TRANSFORMATIONAL LEADERSHIP IN IMPROVING PUBLIC ORGANISATION PERFORMANCE

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Abstract
Transformational leadership is a leadership style in which the leader inspires and motivates employees to exceed their expectations by creating a compelling long-term vision, promoting innovation, and embedding ethical values and integrity in the organisation's culture. In this leadership, leaders focus on the personal development of employees, empowering them to take initiative and think creatively, with the ultimate goal of improving organisational performance and adaptability in the face of challenges and change. The research method used is literature research method. The results of the literature analysis show that transformational leadership has various positive impacts on the performance of public organisations. First, transformational leaders are able to increase employee motivation and commitment through inspiring communication and providing positive feedback, which has an impact on increasing productivity and job satisfaction. Second, transformational leadership contributes to the development of a strong organisational culture, prioritising ethical values and integrity, which is important in improving accountability and transparency in the public sector. Third, transformational leaders make organisations more adaptive and responsive to change by empowering employees to think creatively and proactively.
Keywords: Leadership, Transformational, in Public Organisation Performance.

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Introduction

Leadership is a key element in determining the success of an organisation, including public organisations. In the midst of increasingly dynamic and complex changes in the global environment, the role of leadership is becoming increasingly crucial in determining the direction and strategy of the organisation (Sitopu et al., 2024); (Guna et al., 2024). Transformational leadership, as one of the leadership styles that emphasises aspects of vision, inspiration, intellectual stimulation, and individual attention, is believed to have great potential in moving organisations towards significant performance improvement (A, 2024).

Public organisations have unique characteristics and challenges, such as complex bureaucracy, demands for excellent service to the community, and limited resources. This requires leadership that is able to inspire and motivate employees to work effectively and efficiently. Transformational leadership is expected to overcome these obstacles by creating a work culture that is innovative, collaborative, and focused on improving the quality of public services (Abitew, 2023).

Leaders in public organisations have the responsibility to set a clear vision, mission and strategy to achieve organisational goals. Effective leadership can inspire and motivate all members of the organisation to work with dedication and high spirit (Achmad & Mz, 2022). In the context of public organisations, the right leadership is also able to build a work culture that is responsive to the needs of the community, improve operational efficiency, and ensure that the public services provided are of high quality and on target (Alamri, 2023).

In addition, leadership is important in dealing with the challenges and dynamics that public organisations often face. Complex bureaucracy, limited resources, and pressure to meet public expectations demand leadership that is able to make quick and appropriate decisions (Alegbeleye & Kaufman, 2020). Competent leaders can overcome bureaucratic barriers and develop innovative initiatives that enable improved work processes and public services. Through transformational leadership, public organisations can be more adaptive to changes in the external and internal environment, and are able to make the necessary reforms to improve the quality of services to the public (Anwar et al., 2024).

A number of studies have shown that transformational leadership is positively related to various aspects of organisational performance, including effectiveness, efficiency, and innovation (Ausat et al., 2022); (Ayuri & Nasution, 2022). However, most of these studies have been conducted in the private sector, while in-depth studies in the public sector are still limited. In fact, the characteristics and dynamics of public organisations are different from the private sector, so an in-depth and specific study of the application of transformational leadership in a public organisational environment is needed (Bak et al., 2021).

Therefore, this study aims to examine in depth how transformational leadership can be applied in public organisations and how it affects the improvement of organisational performance. Through a comprehensive literature review, it is expected to find effective patterns and strategies that can be adopted by public organisation leaders to optimise their organisational performance. This research is expected to make theoretical and practical contributions in the field of public leadership and management as well as a reference for policy makers and practitioners in the public sector.

Research Methods

The study conducted in this research uses the literature research method. Literature research is a method used to collect, review, and analyse existing publications related to a particular topic. Literature sources are taken from relevant materials, such as books, journal articles, theses, dissertations, research reports, and various other sources related to the topic. (Firman, 2018b); (Firman, 2018a); (Helaluddin, 2019).

Results and Discussion

Transformational Leadership Concept

Transformational leadership is a leadership style in which the leader works with the team to identify the need for change, creates a vision to direct that change through inspiration, and executes the change with the team members involved (Bastari et al., 2020). The term was first introduced by James V. Downton in 1973 and later popularised by James MacGregor Burns in 1978. Transformational leaders focus not only on achieving organisational goals, but also on developing and motivating individuals within the team to reach their full potential (Bolden et al., 2023).

Transformational leadership has several key characteristics that distinguish it from other leadership styles. The first characteristic is inspiration and motivation; transformational leaders are able to inspire and motivate their followers by setting a clear vision and stimulating commitment to the goals of that vision. The second is intellectual stimulation; these leaders encourage creativity and innovation within the team by challenging their members to think critically and seek new solutions to existing problems (Buenavista, 2021). The third characteristic is individual consideration, where the leader gives personal attention to each team member, understands their needs, and provides appropriate guidance and support. Finally, there is idealised influence, where leaders act as role models, demonstrating integrity and high work ethics, thus becoming role models that are respected by their followers (Chau et al., 2022).

Transformational leadership is essential in organisations as it stimulates positive change and creates a dynamic and innovative work environment.

Transformational leaders empower their team members to improve their performance and contribution, which in turn drives the overall growth and development of the organisation (CHAU et al., 2021). By creating an organisational climate that supports creativity and adaptation, transformational leadership helps organisations to remain competitive amidst rapid and complex changes. Moreover, it also strengthens employee morale and loyalty, thereby creating a collaborative and productive work culture (Chung & Espinoza, 2023). Thus, the implementation of transformational leadership can bring sustainable benefits to the organisation as well as all stakeholders involved.

Public Organisation Performance

Public organisation performance indicators are measurement tools used to assess the effectiveness, efficiency, and success of a public organisation in achieving its goals and mission. These indicators often cover various aspects such as service quality, which measures how well the services provided meet people's needs and expectations; operational efficiency, which assesses the optimal use of resources to maximise outputs; financial performance, which involves analysis of budget management and expenditure; sustainability, which evaluates the extent to which policies and programmes can be sustained in the long term; and public satisfaction, which describes the level of satisfaction of service recipients with service quality (D'Souza, 2024). Using these indicators, public organisations can diagnose areas that need improvement, set clear goals, and implement strategies to improve overall performance.

Performance measurement model: Effectiveness, efficiency, service quality, and innovation. Measuring effectiveness in an organisation, especially a public organisation, focuses on the extent to which the goals and targets that have been set are achieved. Effectiveness is often measured by looking at the outputs produced and comparing them with existing plans or standards (Díaz, 2023). For example, in the context of public health services, effectiveness can be measured by the rate at which vaccination targets are met or the reduction in morbidity and mortality rates. The key factor in measuring effectiveness is the success of the organisation in producing desired and sustainable results in achieving its vision and mission. Therefore, measuring effectiveness involves evaluating the end results and impact of the implemented programme or policy (Diebold, 2022).

Efficiency measures the extent to which available resources (time, labour, money, and materials) are used to the maximum extent possible to achieve the desired output. In public organisations, efficiency can be seen from how frugally and optimally the organisation uses its budget and other resources compared to the outputs produced (Donkor, 2021). For example, efficiency can be measured by calculating the cost per unit of service provided or the ratio of inputs to outputs in

administrative processes. Efficiency measurement is important to ensure that organisations can deliver good public services without wasting resources, so as to provide greater value to society at a relatively lower cost (Donkor et al., 2021).

Service quality measurement focuses on how well the services provided by public organisations meet people's needs and expectations. Dimensions of service quality usually include aspects such as reliability, responsiveness, empathy, assurance, and concern for service recipients (Ellen, 2022). For example, in the public education sector, service quality can be measured through student graduation rates, student and parent satisfaction, and the availability and quality of educational facilities. In addition, community satisfaction surveys and public complaints are often used as tools to measure service quality. The purpose of this measurement is to ensure that the services provided not only meet the set standards, but also satisfy and even exceed the expectations of service recipients (Fadil & Hadijah, 2020).

Innovation refers to an organisation's ability to introduce new ideas, methods, or products that improve the effectiveness, efficiency, and quality of services. Measurement of innovation can be seen from the number and impact of new initiatives that have been implemented, as well as the level of adoption of new technologies or processes that facilitate public services (Fan et al., 2022). Performance indicators in this aspect may include the number of innovative projects successfully implemented, improvements in performance outcomes following the implementation of innovations, as well as feedback from the public on new solutions or ways of delivering services. Fostering a culture of innovation in public organisations is important to ensure that the organisation can evolve and adapt to changing needs and challenges in the surrounding environment, so that it can continuously improve services to the public (Fatmawati & Nurhidayati, 2022).

By adopting holistic performance measurement based on these four aspects, public organisations can be more proactive and responsive in improving services to the community, as well as ensuring their sustainability and relevance in meeting public needs.

Relationship between Transformational Leadership and Organisational Performance

Transformational leadership is a leadership style in which leaders strive to inspire, motivate, and empower their team members to reach their full potential and exceed expectations. Transformational leaders focus on developing a vision that inspires and provides clear direction, drawing deep commitment from organisational members to the common goal (FEROZI & CHANG, 2021). They create strong emotional connections with teams, build trust, and encourage innovation and creativity. By promoting positive change and setting a strong example in ethics and

integrity, transformational leaders play a key role in creating a productive and collaborative work atmosphere (Freihat, 2020).

The relationship between transformational leadership and organisational performance is strong, as transformational leaders have the unique ability to increase employee motivation and build a strong commitment to the organisation's vision. By inspiring and supporting employees through clear communication and providing constructive feedback, they help create a work environment that promotes personal and professional growth (Gachugu, 2023). This in turn increases productivity, work quality, and innovation, all of which contribute to improved organisational performance. Moreover, by encouraging collaboration and providing autonomy to employees in decision-making, they create a greater sense of responsibility and ownership, which facilitates more effective and efficient achievement of organisational goals (GAITI & (Ph.D), 2021).

In the current era, where changes and challenges occur rapidly, transformational leadership has a crucial role in helping organisations to remain adaptive and competitive. Transformational leaders tend to be more responsive to opportunities and threats in the external environment, and have the ability to steer organisations through major changes with minimum disruption (Garad et al., 2022). By promoting a culture of learning and innovation, they ensure that the organisation can continuously evolve and adapt to changing market and technological needs. Hopefully, with transformational leaders in place, organisations not only achieve high performance today, but also build a strong foundation for sustainable growth in the future (Gentsoudi, 2024).

The Effect of Transformational Leadership on Public Organisation Performance

Transformational leadership has been the subject of many studies highlighting its impact on organisational performance, including in the public sector. Transformational leaders in public organisations function not only as managers who oversee the execution of daily tasks, but also as change agents who promote long-term vision, intrinsic motivation, and personal and professional development for employees (Ghasabeh, 2021). Through a clear and inspiring vision, such leaders can make all members of the organisation work synergistically towards a higher common goal, which is often related to better and more efficient public services (Hadi et al., 2023).

One of the main influences of transformational leadership in public organisations is increased employee motivation and commitment. Transformational leaders tend to encourage their employees with charismatic communication and positive feedback, provide rewards and recognition, and create a work environment that supports innovation and creativity (Harkati et al., 2021). With such favourable working conditions, employees' job satisfaction levels increase, which results in

better individual and group performance. In the public sector, this can mean more responsive and quality services, higher citizenship from the community, and increased operational efficiency (Helmold, 2021).

In addition, transformational leaders in public organisations have a significant influence on organisational culture. They create an atmosphere that values ethics, integrity, and social responsibility. This is important in the public sector, where accountability and transparency play a crucial role (Hidayat et al., 2023). By modelling and promoting these values, transformational leaders are able to minimise corruption and maladministration practices, and encourage ethical behaviour at all levels of the organisation. A strong and positive culture contributes to the good reputation of public organisations and increases public trust in government agencies (Hoai et al., 2022).

Finally, transformational leadership helps public organisations become more adaptive in the face of external changes and challenges. Transformational leaders tend to be proactive in responding to the dynamics of the external environment, such as policy changes, technological developments, or changing community needs (James et al., 2021). They are able to manage change effectively and efficiently, and maintain the stability and continuity of public services. By inspiring and empowering employees to think creatively and take initiative, transformational leaders ensure that their organisations not only function well under current conditions, but are also prepared for future challenges, making them more responsive and resilient (Kang et al., 2023).

In conclusion, transformational leadership has a significant influence on the performance of public organisations. Through a clear vision, intrinsic motivation, and employee empowerment, transformational leaders can create a work environment that supports productivity and efficiency. Increased employee motivation and commitment, the development of an organisational culture that promotes integrity and accountability, and the ability to manage change effectively all play an important role in improving performance and service quality in public organisations. Thus, the application of transformational leadership is not only beneficial in achieving short-term organisational goals, but also in building a strong foundation for long-term sustainability and adaptability.

Conclusion

Transformational leadership has a significant impact on improving the performance of public organisations through various powerful and effective mechanisms. Firstly, transformational leaders bring a long-term vision that inspires and motivates employees to work towards a common goal with strong commitment. Through charismatic communication and positive feedback, they create a work environment that supports innovation and creativity, which in turn increases

employee satisfaction and productivity. Such intrinsic motivation created by transformational leaders contributes to improved individual and group performance in public organisations.

Furthermore, transformational leadership also plays an important role in the development of organisational culture. Transformational leaders instil ethical values, integrity, and social responsibility in every aspect of organisational operations. This is particularly important in the public sector, where accountability and transparency are required. By modelling and promoting ethical behaviour, transformational leaders help create a strong and positive culture, which in turn enhances the good reputation of public organisations and builds public trust in government agencies.

Finally, in the face of external changes and challenges, transformational leaders make public organisations more adaptive and responsive. They are proactive in responding to external environmental dynamics such as policy changes and evolving community needs. By empowering employees to think creatively and take initiatives, transformational leaders ensure their organisations are not only functioning well today but also ready to face future challenges. As such, transformational leadership not only improves the overall performance of public organisations, but also makes them more responsive and resilient to change.

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