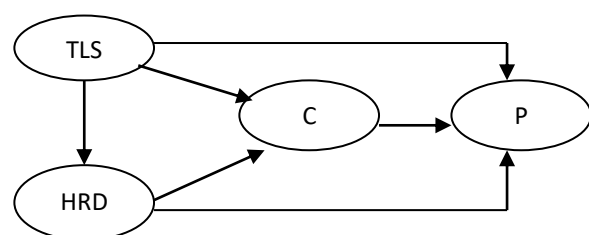
accordance with what is expected by the company or organization. To be able to improve the company's performance in achieving profitability, creativity of organizational members is needed. With the creativity in making things good, ideas that cause beautification, make it easier to work are expected to benefit the company.

[29] states that performance is the result of work that can be achieved by a person or group of people within a company in accordance with their respective authority and responsibility in an effort to achieve corporate objectives legally, not violate the law and do not conflict with morals or ethics. So that it can be concluded that performance is the result or the level of success of a person as a whole over a period of time in carrying out tasks compared to various possibilities, such as standard work results, targets or targets that have been determined in advance and agreed upon. This is supported by research conducted [30], which in this study found the influence of creativity on performance, where the presence of creativity can support performance in the company.

#### **H6: Creativity has a Significant Effect on Performance**

##### **Research Models**

This study will examine and explain the effect of transformational leadership styles on human resource development, creativity and performance. In accordance with the description of the background of the problem, the theoretical basis and previous research, the following is a research model:



**Figure 1: Research Model**

This conceptual framework is a relationship between Transformational leadership style, human resource development, creativity, and performance variables.

##### **Research Method**

The method of research is explanatory research with a quantitative approach. The sample used was 60 respondents in the Bajawa creative women's community, Ngada Regency, East Nusa Tenggara. Transformational leadership style was measured by 12 items developed [31], human

resource development was measured by 9 items developed [32], creativity was measured by 11 items developed [33], performance was measured by 9 items developed [34]. The analytical tool used is Partial Least Square (PLS), using a total sample or saturated sample, namely the technique of determining the sample if all members are used as samples [35].

	<i>Path Coefficient (Mean, STDEV, T-Values)</i>		
	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STERR )
X -> Z <sub>1</sub>	0.5737	0.0966	5.938
X -> Z <sub>2</sub>	0.3991	0.1821	2.1919
Z <sub>1</sub> -> Z <sub>2</sub>	0.3785	0.1809	2.0923
X -> Y	0.2796	0.0915	3.0544
Z <sub>1</sub> -> Y	0.3369	0.1532	2.1996
Z <sub>2</sub> -> Y	0.3586	0.132	2.7158

## Results

### **H1: Transformational leadership has a significant effect on Human Resource Development**

The results of testing the first hypothesis indicate that the relationship of transformational leadership variables (X) with human resource development (Z<sub>1</sub>) shows the path coefficient value of 0.5737 with a calculated t value of 5.938. This value is greater than t table (1,960). This result means that transformational leadership has a positive and significant influence on the development of human resources which means it is in accordance with the first hypothesis where transformational leadership has a significant effect on the development of human resources. This means that the first hypothesis is accepted.

This means that the better transformational leadership in the organization, the better and better impact on the development of human resources. Therefore, in general transformational leadership in the Bajawa creative women's community is said to be good in developing human resources. This can be felt from the situation in the Bajawa creative women's community which emphasizes family attitude, supports and motivates each other between leaders and members, so that members of the women's community can develop their creative ideas and skills.

### **H2: Transformational leadership has a significant effect on creativity**

The results of testing the second hypothesis show that the relationship of transformational leadership variables (X) with creativity (Z<sub>2</sub>) shows

the path coefficient value of 0.3991 with a t value of 2.1919. This value is greater than t table (1,960). This result means that transformational leadership has a positive and significant influence on creativity which means it is in accordance with the second hypothesis where transformational leadership has a significant effect on creativity. This means that the second hypothesis is accepted.

This indicates that the better transformational leadership in an organization, the better the creativity of its members. Which means that leaders play an important role in activating and supporting the revival and fostering of creativity and innovation. Because of this, it can be generally concluded that transformational leadership in the Bajawa creative community is said to be good in developing the creativity of its community members. The role of leaders in the Bajawa creative women's community is strongly felt when members of this creative women's community are able to issue creative ideas that can ultimately be useful for both the organization and members of the community.

### **H3: Transformational leadership has a significant effect on performance**

The results of testing the first hypothesis indicate that the relationship of transformational leadership variables (X) with performance (Y) shows the path coefficient value of 0.2796 with a t value of 3.0544. This value is greater than t table (1,960). This result means that transformational leadership has a positive and significant influence on performance which means it is in accordance with the third hypothesis where transformational leadership has a significant effect on performance. This means that the third hypothesis is accepted.

Which this indicates that the better transformational leadership in the organization, the better the performance of its members, which means that to achieve good performance interrelationships between leaders and subordinates who are committed to the organization are needed to carry out the performance that is expected to reach the goal. Therefore, there needs to be an effort to improve the quality of leadership behaviors that can arouse motivation, which in turn can improve employee performance so that the organizational goals that have been set can be achieved. Thus, in general it can be concluded that transformational leadership in the Bajawa creative community runs well in improving the

performance of its members. Which is marked by the success of its leaders in influencing members of this creative women's community to produce food from the ingredients around them to become more attractive and selling snacks.

**H4: Human Resource Development has a significant effect on Creativity**

The results of testing the fourth hypothesis indicate that the relationship of the variable human resource development (Z1) with creativity (Z2) shows the path coefficient value of 0.3785 with a t value of 2.0923. This value is greater than t table (1,960). This result means that Human Resource Development has a positive and significant influence on Creativity which means it is in accordance with the fourth hypothesis where the development of human resources has a positive and significant effect on creativity. This means that the fourth hypothesis is accepted.

Therefore, this indicates that the better the development of human resources in an organization, the better the level of creativity of its members, where the development of human resources is one way to improve and develop the creativity of members in the organization. Therefore, it can be said that in general the development of human resources in the creative women's community runs well in increasing the creativity of its members. This can be felt from the situations and conditions that exist in this creative community, where the members feel a significant impact when they begin to join this community. The impact felt by its members is when they begin to think about and develop creative ideas in making local snacks that they had not previously thought of, such as making interesting snacks in the form of banana raisin cakes (muku kero), black bean cakes (hobho), cakes pumpkin, pancake ginger, corn pancake and various kinds of chips.

**H5: Human Resource Development has a significant effect on Performance**

The results of the fifth hypothesis testing show that the relationship of the variable human resource development (Z1) with performance (Y) shows the path coefficient value of 0.3369 with a t value of 2.1996. This value is greater than t table (1,960). This result means that the development of human resources has a positive and significant influence on performance, which means it is in accordance with the fifth hypothesis where the development of human resources has a positive and significant effect on performance. This means that the fifth hypothesis is accepted.

This indicates that the better the development of human resources in an organization, the better the performance of its members, which means that the development of human resources also plays an important role in the members of the organization in improving the performance of members. Therefore, overall it can be concluded that organizational development in the Bajawa creative women's community can be said to run well in improving the performance of its members. This is marked by the development of skills that exist within this creative women's community by making local food that they had not thought about at all. And in the end these skills make them more creative and innovative individuals so they are able to generate profits for the organization and themselves.

**H6: Creativity has a significant effect on performance**

The results of the sixth hypothesis testing show that the relationship of the variable creativity (Z2) with performance (Y) shows the path coefficient value of 0.3586 with a t value of 2.7158. This value is greater than t table (1,960). This result means that creativity has a positive and significant influence on performance which means it is in accordance with the sixth hypothesis where creativity has a positive and significant effect on performance. This means that the sixth hypothesis is accepted.

Which this indicates that the better the creativity of members will be the better the performance, which means that creativity has an important role in supporting the performance of an organization to improve quality better in accordance with what is expected by the organization. Therefore, in general it can be said that creativity in the Bajawa creative women's community runs well in improving the performance of its members. Where this can be seen from the creative ideas of members of the Bajawa creative women's community who produce local food that is interesting and worth selling, which in turn can generate income for their families.

**Conclusion**

The results of the study of the effect of transformational leadership style on human resource development, creativity and performance of members in the Bajawa creative women's community in the local food sector of Ngada Regency, East Nusa Tenggara supported previous research that had been done. Which, this study found that transformational leaders

have a good influence on the development of human resources, creativity and performance of members. Therefore, it is hoped that this research will be able to encourage members of the Bajawa creative women's community to continue to develop human resources in order to enhance creativity which will then have an impact on the performance of the members of the organization.

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