

Transformational Leadership and Organizational Culture in Enhancing Political Party Leaders' Performance: The Mediating Role of Communication Strategy on Electoral Outcomes

Asmaul Chusna Ike Wahyuni, Djoko Soelistya *

Universitas Muhammadiyah Gresik, Indonesia.

djoko_soelistya@umg.ac.id ✉

ARTICLE INFO

ABSTRACT

Keywords:

Transformational Leadership;
Organizational Culture;
Communication Strategy; Leaders' Performance;
Electoral Outcomes;

Background: Background: In the competitive landscape of modern Indonesian democracy, political parties must optimize leadership effectiveness and organizational culture to achieve electoral success. Transformational leadership and organizational culture are critical determinants of party leaders' performance, yet their mechanisms of influence remain underexplored, particularly within Islamic political contexts.

Research Gap: Despite extensive leadership literature, empirical studies examining the combined effects of transformational leadership, organizational culture, and communication strategy on political party leaders' performance in Indonesian Islamic political parties are limited. Additionally, the mediating role of communication strategy between these organizational factors and electoral outcomes has received insufficient attention.

Novelty: This study introduces an integrated framework combining transformational leadership theory with Islamic leadership principles (ṣiddīq, amānah, tabligh, faṭānah) within Indonesia's Partai Amanat Nasional (PAN), offering a unique socio-religious perspective on political leadership effectiveness.

Method: A quantitative approach using Structural Equation Modeling (SEM) with SmartPLS was employed. Data were collected through questionnaires distributed to 200 PAN members and administrators selected via purposive sampling.

Results: Transformational leadership significantly influences communication strategy ($\beta=0.45$, $p<0.001$) and leaders' performance ($\beta=0.41$, $p<0.001$). Organizational culture significantly affects communication strategy ($\beta=0.38$, $p<0.001$) and leaders' performance ($\beta=0.35$, $p<0.001$). Communication strategy strongly impacts leaders' performance ($\beta=0.47$, $p<0.001$) and electoral outcomes ($\beta=0.52$, $p<0.001$). Communication strategy partially mediates both relationships.

Conclusion: Integrating transformational leadership, organizational culture, and communication strategy enhances political leaders' performance and electoral outcomes. The findings extend conventional leadership theory by incorporating Islamic governance principles, offering practical implications for developing ethical, professional political organizations in Indonesia's democratic context.

Received: 7/13/2026

Revised: 8/18/2026

Accepted: 8/28/2026

Published: 9/8/2026

How to cite this article:

Wahyuni, A.C.I., Soelistya, D. (2026). Transformational Leadership and Organizational Culture in Enhancing Political Party Leaders' Performance: The Mediating Role of Communication Strategy on Electoral Outcomes. *Sharia Economic and Management Business Journal (SEMBJ)*, 6(3), 85-96. <https://doi.org/10.62159/sembj.v7i3.2683>

INTRODUCTION

In the era of increasingly competitive modern democracy, political parties are required to adapt to dynamic social, political, and technological changes. The success of a political party in winning electoral contests is not only determined by ideological strength and voter base, but also by the quality of leadership and organizational culture that drive the optimal performance of party leaders (Tamami, Maliki, & Komarudin, 2020). In this context, transformational leadership and organizational culture are two crucial factors that can significantly influence the effectiveness of political party leaders in achieving strategic goals (Syafri & Sono, 2025).

Transformational leadership is a well-known way of leadership style capable of inspiring, motivating, and guiding organization members to transcend personal interests in pursuit of collective objectives (Bintang, Arifin, & Akbar, 2025). Transformational leaders act not only as decision-makers but also as agents of change who articulate a clear vision, build trust, and enhance members' commitment. In the dynamic environment of political parties, this leadership style is particularly essential in addressing complex electoral challenges and strengthening party competitiveness (Jannah, Rahmawati, Komara, & Belo, 2025).

In addition to leadership, organizational culture plays a vital role in shaping the behavior and performance of party members. Organizational culture reflects the shared values, norms, and practices within a political party, which ultimately influence work patterns, communication processes, and internal cohesion. A strong and positive organizational culture can foster a conducive working environment, enhance cadre loyalty, and strengthen coordination in facing electoral processes (Herzaky Mahendra Putra, Fendy Suhariadi, 2022).

Beyond contemporary leadership theories, the effectiveness of political leadership in Indonesia should also be understood from the perspective of Islamic leadership values. Islamic governance emphasizes that leadership is not merely a managerial function but also a moral responsibility (*amanah*) that must be exercised with justice (*'adl*), consultation (*shūrā*), balance (*tawāzun*), and accountability before society and God. These values are reflected in the prophetic leadership principles of *ṣiddiq* (truthfulness), *amānah* (trustworthiness), *tabligh* (transparent communication), and *faṭānah* (wisdom and competence), which together provide an ethical framework for organizational governance and political communication. Within political organizations, these principles encourage participatory decision-making, transparent communication, ethical campaigning, and public accountability, thereby strengthening organizational legitimacy and public trust (Herzaky Mahendra Putra, Fendy Suhariadi, 2022).

These Islamic values are particularly relevant to the Indonesian political context because Indonesia is home to the world's largest Muslim population, where religion continues to shape political culture, organizational behavior, and public expectations of political leaders. Consequently, leadership effectiveness in Indonesian political parties cannot be fully understood solely through conventional management theories but should also incorporate Islamic ethical perspectives that influence organizational culture and political communication (Riyadi, 2024).

In the context of the Partai Amanat Nasional (PAN), as one of Indonesia's prominent political parties with a long history in the nation's democratic development, it is important to examine how transformational leadership and organizational culture contribute to improving the performance of party leaders. PAN faces ongoing challenges in maintaining its political relevance and increasing vote share in general elections, thus requiring effective strategies in managing organizational resources, particularly in leadership and organizational practices (Riyadi, 2024).

In the Indonesian democratic system, the Partai Amanat Nasional (PAN) occupies a unique position as one of the reform-era political parties established in 1998 with strong intellectual and Islamic reformist roots. Although PAN defines itself as an inclusive nationalist party, its ideological foundation has historically been closely associated with Muhammadiyah and the broader tradition of moderate Islamic politics. This historical background shapes the party's organizational culture, leadership values, and communication practices, which emphasize moderation, inclusiveness, consultation, and democratic participation. Therefore, examining leadership effectiveness within PAN requires not only organizational and political perspectives but also consideration of Islamic ethical principles that have historically influenced its institutional identity (Riyadi, 2024).

The link between transformational leadership, organizational culture, and leaders' performance is often complex and not always direct. There are underlying mechanisms that explain how these variables interact to influence outcomes. One of the most important mediating factors in this relationship is communication strategy. In the contemporary political landscape, communication is no longer limited to traditional campaign methods but has expanded to include digital platforms, social media engagement, and data-driven messaging. Political communication strategies must be carefully designed to effectively convey party values, policy positions, and leadership credibility to diverse segments of voters (Idris Idris, Achmad Suyuti, Ahmad Sani Supriyanto, 2022).

An effective communication strategy enables political leaders to translate their vision and organizational values into messages that resonate with the public. It also plays a crucial role in shaping public perception, building trust, and enhancing voter engagement. In this regard, communication strategy serves as a bridge that connects internal organizational factors such as leadership and culture with external outcomes, particularly electoral performance. Without a well-structured communication approach, even strong leadership and a positive organizational culture may fail to produce optimal electoral results (Putra, Suhariadi, Wijoyo, Ma, & Aldhi, 2024).

Electoral outcomes remain the ultimate measure of success for political parties in democratic systems. These outcomes reflect not only the popularity of the party but also the effectiveness of its leadership, organizational strength, and strategic communication efforts. Achieving favorable electoral results requires a comprehensive approach that integrates internal management practices with external engagement strategies (Abiodun Ghali Issa, et.al, 2024). Therefore, understanding the mediating role of communication strategy is essential for explaining how transformational leadership and organizational culture can influence electoral success through enhanced leader performance (GaybullaeV & Strode, 2026).

Despite the growing body of literature on leadership and organizational culture, studies that specifically examine their combined effects on political party leaders' performance particularly with communication strategy as a mediating variable remain limited, especially in the Indonesian context. Furthermore, empirical research focusing on specific political parties, such as the Partai Amanat Nasional (PAN), is still relatively scarce. This gap underscores the importance of conducting a more comprehensive investigation that incorporates these variables into a unified analytical framework (Agazu, Kero, & Debela, 2025).

Therefore, this study aims to analyze the influence of transformational leadership and organizational culture on the performance of political party leaders, with communication strategy serving as a mediating variable, and its impact on electoral outcomes (Graña, 2020). By focusing on the Partai Amanat Nasional (PAN) as the object of study, this research seeks to provide a deeper understanding of how internal organizational dynamics can be leveraged to achieve external political success (Ratno, 2018).

The findings of this study are expected to contribute to the theoretical development of political management and organizational behavior literature, particularly in the context of political parties. In addition, this research is anticipated to offer practical insights for political practitioners, especially within PAN, in designing more effective leadership approaches, strengthening organizational culture, and developing strategic communication frameworks to enhance electoral performance. Ultimately, this study aspires to support the advancement of more professional, adaptive, and competitive political parties in Indonesia's democratic landscape.

METHOD

This study employs a quantitative explanatory approach to investigate the relationships between transformational leadership, organizational culture, communication strategy, political party leaders' performance, and electoral outcomes (Johnson & Christensen, 2018). The population consists of political party members and administrators, with respondents selected using purposive sampling based on their involvement in organizational and campaign activities (Putra et al., 2024).

Data were collected through a structured questionnaire using a five-point Likert scale. The variables were measured using instruments adapted from established literature, covering transformational

leadership, organizational culture, communication strategy, leaders' performance, and electoral outcomes (Sarwono, 2006).

Data analysis is conducted using Structural Equation Modeling (SEM) with AMOS or SmartPLS. The analysis includes validity and reliability testing, evaluation of the measurement and structural models, and hypothesis testing (Creswell, 2012). The mediating role of communication strategy is examined using bootstrapping techniques to assess indirect effects. This approach enables a comprehensive evaluation of both direct and indirect relationships among variables in explaining electoral outcomes (Johnson & Christensen, 2018).

RESULTS

Uji Convergent Validity (Outer Loading & AVE)

Tabel 1. Uji Convergent Validity (Outer Loading & AVE)

Variable	Indicator	Outer Loading	Remark
Transformational Leadership	TL1	0.82	Valid
	TL2	0.85	Valid
	TL3	0.79	Valid
	TL4	0.88	Valid
	TL5	0.81	Valid
AVE = 0.69			Valid
Organizational Culture	OC1	0.80	Valid
	OC2	0.83	Valid
	OC3	0.78	Valid
	OC4	0.86	Valid
	OC5	0.82	Valid
AVE = 0.67			Valid
Communication Strategy	CS1	0.84	Valid
	CS2	0.87	Valid
	CS3	0.81	Valid
	CS4	0.85	Valid
	CS5	0.83	Valid
AVE = 0.71			Valid
Leaders' Performance	LP1	0.86	Valid
	LP2	0.88	Valid
	LP3	0.82	Valid
	LP4	0.85	Valid
	LP5	0.87	Valid
AVE = 0.73			Valid
Electoral Outcomes	EO1	0.83	Valid
	EO2	0.85	Valid
	EO3	0.80	Valid
	EO4	0.82	Valid
	EO5	0.84	Valid
AVE = 0.69			Valid

The convergent validity test results show that all indicators have outer loading values exceeding the recommended threshold of 0.70, indicating strong correlations between the indicators and their respective latent constructs. This confirms that the indicators are reliable in measuring the intended variables, including transformational leadership, organizational culture, communication strategy, leaders' performance, and electoral outcomes. Although a few indicators show values slightly below 0.80, they are still within the acceptable range and do not compromise the overall validity of the measurement model.

In addition, the Average Variance Extracted (AVE) values for all constructs are above the recommended minimum of 0.50, suggesting that each construct accounts for more than half of the variance of its indicators and demonstrating satisfactory convergent validity. Among the variables, leaders' performance shows the highest AVE value (0.73), indicating that its indicators have the strongest explanatory power, followed by communication strategy (0.71), transformational leadership and electoral outcomes (0.69), and organizational culture (0.67).

In summary, these results indicate that the measurement model meets the standards for convergent validity, which implies that all constructs are effectively depicted by their associated indicators. Thus, the model is regarded as valid and suitable for additional analysis in the evaluation of the structural model.

Average Variance Extracted (AVE) Results

Table: Average Variance Extracted (AVE) Results

Variable	AVE Value	Remark
Transformational Leadership	0.69	Valid
Organizational Culture	0.67	Valid
Communication Strategy	0.71	Valid
Leaders' Performance	0.73	Valid
Electoral Outcomes	0.69	Valid

The Average Variance Extracted (AVE) test results show that all constructs in this study satisfy the recommended validity criteria meet the recommended threshold of $AVE \geq 0.50$, demonstrating adequate convergent validity. Specifically, transformational leadership has an AVE value of 0.69, organizational culture 0.67, communication strategy 0.71, leaders' performance 0.73, and electoral outcomes 0.69.

These values suggest this indicates that each construct is able to explain more than 50% of the variance in its indicators, confirming that the indicators sufficiently represent their respective latent variables. Among the constructs, leaders' performance shows the highest AVE value, indicating a stronger level of variance explanation, while organizational culture has the lowest AVE value, though still within the acceptable range.

Reliability Test

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Remark
Transformational Leadership	0.88	0.91	Reliable
Organizational Culture	0.86	0.90	Reliable
Communication Strategy	0.89	0.92	Reliable
Leaders' Performance	0.90	0.93	Reliable
Electoral Outcomes	0.87	0.91	Reliable

The results of the Average Variance Extracted (AVE) test indicate that all constructs in this study meet the recommended threshold of $AVE \geq 0.50$, demonstrating adequate convergent validity. Specifically, transformational leadership has an AVE value of 0.69, organizational culture 0.67, communication strategy 0.71, leaders' performance 0.73, and electoral outcomes 0.69.

These values suggest that each construct is able to explain more than 50% of the variance of its indicators, confirming that the indicators sufficiently represent their respective latent variables. Among the constructs, leaders' performance shows the highest AVE value, indicating a stronger level of variance explanation, while organizational culture has the lowest AVE value, though still within the acceptable range.

Path Coefficients and Hypothesis Testing

Table 4. Path Coefficients and Hypothesis Testing

Hypothesis	Relationship	Path Coefficient (β)	T-Statistic	P-Value	Result
H1	Transformational Leadership → Communication Strategy	0.45	5.21	0.000	Supported
H2	Organizational Culture → Communication Strategy	0.38	4.67	0.000	Supported
H3	Transformational Leadership → Leaders' Performance	0.41	4.98	0.000	Supported
H4	Organizational Culture → Leaders' Performance	0.35	4.22	0.000	Supported
H5	Communication Strategy → Leaders' Performance	0.47	5.76	0.000	Supported
H6	Communication Strategy → Electoral Outcomes	0.52	6.10	0.000	Supported

The results of hypothesis testing using Structural Equation Modeling (SEM) reveal several significant relationships among the variables in this study. The analysis is based on path coefficients, t-statistics, and p-values, with the criteria of t-statistic > 1.96 and p-value < 0.05 indicating statistical significance.

The findings show that transformational leadership has a positive and significant effect on communication strategy ($\beta = 0.45$, $t = 5.21$, $p < 0.001$), indicating that H1 is supported. This suggests that leaders with transformational characteristics are more effective in developing strategic communication within political organizations. Furthermore, organizational culture also has a positive and significant effect on communication strategy ($\beta = 0.38$, $t = 4.67$, $p < 0.001$), supporting H2. This implies that a strong organizational culture contributes to more effective communication practices.

In addition, transformational leadership significantly influences leaders' performance ($\beta = 0.41$, $t = 4.98$, $p < 0.001$), confirming H3. Similarly, organizational culture has a positive and significant effect on leaders' performance ($\beta = 0.35$, $t = 4.22$, $p < 0.001$), supporting H4. The results also indicate that communication strategy significantly affects leaders' performance ($\beta = 0.47$, $t = 5.76$, $p < 0.001$), thus supporting H5. This finding highlights the importance of effective communication in enhancing leadership performance. Moreover, communication strategy has a strong and significant effect on electoral outcomes ($\beta = 0.52$, $t = 6.10$, $p < 0.001$), confirming H6. This suggests that well-planned communication strategies play a crucial role in achieving successful electoral results. Regarding the mediating effects, the analysis shows that communication strategy partially mediates the relationship between transformational leadership and leaders' performance ($\beta = 0.21$, $t = 3.45$, $p < 0.01$), supporting H7. Likewise, communication strategy also partially mediates the relationship between organizational culture and leaders' performance ($\beta = 0.18$, $t = 3.12$, $p < 0.01$), supporting H8.

Overall, all proposed hypotheses are supported, indicating that transformational leadership, organizational culture, and communication strategy significantly contribute to enhancing leaders' performance and electoral outcomes, both directly and indirectly.

Indirect Effect (Mediation Test)

Table 5. Indirect Effects (Mediation Test)

Hypothesis	Indirect Relationship	Indirect Effect (β)	T-Statistic	P-Value	Mediation Type
H7	Transformational Leadership → Communication Strategy → Leaders' Performance	0.21	3.45	0.001	Partial Mediation

H8	Organizational Culture → Communication Strategy → Leaders' Performance	0.18	3.12	0.002	Partial Mediation
----	--	------	------	-------	----------------------

The mediation analysis was conducted to examine the indirect effects of transformational leadership and organizational culture on leaders' performance through communication strategy. The results, based on bootstrapping analysis, indicate that communication strategy plays a significant mediating role in the proposed model.

Specifically, the indirect effect of transformational leadership on leaders' performance through communication strategy is positive and statistically significant ($\beta = 0.21$, $t = 3.45$, $p < 0.01$). This finding suggests that transformational leadership enhances leaders' performance not only directly but also indirectly by improving the effectiveness of communication strategies. Therefore, communication strategy acts as a partial mediator in this relationship.

Similarly, the indirect effect of organizational culture on leaders' performance through communication strategy is also positive and significant ($\beta = 0.18$, $t = 3.12$, $p < 0.01$). This indicates that a strong organizational culture contributes to better leaders' performance by fostering more effective communication within the organization. In this case, communication strategy also serves as a partial mediator.

DISCUSSION

Islamic Leadership Perspective

From the perspective of Islamic management, the findings of this study reinforce the relevance of prophetic leadership values in political organizations. The significant influence of transformational leadership on communication strategy reflects the principle of *tabligh*, where leaders are expected to communicate truthfully, transparently, and responsibly to organizational members and society. Likewise, the positive relationship between transformational leadership and leaders' performance is consistent with the concept of *amānah*, emphasizing that leadership is a trust requiring integrity, accountability, and commitment to public welfare rather than personal interests.

The significant role of organizational culture also corresponds to the Islamic concepts of *shūrā*, *'adl*, and *tawāzun*. Organizational cultures characterized by consultation, justice, mutual respect, and balanced decision-making create an environment that encourages participation, innovation, and collective responsibility. Such cultures strengthen internal cohesion while fostering ethical political behavior that aligns organizational objectives with broader societal interests (Marzuki, 2015).

The findings of this study offer valuable insights into the influence of transformational leadership, organizational culture, and communication strategy in enhancing political party leaders' performance and achieving electoral outcomes. The results confirm that both direct and indirect relationships among variables are statistically significant, highlighting the complexity of leadership effectiveness within political organizations.

First, the study reveals that transformational leadership has a positive and significant effect on communication strategy. This indicates that leaders who demonstrate inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence are more capable of designing and implementing effective communication strategies (Wardani & Nohong, 2025). In the political context, transformational leaders tend to be more visionary and persuasive, enabling them to craft messages that resonate with constituents. This finding is consistent with recent studies showing that transformational leadership enhances strategic communication effectiveness in organizations (Thi & Thuy, 2024).

Second, organizational culture is found to significantly influence communication strategy. A strong organizational culture fosters shared values, norms, and beliefs that guide how communication is structured and delivered within political parties (Galadanchi, Umar, & Abubakar, 2025). When organizational culture emphasizes openness, collaboration, and adaptability, communication strategies become more coherent and impactful. This aligns with empirical findings that organizational culture

significantly shapes internal and external communication processes (Saeid Karimi, Farzaneh Ahmadi Malek, 2023).

Third, the results indicate that transformational leadership and organizational culture both have significant direct effects on leaders' performance. This implies that leadership effectiveness is not only determined by individual leader characteristics but also by the broader organizational environment. Leaders who operate within supportive and value-driven cultures tend to perform better because they receive both structural and social reinforcement. Previous research confirms that transformational leadership and strong organizational culture are key determinants of employee and leadership performance (Kurniawati & Margaretha, 2024).

Furthermore, communication strategy has a strong and significant effect on leaders' performance. This highlights that the ability to communicate effectively both internally within the party and externally to the public is a key determinant of leadership success (Ilham, 2025). Political leaders who can articulate clear visions, respond to public concerns, and maintain consistent messaging are more likely to achieve higher performance levels. This finding is supported by studies emphasizing the role of communication competence in leadership effectiveness (Lee, 2023).

In addition, communication strategy significantly influences electoral outcomes, confirming its critical role in political success. Effective communication strategies help shape public perception, build trust, and influence voter behavior. This finding reinforces the argument that political success is not solely dependent on policy, but also on how messages are framed and delivered to the public (Mingaleva et al., 2022).

Importantly, the mediation analysis reveals that communication strategy partially mediates the effects of transformational leadership and organizational culture on leaders' performance (Pebianti et al., 2023). This suggests that while leadership and culture directly affect performance, their impact is amplified when supported by effective communication strategies. In other words, communication strategy acts as a bridge that translates leadership qualities and organizational values into tangible performance outcomes. This is consistent with mediation theory in organizational behavior, where communication plays a central intervening role (Schein, 2023).

Moreover, communication strategy also mediates the relationship between independent variables and electoral outcomes, indicating that leadership and culture indirectly contribute to electoral success through communication effectiveness. This finding emphasizes the strategic importance of communication in political campaigns and organizational positioning (Kawana, 2024).

Communication strategy should also be interpreted within the framework of Islamic communication ethics. Political communication is expected not only to be persuasive but also to uphold honesty (*ṣiddiq*), transparency (*tabligh*), wisdom (*faṭānah*), and trustworthiness (*amānah*). These principles discourage manipulation, misinformation, hate speech, and divisive political narratives while promoting constructive public dialogue. Consequently, effective political communication is measured not only by its electoral effectiveness but also by its ethical quality and contribution to democratic legitimacy (Beekun, 2013).

This study demonstrates that transformational leadership and organizational culture contribute to organizational performance not only through managerial mechanisms but also through ethical governance principles rooted in Islamic values (al-Qaradhawi, 1997). The mediating role of communication strategy indicates that leadership effectiveness becomes stronger when communication reflects Islamic ethical standards emphasizing honesty, justice, consultation, and accountability. Therefore, the proposed model extends conventional transformational leadership theory by integrating Islamic leadership principles into political management, offering a more comprehensive framework for understanding political party performance within Indonesia's socio-religious context (Rambe & Armayanti, 2024).

Theoretically, this study contributes to political management literature by integrating transformational leadership theory with Islamic leadership and governance principles. Rather than viewing leadership solely as an organizational capability, this study conceptualizes leadership effectiveness as the interaction between managerial competence and Islamic ethical values. This integration enriches organizational behavior literature by proposing an Islamic Political Leadership

Framework that explains how *shūrā*, *amānah*, *'adl*, *tawāzun*, and prophetic communication ethics strengthen communication strategy, organizational culture, and political performance.

CONCLUSION

Based on the results of this study, it can be concluded that transformational leadership, organizational culture, and communication strategy play significant roles in enhancing political party leaders' performance and achieving electoral outcomes. First, transformational leadership has a positive and significant effect on communication strategy, indicating that leaders with visionary and inspirational characteristics are more capable of developing effective communication approaches. Second, organizational culture also significantly influences communication strategy, showing that shared values and norms within political parties contribute to shaping coherent and impactful communication. Third, transformational leadership and organizational culture have significant direct effects on leaders' performance, demonstrating that both individual leadership qualities and organizational environments are crucial determinants of leadership effectiveness. In addition, communication strategy significantly improves leaders' performance, highlighting its role as a key driver of successful leadership. Furthermore, communication strategy has a strong and significant impact on electoral outcomes, confirming that effective communication is essential in influencing public perception and voter behavior. Importantly, the mediation analysis reveals that communication strategy partially mediates the relationship between transformational leadership and leaders' performance, as well as between organizational culture and leaders' performance. This indicates that the effectiveness of leadership and organizational culture is strengthened through well-implemented communication strategies. The Findings Suggest Several Practical Implications For Political Parties, Particularly Those Operating Within Indonesia's Democratic And Predominantly Muslim Society. First, Political Leaders Should Institutionalize The Principle Of *Shūrā* By Strengthening Participatory Decision-Making Processes Involving Party Cadres At Different Organizational Levels. Second, Leadership Development Programs Should Integrate Prophetic Leadership Values Consisting Of *Ṣiddīq*, *Amānah*, *Tabligh*, And *Faṭānah* Alongside Transformational Leadership Competencies To Enhance Both Managerial Effectiveness And Ethical Integrity. Third, Organizational Culture Should Be Reinforced Through The Principles Of *'Adl* (Justice), *Tawāzun* (Balance), And Accountability To Improve Internal Trust And Organizational Commitment. Fourth, Political Communication Strategies Should Prioritize Truthful, Transparent, And Ethical Communication While Avoiding Misinformation, Polarization, And Manipulative Campaign Practices. Such Communication Practices Are Expected Not Only To Improve Electoral Performance But Also To Strengthen Public Trust And Democratic Governance.

ACKNOWLEDGMENT

The researchers would like to express their sincere gratitude to all parties who have contributed to the successful completion of this study. Special appreciation is extended to the administrators and members of the Partai Amanat Nasional (PAN) for their cooperation and willingness to participate in the survey. The authors also acknowledge the academic support provided by the Master of Management program at Universitas Muhammadiyah Gresik, as well as the valuable feedback from colleagues and reviewers that significantly improved the quality of this manuscript. This research would not have been possible without their continuous encouragement and assistance.

AUTHOR CONTRIBUTION STATEMENT

Conceptualization and methodology were developed by Asmaul Chusna Ike Wahyuni and Djoko Soelistya. Data collection, formal analysis, and investigation were carried out by Asmaul Chusna Ike Wahyuni. Original draft preparation and writing were conducted by Asmaul Chusna Ike Wahyuni, while review, editing, and supervision were performed by Djoko Soelistya. Both authors have read and approved the final version of the manuscript and agree to be accountable for all aspects of this work.

AI DISCLOSURE STATEMENT

During the preparation of this work, the author(s) used AI-assisted tools, such as grammar checkers and language enhancement software, solely for the purpose of improving readability and refining the language of the manuscript. No generative AI tools were used for data analysis, interpretation,

conceptual development, or core scientific writing. The authors take full responsibility for the originality, accuracy, and integrity of the research findings and the final content of this article.

FUNDING STATEMENT

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors. The study was conducted using the personal resources of the authors and the institutional support provided by Universitas Muhammadiyah Gresik.

CONFLICTS OF INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper. The research was conducted independently, and the results are presented objectively and without bias.

REFERENCES

- Abiodun Ghali ISSA, Adebimpe Saheed FAGBEMI, Bimbo OGUNBANJO, Tope Omolola Omorinbola, Christiana Ayah FAGBEMI, B. O. P. (2024). Transformational Leadership Politics in the Twenty-First Century: Implications for Organizations and Organizational Policies Introduction People ' s interest in leadership has exploded . People have been interested in this topic for a long time . The ter. Integral Research (Peer-Reviewed, 01(08), 168–213.
- Agazu, B. G., Kero, C. A., & Debela, K. L. (2025). Transformational leadership and firm performance : a systematic literature review. *Journal of Innovation and Entrepreneurship*, 14(29), 1–28. <https://doi.org/10.1186/s13731-025-00476-x>
- al-Qaradhwai, Y. (1997). *Norma dan Etika Ekonomi Syariah*. Jakarta: Gema Insani Press.
- Beekun, R. I. (2013). Islamic business ethics. In *Encyclopedia of Ethics* (Vol. 20170). Herndon: International Institute of Islamic Thought. <https://doi.org/10.55849/solj.v1i3.487>
- Bintang, S., Arifin, Z., & Akbar, A. (2025). Negotiating Islamic Symbols in Politics : Organisational Communication and Voter Attachment in Indonesia ' s United Development Party. *Muharrrik: Jurnal Dakwah Dan Sosial Figure*, 8(1), 317–332. <https://doi.org/10.37680/muharrrik.v8i1.8767>
- Creswell, J. W. (2012). *John W. Creswell - Educational Research_ Planning, Conducting, and Evaluating Quantitative and Qualitative Research*.
- Galadanchi, H. A., Umar, L., & Abubakar, M. T. (2025). Influence Of Motivation, Work Environment, And Management Systems On Civil Servants' Work Performance In Katsina State, Nigeria. *Gusau Journal Of Business Administration (Gujoba)*, 4(2), 483–494.
- Gaybullae, O., & Strode, J. P. (2026). Transformational leadership and organizational sustainability performance : A systematic literature review of global evidence. *Environment, Development and Sustainability*, 1–45.
- Graña, J. E. ; J. D. M. (2020). Relationship between the visibility of political leaders during campaign and the outcome in general elections . A case study for. *ArXivLabs*, 1–8.
- Herzaky Mahendra Putra, Fendy Suhariadi, T. (2022). The Impact of Transformational Leadership on Democratic Party. *Journal of Governance*, 7(3), 655–666.
- Idris Idris, Achmad Suyuti, Ahmad Sani Supriyanto, N. A. (2022). Transformational Leadership, Political Skill, Organizational Culture, And Employee Performance: A Case From Tourism Company In Indonesia. *GeoJournal of Tourism and Geosites* ISSN, 40(1), 104–110. <https://doi.org/10.30892/gtg.40112-808>
- Ilham, A. T. O. (2025). Job Satisfaction Moderated Burnout, Work-Life Balance, And Lecturer Performance During The Industrial Revolution 4.0. *International Journal of Management and Business Applied*, 4(1), 1–17.

- Jannah, M., Rahmawati, S., Komara, A., & Belo, J. (2025). The Effect of Transformational Leadership on Organizational Performance Through Organizational Culture as Mediation. *JAFM: Journal of Accounting and Finance Management*, 6(3), 985–996.
- Johnson, B., & Christensen, L. B. . (2018). Educational research quantitative, qualitative, and mixed approaches R. Burke Johnson, Larry Christensen (pp. 1–672). pp. 1–672.
- Kawana, D. (2024). Impact of Transformational Leadership on Employee Motivation in Namibia Impact of Transformational Leadership on Employee Motivation in Namibia. *American Journal of Leadership and Governance*, 9(3), 1–11.
- Kurniawati, D. T., & Margaretha, M. (2024). Transformational leadership , quality of work life , and organizational citizenship behavior : Work motivation as mediation Kepemimpinan transformasional , kualitas kehidupan kerja , dan organizational citizenship behavior : Motivasi kerja sebagai mediasi. *Jurnal Manajemen Maranatha, Program*, 24(November), 45–60.
- Lee, K. J. and J. (2023). Transformational Leadership and Followers ' Innovative Behavior : Roles of Commitment to Change and Organizational Support for Creativity. *Behavioral Sciences*, 13(320), 1–19.
- Marzuki, N. H. (2015). Leadership in Quality Management – An Islamic Perspective. *International Journal of Business and Social Science*, 6(8), 158–163.
- Mingaleva, Z., Shironina, E., Lobova, E., Olenov, V., Plyusnina, L., & Oborina, A. (2022). Organizational Culture Management as an Element of Innovative and Sustainable Development of Enterprises. *Sustainability Article*, 14(6289), 1–28.
- Pebianti, A., Afriyani, F., Wulandari, T., Ekonomi, F., Indo, U., & Mandiri, G. (2023). The Influence of Human Resource Development and Work Discipline on Employee Performance at PT Adelindo Perkasa Palembang City. *ProBisnis : Jurnal Manajemen*, 14(2), 306–314.
- Putra, H. M., Suhariadi, F., Wijoyo, S., Ma, S., & Aldhi, I. F. (2024). Crisis and Organizational Sustainability : Empirical Analysis of the Implication of Transformational Leadership on the Decision to Stay Mediated by the Commitment of the Democratic Party in Indonesia. *Social Sciences*, 13(309), 1–18.
- Rambe, L. A., & Armayanti, Y. (2024). Aspek Hukum Ekonomi Syariah dalam Environmental , Social and Govenance (ESG) : Upaya Peningkatan Ekonomi Masyarakat yang Berkelanjutan. 4, 1–13.
- Ratno. (2018). Relationship Between Transformational Leadership And Motivation With With Employee Job Performance At KPU Bogor City And Bogor Regency. *He Management Journal of BINANIAGA*, 03(02), 39–54.
- Riyadi, I. (2024). The Influence of Prabowo ' s Leadership Communication on Red and White Cabinet. *Journal of Public Representative and Society Provision*, 4(3), 130–140.
- Saeid Karimi, Farzaneh Ahmadi Malek, A. Y. F. and G. L. (2023). The Role of Transformational Leadership in Developing Innovative Work Behaviors : The Mediating Role of Employees ' Psychological Capital. *Sustainability Article*, 15(1267), 1–21.
- Sarwono, J. (2006). *Metode Penelitian Kuantitatif & Kualitatif*. Yogyakarta: GRAHA ILMU.
- Schein, E. H. (2023). *Organizational Culture and Leadership*. United States of America: Jossey-Bass.
- Syafri, M., & Sono, M. G. (2025). The Effect of Transformational Leadership and Organizational Culture on Organizational Performance with Employee Engagement Mediation. *West Science Business and Management*, 3(03), 688–700.
- Tamami, M., Maliki, B. I., & Komarudin, M. (2020). The Influence of Competency Development and Organizational Communication through Job Satisfaction as a Mediating Variable at the General Elections Commission (KPU) in Banten Province. *JER*, 8(1), 871–889.
- Thi, D., & Thuy, T. (2024). Transformational Leadership and Project Success : The Role of Leader-Member Exchange and Professional Commitment. *Emerging Science Journal*, 8(6), 2519–2538.

Wardani, A., & Nohong, M. (2025). The Effect of Transformational Leadership on Employee Performance with Employee Engagement and Job Satisfaction as Moderator Variables. *JRSSEM*, 05(2), 3117–3131.