

Analysis Transformational Leadership of Gen Z On BukaLapak

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Abstract

This study aims to explore the transformational leadership style of generation z in BukaLapak. It shows that the application of transformational approaches, including the development of a shared vision, motivation and individual development by leaders, has a positive impact on generation z's performance. The research method used is descriptive qualitative. This analysis method is by analyzing company interviews and analyzing from various sources. The results showed that the leadership applied to generation z at PT BukaLapak has been carried out well, but there are still many obstacles in dealing with the attitude of generation z so that by producing a decision that transformational leadership can be used in various types of institutions and is suitable for generation z which is generally known to have a very different way of solving problems in the workplace, such as the challenges in applying this transformational leadership style by generation z who always have their own way of working and always do things in a unique way and want to be involved in a participatory way to make decisions. With these findings, leaders and managers in marketing in a company can design more effective leadership strategies to support employee growth and productivity.

Keyword: leadership style ;transformational;gen z; Indonesia

1. Introduction

Every leader has a unique leadership style. Generation is a social system in which there is a group of people who have the same age and background (Putra, 2016). Putra further explains, “people of one generation” refers to people who were born in the same year within two decades and have the same ideas and stories. Generation Z is the size of the generation born after Generation Y (Kansaki, 2021). This generation can also express themselves in physical and digital spaces (Alfaruqy, 2022). Generation Y is a group of people born between 1981 and 1996. It is important to capitalize on cultural changes across generations. One of Generation Z best leadership qualities is transformational leadership, which has been confirmed by many previous studies. Leaders in organizations can practice transformational leadership by following ethical standards, earning employees' trust and respect, ensuring cooperation, and providing goals that support them (Hardian & Hermawan, 2022). As a cultural change, it has a positive impact on generation z (Pratama & Elistia, 2020). The importance of change is the importance of building a follower base (Yukl, 2010). From this definition, it can be concluded that leadership is related to organizations in business, office or government.

Generation Z, which is now starting to enter the market, was born at a time when network technology was developing rapidly, so it has many features that are different from previous generations. Later, based on Lydia Irena's report, Effy Zalfiana Rusfian said that in August 2018, all Generation Z employees accounted for 13.5% of all employees in Indonesia, and is expected to reach 20% by 2020. For example, from the communication dimension, companies or organizations must face the fact that this generation is virtual and superficial in building relationships, because communication between employees is related to the success of the organization. In addition to internal communication, generation z employees need leaders who can create common goals by connecting with Generation Y. Based on the results of field observations made by researchers at the BukaLapak office, researchers found a problem in the differences in the way gen z works with the previous genes that are often discussed. In the researcher's observation, generation z has access and dependence on technology, gadgets and random information tracking, they are not like previous generations who diligently read a narrative through printed books, instead they are more relaxed about information scattered in the internet world, especially in the form of visuals and images.

Based on the results of brief interviews that have been carried out by marketing division employees, researchers found a problem with the leadership that has been implemented at the BukaLapak office. Employees conveyed that there is a lot of mismatch between leadership and

generation z's working style. For example, superiors who already have their own rules and ways of leadership often feel out of line with the z-generation way. This situation shows that the leadership carried out by BukaLapak is not suitable by some employees including generation z, which is 80% in the office environment, so there is a need for a transformational leadership style in generation z at BukaLapak. The participant stated as follows: "The application of transformational leadership style for generation z is very effective and ideal to be applied in the company so that their work can get the desired goals and according to the rules." The informant also said regarding the application of transformational leadership for generation z "If the obstacle in the application is that some generation z does not agree to apply the style."

2. Literature Review

2.1 Transformational Leadership Style

According to Burns, transformational leadership is a process in which leaders and employees actively work together to achieve a higher level of enthusiasm and motivation than before. In this context, a manager applies this leadership style when he wants to encourage his team to exceed expectations and achieve organizational goals in a more innovative and dedicated way. It involves the leader's ability to inspire and motivate team members so that they try harder and contribute more than expected, thus creating positive changes in the work environment and company outcomes (Pradana, 2013).

Transformational leaders focus more on developing followers' potential and improving the overall organization, rather than just giving orders from a higher position (Hakim, 2018). The top-down approach is a method in which the government makes decisions that are then delivered to the community directly. Transformational leaders also act as mentors who are ready to listen and support the aspirations of their team members. Transformational leadership occurs when the leader's followers feel trust, admiration, loyalty, and respect for them and are inspired to go beyond what they have wanted and dreamed of before (Yukl, 2010). Transformational leadership style is an authentic form of leadership, where a leader encourages subordinates to contribute optimally to achieve organizational goals. This leader also acts as a source of inspiration and innovation for the company (Italiani, 2023).

2.2 Leadership

Leadership can be defined as the act of motivating people to achieve organizational goals. Leadership as a way for a leader to influence the behavior of his subordinates so that his subordinates want to work together and achieve the desired results (Hasibuan, 2010). Leadership is the process of facilitating people or groups to achieve basic goals, as well as the process of encouraging others to understand and agree on what needs to be done and how to do it well (Yukl, 2010). In general, leadership involves motivating others to work towards organizational goals. Leaders play an important role in changing behavior, encouraging cooperation, and helping individuals or groups achieve common goals.

Leadership, according to James M. Black, can be understood as the ability to convince others to work together under the direction of the leader in a team to achieve certain goals. In this context, leadership reflects the ability to influence oneself, inspire others, and provide opportunities for others to contribute to the effectiveness and success of the organization (KPP, 2017). In general, leadership is an attempt to influence follower behavior through effective communication to achieve predetermined goals.

Some of the traits that a leader needs to possess include (Hutaheean, 2021) :

- a. Decisive and precise decision-making
- b. Dare to take accepted risks
- c. Dare to take responsibility

2.3 Leadership Style

Leadership style is a method used by leaders in organizations to influence or direct subordinates in achieving their goals. Leadership styles are interpreted variously by experts. Leadership style according to Toha is a pattern of behavior shown by people when influencing the activities of others as perceived by others. This definition implies that the style is based on the follower's perception of the style. So, leadership style can also be interpreted as the perception of others, followers or subordinates will influence their behavior and not the perception of the leader himself. Leadership style reflects the way we lead others, which characterizes and is unique to each leader.

According to Rivai, leadership style can be understood as the overall pattern of a leader's actions, both visible and invisible to his followers. This style reflects a consistent combination of philosophies, skills, traits, and attitudes that underlie the leader's behavior in influencing others and the attitudes that shape the leader's behavior. Thus, leadership style reflects the leader's belief in the ability of his team and is the result of the behaviors and strategies applied to influence the performance of his

subordinates. Leadership style is a way used by leaders in organizations to influence or direct subordinates in achieving their goals. There are several leadership styles such as:

a. Telling Style (directing/structuring)

Leaders who use this style tend to make decisions independently, give clear instructions, and closely supervise subordinates. This style is effective in situations that require strong control and when subordinates need a lot of direction.

b. Selling (coaching) style

This style involves subordinates in the decision-making process, sharing problems, listening to feedback, and providing necessary direction. It is suitable for situations where subordinates need encouragement and motivation.

c. Participating style (developing/encouraging)

Leaders who apply this style provide opportunities for subordinates to develop, take responsibility, and support their needs. It is effective for building independence and initiative among team members.

d. Delegating Style

In this style, the leader hands over responsibility to subordinates and gives them the freedom to make decisions. This style is good for teams that are mature and can be relied upon to work independently.

e. Autocratic Style

The leader acts alone in decision-making and maintains a formal relationship with subordinates. This style can be used in crisis situations or when quick decisions are needed.

f. Paternalistic Style

Leaders make their own decisions and treat subordinates like immature children, often with the good intention of protecting them.

2.4 Transformational Leadership Style in BukaLapak

PT Bukalapak is one of the largest e-commerce companies in Indonesia, founded in 2010 by Achmad Zaky, Nugroho Herucahyono, and Muhamad Fajrin Rasyid. Since its establishment, Bukalapak has experienced rapid growth and become one of the startup

unicorns in Indonesia. Leadership in Bukalapak plays an important role in the success of this company especially since most e-commerce companies are more generation z, with the application of adaptive and innovative leadership models. Bukalapak has a Leadership Model that must be applied :

a. Transformational Leadership

Achmad Zaky as one of the founders of Bukalapak is often described as a transformational leader. He is known for his big vision to empower micro, small and medium enterprises in Indonesia through technology. Zaky manages to inspire employees and partners to innovate and work hard to achieve common goals.

b. Visionary Leadership

Bukalapak also exhibits visionary leadership characteristics. His vision to become a leading marketplace that operates not only in Indonesia but also in Southeast Asia, as well as a platform that empowers micro, small and medium enterprises, has driven the company to continue to innovate and grow.

c. Collaborative Leadership

At Bukalapak, collaborative leadership is also very prominent. The company's founders and management often emphasize the importance of teamwork and cross-departmental collaboration to achieve common goals. This is reflected in the company's open and innovative culture.

2.5 Ideal Transformational Leadership Style Application for Generation Z

The leadership style that a leader should apply to their organization depends on the members themselves. Generation z employees need leaders they can identify with and inspire them to achieve their goals (Irena & Rusfian, 2019). Transformational leaders are seen as effective leadership models (Hardian & Hermawan, 2022). Leaders who can encourage enthusiasm, generate values, trust, and can meet the needs of their employees in any situation are transformational leadership (Pratama & Elistia, 2020).

Research results prove that social change is a good practice for generation z (Hardian & Hermawan, 2022). Because change leadership will help improve morale, performance, and participation in society, business, and social organizations. Generation Z also has access to and trust in technology, mobile devices and social media. Compared to previous generations who liked to read stories in books, generation z. prefers the online world, especially since the information presented is more in the

form of images and visuals. The relationship between transformational leadership and generation z employee performance (Irena & Rusfian, 2019). Transformational leaders set ethical standards for their business, earn the trust and respect of their employees, inspire enthusiasm, and provide a vision that encourages and motivates people to work. Bukalapak's success in facing the challenges of a competitive and dynamic e-commerce industry shows the importance of adaptive and innovative leadership for all employees, especially among the z generation.

Bukalapak should continue to encourage a culture of innovation by providing sufficient resources for research and development. A reward program for employees who innovate can be implemented to motivate more creative ideas. The company should focus on internal leadership development with strong training and mentoring programs. This will ensure continuity of effective leadership as the organization grows and changes.

2.6 Obstacles faced by gen z in the application of transformational leadership style

Generation Z faces several obstacles in the application of transformational leadership style, which can affect their leadership effectiveness. Here are some of the key obstacles identified that can affect gen z performance:

a. Gaps in Understanding

The first obstacle is the gap in understanding between leaders and team members regarding Generation Z characteristics and values. Many leaders may not fully understand the unique preferences and needs of this generation, such as the desire for individualized recognition and meaning in work. This can hinder leaders' ability to effectively motivate and inspire generation z.

b. Expectation of Flexibility vs. Need for Direction

Generation Z tends to want flexibility in their work, but also needs clear direction. Balancing these two expectations is a challenge for leaders implementing transformational leadership styles. Lack of clarity in direction can lead to confusion and frustration among team members.

c. Use of Technology

Generation Z grew up in the digital age, so they have advanced technological skills. However, challenges arise when leaders are unable to utilize technology wisely to

support communication and collaboration. Excessive or inappropriate use of technology can disrupt team member productivity and engagement.

d. Changing Work Culture

Generation Z has different expectations regarding work culture, including the desire for an inclusive and authentic work environment. Leaders who are unable to create a work culture that aligns with these values may struggle to inspire and motivate Gen Z.

e. Tendency to Switch Jobs

Gen Z is known for their tendency to change jobs if they do not feel satisfied or engaged. This can be an obstacle for transformational leaders who seek to build stable and committed teams.

3. Material and Method

This research study uses qualitative methods to gain an in-depth understanding of the description of an effective transformational leadership style for generation z. Qualitative research is a research method that produces descriptive data in the form of behavior and written or spoken words from the subject. So that the data is processed by researchers and described into scientific papers. Descriptive research aims to make a description or description systematically, actually based on facts, properties and relationships between the phenomena being investigated. Qualitative methods allow researchers to explore in depth the complex and contextual aspects of the phenomenon, as well as understand the thoughts, perceptions, and meanings contained therein.

3.1 Design Study

The process of collecting and using data about transformational leadership styles in generation z in an BukaLapak company is done through interviews and observations within the company to find out employee perceptions of the research. The data obtained is qualitative to find patterns from different perspectives. This study focuses on the different perspectives taken from previous generations in order to see from other perceptions by fulfilling the requirements to be able to fill out the questionnaire.

3.2 Data Validity

Testing the validity of this data, researchers used triangulation techniques. Norman K. Denkin defines triangulation as a combination of various methods used to examine interrelated phenomena from different perspectives. In this study, researchers used data source triangulation and method triangulation as data validity checks. In this study, researchers obtained sources from many employees of related departments to ensure the validity or similarity of the data needed to support the research method.



Figure 3.1 Triangulation of Data Collection Techniques

3.3 Data Analysis

Data analysis is one of the important steps in obtaining research findings. Data analysis in this study uses inductive data analysis, which is an analytical process that departs from specific facts and then draws general conclusions. Qualitative data is grounded, rich in description, and able to explain the process. Then so that the data gives meaning, the analysis carried out is taken with the following steps:

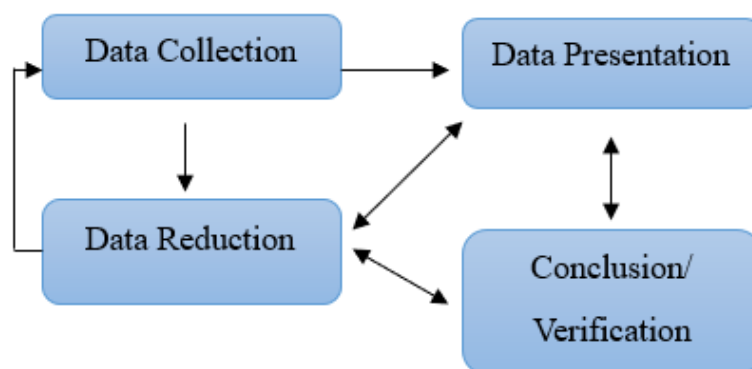


Figure 3.2 Data Analysis Technique

a. Data Collection

Data collection is the result of interviews and observations and then developed to find further data. In this study, data collection was carried out with several employees from BukaLapak through interviews and observations.

b. Data Reduction

In the data reduction step, the researcher selects data, focuses the data on the problems studied, makes efforts to simplify, abstract, and transform. With data reduction, researchers do not need to interpret it as quantification. Qualitative data can be simplified and transformed in various ways, namely: through rigorous selection, through summary or brief description, classifying it in a broader pattern, and so on.

c. Data Presentation

After reducing the data, the next stage of this research is data presentation. Miles & Huberman limit a presentation as a set of organized information that gives the possibility of drawing conclusions and taking action. They believe that better presentations are a major way for valid qualitative analysis, which includes: various types of matrices, graphs, networks and charts. They are designed to combine organized information in a cohesive and accessible form.

d. Conclusion Drawing and Verification

The next step in qualitative data analysis according to Miles and Huberman is conclusion drawing and verification.

4. Result

This research is a qualitative approach that aims to find out how Transformational Style on Gen Z in BukaLapak as one of the e-commerce companies in Indonesia that is in demand by gen z. The success of Bukalapak in facing the challenges of the competitive and dynamic e-commerce industry shows the importance of adaptive and innovative leadership. Bukalapak's success in facing the challenges of a competitive and dynamic e-commerce industry shows the importance of adaptive and innovative leadership. With a focus on empowering SMEs, Bukalapak has succeeded in creating added value for the Indonesian economy and expanding its market reach.

Bukalapak is one of the online buying and selling service providers in Indonesia. BukaLapak is also a business entity, meaning it manages the business from start to finish. This is what distinguishes BukaLapak.com from other advertising (online shopping and sales service providers). Based on interviews with BukaLapak, the marketing division has 2 fields of work, namely the Marketing Division which is further divided into 4 subdivisions and Merchant Relations which is divided into 5 subdivisions. The interview participants in this study were employees from public relations and the Marketing Division.

Table 1. Participant Data

No	Participant	length of employment	Position
1	Participant A	4 Years	Public Relation
2	Participant B	4 Years	Public Relation
3	Participant C	2 Years	Marketing Division
4	Participant D	2 Years	Public Relation

4.1 Research Results

To understand more deeply about the leadership style of gen z in BukaLapak, the researcher asked several questions to 3 participants who are gen z and also 1 millennial gene. The following are the answers from the participants in the interview session:

1. The ideal Transformational leadership style for Generation Z at BukaLapak

Leadership can be possessed by people who have the ability to influence others and have a passion for many issues; because the keywords refer to personal abilities, skills, and strengths. This research aims to explore the role of technology in supporting or hindering Generation Z's cultural transformation. As Generation Z develops in the digital era, we can utilize this technology to balance Generation Z culture. Therefore, in addition to founders who have applied transformational leadership, all employees including gen z also need to apply this leadership style.

Participants also explained more about the leadership style. The interview results regarding the ideal transformational leadership style for gen z with the following participant statements:

Participant A: “The application of leadership styles that have been carried out in bukalapak is very diverse, in my opinion for gen z the ideal leadership is a transformational leadership style because a transformational leader is also referred to as someone who helps employees in making positive changes in their activities”

Participant B: “I agree that the ideal leadership style for gen z in bukalapak transformational leadership style can change employee performance and change one's leadership traits”

Participant C: “The application of transformational leadership style is ideal for gen z because in bukalapak must continue to encourage a culture of innovation, inspiring and adaptive leadership not only helps Bukalapak achieve rapid growth but also builds a strong foundation for continuous innovation and employee empowerment”

Participant D: “The transformational leadership style is ideal to be applied in bukalapak especially generation z, as we see when generation z enters the bukalapak work environment they are quite authoritarian with their decisions. Therefore, transformational leadership is able to keep up with technological developments and advances, demands for work professionalism, and changes in the character of its users”

2. Obstacles faced by generation z in the application of transformational

Leadership style the application of transformational leadership style has often been applied including among gen z, but because gen z has a unique way of leading, the simultaneous application of leadership style can hinder the application. Based on the results of observations, there is conformity with the results of interviews with participants. The obstacles that occur when the application is carried out can change the work culture that has become a habit. In addition, having obstacles can make employees feel uncomfortable with the style.

Participants also explained further about the constraints of the transformational leadership style. The results of the interview regarding the obstacles faced in applying the transformational leadership style for gen z in BukaLapak with the following participant statements:

Participant A: “One of the main obstacles that often occurs is the difficulty in building strong emotional relationships. Generation z tends to be more independent and often feels less attached to, so to build regulated leadership traits will be a challenge”

Participant B : “Sometimes, resource constraints can limit a leader's ability to implement desired transformational approaches, such as personal development programs or the application of transformational leadership styles”

Participant C: “Some members of the employee team as well as generation z may be more accustomed to a more traditional leadership style and feel less comfortable with a more participatory and inspirational approach.”

Participant D: “We think that the barrier of generation z being more familiar with technology and more closely interacting with smartphones is a major obstacle to the approach to implementing transformational leadership styles for generation z”

Based on the informant's questions above, informants 1 and 2 can apply the transformational leadership style well, especially for generation z, which is able to provide confidence.

4.2 Discussion

1. Application of the ideal Transformational leadership style for Gen Z in BukaLapak

The leadership style that a leader should apply to his organization depends on the members themselves. Gen Z employees need leaders they can recognize and inspire to achieve (Irena & Rusfian, 2019) . Transformational leaders are seen as demonstrating effective leadership (Hardian & Hermawan, 2022). Leaders who can encourage enthusiasm, generate values, trust, and can meet the needs of their employees in any situation are transformational leadership (Pratama & Elistia, 2020).

Research results prove that cultural change is a good culture for generation z. Generation z also has access to and trust in technology, cell phones, and irrelevant media. Compared to previous generations who liked to read printed news, generation z prefers the online world where information is presented more visually and graphically. Similarly, the results of this study show that there is a positive relationship between transformational leadership and generation z employee performance (Irena & Rusfian, 2019). Transformational leaders set ethical standards for their business, earn the trust and respect of their employees, inspire enthusiasm, and provide a vision that encourages and motivates people to work.

2. Obstacles faced by gen z in the application of transformational leadership style

Generation Z faces several obstacles in the application of transformational leadership style, which may affect their leadership effectiveness. Here are some of the main obstacles identified that can affect the performance of generation z:

a. Gaps in Understanding

The first obstacle is the gap in understanding between leaders and team members regarding Generation Z characteristics and values. Many leaders may not fully understand the unique preferences and needs of this generation, such as the desire for individualized recognition and meaning in work. This can hinder a leader's ability to motivate and inspire gen z.

b. Expectation of Flexibility & Need for Direction

Generation Z tends to want flexibility in their work, but also needs clear direction. Balancing these two expectations is a challenge for leaders who apply transformational leadership styles. Lack of clarity in direction can lead to confusion and frustration among team members.

c. Use of Technology

Generation Z grew up in the digital age, so they have advanced technological skills. However, challenges arise when leaders are unable to utilize technology wisely to support communication and collaboration. Excessive or inappropriate use of technology can hinder productivity and engagement of team members.

d. Changing Work Culture

Generation Z has different expectations regarding work culture, including the desire for an inclusive and authentic work environment. Leaders who are unable to create an appropriate work culture may find it difficult to motivate and inspire generation z with these kinds of outcomes.

e. Tendency to Switch Jobs

Generation Z is known for their tendency to change jobs if they do not feel satisfied or engaged. This can be an obstacle for transformational leaders trying to build stable and committed teams. From these constraints,

it can be concluded that although cultural change has the potential to improve the performance and motivation of Generation Z, leaders must understand the differences of this generation and adapt to their needs and expectations. Because not all generation z circles can apply this leadership style due to the way generation z works which has its own unique way of dealing with problems and obstacles. By overcoming these obstacles, the way leaders can be more effective in applying transformational leadership styles in modern work environments.

5. Conclusion, Implication, and Recommendation

5.1 Conclusion

Based on the results of the research and discussion that has been carried out, it can be concluded that effective transformational leaders are people who can create teamwork, strengthen team relationships, and are motivated by a clear and useful vision. In addition, effective generation z leaders should focus on openness to new ideas, flexibility in dealing with change, health awareness, and environmental health. By understanding the characteristics and values of generation z and leaders who embrace cultural change, they can create a workplace that supports and enhances personal work. There are barriers in applying transformational leadership style for gen z due to the characteristics of gen z which has its own leadership style in doing a job.

5.2 Implication

The results of this study state that BukaLapak has carried out a good leadership style from superiors to subordinates not only generation z, but has not carried out a transformational leadership style in generation z together in accordance with existing provisions.

5.3 Recommendation

In this study, researchers realize that in the process of this research, there are many limitations so that it needs to be refined with other studies as support. These limitations include the limited time for researchers in carrying out this research so that it makes researchers less deepen this research, limited participants in interviews and the lack of direct research in this study makes researchers unable to explore the problems that occur.

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