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The Role of Leadership, Collaboration, and Integrity in Running a Student Organization

Yuliantini[1], Aang Gunawan[2], Olfebri[3], Lira Agusinta[4]
[1]Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, yuliantini6301@gmail.com
[2]Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, aanggunawan12345@gmail.com
[3]Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, olfebri1@gmail.com
[4]Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, lir4agusinta@gmail.com

Corresponding Author: yuliantini6301@gmail.com[1]

Abstract: Leadership and integrity are two fundamental factors that determine the success of student organization management. However, various challenges remain common in student organizations, including low member participation, ineffective communication, weak commitment to organizational programs, and limited understanding of the importance of integrity in carrying out organizational responsibilities. This community service activity aimed to enhance students' understanding and awareness of the role of leadership and integrity in managing student organizations. The program was conducted offline at Institut Transportasi dan Logistik Trisakti in June 2026 and involved approximately 50 students from various academic programs and student organizations. The methods employed included lectures, structured and systematic motivational sessions, interactive discussions, case studies, and program evaluations. The results indicated an improvement in participants' understanding of leadership concepts, the importance of integrity, and their implementation in organizational management. Participants recognized that leadership is not merely associated with formal positions but also with the ability to influence, inspire, and mobilize organizational members toward common goals. Furthermore, integrity was understood as a fundamental value for building trust, responsibility, accountability, and professionalism within organizations. The activity had a positive impact on increasing students' awareness and commitment to applying leadership and integrity values in organizational activities. Therefore, similar programs should be implemented continuously to support the development of professional, accountable, and goal-oriented student organizations.

Keywords: Leadership, Integrity, Student Organizations, Community Service, Students.

INTRODUCTION

Student organizations are an important means for students to develop their capacities, both academically and non-academically. Through involvement in organizations, students have the opportunity to improve their communication, teamwork, problem-solving, activity management, and leadership skills, which are essential for professional and social life.(Pertiwi

et al., 2021). Student organizations also serve as learning platforms, enabling students to apply the knowledge they gain in class to real-world situations. Therefore, student organizations play a strategic role in shaping students' character, competence, and readiness to face future challenges (Hartika et al., 2023).

The rapid development of the social, economic, and technological environment demands human resources who possess not only intellectual abilities but also strong leadership character and high integrity. Various global challenges, such as digital transformation, the complexity of social issues, and the increasing demand for transparent and accountable governance, make leadership an increasingly important competency for the younger generation. In this context, student organizations are an effective space for cultivating and developing the leadership qualities necessary to face the dynamics of changing times (Permady & Zulfikar, 2021).

Leadership can be understood as a person's ability to influence, direct and motivate individuals and groups to achieve predetermined goals (Fachrial & Susanto, 2024). In student organizations, leadership is not only demonstrated through the structural position a person holds, but also through the ability to provide inspiration, build collaboration, and create a conducive organizational environment (Candra Susanto & Nyoman Sawitri, 2023). Effective leaders are able to encourage active member participation, manage differences of opinion, and ensure that all work programs are optimally implemented. Thus, leadership is a key factor in determining an organization's success in achieving its vision and mission (Susanto et al., 2023).

Besides leadership, integrity is a fundamental value that every individual involved in an organization must possess. Integrity reflects consistency between a person's values, principles, words, and actions. Individuals with integrity will uphold honesty, responsibility, commitment, and ethics in all their activities. In student organizations, integrity is the foundation for building trust among members, maintaining the organization's credibility, and creating a healthy and professional work culture. Without integrity, various organizational programs and policies have the potential to lose legitimacy and support from both members and external parties (Setiawan & Triyono, 2023);(Rokhman & Syauqillah, 2024).

The reality on the ground shows that student organizations still face various challenges related to the implementation of leadership and integrity. Some of the issues that frequently arise include low member participation, weak coordination in implementing work programs, suboptimal organizational communication, and minimal commitment to assigned responsibilities. Furthermore, in several cases, organizational management practices have been found to lack transparency and accountability, which can affect members' level of trust in the organization's management. These conditions indicate that strengthening leadership and integrity capacity remains a relevant need for students active in organizations (Marvellianto et al., 2026);(Kurniasih, 2026).

The urgency of leadership development in student organizations is increasingly apparent, given that students are future leaders who will contribute to various sectors of life in the future. Student organizations are the perfect place to develop leadership skills from an early age through hands-on experience in managing activities, coordinating members, resolving conflicts, and making strategic decisions. Good leadership will help organizations face various internal and external challenges more effectively. Furthermore, strong leadership can increase

member motivation, strengthen teamwork, and create an organizational culture oriented toward achieving shared goals (Maxwell, 2018).

In the modern era, characterized by rapid change and high uncertainty, organizations need leaders who are not only able to direct their members but also possess the skills of adaptability, innovation, and sound decision-making. Students who gain leadership experience through organizations will be better prepared to face the demands of the workplace and social life. Therefore, leadership development within student organizations not only benefits the sustainability of the organization itself but also contributes to the development of high-quality and competitive human resources.Integrity is no less important than leadership. Leadership lacking integrity can lead to various problems, such as abuse of authority, loss of member trust, and a decline in the quality of organizational governance.

Conversely, high integrity strengthens leadership effectiveness because organizational members tend to trust and support leaders who demonstrate honesty, fairness, and responsibility. Therefore, leadership and integrity are two complementary and inseparable elements in creating a healthy and sustainable organization (Bradley Lane Kirkman & Young, 1999);(Khan et al., 2023);(Ross, 2021).

Students are often viewed as agents of change, playing a vital role in driving societal progress. As a group of young intellectuals, students are expected to make positive contributions through ideas, innovations, and concrete actions that impact their surroundings. To optimally fulfill this role, students need strong leadership character and solid integrity. This character development cannot be achieved instantly but requires a continuous learning process through various activities, including active involvement in student organizations.

To support student capacity building, community service activities focused on leadership and integrity development are crucial. These activities provide students with the opportunity to understand the concept of effective leadership, the values of integrity, and their application in organizational management. Furthermore, community service activities can also serve as a means to raise student awareness of the importance of responsibility, ethics, and professionalism in carrying out organizational roles. Through various methods such as training, discussions, case studies, and mentoring, students are expected to internalize these values into their daily organizational activities.

The implementation of community service programs in the areas of leadership and integrity also supports higher education institutions' efforts to produce graduates who excel academically and possess strong character. Today's workplace increasingly requires individuals who are able to work collaboratively, lead teams, solve problems effectively, and uphold ethical and professional principles. Therefore, strengthening leadership and integrity competencies among students is a crucial investment in preparing a younger generation ready to face various global challenges.

Based on this description, it can be concluded that leadership and integrity are two key pillars supporting the success of student organizations. Leadership serves as the driving force for the organization in achieving its goals, while integrity serves as the moral foundation that maintains trust, credibility, and sustainability. Therefore, community service activities oriented towards strengthening leadership and integrity are highly relevant in supporting student capacity development. Through these activities, students are expected to be able to manage their organizations more effectively, professionally, and responsibly, while also preparing

themselves to become future leaders capable of making positive contributions to society, the nation, and the state.

Leadership is a fundamental element in organizational management because it plays a role in determining the direction, effectiveness, and success of achieving organizational goals. In student organizations, leadership not only serves to direct members in implementing work programs but also plays a role in influencing the overall quality of organizational governance. A leader is responsible for managing various available resources, coordinating organizational activities, and ensuring that each activity is carried out in accordance with the established vision, mission, and goals.

In the organizational management process, leadership plays a crucial role in integrating the functions of planning, organizing, implementing, and monitoring. Effective leaders are able to translate the organization's vision into operational steps that can be understood and implemented by all members. Through strong communication skills, a leader can build shared understanding, strengthen cooperation, and create a productive and conducive organizational environment. Therefore, the success of an organization is often influenced by the ability of its leaders to manage and empower the organization's full potential.

The application of leadership in student organizations can be seen in the various activities carried out in running the organization. Leaders are required to develop work programs relevant to the needs of their members, allocate tasks according to each individual's competency, and ensure the effective implementation of activities. Furthermore, leaders must be able to accommodate diverse opinions, establish two-way communication, and encourage the active participation of all members in every decision-making process. This approach can increase members' sense of responsibility and involvement in the organization's success.

Amidst the ever-evolving dynamics of organizations, the implementation of leadership is also reflected in the ability to face various challenges and problems. Student organizations often face obstacles such as limited resources, low member participation, differing views, and internal conflict. In these situations, leaders must be able to act as decision-makers, mediators, and motivators who can maintain organizational stability. The ability to resolve problems objectively and wisely is a key indicator of leadership effectiveness.

Beyond managerial aspects, the application of leadership is also closely related to the leader's ability to set an example. Leaders who demonstrate discipline, responsibility, honesty, and consistency will serve as positive examples for organizational members. This role model plays a role in fostering a healthy organizational culture and supporting a professional work environment. In other words, leadership success is measured not only by the achievement of work programs, but also by the ability to build positive character and behavior within the organization.

Optimal leadership implementation can be achieved through various strategies, such as involving members in the program planning process, implementing continuous coordination, providing appreciation for member contributions, and periodically evaluating organizational performance. These strategies enable the creation of a more adaptive, participatory, and results-oriented organization. Conversely, weak leadership can result in poor coordination, decreased member morale, and suboptimal work program implementation.

Therefore, leadership in organizational management is the ability to direct, mobilize, and optimize all organizational resources to achieve established goals. Effective leadership

implementation will create better organizational governance, improve member performance, and strengthen organizational sustainability. In the context of student organizations, strengthening leadership capacity is crucial because it not only supports the organization's current success but also prepares students as future leaders capable of contributing positively to society and the workplace in the future.

METHOD

The community service activity, themed "The Role of Leadership and Integrity in Managing Student Organizations," was held face-to-face at the Trisakti Institute of Transportation and Logistics in June 2026. The offline method was chosen to enhance the effectiveness of material delivery through direct interaction between the resource person and participants. This approach enabled more intensive two-way communication, allowing participants to gain a deeper understanding of the importance of leadership and integrity in managing student organizations. Furthermore, the in-person event provided participants with the opportunity to actively participate in discussions, share experiences, and reflect on current organizational practices.

The activity was attended by approximately 50 students from various study programs and student organization backgrounds. The presence of participants from various academic fields is expected to enrich the learning process through the exchange of ideas, experiences, and perspectives on organizational dynamics. Students participating in the activity are individuals interested in developing their own capacity, particularly in the areas of leadership, organizational management, and strengthening character through the application of integrity values.

The program was designed with a systematic and structured approach to ensure optimal achievement of the established objectives. The first stage began with a preparatory process that included coordination with campus officials, preparation of training materials, scheduling of activities, and provision of necessary supporting facilities for the program. During this stage, the implementation team also identified participants' needs related to leadership development and integrity in student organizations. The results of this identification were used as the basis for developing materials relevant to the conditions and challenges faced by students in their organizational activities.

The next stage was the implementation of the core activities, which began with an opening ceremony and an explanation of the program's objectives to all participants. Next, speakers presented material on the concept of leadership, the functions and roles of leaders in organizations, the importance of integrity in organizational governance, and strategies for building a professional, transparent, and accountable organizational culture. The material was delivered using an interactive lecture method, enabling participants to actively engage through question-and-answer sessions and discussions. This method was chosen to enhance participant understanding and encourage a more participatory learning process.

A key component of this activity was the provision of motivation, which was conducted in a structured and systematic manner. The motivational session was designed to raise students' awareness of the importance of leadership in organizational success and the urgency of integrity as the foundation for every organizational action and decision. The motivational material was presented in stages, starting with an introduction to the characteristics of effective leaders, the importance of building trust, developing responsibility, and strengthening commitment to carrying out organizational mandates. The speakers also provided various examples of successful leadership practices implemented in organizational settings and explained how integrity can be a determining factor in building organizational credibility and sustainability.

The activity continued with a group discussion and experience sharing session. In this session, participants were given the opportunity to share various challenges they faced during their organizational activities, such as low member participation, communication barriers, difficulties in coordinating work programs, and issues related to organizational commitment. Through this discussion, participants were able to obtain relevant input and solutions based on the leadership and integrity principles outlined previously. The interactions that occurred during the discussion are expected to improve participants' ability to analyze and resolve various organizational problems constructively.

In the final stage, an evaluation of the activity was conducted to determine the level of participant understanding of the material presented. The evaluation was conducted through a reflection session, a question-and-answer session, and the completion of a feedback instrument aimed to measure the benefits of the activity and the level of participant satisfaction. The evaluation results were then used as considerations for improving similar programs in the future.

Through a planned, systematic implementation method based on active participant participation, this activity is expected to increase students' insight, skills, and awareness regarding the importance of leadership and integrity in running a student organization. With this understanding, students are expected to be able to apply effective and integrated leadership values in every organizational activity so that they can support the creation of professional, accountable organizational governance that is oriented towards achieving common goals.

RESULTS AND DISCUSSION

To enhance students' understanding of the importance of leadership and integrity as the primary foundation for effective, professional, and sustainable organizational management, the event proceeded smoothly and received a very positive response from participants. The high attendance rate demonstrated the strong relevance of the themes raised to current student needs. Amidst the increasing complexity of managing student organizations, students require a more comprehensive understanding of how to become leaders capable of driving organizations while maintaining integrity in every decision-making process. The participants' enthusiasm was evident from the beginning of the event until the closing session, particularly during the interactive discussion and presentation of case studies related to organizational issues frequently encountered on campus.

Based on observations during the event, it was found that most participants had experience in student organizations, either as members or administrators. However, their understanding of the concept of leadership tended to be limited to structural aspects or formal positions. Many participants assumed that leadership was solely possessed by the organization's head, the activity's executive head, or individuals holding strategic positions within the management. After attending the material session, participants began to understand that leadership is a skill that can be possessed and developed by any individual without having to wait for a specific position. Leadership emphasizes the ability to influence, inspire, provide solutions, and serve as a role model for those around them.

This understanding was a key outcome of this activity, as student organizations fundamentally require collective leadership. The success of an organization is determined not only by the leadership's abilities but also by the contributions of all members in carrying out their respective duties and responsibilities. During the discussion, participants realized that the various organizational problems they experienced were often caused by a lack of initiative and a sense of responsibility among members. Therefore, strengthening leadership values among all members is crucial for improving organizational effectiveness.

In addition to leadership aspects, the results of the activity also demonstrated an increased understanding among participants regarding the importance of integrity in

organizational life. Before participating, some participants identified integrity solely with honesty. However, after receiving a more in-depth explanation, they understood that integrity encompasses various aspects, such as responsibility, consistency, commitment, transparency, discipline, and alignment between words and actions. This understanding is highly relevant because student organizations often face various challenges related to member commitment, work program implementation, and organizational administration.

During the discussion session, several participants revealed that one of the common problems in organizations is low member commitment to agreed-upon tasks. Work programs often experience delays or even failure due to a lack of individual accountability in carrying out assigned roles. This situation demonstrates that organizational success requires not only technical skills in managing activities but also strong integrity from all members. Through this activity, participants gained an understanding that integrity is a key asset in building trust and credibility in an organization.

The structured and systematic motivational session significantly impacted the participants. The motivational material not only covered leadership theory but also encouraged participants to reflect on their organizational experiences. The speaker explained that a leader's greatest challenge is not how to command others, but rather how to manage oneself, maintain commitment, and set a good example for organizational members. This approach made it easier for participants to understand the relationship between leadership and integrity in everyday organizational practice.

Based on reflections during the motivational session, many participants stated that they began to realize the importance of developing leadership character while still students. They understood that the organizational experience gained during this time would be crucial when entering the workforce and social life. The skills of communication, conflict management, decision-making, and building collaboration acquired through organizations are highly sought-after competencies in various professional fields.

The group discussions also revealed various current challenges facing student organizations. Some of the most frequently encountered issues included low member participation in organizational activities, weak coordination between departments, difficulties in maintaining consistent work program implementation, and suboptimal internal organizational communication. Furthermore, participants expressed challenges in building a disciplined and responsible organizational culture, particularly amidst the busy academic schedules students face.

Through discussions and case studies, participants were encouraged to analyze these issues using a leadership and integrity approach. The discussions revealed that most organizational problems can be minimized if leaders foster open communication, create a collaborative work environment, and serve as role models for members. Integrity, on the other hand, is a key factor in the successful implementation of various organizational policies because it can increase members' trust and commitment to shared goals.

An evaluation conducted at the end of the program indicated that participants felt they had benefited significantly from this community service program. Most participants stated that the materials provided met their needs in carrying out organizational activities. Furthermore, the delivery method, which combined lectures, motivation, discussions, and case studies, was deemed effective in enhancing understanding while providing a more engaging and applicable learning experience. Participants also hoped for follow-up activities that would delve deeper into leadership skills, such as conflict management, decision-making, organizational communication, and team development.

Based on the overall results of the activities, it can be concluded that this community service program successfully increased students' understanding, awareness, and motivation regarding the importance of leadership and integrity in running a student organization. This

activity not only provided conceptual knowledge but also fostered practical awareness that organizational success is greatly influenced by the quality of leadership and the integrity of its members. Effective leadership can guide an organization toward achieving its goals, while integrity serves as a moral foundation that maintains trust, professionalism, and organizational sustainability.

With participants' increased understanding of these two aspects, it is hoped that students will be able to apply them in their daily organizational activities, thereby creating a more productive, transparent, accountable student organization that is oriented toward developing quality human resources. Ultimately, strengthening leadership and integrity within student organizations not only benefits the organization itself, but also contributes to shaping a young generation that is ready to become future leaders who are competent, responsible, and possess strong character.

CONCLUSION

The implementation of community service activities on the role of leadership and integrity in running a student organization demonstrated that these two aspects are crucial factors in determining the effectiveness of organizational management. Based on the presentations, motivational sessions, and discussions involving participants, students demonstrated an increased understanding of the importance of leadership and integrity in supporting organizational success. Students began to realize that an organization's ability to optimally achieve its goals depends not only on the quality of its planned work programs, but also on the leader's ability to direct its members and the commitment of all administrators to consistently carry out their duties and responsibilities.

In student organizations, leadership plays a central role as it serves as the primary driver of all organizational activities. A leader is not only tasked with providing direction but also responsible for creating a conducive work environment, establishing effective communication, and encouraging the active participation of all members. The results of the activities indicated that one of the problems frequently faced by student organizations is low member involvement in program implementation. This condition is generally influenced by a lack of coordination, weak internal communication, and the leader's suboptimal ability to motivate members. Therefore, effective leadership is a crucial element in creating a dynamic, productive organization capable of achieving its stated goals.

Through this activity, participants gained an understanding that leadership is not solely related to a position or formal position within an organization. Leadership emphasizes a person's ability to influence, inspire, and engage others to work together to achieve common goals. This understanding provided students with a new perspective, recognizing that every member of an organization has the opportunity to demonstrate leadership skills in accordance with their roles and responsibilities. Therefore, the success of an organization does not depend solely on the leader or core management, but rather the result of the collaboration of all members who are consciously committed to active contribution.

In addition to leadership, integrity was an aspect that received special attention during the activity. Based on the discussion, participants revealed that various obstacles in organizations often arise from low commitment, a lack of responsibility, and inconsistency in carrying out assigned tasks. This situation demonstrates that organizational success requires not only managerial skills and technical abilities, but also a strong character in the form of integrity. Integrity is the foundation that drives individuals to carry out their duties responsibly, maintain trust, and act in accordance with the organization's values and principles.

Participants' understanding of integrity also experienced significant development. Before the activity, most participants defined integrity simply as honesty. However, after participating in the material and discussion, participants understood that integrity has a broader scope,

encompassing commitment, discipline, responsibility, consistency, transparency, and alignment between words and actions. In the context of student organizations, these values are essential for creating professional organizational governance that is trusted by all members and external parties.

The systematic motivational sessions also contributed to building participants' awareness of the importance of leadership character and integrity. The motivational material emphasized that a good leader must be a role model for his or her members. This exemplary behavior is demonstrated through discipline, responsibility, commitment, and consistency in carrying out organizational responsibilities. Through this approach, participants understood that leadership is not only about the ability to manage work programs, but also about building trust and positively influencing the organizational environment.

During the discussion, participants also identified various challenges faced in running a student organization. The most frequently encountered problems included low member attendance at organizational activities, lack of coordination between departments, difficulties in maintaining member commitment, and communication barriers that lead to misunderstandings in program implementation. These challenges demonstrate that student organizations require leaders who can adapt to various situations and possess the ability to resolve problems effectively and wisely.

Furthermore, this activity demonstrated that leadership and integrity have a complementary relationship in supporting organizational success. Good leadership without integrity has the potential to lead to abuse of authority and undermine member trust. Conversely, high integrity without adequate leadership skills will also hinder the organization from achieving its stated goals. Therefore, these two aspects must be developed simultaneously to create a balance between organizational management skills and the ability to uphold moral values in every organizational action.

From a human resource development perspective, these activities provide significant benefits for students. The experience gained through student organizations serves as an effective learning tool for developing communication, teamwork, decision-making, and conflict resolution skills. These skills are essential competencies for the workplace and social life. Therefore, strengthening leadership and integrity from the time of college is a strategic step in preparing students to become professional and character-driven future leaders.

Overall, the results of the activities indicate that increased understanding of leadership and integrity has a positive impact on student awareness in running student organizations. Effective leadership can increase motivation, coordination, and member participation, while integrity is the primary foundation for building trust and maintaining organizational credibility. By combining these two aspects, student organizations can develop into more professional, accountable, and oriented toward achieving shared goals.

Therefore, efforts to strengthen leadership and integrity need to be continuously implemented through various capacity-building activities, such as training, seminars, organizational mentoring, and community service programs. These activities are expected to shape students who not only excel academically but also possess strong leadership character, high integrity, and are prepared to contribute positively to the organizational environment, the workplace, and community life.

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