

The Influence of Transformational Leadership to the Preparedness of Personnel Through Work Coordination

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Abstract

This study aims to analyze the influence of transformational leadership on personnel preparedness through work coordination. This study uses a quantitative approach with a survey method on personnel involved in escort activities. The variables studied included transformational leadership as an independent variable, work coordination as an intervening variable, and personnel preparedness as a dependent variable. The sample in this study amounted to 38 people in Denpom III/5 Bandung and the respondent determination technique in this study used census techniques. To answer the hypothesis presented, a simple linear regression analysis method, multiple linear regression analysis and determination coefficients with t-Test (Partial) and F-Test (Simultaneous) were used. Results The analysis was significantly shown that the transformational leadership variable had an effect on the personnel preparedness variable with work coordination as an intervening variable. As well as transformational leadership and work coordination on preparedness had an effect of 46% while 54% was influenced by other factors not included in this study.

INTRODUCTION

The Military Police is one of the general military technical functions of the TNI AD which is tasked with maintaining and enforcing law, discipline, and order in the environment and for the benefit of the TNI AD. In the Master Handbook on Military Police (2006), it is explained that the Army Military Police (Pomad) carries out the functions of criminal investigation and physical security, maintenance of military order, investigation, and management of military prisoners. The function of maintaining military order includes law enforcement, discipline and order, military traffic control, and escorting state protocols.

In the implementation of the functions of the Military Police in the region, the Military Police Detachment (Denpom) III/5 Bandung is an implementing unit of the Military Police under Pomdam III/Siliwangi which is tasked with enforcing law, discipline, and order in the jurisdiction of the cities of Bandung and Cimahi. As an implementing unit, Denpom III/5 Bandung has an important role in supporting the functions of the Military Police, including in military order maintenance, security, military traffic control, and escort. Therefore, Denpom III/5 Bandung is required to have personnel who are ready, disciplined, quick to respond to situations, and able to work in a coordinated manner in every task implementation.

Personnel preparedness can be understood as the condition of individuals and groups to be ready to carry out their duties effectively. Weiner (2009) explained that readiness is the psychological and behavioral readiness of organizational members to carry out an action, which is reflected in mental readiness, commitment, motivation, and belief in carrying out tasks. In the context of Unitwal, personnel preparedness is not only related to mental readiness, but also includes procedural readiness, operational readiness, and readiness to respond to changing situations in the field. Personnel who have good preparedness will be better able to understand instructions, prepare equipment, maintain time discipline, and act quickly when there is a change in route, change of formation, or sudden instructions.

However, based on internal data from Denpom III/5 Bandung, the implementation of escort duties still shows problems in the aspect of personnel preparedness. These problems can be seen from the decrease in the timeliness of initial readiness, increased route changes, and increased coordination that is less than optimal in the implementation of escorts. This condition

shows that the implementation of escorts still faces challenges, especially in maintaining the readiness of personnel consistently in the midst of a dynamic task situation.

The phenomenon of transformational leadership in the implementation of escort can be seen from the need for personnel for clear direction, exemplary discipline, motivation before duty, coaching, and encouragement to think solutively when facing obstacles in the field. Based on initial observations, several obstacles such as delays in initial readiness, lack of speed in information delivery, and suboptimal task synchronization indicate that Danunitwal's role as an operational leader still needs to be strengthened. Danunitwal is not enough to just give orders, but also needs to build the confidence of personnel, ensure that each member understands his or her duties, and create fast and harmonious work coordination.

In the implementation of the escort task of Denpom III/5 Bandung, Danunitwal's transformational leadership can be seen from its ability to be an example in discipline, provide clear directions, generate personnel motivation, encourage members to think quickly in dealing with changing situations, and pay attention to the abilities of each member. This kind of leadership is important because escort tasks require trust, readiness, precision, and good coordination between members. With leadership that is able to have a positive influence, personnel are expected to be better prepared in carrying out their duties and better able to work in a coordinated manner.

The population in this study is all personnel of the Escort Unit (Unitwal) in the Bandung Military Police Detachment III/5 who are involved in the implementation of escort duties. Based on internal unit data, the number of personnel of the Denpom III/5 Bandung Escort Unit (Unitwal) is 38 people. All of these personnel were made respondents because they had direct involvement in the implementation of escort duties, so they were considered to understand the conditions transformational leadership and unitwal, work coordination, and personnel preparedness within the unit.

THEORETICAL STUDIES

Leadership is one of the important factors in an organization because it relates to a leader's ability to influence, direct, foster, and move members to achieve organizational goals. In military organizations, leadership has a very important role because every personnel is required to work in a disciplined, fast, precise, and in accordance with the command system.

According to Robbins and Judge (2017:419): "Leadership is the ability to influence a group towards the achievement of a vision or goal". This opinion shows that leadership is not only related to formal positions, but also to the ability of leaders to influence the behavior of members to be willing to work together to achieve organizational goals.

In the context of this research, Danunitwal's transformational leadership can be understood as Danunitwal's ability to set an example, build personnel morale, provide clear direction, encourage personnel to be able to find solutions when facing problems, and pay attention to the readiness and ability of each Unitwal member. Danunitwal transformational leadership is needed because the implementation of escort duties requires personnel to have physical readiness, mental readiness, time discipline, understanding of procedures, and the ability to respond to changes in the situation quickly and appropriately.

Work coordination is the process of aligning activities, tasks, communication, and responsibilities between members so that work can run in accordance with organizational goals. Work coordination is important in organizations because it can avoid misactions, delays in information, and overlapping work. In escort duties, work coordination is indispensable because each personnel has interrelated roles, positions, and responsibilities. According to Stoner, Freeman, and Gilbert (2012:9), Coordination is the process of integrating goals and activities from various parts of the organization in order to create work harmony.

This opinion shows that coordination is needed so that every part of the organization has the same direction of work. In the context of Unitwal Denpom III/5 Bandung, work coordination is needed so that personnel understand the escort route, formation, their respective positions,

implementation times, and actions that must be taken in the event of a change in the situation in the field.

In line with that, according to Robbins and Coulter (2016:324), work coordination is the process of harmonizing the activities of individuals and work units so that organizational goals can be achieved effectively.

Personnel preparedness is a condition of personnel readiness to carry out tasks, both from the physical, mental, time discipline aspects, readiness of equipment, understanding of procedures, and the ability to respond to military organizations, preparedness is an important element because every task can take place in a dynamic situation and requires a quick and appropriate response.

According to Weiner (2009:68) "Readiness is a condition when the members of the organization have the will to act and confidence in the ability to carry out tasks". This opinion shows that preparedness is not only related to physical readiness, but also related to psychological readiness and confidence of personnel in carrying out their duties. Ready personnel are personnel who understand the task, have the will to act, and are confident that they are able to carry out their duties according to procedures.

Previous research on transformational leadership has been extensively researched in various organizational contexts, including military organizations. Research by Wibowo and Wijono (2021) shows that the transformational leadership of officers has a positive relationship with the psychological well-being of soldiers. This shows that transformational leadership styles not only impact task achievement, but can also affect the psychological condition of personnel in carrying out tasks.

Research by Syarifudin and Widodo (2023) shows that transformational leadership has a positive and significant effect on the performance of BAIS TNI members. The results of the study show that in military organizations that have a high-risk task character, transformational leadership is needed to encourage members to be able to work more optimally. In line with that, Dhany (2020) found that transformational leadership styles have a positive effect on personnel performance at the Naval Command and Control Center.

Siburian's research (2020) shows that transformational leadership affects the professionalism of soldiers through motivation as an intervening variable. The research is relevant to this study because it both places intervening variables as a link between transformational leadership and personnel work outcomes. The difference is that Siburian's research uses motivation as an intervening variable, while this study uses work coordination as an intervening variable.

Based on this description, it can be concluded that previous research has discussed the influence of transformational leadership on performance, professionalism, psychological well-being, readiness to face change, organizational commitment, and organizational performance. However, research that specifically examines the influence of Danunitwal's transformational leadership on personnel preparedness through work coordination as an intervening variable in Unitwal Denpom III/5 Bandung is still limited.

Thus, this study has a difference from previous research because it focuses on the context of escort tasks in the Denpom III/5 Bandung environment. This is important because in escort duties, personnel preparedness is not only determined by individual abilities, but also by leadership direction, clarity of communication, division of tasks, and alignment of actions between personnel.

Based on the description above, the researcher is interested in understanding and finding out more about the influence of transformational leadership on personnel readiness through work coordination at denpom III/5 Bandun. The hypotheses that can be put forward in this study are as follows: (H1) Danunitwal transformational leadership has a positive effect on the coordination of work of Unitwal Denpom III/5 Bandung personnel. (H2) Work coordination has a positive effect on the preparedness of Unitwal Denpom III/5 Bandung personnel. (H3) Danunitwal's transformational leadership has a positive effect on the preparedness of Unitwal Denpom III/5 Bandung personnel. (H4) Danunitwal's transformational leadership has a positive effect on the

preparedness of Unitwal Denpom III/5 Bandung personnel through work coordination as an intervening variable.

For more details about the relationship between transformational leadership and unitwal, work coordination, and personnel preparedness that have been described above, it can be seen in the following research paradigm:

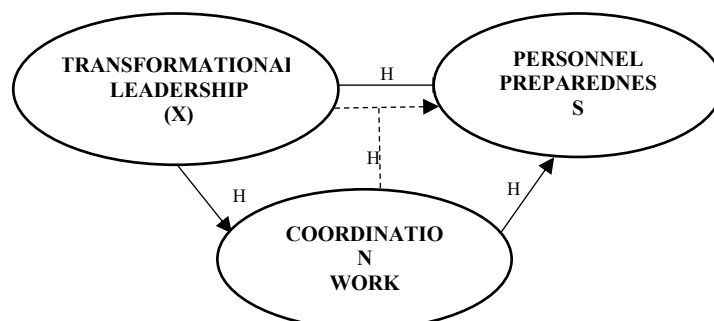


Figure 1. Conceptual framework

RESEARCH METHODS

In this study, the questionnaire was used as the main data collection tool to determine respondents' responses to the variables of transformational leadership and unit (X), work coordination (Z), and personnel preparedness (Y). The questionnaire is prepared based on indicators on each variable that have been described in the operationalization of the research variables.

The respondent determination technique in this study uses the census technique, namely all members of the population totaling 38 people who meet the research criteria are used as respondents. This technique is used because the number of populations in the study is relatively limited and all members of the population can be reached by researchers.

Penggunaan teknik sensus bertujuan untuk memperoleh data secara menyeluruh from seluruh member populasi. Dengan involve seluruh personel Unitwal sebagai responden, the data diperoleh is expected to be able to medescribe the condition seBenarnya in the field seway lebih objektif.

The measuring instrument testing technique is carried out to ensure that the questionnaire instrument is suitable for use as a data collection tool. The testing of the instruments in this study included validity tests and reliability tests on items on the variables of transformational leadership and units (X), work coordination (Z), and personnel preparedness (Y).

To answer the hypothesis presented, a simple linear regression analysis method, multiple linear regression analysis and determination coefficient were used. Simple Linear Regression is used to determine the influence of transformational leadership and unity on work coordination. This model is used because in the first equation there is only one independent variable, namely transformational leadership and unitwal.

RESULTS AND DISCUSSION

a. Validity and Reliability Tests

The tabulated data was processed and analyzed using the Pearson Product Moment test tool. The results of the Pearson Product Moment value are then associated with the r correlation table obtained to determine the validity level of the question item used as the research data.

The results of the validity test in this study can be concluded that the indicators of each variable are correlated with the total score (declared valid), because it has a significant level below 0.05.

Based on the calculation results, it can be seen that the Crochbach Alpha value of the Transformational Leadership variable is 0.926, the Work Coordination variable is 0.957 and the Personnel Preparedness variable is 0.914. On the basis of these results, it can be said that all the variables of the research are reliable. In more detail the results of this calculation can be seen on the appendix page.

b. Classic Assumption Test

The normality test is used to test whether the regression model of the data that has been collected is normally distributed or not. The data is declared to be normally distributed if the sig value is >0.055 , and vice versa if the sig value is <0.05 , then the data is declared not to be normally distributed. The following is the distribution of data on Transformational Leadership Variables, Work Coordination Variables and Personnel Preparedness Variables.

Table 1 Normality Test Calculation Results

N		39
Normal Parameters, b	Red	66.9743590
	Std. Deviation	1.81138658
Test Statistic		.140
Asymp. Sig. (2-tailed)		.051c

Source: Calculation Results of SPSS Data Processing Version 26, 2026.

Based on the table above, it is known that the positive effect value is 0.051, greater than 0.05, so the research data obtained is normally distributed. The results are supported by the *Kolmogorof-Smirnof Normality* value of the variable used is relatively low (small).

Multicollinearity testing can be performed using tolerance values and *Variance Inflation Factor* (VIF). Based on the calculations carried out, the following results were obtained:

Table 2 Multicollinearity Test Calculation Results

	Models	Sig.	Collinearity Statistics	
			Tolerance	VIVID
1	(Constant)	.025		
	Leadership	.043	.589	1.699
	Coordination	.014	.589	1.699

Source: Calculation Results of SPSS Data Processing Version 26, 2026.

Based on the results of the calculation, it can be seen that, the *Variance Inflation Factor* (VIF). The cut-off value used is a tolerance of 0.10 which is equivalent to a VIF value of 10. If the tolerance value is above 0.10 and the VIF value does not exceed 10, then the model can be declared free of multicollinearity.

The test is carried out by the Glejser test, which is regressing the residual absolute value to an independent variable. A model that is declared free of heteroscedasticity if there are no independent variables that have a positive effect on the residual absolute, or when the significance value is above 5%. The results of the calculation were obtained as follows:

Table 3 Heterokedasticity Test Calculation Results

	B	Std. Error	Beta	t	sig.
1 (Constant)	56.081	7.589		7.390	.000
Leadership	.056	.147	.081	.382	.705

Coordination	.128	.160	.169	.801	.429
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a. Dependent Variable: **ABS_RES**

Source: SPSS Data Processing Calculation Results Version 26, 2026

The results of the calculation were obtained that there was no independent variable that had a significant effect on the residual absolute, or that the significance value was above 5% or greater than 0.05. It can therefore be concluded that the model used is free from heteroscedasticity.

c. Simple and Multiple Linear Regression

The result of the calculation can be formulated as the following simple linear regression equation:

$$Z = a_1 + b_1X + e_1$$

$$Z = 15.947 + 0.598X + 0.116$$

The equation shows that a constant value of 15.947 means that if the Transformational Leadership variable (X) is considered to be zero, then the value of Work Coordination (Z) is estimated to be 15.947.

The regression coefficient of the Transformational Leadership variable of 0.589 is positive, which means that every one-unit increase in Transformational Leadership will increase Work Coordination by 0.589 units, assuming other factors are considered constant. The positive direction of the relationship shows that the better the implementation of transformational leadership, the better the work coordination at Denpom III/5 Bandung.

The second model that is presented, formulatically, the multiple linear regression equation of the calculation can be expressed as follows:

$$Y = a_2 + b_2X + b_3Z + e_2$$

$$Y = 20.002 + 0.348X + 0.467Z + e_2$$

The equation shows that a constant value of 20.022 means that if the variables of Transformational Leadership (X) and Work Coordination (Z) are considered to be zero, then the Preparedness value (Y) is estimated to be 20.022.

The regression coefficient of the Transformational Leadership variable of 0.348 is positive, which means that every one unit increase in Transformational Leadership will increase Preparedness by 0.348 units, assuming the Work Coordination variable is fixed (constant). A calculated t-value of 2.099 with a significance level of 0.043 (< 0.05) indicates that Transformational Leadership has a positive and significant effect on Preparedness.

Meanwhile, the regression coefficient of the Work Coordination variable of 0.467 is also positive. This shows that every one unit increase in Work Coordination will increase Preparedness by 0.467 units, assuming the Transformational Leadership variable is fixed. The t-value of 2.586 with a significance level of 0.014 (< 0.05) shows that Work Coordination has a positive and significant effect on Preparedness.

In addition, based on the standardized coefficient (Beta), Work Coordination ($\beta = 0.413$) also contributes more dominantly than Transformational Leadership ($\beta = 0.335$). Thus, the increase in preparedness of Denpom III/5 Bandung personnel is more strongly influenced by the effectiveness of work coordination, although transformational leadership also has a significant positive influence.

Based on the results of the calculation in Table 4.12, an R value of 0.678 was obtained. This value shows that there is a strong relationship between transformational leadership variables and work coordination on personnel preparedness.

Furthermore, the *R Square* (R^2) value of 0.460 indicates that 46% of the variation in personnel preparedness can be explained by the variables of transformational leadership and work coordination as the intervening variables in this study. Meanwhile, the remaining 54% were influenced by other variables outside the research model that were not studied, such as discipline factors, work motivation, experience, or other organizational factors.

The *Adjusted R Square* value of 0.430 indicates that after adjusting for the number of variables in the model, the ability of independent variables to explain dependent variables remains in a fairly strong category. Meanwhile, the *Std. Error of the Estimate* value of 2.016 indicates that the rate of prediction error of the model is relatively small, so the regression model used in this study is quite good in predicting personnel preparedness.

d. T test (Partial)

The results of data processing using the help of the SPSS version 26 program are presented in the form of a coefficient table

Table 4 Results of t-test calculation

	Models	B	Std. Error	Beta	t	Sig.
1	(Constant)	20.022	8.569		2.336	.025
	Leadership	.348	.166	.335	2.099	.043
	Coordination	.467	.181	.413	2.586	.014

a. Dependent Variable: Preparedness

Source: SPSS Data Processing Calculation Results Version 26, 2026

1. The Influence of Transformational and Unitwal Leadership on Personnel Preparedness

Based on the results of the t-test on the transformational leadership variable, a calculated t-value of 2.099 was obtained with a significance level of 0.043. If the significance value is less than 0.05 ($0.043 < 0.05$), H_0 (Hypothesis zero), is rejected and H_a (Alternative hypothesis) is accepted.

This shows that Danunitwal's transformational leadership has a positive and significant effect on the preparedness of Denpom III/5 Bandung Unitwal personnel. This means that the better the implementation of transformational leadership, the more personnel preparedness will also increase. Thus, the hypothesis that Danunitwal's transformational leadership has a positive effect on the coordination of the work of Denpom III/5 Bandung Unitwal personnel, can be proven to be significant.

2. The Effect of Work Coordination on Personnel Preparedness

Based on the results of the t-test calculation in the research model, the t-value of the work coordination variable calculation was obtained of 2.586 with a significance level of 0.014. The significance value is less than 0.05 ($0.014 < 0.05$), so it can be concluded that the results of this study are statistically significant. So H_0 (Hypothesis zero), is rejected and H_a (Alternative hypothesis) is accepted.

Thus, the interpretation of the hypothesis is as follows: The hypothesis that the work coordination has a positive effect on the preparedness of the personnel of the Denpom III/5 Bandung Unitwal, can be proven to be significant.

e. Simultaneous Test (F Test)

The stealth test (F test) was used to determine the influence of Danunitwal's transformational leadership and joint work coordination on the preparedness of Denpom III/5 Bandung Unitwal personnel. The results of the calculation were obtained as follows:

Table 4.20 Results of F Test Calculation

	Models	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124.683	2	62.341	15.341	.000b
	Residual	146.292	36	4.064		
	Total	270.974	38			

a. Dependent Variable: Preparedness

b. Predictors: (Constant), Coordination, Leadership

Source: SPSS Data Processing Calculation Results Version 26, 2026

The results of the simultaneous test using SPSS version 26 obtained a F_{cal} value of 15.341 and a F_{table} value of 3.26 obtained from table F with the denominator $dk\ n-k\ (36 - 2) = 36$ and the dk number $k-1\ (3-1) = 2$ with alpha (Prob.) of 5%. This value can be interpreted that Danunitwal's transformational leadership has a positive effect on the preparedness of Unitwal Denpom III/5 Bandung personnel through work coordination as an intervening variable.

Based on these results, the hypothesis that Danunitwal's transformational leadership has a positive effect on the preparedness of Unitwal Denpom III/5 Bandung personnel through work coordination as an intervening variable, can be proven.

f. Indirect Influence and Direct Influence

The indirect influence test was carried out to determine the role of work coordination as an intervening variable in the relationship between Danunitwal transformational leadership and personnel preparedness. The indirect influence was obtained from the results of multiplying the coefficient of Danunitwal's transformational leadership path on work coordination with the coefficient of the work coordination path on personnel preparedness.

Based on the results, it is known that the direct influence of Danunitwal Transformational Leadership on Personnel Preparedness is 0.335, while the indirect influence through Work Coordination is 0.265. Thus, the total influence of Transformational Leadership on Personnel Preparedness is 0.600.

CONCLUSION

Based on the results of research and discussion on the influence of transformational leadership and the role of Danunitwal on personnel preparedness through work coordination at Denpom III/5 Bandung, the following conclusions can be drawn:

1. Transformational leadership has a positive effect on work coordination. This shows that the better the implementation of transformational leadership, the more effective the work coordination of personnel will be.
2. Transformational leadership has a positive effect on personnel preparedness. This means that a leadership style that is able to provide motivation, inspiration, and individual attention can increase the readiness of personnel in carrying out their duties.
3. Work coordination has a positive effect on personnel preparedness. This indicates that good coordination will improve the ability of personnel to respond quickly and appropriately to task situations.
4. Transformational leadership and the role of Danunitwal have an indirect effect on personnel preparedness through work coordination as an intervening variable. This shows that work coordination strengthens the relationship between leadership and personnel preparedness.

Thus, all hypotheses in this study can be accepted, both directly and indirectly. Overall, the results of this study strengthen the theory of transformational leadership and the theory of organizational coordination, and are consistent with various previous studies that stated that leadership and work coordination are important factors in improving personnel preparedness.

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