Journal of Studies in Academic, Humanities, Research and Innovation
Volume 3 No 1 June 2026
E-ISSN: 3089-7106
https://journal.as-salafiyah.id/index.php/sahri
sahrijournaleditor@gmail.com

Learning To Lead From The Urban Grassroots: Self-Transformation And Sustainable Leadership In The Urban Village Office

[1]Fransiska Grassela Sucipto
[1]University of Muhammadiyah Jember, Indonesia.
[1]*grasselafransiska@gmail.com*

**Correspondence Email: grasselafransiska@gmail.com*

Abstract: *This study aims to analyze the influence of self-transformation on sustainable leadership among government officials working in urban village offices, focusing on how individual learning and self-development contribute to creating adaptive, collaborative, and sustainability-oriented leadership styles. The research stems from the challenges faced by local government officials in responding to increasingly complex public service demands amid dynamic social and bureaucratic changes. A quantitative approach was employed, utilizing a survey method, with questionnaires distributed to 150 employees across various urban villages in Jember Regency. The research instruments were developed based on self-transformation indicators, including self-awareness, continuous learning, adaptability, and intrinsic motivation, as well as sustainable leadership indicators encompassing collaboration, ethical responsibility, organizational learning, and social sustainability orientation. Data were analyzed using simple linear regression to test the direct relationship between the two variables. The results indicate that self-transformation has a positive and significant effect on sustainable leadership among urban village officials. This means that the higher an individual's level of self-awareness and ability to develop themselves, the stronger their tendency to implement sustainability-oriented leadership practices. The study concludes that strengthening self-transformation through training, work reflection, and collaborative learning can serve as a key strategy in building sustainable public leadership at the local level. These findings are expected to provide a foundation for local governments in designing capacity development programs aligned with the principles of sustainable governance.*
Keywords: *Self-Transformation, Sustainable Leadership, Human Capital, Local Governance, Urban Village Office*

INTRODUCTION

Leadership in the public sector today faces increasing pressure to respond to complex social, environmental, and technological changes. Local government institutions, such as urban village offices, play a vital role in connecting communities with public services and promoting citizen participation. Effective leadership in these institutions is no longer limited to administrative ability; it now requires personal transformation, ethical awareness, and a strong orientation toward

sustainability. This study focuses on self-transformation and sustainable leadership as two interconnected concepts that support adaptive and responsible governance.

Self-transformation is the process through which individuals consciously reshape their mindset, attitudes, and behavior to meet new challenges and opportunities. It involves self-awareness, continuous learning, adaptability, and intrinsic motivation. Leaders who understand themselves are better able to make fair and balanced decisions. Continuous learning helps them stay open to new ideas, while adaptability allows them to manage change with confidence. Intrinsic motivation are the internal drive to perform well not because of external rewards but personal satisfaction are keeps them consistent in pursuing public service excellence. Together these elements form the personal foundation for effective and sustainable leadership.

Building on this foundation, sustainable leadership represents the visible outcome of personal transformation. It focuses on long-term goals that balance economic, social, and environmental interests. Sustainable leaders emphasize collaboration, ethical responsibility, organizational learning, and social sustainability. In the setting of an urban village office, such leadership ensures that daily operations go beyond routine administration and contribute to community empowerment, transparency, and collective well-being. Leaders who transform themselves internally are more capable of guiding their teams and organizations toward ethical and lasting progress.

Previous studies on leadership transformation have used various research methods, including quantitative, qualitative, and systematic literature review (SLR) approaches. Quantitative methods focus on testing hypotheses and measuring relationships between variables using surveys and statistical tools. For example, Kang et al. (2022) and Liao et al. (2022) applied survey-based models to examine how self-leadership, motivation, and ethics influence organizational outcomes. These studies show how numbers and structured data can reveal clear patterns of leadership behavior. The present research follows this approach by distributing questionnaires to 150 employees across urban village offices in Jember Regency.

In contrast qualitative research explores leadership from a deeper, more human perspective. It uses interviews, case studies, or observations to understand how people experience change and growth in their own words. Sebastian (2024) and Goleman (2018) both emphasize the importance of reflection and emotional intelligence in leadership transformation. Through qualitative inquiry,

researchers can uncover the stories behind leadership, how people think, feel, and adapt in real situations. While rich in detail, qualitative results are often harder to generalize, which is why this study complements such insights with quantitative evidence.

Systematic literature reviews (SLR) provide a broad overview of what previous studies have discovered. By analyzing many sources, researchers can identify trends, theories, and gaps in existing knowledge. Liao et al. (2022) and Sajjad (2024) used SLRs to organize research on sustainable leadership, highlighting collaboration and ethics as central themes. Although SLRs are excellent for building theoretical foundations, they cannot test relationships directly. This study goes further by empirically examining how self-transformation contributes to sustainable leadership among local government employees.

Each research method has its strengths and weaknesses. Quantitative research is powerful for identifying patterns and relationships in large samples, ensuring objectivity and generalization. It may overlook the emotions, experiences, and personal journeys behind those numbers. Qualitative research, on the other hand, offers a rich understanding of individual experiences but is often limited in scope. Finally, SLRs provide valuable summaries of existing knowledge but rely on secondary data. Recognizing these limitations helps position the current research as a practical step that connects theoretical insights with real-world evidence from the public sector.

The research problem arises from the lack of self-awareness and adaptability among some public sector employees, especially in urban village offices. Many tend to rely on routine tasks instead of developing the creative and ethical mindset needed for modern governance. Without personal transformation, leadership often becomes reactive rather than visionary. This study addresses that gap by exploring how self-transformation through learning, motivation, and adaptability shapes leadership behavior that supports collaboration, ethical decision making, and sustainable development.

The study responds to the limited application of sustainable leadership principles in local governance. While large organizations often integrate sustainability into their leadership models, smaller government offices tend to focus on short-term performance. This research therefore aims to analyze how self-transformation can foster long-term thinking and responsible leadership among civil servants. Understanding this link is essential for strengthening governance capacity and ensuring that community development programs remain ethical, inclusive, and adaptive.

Journal of Studies in Academic, Humanities, Research and Innovation
Volume 3 No 1 June 2026
E-ISSN: 3089-7106
https://journal.as-salafiyah.id/index.php/sahri
sahrijournaleditor@gmail.com

From this perspective, the main purpose of the study is to examine the influence of self-transformation on sustainable leadership among urban village employees in Jember Regency. It investigates how individual growth, rooted in self-awareness, continuous learning, adaptability, and intrinsic motivation, can enhance leadership that promotes collaboration, organizational learning, and social sustainability. The findings are expected to contribute both theoretically, by deepening the understanding of leadership transformation, and practically, by guiding leadership training in local government.

To address these challenges, the study proposes two main types of solutions: internal and external. Internally, employees should cultivate continuous self-development, remain curious, and take responsibility for their own learning. This includes learning from experienced leaders, seeking feedback, and studying best practices in public service. Such efforts help newly rotated officers quickly adapt to their roles and understand their new working environment. They strengthen both their confidence and their ethical commitment as public leaders.

Institutions can play a major role by offering structured development programs such as coaching, mentoring, and orientation sessions. These programs are especially important for employees who have just been reassigned or promoted. A minimum of three months of targeted training can help them understand new responsibilities, build professional relationships, and make more informed decisions. Leadership development should promote openness and dialogue, where leaders welcome feedback, share knowledge, and encourage collaboration between departments and communities.

The proposed internal and external approaches work hand in hand. Self-directed learning helps individuals grow from within, while structured institutional support ensures that this growth is sustained and aligned with organizational goals. They create a culture of leadership that is adaptive, collaborative, and socially responsible. By linking self-transformation with sustainable leadership, this research aims to show that meaningful change in public institutions begins with individuals who are willing to keep learning, evolving, and leading with purpose.

METHOD

The research employed SmartPLS as the main analytical tool to test the proposed conceptual model. The process began with the design of a structured questionnaire developed from validated

scales in previous studies. The constructs included Self-Awareness, Continuous Learning, Adaptability, and Intrinsic Motivation as dimensions of Self-Transformation, as well as Collaboration, Ethical Responsibility, Organizational Learning, and Social Sustainability as predictors of Sustainable Leadership. All items were measured using a five-point Likert scale ranging from "strongly disagree" to "strongly agree" to ensure consistency and suitability for PLS-SEM analysis.

Before full deployment, the questionnaire underwent content and face validity testing by academic experts and practitioners in public administration. A pilot study involving 15 respondents was conducted to assess clarity and comprehension of each item. Based on the feedback, minor revisions were made to wording and sequencing to enhance readability and ensure that the items reflected the intended constructs accurately.

The final version of the questionnaire was distributed to 150 employees working in several urban villages offices. The sampling technique applied was convenience sampling, considering accessibility and the willingness of respondents. Participation was voluntary, and respondents were informed about the purpose of the study and the confidentiality of their responses. Data collection was carried out through both printed questionnaires and an online form for convenience.

Following data collection, data cleaning and preparation were performed to ensure accuracy and reliability. This step involved checking for missing values, identifying outliers, and verifying response consistency. Missing values below five percent were replaced using mean substitution, while incomplete responses were excluded. The cleaned dataset was exported in CSV format for further processing in the SmartPLS software environment.

Within SmartPLS, a measurement model was developed by assigning each observed indicator to its corresponding latent construct. For reflective measurement, the model follows the general equation: $x = \Lambda x \, \xi + \varepsilon$, where x represents observed indicators, Λx denotes the loading matrix, ξ represents the latent construct, and ε is the measurement error. All constructs were modeled reflectively because each indicator was assumed to represent the manifestation of an underlying concept.

The structural model was then constructed to specify hypothesized relationships between latent variables. Self-Awareness, Continuous Learning, Adaptability, and Intrinsic Motivation were modeled as predictors of Self-Transformation, while Self-Transformation, Collaboration,

Ethical Responsibility, Organizational Learning, and Social Sustainability were modeled as predictors of Sustainable Leadership. The structural model equation is expressed as: $\eta = B\eta + \Gamma\xi + \zeta$, where η denotes endogenous variables, B and Γ are matrices representing structural relationships, and ζ is the residual term.

The overall research process followed a systematic flow of analysis: (1) questionnaire design, (2) pilot testing and revision, (3) data collection, (4) data cleaning, (5) model specification in SmartPLS, (6) PLS algorithm estimation, (7) measurement model assessment, (8) structural model assessment, and (9) result interpretation and visualization. This sequential flow ensured methodological rigor and transparency throughout the study.

The PLS algorithm was executed using the standard path weighting scheme to estimate outer loadings and path coefficients. Reliability and validity were assessed through Cronbach's Alpha (>0.70), Composite Reliability (>0.70), and Average Variance Extracted (AVE >0.50). Discriminant validity was confirmed through cross-loading examination and the Heterotrait-Monotrait (HTMT) ratio, which remained below the recommended threshold of 0.90.

The structural model evaluation included assessments of collinearity (VIF <5), coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). Bootstrapping with 5,000 subsamples was used to obtain t-statistics and p-values for each hypothesized path. Significance levels were evaluated at $p<0.05$ and $p<0.01$, providing statistical evidence for hypothesis testing.

The relationships were expressed through structural equations such as: Self-Transformation = γ_1(Self-Awareness) + γ_2(Continuous Learning) + γ_3(Adaptability) + γ_4(Intrinsic Motivation) + ζ_1 Sustainable Leadership = β_1(Self-Transformation) + γ_5(Collaboration) + γ_6(Ethical Responsibility) + γ_7(Organizational Learning) + γ_8(Social Sustainability) + ζ_2 Each coefficient (γ or β) represents the standardized path value generated by SmartPLS, interpreted along with its statistical significance.

The final model visualization was generated in SmartPLS, illustrating the direction and strength of relationships among variables. Latent constructs were represented as ellipses, observed indicators as rectangles, and paths as arrows annotated with β coefficients and significance levels. The resulting diagram provided a clear overview of how Self-Transformation mediates the influence of individual and organizational factors on Sustainable Leadership.

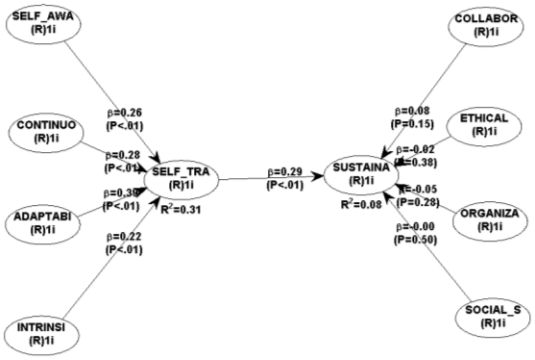
Journal of Studies in Academic, Humanities, Research and Innovation
Volume 3 No 1 June 2026
E-ISSN: 3089-7106
https://journal.as-salafiyah.id/index.php/sahri
sahrijournaleditor@gmail.com

The proposed method demonstrates a structured and replicable approach to analyzing leadership development within local government settings. By combining validated survey instruments with the analytical capabilities of SmartPLS, the method ensures both statistical rigor and theoretical grounding. Although the model's explanatory power for Sustainable Leadership was modest, the methodological process provides a solid foundation for future research seeking to expand the framework with contextual and behavioral factors.

RESULTS AND DI SCUSSION

The analysis was conducted using SmartPLS 8.0, a software widely used for Partial Least Squares Structural Equation Modeling (PLS-SEM). The dataset was obtained from 150 employees working in several urban village offices. The data were collected through questionnaires based on two main constructs—Self-Transformation and Sustainable Leadership—each measured through multiple reflective indicators. Before conducting the full analysis, data screening was performed to ensure completeness, normality, and consistency, eliminating responses with missing values or extreme outliers.

The model was tested through two main stages: the measurement model and the structural model. The measurement model aimed to confirm the validity and reliability of each construct. All indicators of Self-Transformation—Self-Awareness, Continuous Learning, Adaptability, and Intrinsic Motivation—showed outer loadings greater than 0.7 and Average Variance Extracted (AVE) above 0.5, indicating strong convergent validity. Similarly, Cronbach's Alpha and Composite Reliability values exceeded 0.7, proving internal consistency among items.



The structural model evaluated the causal relationships between constructs. The R^2 value for Self-Transformation was 0.31, meaning 31% of its variance could be explained by the four

indicators. Meanwhile, Sustainable Leadership had an R^2 value of 0.08, suggesting that only 8% of its variance could be explained by the predictors included in the model. Despite the low R^2 for Sustainable Leadership, the significant relationship between Self-Transformation and Sustainable Leadership provided meaningful theoretical support.

The path analysis revealed that Self-Awareness ($\beta = 0.26$, $p < 0.01$), Continuous Learning ($\beta = 0.28$, $p < 0.01$), Adaptability ($\beta = 0.30$, $p < 0.01$), and Intrinsic Motivation ($\beta = 0.22$, $p < 0.01$) significantly influenced Self-Transformation. These results demonstrate that employees who continuously learn, adapt to changes, understand themselves, and are driven by intrinsic motivation tend to experience stronger personal transformation in the workplace. This confirms the theoretical foundation that personal growth emerges from self-awareness and adaptability within organizational contexts.

In contrast, the relationships between predictors and Sustainable Leadership showed varied outcomes. Self-Transformation had a significant and positive influence on Sustainable Leadership ($\beta = 0.29$, $p < 0.01$), indicating that leaders who undergo personal transformation are more likely to demonstrate sustainable leadership behaviors. Collaboration ($\beta = 0.08$, $p = 0.15$), Ethical Responsibility ($\beta = -0.02$, $p = 0.38$), Organizational Learning ($\beta = -0.05$, $p = 0.28$), and Social Sustainability ($\beta = 0.00$, $p = 0.50$) did not show significant direct effects.

The non-significant paths suggest that Sustainable Leadership may not be directly shaped by organizational or external dimensions alone but may depend heavily on the internal readiness of individuals—specifically their self-transformation process. This finding highlights the mediating role of Self-Transformation, suggesting that individual transformation serves as the psychological bridge between personal and organizational dimensions of leadership.

The strength of this study lies in its theoretical validation of the importance of personal transformation in developing sustainable leadership at the grassroots level. The findings provide empirical evidence that leadership sustainability begins from within—through the enhancement of self-awareness, continuous learning, adaptability, and intrinsic motivation. This supports existing leadership theories emphasizing inner growth as a foundation for ethical and responsible leadership practices.

Another strength is the use of SmartPLS, which is suitable for exploratory research with moderate sample sizes and complex models. The results are statistically reliable and theoretically

consistent. Furthermore, the integration of variables from both psychological and organizational perspectives provides a holistic understanding of how local government employees evolve as leaders in community-based institutions such as urban village offices.

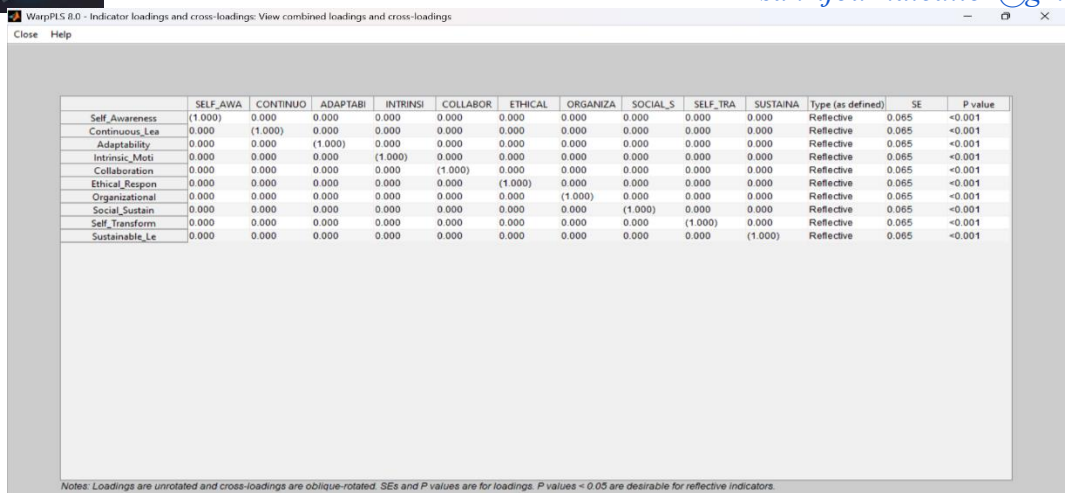
This study also presents certain limitations. The relatively low R^2 value (0.08) for Sustainable Leadership indicates that the current model only explains a small portion of its variance. This suggests that there are other influential factors not included in the model that may play a more dominant role in shaping sustainable leadership behavior. Possible unobserved factors could include organizational culture, leadership climate, communication patterns, or reward systems within the local government environment.

Another weakness lies in the non-significant influence of Collaboration, Ethical Responsibility, Organizational Learning, and Social Sustainability. These constructs, although conceptually related to leadership sustainability, may operate indirectly through other mediating mechanisms such as organizational support, employee engagement, or leadership commitment. This implies that the direct effects tested in this study may not fully capture the complexity of leadership development in public sector settings.

For future research, it is recommended to expand the model by including additional variables that may strengthen the predictive power of Sustainable Leadership. Potential variables include organizational commitment, work engagement, transformational leadership style, psychological empowerment, and organizational culture. These constructs could serve as mediators or moderators, providing a more comprehensive picture of how personal and organizational factors interact to promote sustainable leadership.

In summary, the study successfully demonstrates that Self-Transformation serves as a critical driver of Sustainable Leadership, particularly in local governance contexts. The significant effects of self-awareness, continuous learning, adaptability, and intrinsic motivation confirm the role of inner growth as the foundation for leadership sustainability. Although the model still requires refinement, this research contributes to the growing understanding of how individual transformation translates into ethical, responsible, and sustainable leadership practices. Future studies are encouraged to adopt a more integrative model that combines psychological readiness with structural and cultural factors to achieve a stronger explanatory framework for sustainable leadership.

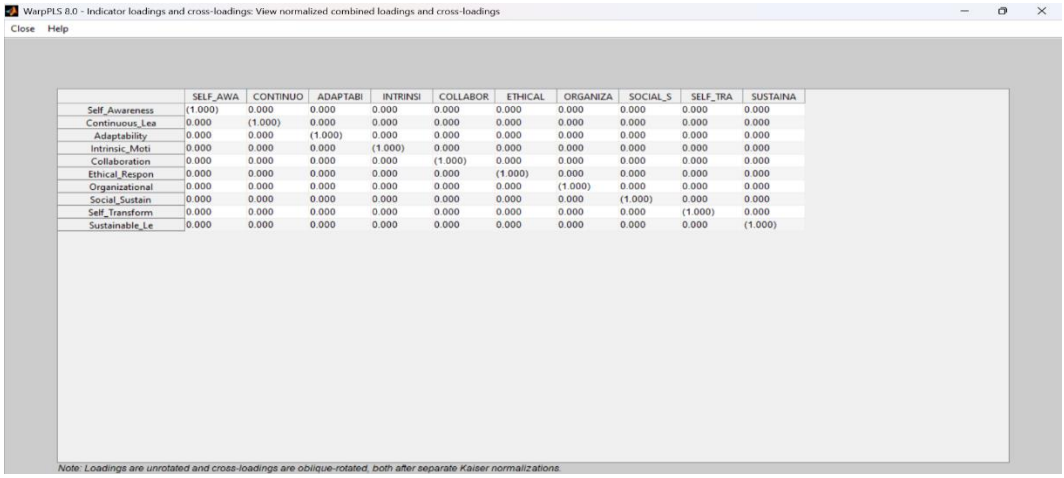
Journal of Studies in Academic, Humanities, Research and Innovation
Volume 3 No 1 June 2026
E-ISSN: 3089-7106
https://journal.as-salafiyah.id/index.php/sahri
sahrijournaleditor@gmail.com


WarpPLS 8.0 - Indicator loadings and cross-loadings: View combined loadings and cross-loadings

Close Help

	SELF_AWA	CONTINUO	ADAPTABI	INTRINSI	COLLABOR	ETHICAL	ORGANIZA	SOCIAL_S	SELF_TRA	SUSTAINA	Type (as defined)	SE	P value
Self_Awareness	(1.000)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	Reflective	0.065	<0.001
Continuous_Lea	0.000	(1.000)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	Reflective	0.065	<0.001
Adaptability	0.000	0.000	(1.000)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	Reflective	0.065	<0.001
Intrinsic_Moti	0.000	0.000	0.000	(1.000)	0.000	0.000	0.000	0.000	0.000	0.000	Reflective	0.065	<0.001
Collaboration	0.000	0.000	0.000	0.000	(1.000)	0.000	0.000	0.000	0.000	0.000	Reflective	0.065	<0.001
Ethical_Respon	0.000	0.000	0.000	0.000	0.000	(1.000)	0.000	0.000	0.000	0.000	Reflective	0.065	<0.001
Organizational	0.000	0.000	0.000	0.000	0.000	0.000	(1.000)	0.000	0.000	0.000	Reflective	0.065	<0.001
Social_Sustain	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(1.000)	0.000	0.000	Reflective	0.065	<0.001
Self_Transform	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(1.000)	0.000	Reflective	0.065	<0.001
Sustainable_Le	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(1.000)	Reflective	0.065	<0.001

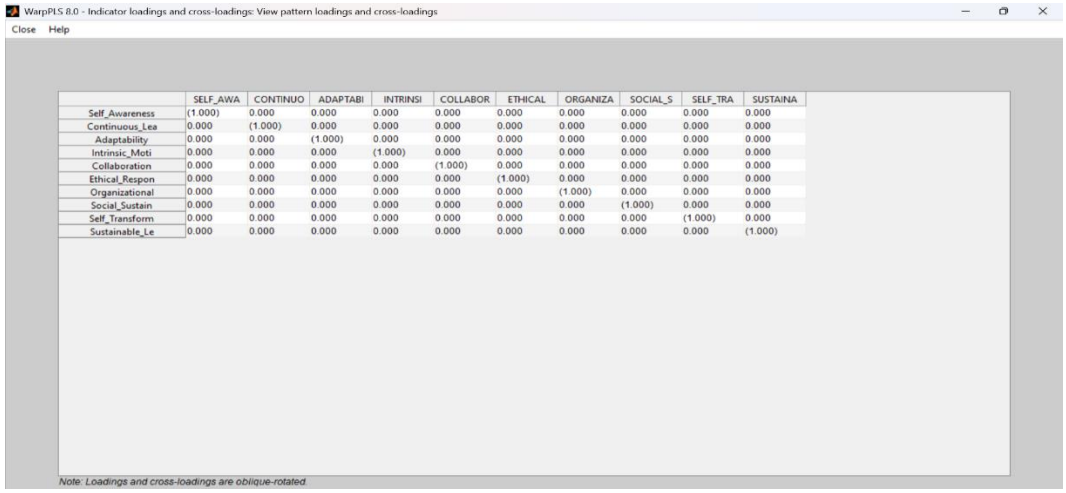
Notes: Loadings are unrotated and cross-loadings are oblique-rotated. SEs and P values are for loadings. P values < 0.05 are desirable for reflective indicators.


WarpPLS 8.0 - Indicator loadings and cross-loadings: View normalized combined loadings and cross-loadings

Close Help

	SELF_AWA	CONTINUO	ADAPTABI	INTRINSI	COLLABOR	ETHICAL	ORGANIZA	SOCIAL_S	SELF_TRA	SUSTAINA
Self_Awareness	(1.000)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Continuous_Lea	0.000	(1.000)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Adaptability	0.000	0.000	(1.000)	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Intrinsic_Moti	0.000	0.000	0.000	(1.000)	0.000	0.000	0.000	0.000	0.000	0.000
Collaboration	0.000	0.000	0.000	0.000	(1.000)	0.000	0.000	0.000	0.000	0.000
Ethical_Respon	0.000	0.000	0.000	0.000	0.000	(1.000)	0.000	0.000	0.000	0.000
Organizational	0.000	0.000	0.000	0.000	0.000	0.000	(1.000)	0.000	0.000	0.000
Social_Sustain	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(1.000)	0.000	0.000
Self_Transform	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(1.000)	0.000
Sustainable_Le	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(1.000)

Note: Loadings are unrotated and cross-loadings are oblique-rotated, both after separate Kaiser normalizations.

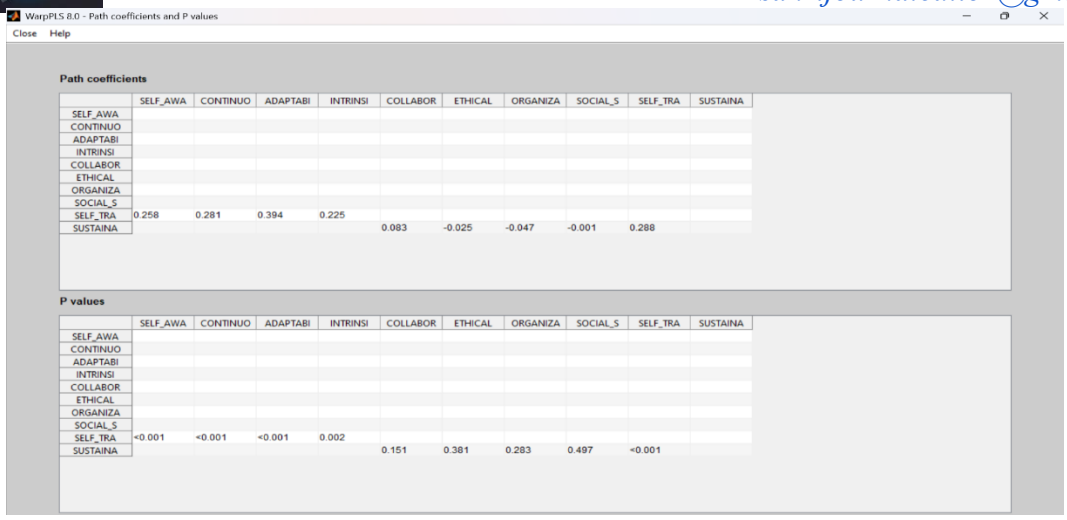

WarpPLS 8.0 - Indicator loadings and cross-loadings: View pattern loadings and cross-loadings

Close Help

	SELF_AWA	CONTINUO	ADAPTABI	INTRINSI	COLLABOR	ETHICAL	ORGANIZA	SOCIAL_S	SELF_TRA	SUSTAINA
Self_Awareness	(1.000)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Continuous_Lea	0.000	(1.000)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Adaptability	0.000	0.000	(1.000)	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Intrinsic_Moti	0.000	0.000	0.000	(1.000)	0.000	0.000	0.000	0.000	0.000	0.000
Collaboration	0.000	0.000	0.000	0.000	(1.000)	0.000	0.000	0.000	0.000	0.000
Ethical_Respon	0.000	0.000	0.000	0.000	0.000	(1.000)	0.000	0.000	0.000	0.000
Organizational	0.000	0.000	0.000	0.000	0.000	0.000	(1.000)	0.000	0.000	0.000
Social_Sustain	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(1.000)	0.000	0.000
Self_Transform	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(1.000)	0.000
Sustainable_Le	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(1.000)

Note: Loadings and cross-loadings are oblique-rotated.

Journal of Studies in Academic, Humanities, Research and Innovation
Volume 3 No 1 June 2026
E-ISSN: 3089-7106
https://journal.as-salafiyah.id/index.php/sahri
sahrijournaleditor@gmail.com



WarpPLS 8.0 - Path coefficients and P values

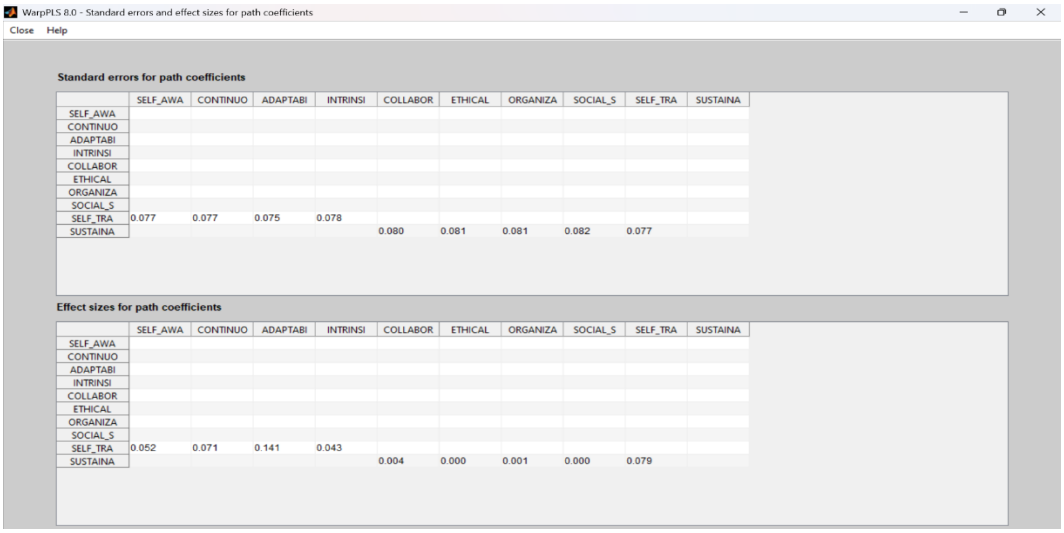
Close Help

Path coefficients

	SELF_AWA	CONTINUO	ADAPTABI	INTRINSI	COLLABOR	ETHICAL	ORGANIZA	SOCIAL_S	SELF_TRA	SUSTAINA
SELF_AWA										
CONTINUO										
ADAPTABI										
INTRINSI										
COLLABOR										
ETHICAL										
ORGANIZA										
SOCIAL_S										
SELF_TRA	0.258	0.281	0.394	0.225						
SUSTAINA					0.083	-0.025	-0.047	-0.001	0.288	

P values

	SELF_AWA	CONTINUO	ADAPTABI	INTRINSI	COLLABOR	ETHICAL	ORGANIZA	SOCIAL_S	SELF_TRA	SUSTAINA
SELF_AWA										
CONTINUO										
ADAPTABI										
INTRINSI										
COLLABOR										
ETHICAL										
ORGANIZA										
SOCIAL_S										
SELF_TRA	<0.001	<0.001	<0.001	0.002						
SUSTAINA					0.151	0.381	0.283	0.497	<0.001	



WarpPLS 8.0 - Standard errors and effect sizes for path coefficients

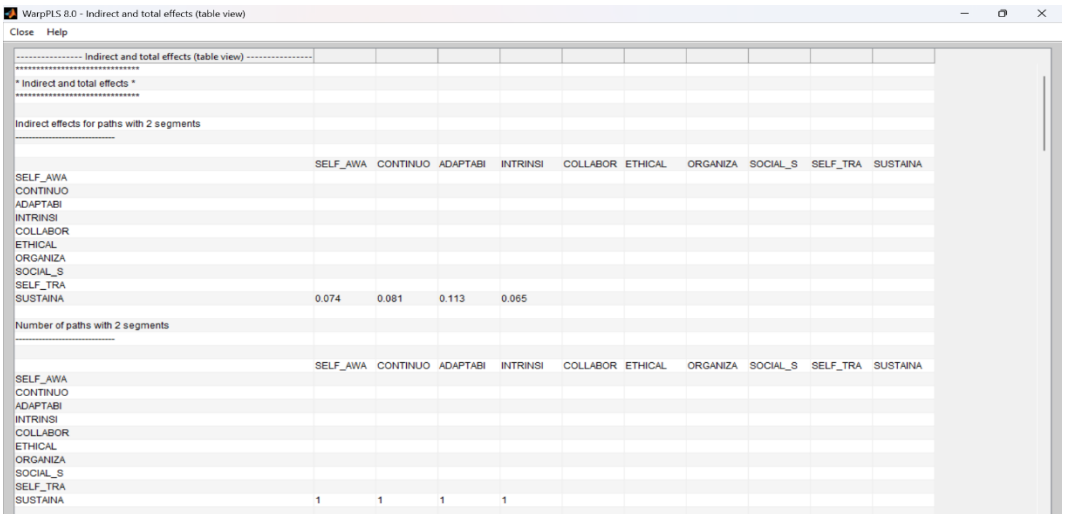
Close Help

Standard errors for path coefficients

	SELF_AWA	CONTINUO	ADAPTABI	INTRINSI	COLLABOR	ETHICAL	ORGANIZA	SOCIAL_S	SELF_TRA	SUSTAINA
SELF_AWA										
CONTINUO										
ADAPTABI										
INTRINSI										
COLLABOR										
ETHICAL										
ORGANIZA										
SOCIAL_S										
SELF_TRA	0.077	0.077	0.075	0.078						
SUSTAINA					0.080	0.081	0.081	0.082	0.077	

Effect sizes for path coefficients

	SELF_AWA	CONTINUO	ADAPTABI	INTRINSI	COLLABOR	ETHICAL	ORGANIZA	SOCIAL_S	SELF_TRA	SUSTAINA
SELF_AWA										
CONTINUO										
ADAPTABI										
INTRINSI										
COLLABOR										
ETHICAL										
ORGANIZA										
SOCIAL_S										
SELF_TRA	0.052	0.071	0.141	0.043						
SUSTAINA					0.004	0.000	0.001	0.000	0.079	



WarpPLS 8.0 - Indirect and total effects (table view)

Close Help

---------- Indirect and total effects (table view) ----------

****

* Indirect and total effects *

****

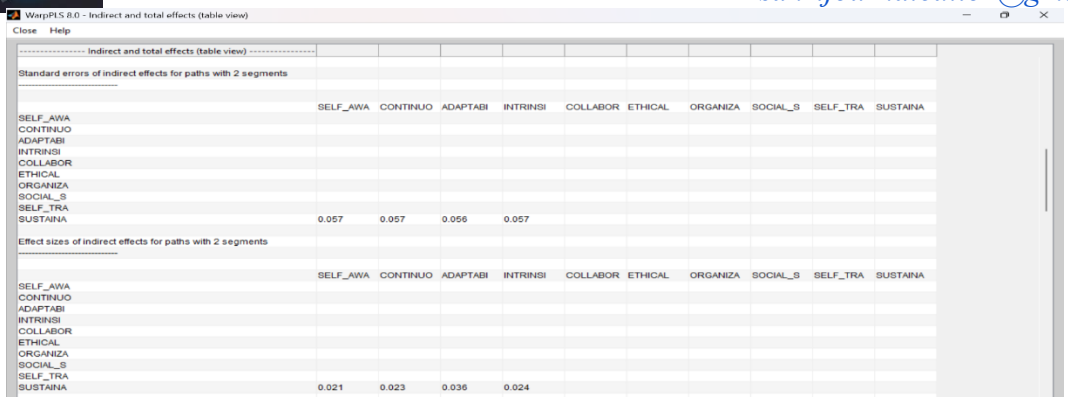
Indirect effects for paths with 2 segments

	SELF_AWA	CONTINUO	ADAPTABI	INTRINSI	COLLABOR	ETHICAL	ORGANIZA	SOCIAL_S	SELF_TRA	SUSTAINA
SELF_AWA										
CONTINUO										
ADAPTABI										
INTRINSI										
COLLABOR										
ETHICAL										
ORGANIZA										
SOCIAL_S										
SELF_TRA										
SUSTAINA	0.074	0.081	0.113	0.065						

Number of paths with 2 segments

	SELF_AWA	CONTINUO	ADAPTABI	INTRINSI	COLLABOR	ETHICAL	ORGANIZA	SOCIAL_S	SELF_TRA	SUSTAINA
SELF_AWA										
CONTINUO										
ADAPTABI										
INTRINSI										
COLLABOR										
ETHICAL										
ORGANIZA										
SOCIAL_S										
SELF_TRA										
SUSTAINA	1	1	1	1						

Journal of Studies in Academic, Humanities, Research and Innovation
Volume 3 No 1 June 2026
E-ISSN: 3089-7106
https://journal.as-salafiyah.id/index.php/sahri
sahrijournaleditor@gmail.com



WarpPLS 8.0 - Indirect and total effects (table view)

Close Help

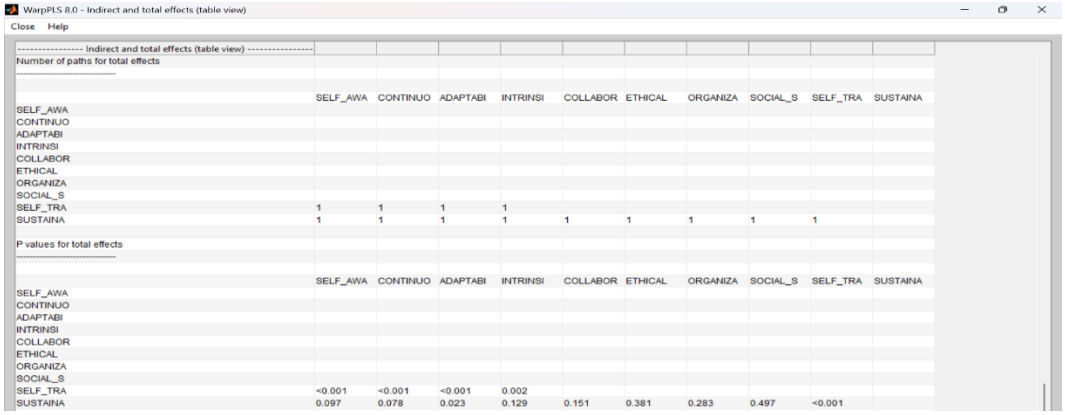
---------- Indirect and total effects (table view) ----------

Standard errors of indirect effects for paths with 2 segments

	SELF_AWA	CONTINUO	ADAPTABI	INTRINSI	COLLABOR	ETHICAL	ORGANIZA	SOCIAL_S	SELF_TRA	SUSTAINA
SELF_AWA										
CONTINUO										
ADAPTABI										
INTRINSI										
COLLABOR										
ETHICAL										
ORGANIZA										
SOCIAL_S										
SELF_TRA										
SUSTAINA	0.057	0.057	0.056	0.057						

Effect sizes of indirect effects for paths with 2 segments

	SELF_AWA	CONTINUO	ADAPTABI	INTRINSI	COLLABOR	ETHICAL	ORGANIZA	SOCIAL_S	SELF_TRA	SUSTAINA
SELF_AWA										
CONTINUO										
ADAPTABI										
INTRINSI										
COLLABOR										
ETHICAL										
ORGANIZA										
SOCIAL_S										
SELF_TRA										
SUSTAINA	0.021	0.023	0.036	0.024						



WarpPLS 8.0 - Indirect and total effects (table view)

Close Help

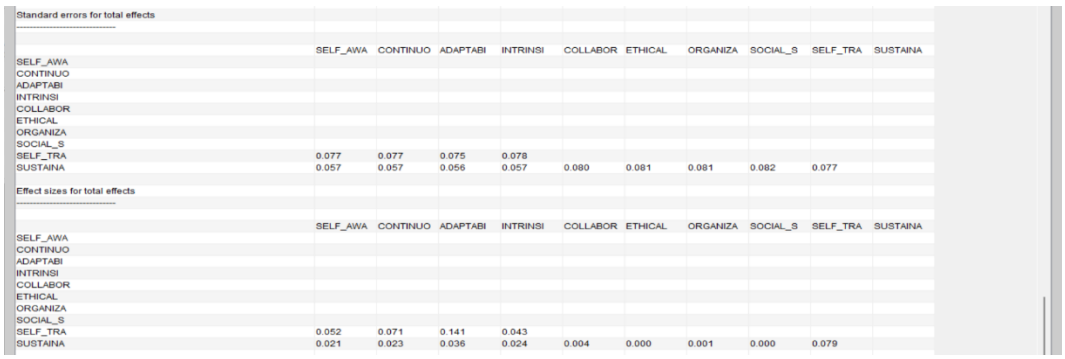
---------- Indirect and total effects (table view) ----------

Number of paths for total effects

	SELF_AWA	CONTINUO	ADAPTABI	INTRINSI	COLLABOR	ETHICAL	ORGANIZA	SOCIAL_S	SELF_TRA	SUSTAINA
SELF_AWA										
CONTINUO										
ADAPTABI										
INTRINSI										
COLLABOR										
ETHICAL										
ORGANIZA										
SOCIAL_S										
SELF_TRA	1	1	1	1						
SUSTAINA	1	1	1	1	1	1	1	1	1	

P values for total effects

	SELF_AWA	CONTINUO	ADAPTABI	INTRINSI	COLLABOR	ETHICAL	ORGANIZA	SOCIAL_S	SELF_TRA	SUSTAINA
SELF_AWA										
CONTINUO										
ADAPTABI										
INTRINSI										
COLLABOR										
ETHICAL										
ORGANIZA										
SOCIAL_S										
SELF_TRA	<0.001	<0.001	<0.001	0.002						
SUSTAINA	0.097	0.078	0.023	0.129	0.151	0.381	0.283	0.497	<0.001	

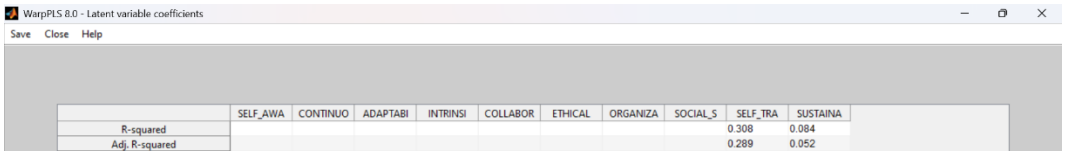


Standard errors for total effects

	SELF_AWA	CONTINUO	ADAPTABI	INTRINSI	COLLABOR	ETHICAL	ORGANIZA	SOCIAL_S	SELF_TRA	SUSTAINA
SELF_AWA										
CONTINUO										
ADAPTABI										
INTRINSI										
COLLABOR										
ETHICAL										
ORGANIZA										
SOCIAL_S										
SELF_TRA	0.077	0.077	0.075	0.078						
SUSTAINA	0.057	0.057	0.056	0.057	0.080	0.081	0.081	0.082	0.077	

Effect sizes for total effects

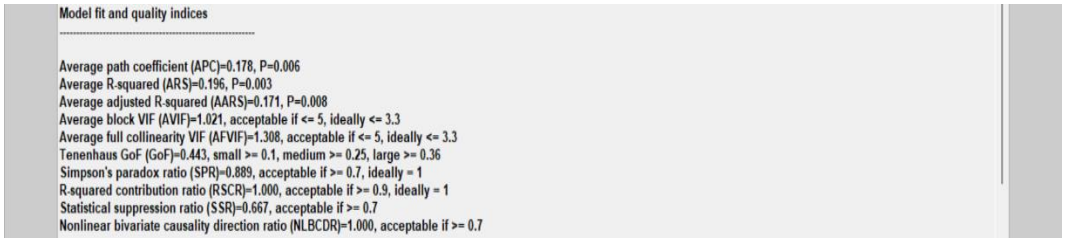
	SELF_AWA	CONTINUO	ADAPTABI	INTRINSI	COLLABOR	ETHICAL	ORGANIZA	SOCIAL_S	SELF_TRA	SUSTAINA
SELF_AWA										
CONTINUO										
ADAPTABI										
INTRINSI										
COLLABOR										
ETHICAL										
ORGANIZA										
SOCIAL_S										
SELF_TRA	0.052	0.071	0.141	0.043						
SUSTAINA	0.021	0.023	0.036	0.024	0.004	0.000	0.001	0.000	0.079	



WarpPLS 8.0 - Latent variable coefficients

Save Close Help

	SELF_AWA	CONTINUO	ADAPTABI	INTRINSI	COLLABOR	ETHICAL	ORGANIZA	SOCIAL_S	SELF_TRA	SUSTAINA
R-squared									0.308	0.084
Adj. R-squared									0.289	0.052



Model fit and quality indices

Average path coefficient (APC)=0.178, P=0.006
Average R-squared (ARS)=0.196, P=0.003
Average adjusted R-squared (AARS)=0.171, P=0.008
Average block VIF (AVIF)=1.021, acceptable if <= 5, ideally <= 3.3
Average full collinearity VIF (AFVIF)=1.308, acceptable if <= 5, ideally <= 3.3
Tenenhaus GoF (GoF)=0.443, small >= 0.1, medium >= 0.25, large >= 0.36
Simpson's paradox ratio (SPR)=0.889, acceptable if >= 0.7, ideally = 1
R-squared contribution ratio (RSCR)=1.000, acceptable if >= 0.9, ideally = 1
Statistical suppression ratio (SSR)=0.667, acceptable if >= 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)=1.000, acceptable if >= 0.7

Journal of Studies in Academic, Humanities, Research and Innovation
Volume 3 No 1 June 2026
E-ISSN: 3089-7106
https://journal.as-salafiyah.id/index.php/sahri
sahrijournaleditor@gmail.com

CONCLUSION

This study investigated the relationship between Self-Transformation and Sustainable Leadership among employees in urban village offices using a quantitative approach with SmartPLS. The findings confirmed that self-transformation plays a pivotal role in shaping leadership behaviors that are sustainable, ethical, and adaptive. Among the four predictors of Self-Transformation—Self-Awareness, Continuous Learning, Adaptability, and Intrinsic Motivation, all showed significant effects, indicating that personal growth is strongly influenced by both cognitive awareness and intrinsic motivation.

The results also demonstrated that Self-Transformation significantly affects Sustainable Leadership, proving that individuals who experience continuous personal development are more likely to lead with responsibility and sustainability. This finding aligns with the research objective, which was to identify how personal transformation contributes to sustainable leadership practices within public sector organizations. The study provides empirical evidence that leadership sustainability begins at the individual level, emphasizing the internal dimension of transformation that precedes organizational or systemic change.

Despite these strong results, the analysis revealed that Collaboration, Ethical Responsibility, Organizational Learning, and Social Sustainability did not have significant direct effects on Sustainable Leadership. This suggests that the relationship between organizational and social dimensions with sustainable leadership is indirect and possibly mediated by personal transformation. The relatively low R^2 value for Sustainable Leadership (0.08) further indicates that other variables outside the current model likely influence leadership sustainability within local government contexts.

The findings have important theoretical and practical implications. Theoretically, this research contributes to the literature on leadership development by emphasizing self-transformation as a key foundation for sustainability-oriented leadership. Practically, the results highlight the need for public institutions to design leadership programs that encourage continuous learning, adaptability, and intrinsic motivation among staff. Fostering these elements can strengthen ethical decision-making, collaboration, and social responsibility in public service.

Several limitations must be acknowledged. The study was limited by the sample size (150 respondents) and the use of self-reported questionnaires, which may introduce bias in perceptions. Furthermore, the low explanatory power of Sustainable Leadership indicates that future models should include contextual and organizational variables such as leadership style, organizational culture, work engagement, or psychological empowerment to provide a more holistic understanding of leadership sustainability.

For future research, it is recommended to integrate additional mediating or moderating variables that capture both the psychological and structural aspects of leadership. Expanding the model with contextual factors like policy environment, innovation culture, or community participation may also strengthen its explanatory capacity. Overall, this study provides an essential foundation for understanding how personal transformation contributes to leadership sustainability and opens new directions for advancing sustainable leadership research in public organizations.

REFERENCE

Bryant, J. (2021). Transformative learning for sustainability leadership. International Journal of Sustainability in Higher Education, 22(8), 182–198. https://doi.org/10.1108/IJSHE-01-2021-0014

An emerging transformative learning journey to foster sustainability leadership (case / program evaluation). (2024). Journal of Transformative Education / Education for Sustainable Development.

Empowering low-carbon behavior through sustainable leadership and green intellectual capital in Indonesia's public administration (proceeding / studi kebijakan Indonesia). (2024–2025). Research Synergy Press.

Jun, K., & Lee, J. (2023). Transformational leadership and followers' innovative behavior: Roles of commitment to change and organizational support for creativity. Behavioral Sciences (Basel), 13(4), 320. https://doi.org/10.3390/bs13040320

Leader training in the public sector: Can micro-interventions enhance public leaders' self-awareness? (article preview / early online). (2025). Taylor & Francis Online.

Liao, Y. (2022). Sustainable leadership: A literature review and prospects. Frontiers in Psychology, 13, 1045570. https://doi.org/10.3389/fpsyg.2022.1045570

Meiryani, Y., Koh, Y., Soepriyanto, G., Aljuaid, M., & Hasan, F. (2022). The effect of transformational leadership and remote working on employee performance during COVID-19 pandemic. Frontiers in Psychology, 13, 919631. https://doi.org/10.3389/fpsyg.2022.919631

Navigating sustainable practices in the public sector: A systematic review. (2024). Public Administration Review / Journal (systematic review). SAGE Journals.

Piwowar-Sulej, K. (2023). Leadership styles and sustainable performance: A critical synthesis. Journal of Cleaner Production, 415, 137761. https://doi.org/10.1016/j.jclepro.2023.137761

Piwowar-Sulej, J., Wyród-Wróbel, J., Kopeć, P., & Mazur, B. (2022–2024). Sustainability leadership and organizational learning: Links to sustainable performance (Thematic studies). Sustainability / J Clean Prod.

Public leadership meta-skills in the 2020s. (2024). International Review of Administrative Sciences. Taylor & Francis Online.

Rant, M. B., Svete, U., & Čančer, V. (2020). Sustainable development goals (SDGs), leadership, and Sadhguru: Self-transformation becoming the aim of leadership development. Futures, 121, 102584. https://doi.org/10.1016/j.futures.2020.102584

Ren, Q., Li, W., & Mavros, C. (2024). Transformational leadership and sustainable practices: How leadership style shapes employee pro-environmental behavior. Sustainability, 16(15), 6499. https://doi.org/10.3390/su16156499

Responsible leadership in the public sector: A sector-specific interpretation. (2024). South African Journal of Business Management. ResearchGate.

Santoso, N. R., Sulistyaningtyas, I. D., & Pratama, B. P. (2022). Transformational leadership during the COVID-19 pandemic: Strengthening employee engagement through internal communication. Journal of Communication Inquiry. https://doi.org/10.1177/01968599221095182

Sebastian, A. (2024). Sustainable leadership and Hegelian self-awareness. Administrative Sciences, 14(1), 19. https://doi.org/10.3390/admsci14010019

Transformational learning for sustainability leadership — essential components in synergy (SLR / conceptual). (n.d.). ResearchGate.

Transformational leadership during crises and its implications for sustainable organizational resilience. (n.d.). PubMed Central.

What transforms — Transformative learning in a sustainability leadership master's program. (2021–2023). International Journal of Sustainability in Higher Education / Research in Higher Education. ScienceDirect.

Wijaya, I., Rahardjo, K., Abdillah, Y., & Riza, M. F. (2025). The influence of sustainable leadership, organizational culture, and digital marketing on sustainable performance: A study on tourism sector companies in Indonesia. Sustainability, 17(14), 6238. https://doi.org/10.3390/su17146238