



Implementation of Transformational Leadership in Public Policy: Evidence from Public Service Organizations

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ABSTRACT

Transformational leadership has been widely studied in the private sector context; however, its role in shaping public policy outcomes through service quality and organizational performance remains under-researched. This study analyzes how transformational leadership promotes public policy effectiveness by mediating organizational commitment and the quality of public service delivery in government institutions. A secondary data approach was employed, drawing from a harmonized dataset of national government performance audits, civil servant administrative records, and public service satisfaction surveys across 34 provincial governments in Indonesia (2018–2022). Covariance-based Structural Equation Modeling (CB-SEM) was applied using AMOS 24.0, with confirmatory factor analysis (CFA) to validate the measurement model. The results indicate that transformational leadership has a significant positive effect on public policy effectiveness ($\beta = 0.487$), with organizational commitment ($\beta = 0.312$) and service delivery quality ($\beta = 0.278$) as partial mediators. Multigroup analysis indicates that the effect is stronger at the local government level than at the provincial level. The results of this study provide insight that policymakers and civil service commissions should prioritize transformational leadership competencies as a structural determinant of public service excellence

INTRODUCTION

Public sector organizations worldwide are confronted with an intensifying mandate to deliver high-quality services while simultaneously navigating complex policy environments characterized by accountability pressures, resource constraints, and evolving citizen expectations (Selvakumar et al., 2025; Harake, 2025). Within this context, leadership has increasingly been recognized as a pivotal determinant of organizational performance and policy implementation success (Cai, 2023; Hemsworth et al., 2026). Among the leadership paradigms studied in public administration, transformational leadership characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Khan et al., 2025) has attracted considerable scholarly attention due to its potential to drive value-aligned organizational behavior and adaptive capacity.

Despite growing interest in leadership-performance linkages in public administration, the extant literature reveals important theoretical and empirical limitations. First, most empirical studies examining transformational leadership in public sector contexts are concentrated in developed country settings, particularly the United States, the United Kingdom, and Northern Europe, leaving a substantial gap in emerging economy contexts where institutional environments, bureaucratic culture, and governance structures diverge considerably (Chau et al., 2022). Second, the mediating mechanisms through which transformational leadership translates into policy effectiveness specifically organizational commitment and service delivery quality, remain inadequately theorized and empirically underspecified. Third, methodologically, most published studies rely on self-reported survey instruments with single-source cross-sectional designs, introducing well-documented common method variance problems and limiting causal inference.

This study addresses these gaps by examining the implementation of transformational leadership within Indonesian public sector organizations and its consequences for public policy effectiveness. Indonesia represents a theoretically rich and empirically important context: as the world's largest archipelagic state with a highly decentralized governance system, its 34 provinces and 514 districts exhibit substantial variation in leadership capacity, institutional quality, and service delivery performance (World Bank, 2020; UNDP, 2021). Furthermore, Indonesia's ongoing public sector reform trajectory encompassing bureaucratic restructuring, civil service professionalization, and e-government adoption makes it an ideal setting in which to examine leadership-policy-service dynamics.

Theoretically, this study integrates three complementary frameworks: (1) transformational leadership theory, which specifies how leader behaviors motivate followers toward collective goals; (2) institutional theory (Eitrem et al., 2024), which explains how formal and informal governance structures constrain and enable leadership actions; and (3) public value theory (MacLean & Titah, 2022), which provides normative criteria for assessing policy and service outcomes. The integration of these three perspectives constitutes a theoretical contribution, as prior studies have typically employed single-theory frameworks

that offer limited explanatory scope. The primary research questions guiding this study are: Does transformational leadership significantly influence public policy effectiveness in Indonesian provincial governments? Do organizational commitment and service delivery quality mediate this relationship? and Do these relationships vary across different government tiers (provincial vs. district level)?

LITERATURE REVIEW

Transformational Leadership

Transformational leadership refers to a leadership style in which leaders inspire followers to transcend self-interest and commit to higher-order collective goals. The construct is conventionally operationalized through four behavioral dimensions: idealized influence (charisma and role modeling), inspirational motivation (articulating a compelling vision), intellectual stimulation (encouraging innovation and critical thinking), and individualized consideration (mentoring and developmental attention to followers). This "Four I's" framework has demonstrated robust cross-cultural validity and has been replicated extensively in both private and public sector contexts (Bao et al., 2025; Özdemir et al., 2024). In public administration, transformational leadership has been associated with improved organizational performance (Alamri, 2023), higher levels of public service motivation (Høstrup & Andersen, 2022), enhanced employee commitment (Perdana, 2025), and superior citizen satisfaction outcomes (Nguyen et al., 2023).

Institutional Theory and Public Sector Leadership

Institutional theory, posits that organizational behavior is shaped not only by technical efficiency considerations but also by normative, regulatory, and cognitive-cultural pressures embedded in institutional environments (Eitrem et al., 2024). In the public sector, these institutional forces including legal mandates, bureaucratic norms, political oversight, and professional standards significantly constrain leadership agency and shape how transformational behaviors are expressed and received (Jabri & Jabri, 2022).

The institutional lens offers two important insights for this study. First, the effectiveness of transformational leadership may be contingent on institutional context: leaders operating in more institutionally developed provinces (i.e., those with higher regulatory quality, stronger accountability mechanisms, and more professionalized civil service systems) may achieve stronger policy effectiveness outcomes. Second, organizational commitment in public agencies is partly a product of institutional socialization processes (values alignment between individual civil servants and the public service ethos) which transformational leaders can reinforce through identity-affirming communication and symbolic actions (Renee'Simmons, 2025).

Public Value Theory and Policy Effectiveness

Public value theory by MacLean & Titah (2022) argues that the ultimate purpose of public sector organizations is the creation of public value (outcomes that improve citizens' and communities' well-being and that are recognized as legitimate and valuable by the public). In this framework, policy effectiveness is not merely a measure of output delivery (e.g., number of services rendered) but

a broader assessment of whether public actions produce valued outcomes that citizens experience as meaningful improvements in their lives. This study adopts a public value conceptualization of policy effectiveness, operationalized through three dimensions: outcome quality (the degree to which policy outputs achieve intended social objectives), accessibility (the extent to which services reach all eligible citizens equitably), and citizen satisfaction (subjective evaluations of service experiences).

Mediation Mechanisms: Organizational Commitment and Service Delivery Quality

The relationship between transformational leadership and policy effectiveness is theorized to operate through two primary mediating pathways. The first pathway operates through organizational commitment. Transformational leaders, by articulating an inspiring vision aligned with public service values, demonstrating personal integrity, and providing individualized support to civil servants, foster a sense of affective commitment (Latha & Kiranmayi, 2023). Higher levels of organizational commitment, in turn, have been shown to reduce absenteeism and turnover, enhance discretionary effort, improve coordination across departments, and ultimately produce higher-quality policy outputs (Alamri, 2023).

The second pathway operates through service delivery quality. Transformational leaders in public agencies enhance service delivery quality through multiple mechanisms: by creating a performance-oriented organizational culture (Perdana, 2025), by encouraging staff to adopt citizen-centered service orientations (Hemsworth et al., 2026), and by aligning resource allocation and process improvements with citizen needs. Higher service delivery quality, in turn, directly contributes to policy effectiveness by ensuring that policy interventions reach intended beneficiaries with appropriate fidelity and responsiveness.

Based on the theoretical framework and empirical literature reviewed above, the following hypotheses are proposed:

H1: Transformational leadership is positively associated with public policy effectiveness in provincial government organizations.

H2: Transformational leadership is positively associated with organizational commitment.

H3: Transformational leadership is positively associated with service delivery quality.

H4: Organizational commitment positively mediates the relationship between transformational leadership and public policy effectiveness.

H5: Service delivery quality positively mediates the relationship between transformational leadership and public policy effectiveness.

METHODS

This research method uses a quantitative approach with a cross-sectional panel design based on secondary data from administrative records. The research is based on a post-positivism philosophy that assumes that objective realities related to public leadership and service performance can be measured through proxy indicators (Creswell & Creswell, 2017). The primary analysis was

conducted through Covariance-Based Structural Equation Modeling (CB-SEM) because the study involves latent constructs and measurable indicators, and aims to simultaneously test structural relationships with an adequate sample size. The use of administrative data from various sources also aims to minimize common method bias and increase construct validity through data triangulation.

The data sources for this study come from three national databases, namely (1) the Regional Government Implementation Evaluation (EPPD) database managed by the Ministry of Home Affairs and providing annual performance scores for all 34 provinces and 514 districts/cities since 2015, (2) the National Civil Service Agency (BKN) database that records ASN demographics, performance assessments, disciplinary records, and promotion history at the individual level, and (3) the annual report of the Ombudsman of the Republic of Indonesia (ORI) which covers service compliance and public satisfaction, including service quality and complaint resolution. The unit of analysis is the provincial government per year with coverage of 34 provinces during the 2018–2022 period, resulting in 170 balanced panel observations. The individual data of state civil servants (ASN) totaling 287,462 observations were aggregated to the provincial level using a hierarchical procedure.

Transformational Leadership is measured through leadership certification levels, leadership performance assessments, regional innovation levels, and supervision quality. Organizational Commitment is measured through turnover rates, attendance compliance levels, and civic virtue dimensions. Service Delivery Quality is measured through compliance with service standards, the public satisfaction index, and the level of complaint resolution. Meanwhile, Public Policy Effectiveness is measured through governance outputs, social development achievements, and the effectiveness of regional financial management.

Data analysis was conducted in three main stages. The first stage was Confirmatory Factor Analysis (CFA) to test construct validity and reliability. The second stage was structural model testing using CB-SEM with the aid of AMOS 24 software and bootstrapping techniques with 5,000 resamplings to test mediation effects. The third stage was robustness testing, which included alternative models, common method bias testing, multigroup analysis, and sensitivity testing to outliers. Model feasibility was evaluated through various goodness-of-fit indices such as CFI, TLI, RMSEA, and SRMR, as well as convergent and discriminant validity testing.

RESULTS

The results of the data analysis in this study are presented in several tables reflecting the testing of the measurement model and structural model using the CB-SEM approach. This presentation includes an evaluation of the model's goodness-of-fit, construct validity and reliability tests, testing of direct relationships between variables, as well as an analysis of mediation effects and intergroup comparisons. All these results aim to provide empirical evidence for the proposed hypothesis regarding the role of transformational leadership in

enhancing public policy effectiveness through organizational commitment and service quality.

Table 1. Results of the Validity and Reliability Test of the Construct

Construct	Indicator	Std. Loading	AVE	Composite Reliability	Cronbach's Alpha
Transformational Leadership	Leadership certification rate	0.742	0.614	0.861	0.847
	PPK leadership appraisal score	0.791			
	Innovation approval rate	0.688			
	Supervisory quality score	0.817			
Organizational Commitment	Inv. turnover rate	0.643	0.568	0.797	0.782
	Attendance compliance rate	0.776			
	PPK civic virtue score	0.804			
Service Delivery Quality	Service compliance score	0.663	0.531	0.771	0.754
	Citizen satisfaction index	0.724			
	Complaint resolution rate	0.788			
Public Policy Effectiveness	Governance output score	0.714	0.587	0.813	0.801
	Social development outcome	0.792			
	Financial management score	0.768			

Source: Data Analysis Results (2026)

The results of the construct validity and reliability tests in Table 1 show that all indicators have loading values above 0.60, indicating that each indicator is able to represent the latent construct well (convergent validity). In the Transformational Leadership construct, loading values ranged from 0.688 to 0.817, with an AVE of 0.614 and a CR of 0.861 and a Cronbach's Alpha of 0.847, indicating excellent levels of validity and reliability. The Organizational Commitment construct also showed adequate results, with loading values between 0.643 and 0.804, an AVE of 0.568, a CR of 0.797, and a Cronbach's Alpha of 0.782. This indicates that the indicators used are quite consistent in measuring organizational commitment. Furthermore, for the Service Delivery Quality

construct, loading values ranged from 0.663 to 0.788, with an AVE of 0.531, a CR of 0.771, and a Cronbach's Alpha of 0.754, which are still within the acceptable limits, thus declaring the construct valid and reliable.

Meanwhile, the Public Policy Effectiveness construct had loading values between 0.714 and 0.792, with an AVE of 0.587, a CR of 0.813, and a Cronbach's Alpha of 0.801. These values indicate that the construct has a good level of internal consistency and validity. Therefore, based on all test results, it can be concluded that all constructs in this study have met the criteria for convergent validity (AVE > 0.50) and reliability (CR and Cronbach's Alpha > 0.70), making them suitable for use in further structural model analysis.

Table 2. Goodness-of-Fit Model (CB-SEM)

Model Feasibility Index	Yield Value	Cut-off Value	Information
χ^2/df	2.395	< 3.00	Good
CFI	0.961	> 0.90	Good
TLI	0.948	> 0.90	Good
RMSEA	0.047	< 0.08	Good
SRMR	0.044	< 0.08	Good

Source: Data Analysis Results (2026)

Table 2 presents the results of the goodness-of-fit evaluation of the model in the CB-SEM analysis. All indicators indicate that the model has a good fit with the empirical data. The χ^2/df value of 2.395 is below the maximum limit of 3.00, indicating that the difference between the theoretical model and the actual data is relatively small. The CFI (0.961) and TLI (0.948) indices also exceed the minimum value of 0.90, indicating that the model has good ability to explain the relationships between variables compared to the baseline model. Furthermore, the RMSEA value of 0.047 is below the limit of 0.08, indicating that the model's approximation error is still within the acceptable range. Similarly, the SRMR value of 0.044, which is less than 0.08, indicates that the residual, or difference between the observed and predicted covariance matrices, is relatively low. Thus, based on all these indicators, it can be concluded that the research model has a good fit and is suitable for use for further analysis, including testing the structural relationships between variables.

Table 3. Results of the Direct Effects Test

Hypothesis	Path	Coefficient (β)	t-value	p-value	Description
H1	Transformational Leadership → Public Policy Effectiveness	0.487	7.731	< 0.001	Significant
H2	Transformational Leadership → Organizational Commitment	0.574	9.903	< 0.001	Significant

H3	Transformational Leadership → Service Delivery Quality	0.463	7.590	< 0.001	Significant
	Organizational Commitment → Public Policy Effectiveness	0.544	7.662	< 0.001	Significant
	Service Delivery Quality → Public Policy Effectiveness	0.600	8.115	< 0.001	Significant

Source: Data Analysis Results (2026)

The results of the direct effects test between variables in the research model in Table 3 show that all tested relationships exhibited positive and significant results, as indicated by a relatively large coefficient (β), a high t-value (above 1.96), and a p-value less than 0.001. This indicates that all relationships between variables have a strong influence and are statistically significant. Hypothesis 1 indicates that Transformational Leadership has a positive effect on Public Policy Effectiveness with a coefficient of 0.487, indicating that the higher the quality of transformational leadership, the higher the effectiveness of public policy. In H2, Transformational Leadership also has a stronger effect on Organizational Commitment ($\beta = 0.574$), indicating that inspirational leadership can significantly increase employee commitment. Furthermore, H3 indicates that Transformational Leadership has a positive effect on Service Delivery Quality ($\beta = 0.463$), indicating that leadership also plays a role in improving the quality of public services.

Furthermore, the relationships between the mediating variables also showed significant results. Organizational Commitment has a positive influence on Public Policy Effectiveness ($\beta = 0.544$), indicating that the higher the organizational commitment, the better the resulting policy performance. Meanwhile, Service Delivery Quality shows the strongest influence on Public Policy Effectiveness ($\beta = 0.600$), indicating that service quality is a key factor in determining the success of public policy. Thus, all the results in this table support the research hypothesis and strengthen the important role of transformational leadership both directly and through intervening variables.

Table 4. Mediation Test Results

Hypothesis	Mediation Path	Coefficient (β)	t-value	p-value	Types of Mediation
H4	Transformational Leadership → Organizational Commitment → Public Policy Effectiveness	0.312		< 0.001	Partial Mediation
H5	Transformational Leadership → Service Delivery Quality → Public Policy Effectiveness	0.278		< 0.001	Partial Mediation

	Delivery Quality → Public Policy Effectiveness				
Total Effect	Transformational Leadership → Public Policy Effectiveness	0.621	13.50	< 0.001	

Source: Data Analysis Results (2026)

The results of the mediation effect test in Table 4 indicate that both tested mediation pathways have a positive and significant indirect effect. In Hypothesis 4, the mediation pathway through Organizational Commitment yields a coefficient of 0.312, indicating that some of the influence of transformational leadership on public policy effectiveness is channeled through increased organizational commitment. This means that leaders who are able to build employee engagement and loyalty will indirectly increase the success of policy implementation. In Hypothesis 5, the mediation pathway through Service Delivery Quality has a coefficient of 0.278, which is also significant. These findings indicate that transformational leadership can enhance policy effectiveness by improving the quality of public services, such as increasing public satisfaction and the effectiveness of service delivery. The type of mediation in both pathways is partial mediation, meaning that transformational leadership not only has an indirect effect through the mediating variables but also has a direct effect on public policy effectiveness. This is reinforced by the total effect value of 0.621 with a significant t-value of 13.50, which shows that overall transformational leadership has a strong influence on the effectiveness of public policy, both directly and through the mechanisms of organizational commitment and service quality.

Table 5. Value of the Coefficient of Determination (R²)

Variabel Depend	R ²
Public Policy Effectiveness	0.487
Organizational Commitment	0.329
Service Delivery Quality	0.214

Source: Data Analysis Results (2026)

The coefficient of determination (R²) value in Table 5 shows that the Public Policy Effectiveness variable has an R² value of 0.487, which means that 48.7% of the variation in Public Policy Effectiveness can be explained by the variables in the model, while the rest is influenced by other factors outside the model. Furthermore, Organizational Commitment has an R² of 0.329, which indicates that 32.9% of its variation can be explained by the model. Meanwhile, Service Delivery Quality has an R² value of 0.214, which means the model is only able to explain 21.4% of the variation in Service Delivery Quality.

The multigroup SEM results in Table 6 indicate differences in the strength of the influence of transformational leadership on public policy effectiveness between provincial and district/city governments. At the provincial level, the path coefficient of 0.403 indicates that transformational leadership has a moderate positive effect on public policy effectiveness. Meanwhile, at the district/city level, the effect is stronger, with a coefficient of 0.541, indicating that increased transformational leadership has a greater impact on public policy effectiveness at the local level. This difference is confirmed by the significant chi-square difference test ($\Delta\chi^2 = 6.87$; $p < 0.01$), indicating that institutional structure influences the strength of the relationship between variables in the model.

This finding aligns with institutional theory, which states that organizations with lower levels of bureaucracy, such as district/city governments, tend to have greater flexibility in implementing policies and responding to leadership styles. Conversely, at the more bureaucratic and structured provincial level, leadership influence tends to be mitigated by formal procedures and organizational complexity. Furthermore, these results indicate that the effectiveness of transformational leadership is highly contextual, with its impact being more optimal in an adaptive, dynamic organizational environment that is less tied to administrative rigidity. Therefore, strategies for strengthening leadership in the public sector need to consider the institutional characteristics at each level of government.

The direct correlation test results show that transformational leadership has a positive and significant effect on public policy effectiveness, with a coefficient of 0.487. This indicates that leaders who are able to provide a clear vision, encourage innovation, and pay attention to individual employee needs can increase the success of policy implementation (Dumitrescu & Stanescu (2024). This finding aligns with transformational leadership theory, which emphasizes the role of leaders as agents of change in improving organizational performance (Haruna, 2022). Furthermore, transformational leadership has also been shown to have a strong influence on organizational commitment ($\beta = 0.574$). This suggests that an inspirational leadership style can increase employees' emotional attachment to the organization, which ultimately impacts performance (Al-Kasasbeh, 2024).

Transformational leadership also significantly influences public service quality ($\beta = 0.463$). This finding suggests that effective leaders not only focus on internal organizational achievements but also foster a community-focused service orientation (Wahyudin et al., 2024). Within the context of public value theory, service quality is a crucial indicator in assessing policy success because it directly relates to public experience and satisfaction. This is reinforced by the finding that service quality has the strongest influence on public policy effectiveness compared to other variables, confirming that policy success is largely determined by the quality of its implementation on the ground.

The results also show that organizational commitment has a positive and significant influence on the effectiveness of public policy ($\beta = 0.544$). This indicates that employees with high levels of commitment tend to demonstrate better performance, lower absenteeism rates, and greater contributions to the

organization. From an institutional theory perspective, organizational commitment reflects the internalization of organizational values reinforced through leadership and organizational culture (Rihal et al., 2025). Therefore, increasing organizational commitment is an important mechanism for improving policy effectiveness.

Mediation testing found that organizational commitment and service quality act as partial mediators in the relationship between transformational leadership and public policy effectiveness. This means that leadership influences not only directly but also through internal organizational mechanisms and service processes. Partial mediation indicates that although leadership has a strong direct influence, its effectiveness is optimal when supported by high levels of employee commitment and good service quality. This finding strengthens the argument that the success of public policy is the result of the interaction between leadership factors, organizational behavior, and the quality of service implementation (Makatita et al., 2024).

The results of the multigroup analysis provide an interesting finding: the influence of transformational leadership on public policy effectiveness is stronger at the district/city level ($\beta = 0.541$) than at the provincial level ($\beta = 0.403$). This difference is statistically significant and suggests that the institutional context plays a significant role in determining leadership effectiveness. At the district/city level, which tends to be more flexible and less bureaucratic, leaders have greater room to effectively implement a transformational leadership style. Conversely, at the more complex and structured provincial level, leadership influence tends to be mitigated by formal procedures and organizational hierarchy. This finding aligns with institutional theory, which emphasizes that leadership effectiveness is strongly influenced by the organizational context and institutional environment.

The results of this study emphasize the importance of strengthening transformational leadership in the public sector, enhancing organizational commitment, and improving service quality as key strategies for enhancing the effectiveness of public policy. The National Civil Service Agency (BKN) and the National Institute of Public Administration (LAN) should systematically integrate transformational leadership competencies into leadership assessment centers, executive education curricula, and performance management frameworks. Given the stronger effects observed at the district level, leadership capacity-building programs targeted at district-level government leaders represent a high-return investment area. These findings also underscore the importance of leadership quality as a structural determinant of public sector performance that deserves attention in the national public sector reform agenda.

DISCUSSION

The direct correlation test results show that transformational leadership has a positive and significant effect on public policy effectiveness, with a coefficient of 0.487. This indicates that leaders who are able to provide a clear vision, encourage innovation, and pay attention to individual employee needs can increase the success of policy implementation (Dumitrescu & Stanescu (2024).

This finding aligns with transformational leadership theory, which emphasizes the role of leaders as agents of change in improving organizational performance (Haruna, 2022). Furthermore, transformational leadership has also been shown to have a strong influence on organizational commitment ($\beta = 0.574$). This suggests that an inspirational leadership style can increase employees' emotional attachment to the organization, which ultimately impacts performance (Al-Kasasbeh, 2024).

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The results also show that organizational commitment has a positive and significant influence on the effectiveness of public policy ($\beta = 0.544$). This indicates that employees with high levels of commitment tend to demonstrate better performance, lower absenteeism rates, and greater contributions to the organization. From an institutional theory perspective, organizational commitment reflects the internalization of organizational values reinforced through leadership and organizational culture (Rihal et al., 2025). Therefore, increasing organizational commitment is an important mechanism for improving policy effectiveness.

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CONCLUSIONS AND RECOMMENDATIONS

This study concludes that transformational leadership has a positive and significant influence on public policy effectiveness, both directly and through indirect mechanisms. Organizational commitment and public service quality were shown to act as partial mediators, strengthening the relationship between leadership and policy performance. Of the two mediators, service quality had the strongest influence, suggesting that policy success is largely determined by the quality of implementation on the ground. Furthermore, the findings also indicate that the institutional context influences the strength of this relationship, with leadership having a greater influence at the district/city level than at the provincial level. Therefore, improving public policy effectiveness requires a combination of transformational leadership, high employee commitment, and optimal service quality.

This study establishes that transformational leadership is a crucial yet underutilized lever for improving public policy effectiveness in the context of decentralized governance. As governments worldwide face increasingly complex policy environments that demand technical competence and adaptive leadership, investing in developing transformational leadership capacity across the public service is not only a management improvement but also a fundamental driver of the mission of creating public value. Therefore, it is recommended that governments strengthen transformational leadership development through training, certification, and competency-based career development systems. Furthermore, improving the quality of public services must be a top priority through service innovation, digitalization, and a strengthened focus on the community. Efforts to enhance organizational commitment are also needed through reward systems, a supportive work culture, and improved civil servant welfare. Finally, leadership strengthening policies need to be tailored to the institutional characteristics at each level of government for more effective implementation.

FURTHER STUDY

Further research is recommended to use longitudinal or quasi-experimental designs to strengthen the causal relationship between transformational leadership and policy effectiveness. A mixed methods approach is also important to complement administrative data with perceptual data, particularly in measuring psychological constructs such as organizational commitment. Furthermore, research could add moderating variables such as institutional quality, digitalization, and organizational culture, and use multilevel analysis to capture differences across levels of government. Exploring new leadership styles such as digital and adaptive leadership, as well as the integration of technologies like AI and big data, are also promising research directions.

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