

# Does Transformational Leadership Influence Local Government Employees' Delivery of Good Public Service? An Indonesian Inquiry

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## Abstract

Indonesia is entering a new leadership phase with President Prabowo Subianto succeeding President Joko Widodo for the 2024–2029 term. This political transition underscores the critical need to advance democratization reforms by enhancing the capacity of local governments to effectively provide essential public services. This study examines the impact of transformational leadership and its four key dimensions—idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration—on the quality of public service delivery by local government employees. Data were collected via online surveys from 128 employees of the Bandung City Local Government, comprising both civil servants (ASN) and non-civil servants (Non-ASN). The analysis employed descriptive statistics and multiple regression techniques. Results indicate that transformational leadership dimensions significantly and positively influence employees' performance in public service delivery. Collectively, these leadership traits account for 63.6% of the variance in service quality, as indicated by an adjusted  $R^2$  of 0.636. The findings emphasize the vital role of transformational leaders in inspiring, motivating, and empowering personnel to enhance public service outcomes. Furthermore, the study advocates for the implementation of leadership development initiatives within local governments to cultivate these transformational qualities and improve service delivery standards.

**Keywords:** *Leadership; Transformational; Local Government; Public Service; Governance.*

## Introduction

Indonesia is entering a new leadership phase following the tenure of President Joko Widodo (2019–2024), with President Prabowo Subianto inaugurating the 2024–2029 administration, which he aptly refers to as the Red and White Government. This political transition heightens the imperative to accelerate democratization reforms, particularly through empowering local governments to effectively deliver essential public services. The shift intensifies expectations for local government leaders to enhance their competencies at both individual and institutional levels, in order to meet growing demands for transparency, accountability, and public service excellence.

A central concern in the discourse on democratization reforms is the capacity of local governments to fulfill service delivery mandates within their jurisdictions. Public service provision remains a fundamental pillar of governance, as its efficiency directly affects citizens' quality of life and contributes to national development. Government institutions are pivotal in delivering core services such as healthcare, education, infrastructure, and social welfare. The effectiveness, transparency, and accessibility of these services critically shape public perceptions of government legitimacy and trustworthiness.

Government employees, encompassing civil servants (*Aparatur Sipil Negara* or *ASN*) and *non-ASN* personnel, are integral to the operationalization of public governance. Their conduct is closely monitored by the public, as they are expected to embody the principles of professionalism and integrity in their roles. Republic of Indonesia Law Number 20 of 2023 explicitly defines the responsibilities and ethical conduct expected of civil servants, underscoring their role as planners, implementers, and supervisors of governance and development tasks. These duties mandate professionalism, political neutrality, and a commitment to eradicating corruption, collusion, and nepotism.

The moral responsibility borne by government employees is substantial, as they serve as exemplars within their communities. Their behaviour must adhere to the highest ethical standards since they represent government authority and are accountable for their actions. Any misconduct risks eroding public trust and damaging the government's credibility.

Despite these expectations, the delivery of public services has faced challenges. Suboptimal service quality has been linked to deficiencies in transparency and accountability mechanisms (Wicaksono, 2018). Public service agencies are required to operate transparently and responsibly; however, these standards have not yet translated into broad community welfare outcomes.

The Indonesian Ombudsman, mandated by Article 35 of Law Number 25 of 2009 concerning Public Services, oversees service quality evaluations across government ministries, provincial, and local levels. Its 2018–2022 report highlights widespread public complaints concerning maladministration, defined as actions contravening legal and ethical standards during service provision. These include procedural irregularities, abuse of authority, negligence, discriminatory practices, bribery solicitation, among others. Notably, local governments account for the majority of reported cases, representing 39.7% of all allegations in 2018–2021, followed by complaints against local police. Table 1 below summarizes the top eight categories of maladministration complaints within the local government sector from 2018 to 2022:

Table 1.  
Allegations of Government Maladministration year 2018 – 2022

No	Violations	2018 %	2019 %	2020 %	2021 %	2022 %
1	Delay in services	35.33	33.62	31.51	33.42	31.57
2	Deviations with procedures	23.7	28.97	24.7	21.31	24.77
3	Does not give public service	17.22	17.70	24.39	28.52	24.39
4	Incompetent staff	6.99	5.87	4.01	3.99	4.01
5	Abuse of authority	5.71	3.44	3.66	2.75	3.66
6	Requesting bribes in cash, goods or services	4.59	4.32	2.75	2.01	2.75
7	Does not comply	3.99	4.2	7.25	7.08	7.25
8	Discrimination	1.34	1.3	1.29	0.84	1.29

Source: [www.ombudsman.go.id](http://www.ombudsman.go.id), 2023

Maladministration undermines public service quality by fostering perceptions that government institutions fail to fulfill their responsibilities effectively. While employee misconduct contributes to these issues, a lack of effective supervision and commitment by local leaders also plays a significant role. Widanti (2022) notes that leadership apathy and insufficient dedication to service improvement are key contributors to poor governance outcomes in many local government units.

Given the persistent nature of these challenges, comprehensive reforms are necessary to improve the delivery of quality public services. These reforms must extend beyond procedural adjustments to cultivate a culture of diligence, responsibility, and ethical integrity among government employees.

The leadership transition in Indonesia offers a strategic opportunity to address governance shortcomings and reaffirm the country's commitment to effective public service. This opportunity is particularly salient at the local government level, where leaders are pivotal in setting standards for service excellence and integrity. Local leaders bear responsibility for ensuring adherence to regulations and fostering professional, accountable service delivery among their teams.

This study focuses on the role of transformational leadership and its four dimensions—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—in enhancing public service delivery. Previous research supports the positive impact of transformational leadership on service outcomes; for example, Munahar et al. (2023) documented improvements in public service implementation in South Aceh attributable to transformational leadership. Similarly, Kristina (2020) found effective leadership practices within Kupang City's Department of Population and Civil Registration that align with transformational leadership principles. These findings suggest the potential benefit of adopting transformational leadership across Indonesia's local governments.

The central research question guiding this study is whether transformational leadership significantly influences the quality of public service delivery. Specifically, the study examines:

1. The influence of idealized influence on government employees' delivery of quality public services.
2. The influence of inspirational motivation on government employees' delivery of quality public services.
3. The influence of intellectual stimulation on government employees' delivery of quality public services.
4. The influence of individualized consideration on government employees' delivery of quality public services.
5. The simultaneous influence of all transformational leadership traits on government employees' delivery of quality public services.

This article proceeds by outlining the general challenges of local government service delivery in Indonesia, articulating the study's research questions, reviewing relevant literature on transformational leadership, describing the research methodology and data analysis, and concluding with key findings and practical recommendations.

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## Literature Review

### *Public Services and Good Governance*

The United Nations Development Program (UNDP, 2022) explains that the delivery of effective public services is a fundamental principle of good governance. Good governance entails the effective and transparent management of public affairs characterized by accountability, transparency, the rule of law, participation, and responsiveness to citizens' needs. It emphasizes inclusive processes that involve all stakeholders to ensure public service delivery aligns with community needs. This approach promotes fair and equitable decision-making that supports social justice, economic prosperity, and sustainable development. Good governance ensures government institutions operate efficiently and ethically, managing public resources responsibly for the benefit of society as a whole.

Isro'ul and M. Taufik (2023) assert that good governance, consistent with democratic principles and societal participation across all sectors, establishes transparency between government and society. Its implementation aims to foster clean, anti-corruption governance and institutions.

In Indonesia, Regulation of the Minister of Administrative and Bureaucratic Reform No. 36 of 2012 on Technical Instructions for the Preparation, Determination, and Implementation of Service Standards emphasizes principles such as simplicity, consistency, participation, accountability, transparency, and justice. These principles guarantee that services reach all individuals regardless of economic status, geographic location, or physical and mental abilities (Widanti, 2022).

The primary goal of organizing public services is to build public trust and improve community well-being. In the local government context, public service implementation refers to the process of executing various services and programs designed to meet local community needs. Local governments bear responsibility for providing a wide range of services and facilities, turning policies and plans into tangible benefits for residents within their jurisdiction (Ali & Saputra, 2020).

Although government services are not profit-oriented, they must prioritize service quality to meet community demands and expectations. Public officials must recognize their roles as public servants. If the community perceives otherwise, it signals that service delivery is merely a routine obligation rather than a genuine commitment to public welfare.

According to Article 1 of Indonesian Law No. 2/2009, leadership plays a critical role in delivering good public service. Furthermore, Republic of Indonesia Law No. 20/2023 stipulates that civil servant leaders are responsible for guiding subordinates to execute tasks in accordance with regulations and standard operational procedures. They must distribute tasks, provide direction, and offer instructions to ensure smooth implementation. Improving employee performance is thus a key leadership duty, expected to enhance service quality and outcomes.

### *Leadership*

Leadership is the capacity to command and influence others to accomplish goals (Rivai, 2020). In organizations, leadership is a decisive factor that can determine employee performance and the overall progress or setbacks experienced by government institutions (Fitriani, 2023; Gufron, 2020). It includes not only the leader's actions but also the environment they create, their interactions with the surroundings, and the responses and abilities of those they lead (Rivai, 2020).

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Understanding leadership style - the manner in which leaders influence others to work collaboratively toward goals - is crucial, as styles vary according to organizational culture and needs (Mahapurta, 2023).

#### *Transformational Leadership*

Leadership style decisions in government organizations are influenced by unpredictable behaviours both inside and outside the organization (Simamora, 2023). Bernard Bass's transformational leadership theory (1985, cited in Effendy & Arquisola, 2022) suggests that transformational leaders inspire and motivate followers to realize their full potential and achieve organizational goals. This style is often viewed as authentic leadership because it drives an organization toward unprecedented accomplishments (Rivai, 2020).

Transformational leadership seeks to change perceptions, spark enthusiasm, and inspire individuals or groups to exert extra effort toward collective goals without feeling pressured (Prabowo et al., 2018; Tania et al., 2021). Such leaders motivate followers to transcend self-interest and deeply influence their attitudes and behaviours (Robbins & Judge, 2017). They recognize subordinates' needs, reframe challenges to inspire new perspectives, and encourage greater commitment (Robbins & Judge, 2017).

Additionally, transformational leadership fosters enhanced employee performance and collaborative teamwork (Lorinkova & Perry, 2019). It encourages quality communication between leaders and followers to support organizational development (Poturak et al., 2020). Transformational leaders elevate the importance of their subordinates' work, encouraging prioritization of collective needs and higher aspirations like self-actualization (Mulyadi et al., 2023).

Bass et al. (1985, cited in Rivai, 2020) identify four key traits of transformational leadership, all of which are investigated in this study:

- Idealized Influence
- Inspirational Motivation
- Intellectual Stimulation
- Individualized Consideration

#### *Idealized Influence*

Idealized Influence describes behaviours that foster trust, admiration, harmony, and the willingness of subordinates to emulate the leader (Chebon et al., 2019). It builds a foundation of trust and ethical conduct, with leaders serving as role models who share responsibility and prioritize others' needs (Chan et al., 2019 cited in Effendy & Arquisola, 2022). Fitriani (2023) found that idealized influence positively impacts government employees' understanding and support of organizational values and mission. Therefore, this trait is essential for improving service delivery in local government.

*Hypothesis 1 (H1): Idealized influence as a transformational leadership trait influences government employees' delivery of good public service.*

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### *Inspirational Motivation*

Inspirational motivation enhances employee motivation and engagement in achieving organizational goals (Narosaputra, 2022). It raises awareness of the organization's mission, vision, and commitment (Chebon et al., 2019). Leaders using inspirational motivation intellectually stimulate followers and foster innovation and creativity (Gomes, 2014 cited in Sutanto et al., 2021). Fitriani (2023) showed that this trait positively influences government employee performance.

*Hypothesis 2 (H2): Inspirational motivation as a transformational leadership trait influences government employees' delivery of good public service.*

### *Intellectual Stimulation*

Intellectual stimulation drives subordinates to think creatively and innovatively in problem-solving (Bass, 1985 cited in Sutanto et al., 2021). Transformational leaders encourage questioning assumptions, embracing new ideas, and pursuing sustainable improvements (Cardona et al., 2018; Rivai, 2020). Research by Rahman and Anja (2022), Fitriani (2023), and Effendy & Arquisola (2022) highlights intellectual stimulation's positive impact on decision-making, creativity, and employee performance in local government.

*Hypothesis 3 (H3): Intellectual stimulation as a transformational leadership trait influences government employees' delivery of good public service.*

### *Individualized Consideration*

Individualized consideration involves providing personalized support such as coaching and training, addressing individual needs while aligning with organizational goals (Agyemang et al., 2017). Leaders act as mentors, listen actively, and respond to concerns (Nusair et al., 2004 cited in Aryandha, 2019). Rahman & Anjani (2022) and others found this trait positively affects employee creativity and performance in local government settings.

*Hypothesis 4 (H4): Individualized consideration as a transformational leadership trait influences government employees' delivery of good public service.*

### *Transformational leadership*

Transformational leadership is recognized for its capacity to transform organizations into better workplaces by fostering understanding, agreement, and commitment to the organization's vision (Yue et al., 2019). Munahar (2023) found positive effects of transformational leadership on governance, civil servant motivation, and government performance in South Aceh District. Similarly, Rahman & Anjani (2022) observed this in Bandung City's local government, while Kristina (2020) confirmed its effectiveness in Kupang City's civil registration department.

*Hypothesis 5 (H5): Transformational leadership traits collectively influence government employees' delivery of good public service.*

### *Research Model*

The research model provides a systematic framework to investigate the variables described above. Figure 1 illustrates the conceptual model guiding this study.

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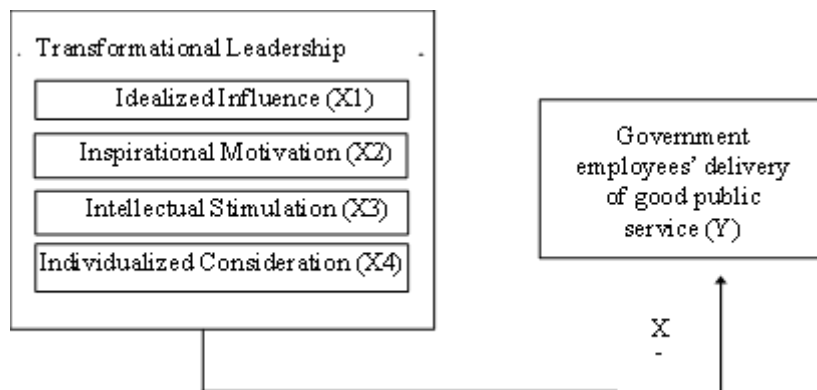


Figure 1.  
Conceptual Research Model

### Research Methodology

This study employs a quantitative approach to examine the influence of transformational leadership traits on employees' delivery of quality public service. The independent variables include idealized influence (X1), inspirational motivation (X2), intellectual stimulation (X3), individualized consideration (X4), and the overall transformational leadership traits (X5). The dependent variable is employees' delivery of good public service (Y), representing the outcome variable.

### Sampling and Respondents

Purposive sampling was used to select respondents working in local government departments in Bandung City, including both *ASN* (civil servants) and *Non-ASN* employees. A total of 128 respondents participated, categorized by age, marital status, education, work unit, position, and length of service with the local government.

Table 2.  
Respondent Characteristics

No.	Characteristics	Classification	Total Respondent	Percentage of Respondents (%)
1.	Gender	Male	66	48.4%
		Female	62	51.6%
2.	Age	<25 years	37	28.9%
		25-40 years	64	50%
		41-56 years	25	19.5%
		>56 years	2	1.6%
3.	Civil status	Married	55	43%
		Single	73	57%
4.	Highest education	SMA/SMK/MA	18	14.1%
		D1/D2/D3/D4	21	16.4%
		S1/S2/S3	87	68%
		Other	2	1.6%
5.	Length of service with the local government	<5 years	48	37.5%
		5-15 years	41	32%
		16-25 years	25	19.5%
		>25 years	14	10.9%

*Data Collection*

Primary data were collected via a structured survey questionnaire assessing transformational leadership traits and their influence on employees' delivery of good public service. The questionnaire underwent validity and reliability testing, with all items meeting validity criteria.

The transformational leadership questions were validated against established transformational leadership criteria. Meanwhile, the items measuring employees' delivery of good public service were based on 14 elements from the Community Satisfaction Index (Minister of State Apparatus Empowerment Decision No. Kep./25/M.PAN/2/2004). These elements served as a foundation for the questions assessing respondents' perceptions of service quality delivered by employees. Responses were measured on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire is included in the appendix A.

*Data Analysis*

Descriptive statistics were used to analyze demographic characteristics (Sanusi, 2014). To test the hypotheses, multiple linear regression analysis was employed, suitable when analyzing one dependent variable influenced by two or more independent variables. IBM SPSS Version 26 was used for data analysis.

According to Basuki (2017), the regression model's effectiveness is indicated by the coefficient of determination ( $R^2$ ). An  $R^2$  value closer to 1 signifies that the independent variables explain a large portion of the variation in the dependent variable, whereas an  $R^2$  near 0 indicates a weak explanatory power.

*Hypothesis Testing*

Partial Test (t-test): To determine whether each transformational leadership trait—idealized influence (X1), inspirational motivation (X2), intellectual stimulation (X3), and individualized consideration (X4)—significantly affects employees' delivery of good public service (Y), with a 95% confidence level.

- If  $t_{\text{count}} > t_{\text{table}} (\alpha = 0.05)$ , the hypothesis is supported (significant effect).
- If  $t_{\text{count}} < t_{\text{table}} (\alpha = 0.05)$ , the hypothesis is not supported (no significant effect).

Simultaneous Test (F-test): To examine whether the independent variables collectively have a significant influence on the dependent variable.

- If  $F_{\text{count}} > F_{\text{table}}$ , the null hypothesis ( $H_0$ ) is rejected, supporting the alternative hypothesis ( $H_a$ ) that there is a significant influence.
- If  $F_{\text{count}} < F_{\text{table}}$ ,  $H_0$  is accepted, indicating no significant influence.

**Research Results and Discussions***Descriptive Analysis*

Based on Table 3, idealized influence has the highest mean score (4.16), closely followed by intellectual stimulation (4.15). Inspirational motivation (3.99) ranks third, and individualized consideration (3.94) ranks last. This indicates that employees in local government predominantly perceive idealized influence - leaders who build trust, admiration, unity, and serve as role models - as the most important transformational leadership trait supporting the



delivery of good public service. Such leaders inspire trust and respect, aligning with Mulyadi (2023), who highlights idealized influence as a key characteristic of effective transformational leaders.

Table 3.  
Descriptive Statistics Results

Variable	N	Min	Max	Mean	Std. Deviation
Idealized Influence	128	3.00	5.00	4.16	0.56
Inspirational Motivation	128	2.80	5.00	3.99	0.55
Intellectual Stimulation	128	2.40	5.00	4.15	0.56
Individualized Consideration	128	2.80	5.00	3.94	0.59

Source: IBM SPSS 26 Output

Table 4.  
Multiple Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.878	.230		3.815	.000
	Idealized Influence	.161	.054	.196	2.992	.003
	Inspirational Motivation	.157	.058	.186	2.709	.008
	Intellectual Stimulation	.303	.083	.368	3.644	.000
	Individualized Consideration	.190	.078	.244	2.434	.016

a. Dependent Variable: employees' delivery of good public

Source: IBM SPSS 26 Output

#### *Partial t-Test Results*

The t-table value at a 95% confidence level with 123 degrees of freedom is 1.979.

Table 2.  
Partial Test

Model	T	Sig.
1 (Constant)	3.815	.000
Idealized Influence	2.992	.003
Inspirational Motivation	2.709	.008
Intellectual Stimulation	3.644	.000
Individualized Consideration	2.434	.016

Source: IBM SPSS 26 Output

#### *Interpretation:*

- RQ1: Idealized influence significantly influences employees' delivery of good public service ( $t = 2.992 > 1.979$ ,  $p = 0.003 < 0.05$ ). H1 is accepted.

- RQ2: Inspirational motivation significantly influences employees' delivery of good public service ( $t = 2.709 > 1.979$ ,  $p = 0.008 < 0.05$ ). H2 is accepted.
- RQ3: Intellectual stimulation significantly influences employees' delivery of good public service ( $t = 3.644 > 1.979$ ,  $p = 0.000 < 0.05$ ). H3 is accepted.
- RQ4: Individualized consideration significantly influences employees' delivery of good public service ( $t = 2.434 > 1.979$ ,  $p = 0.016 < 0.05$ ). H4 is accepted.

#### *Simultaneous Influence Test (F-Test)*

Table 6.  
ANOVA

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.665	4	4.416	56.567	0.000
Residual	9.603	123	0.078		
Total	27	127			

Dependent Variable: Employees' Delivery of Good Public Service  
Predictors: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration

Source: IBM SPSS 26 Output

Since the calculated F-value (56.567) is greater than the critical F-table value and the significance level is less than 0.05 ( $p = 0.000$ ), we conclude that the four independent variables simultaneously have a significant effect on employees' delivery of good public service. Thus, H5 is accepted.

#### *Coefficient of Determination ( $R^2$ )*

Table 7.  
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.805	0.648	0.636	0.28

Source: IBM SPSS 26 Output

The  $R^2$  value of 0.648 indicates that 64.8% of the variance in employees' delivery of good public service can be explained by the transformational leadership traits studied. The adjusted  $R^2$  value of 0.636 confirms that about 63.6% of the variation is explained by the model, with the remaining 36.4% attributable to other variables outside the scope of this study.

#### *Discussions*

This study affirms a strong positive correlation between transformational leadership traits and the performance of public sector employees, particularly in enhancing the delivery of public services. Transformational leadership emerges as a crucial approach that can actively engage employees, foster motivation, and ultimately improve organizational outcomes. The findings

demonstrate that organizations led by transformational leaders are better positioned to improve the performance and commitment of their employees in serving the public.

Among the four transformational leadership traits examined, idealized influence plays the most significant role. Leaders who embody trustworthiness, integrity, and serve as role models inspire employees to emulate their behavior, thereby promoting higher performance standards. Conversely, leaders who succumb to rigid bureaucratic norms and fail to set positive examples undermine employee trust and hinder effective service delivery. This highlights the need for leaders who can build trust and inspire loyalty through their actions and character.

Intellectual stimulation also shows a strong positive impact. Leaders who challenge employees intellectually, encourage innovation, and provide constructive feedback foster a culture of continuous learning and adaptability. Such leaders recognize individual contributions and promote problem-solving skills, which are vital in improving public service delivery.

Inspirational motivation significantly contributes to employees' performance by providing a compelling vision, instilling purpose, and energizing staff toward achieving organizational goals. Transformational leaders who articulate meaningful goals, highlight challenges as opportunities, and create a shared sense of mission can motivate employees to perform beyond expectations. This is especially important in the context of public service, where intrinsic motivation to serve the community is critical.

Although individualized consideration is often valued by employees for the personal attention and support it provides, it was found to have the least influence among the four traits. This may be attributed to the limited capacity of leaders in the public sector to engage in effective interpersonal communication or address personal and professional development needs of their subordinates. While the value of individualized support is recognized, its impact is constrained by practical challenges in implementation within bureaucratic environments.

Moreover, the results confirm that all four transformational leadership traits collectively exert a significant influence on employees' delivery of public services. This reinforces the importance of a holistic leadership approach that integrates trust-building, motivation, intellectual engagement, and individualized support.

In light of these findings, it is evident that transformational leadership is essential for enhancing public service performance in Indonesia's local government sector. As the nation continues its reform agenda, emphasizing ethical standards, accountability, and good governance, the adoption of transformational leadership can play a pivotal role. The renewed focus of Indonesia's incoming Subianto administration on transparency and integrity provides a timely opportunity to realign leadership practices with public expectations. In doing so, the government can foster a culture of excellence in public service, bridging the gap between governance and citizen aspirations.

In short, effective leadership that characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration is fundamental to improving the delivery of good public service. Strengthening these leadership traits within government institutions is vital to achieving sustainable and citizen-focused governance.

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### **Conclusions and Recommendations**

This study concludes that transformational leadership plays a pivotal role in enhancing employee performance and improving the delivery of public services. Leaders at all levels, whether in public or private organizations, should adopt transformational characteristics to effectively influence organizational outcomes. Embracing change, prioritizing collective interests over personal gains, and fostering trust among team members are fundamental traits that enable leaders to drive high performance and uphold the principles of good governance.

Leaders must actively promote innovation and creative problem-solving within their teams, cultivate high morale through active engagement, and articulate organizational goals with clarity and enthusiasm. These actions are particularly crucial in the public sector, where inspiring commitment to service excellence is key to meeting citizens' expectations. By embodying the core traits of transformational leadership, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, leaders can foster a more responsive, accountable, and citizen-centered approach to public service.

Equally important is the role of employees in supporting leadership efforts and contributing to a positive workplace culture. Employees should engage in open and constructive communication with their leaders, offering feedback and suggestions to foster mutual understanding and collaboration. Active participation in decision-making processes enhances inclusivity and strengthens the employee-leader relationship.

Moreover, employees are encouraged to demonstrate reliability and dedication in their work, thereby earning the trust and confidence of their leaders. By consistently delivering high-quality outcomes and aligning their efforts with organizational goals, employees can reinforce a shared vision and collective accountability. Supporting leadership initiatives, collaborating with colleagues, and contributing to organizational objectives further enhances the efficacy of public service delivery.

Additionally, employees should take ownership of their professional development by pursuing continuous learning and skill enhancement. This proactive attitude not only strengthens individual competencies but also contributes to the broader capacity and adaptability of the organization.

Finally, achieving excellence in public service delivery requires a synergistic relationship between transformational leaders and engaged employees. As Indonesia continues to pursue administrative reforms under the new Subianto administration, fostering transformational leadership and cultivating a supportive work environment will be essential in realizing a transparent, ethical, and citizen-focused governance system.

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## Appendix A - Research Questionnaire

### *Respondent Profile*

Please mark your answer with a cross (X) or check (✓) in the appropriate box:

Gender:

☐ Male

☐ Female

Age: \_\_\_\_\_ years

Marital Status:

☐ Married

☐ Single

Highest Educational Attainment:

☐ High School/Vocational (SMA/SMK/MA)

☐ Diploma (D1/D2/D3/D4)

☐ Bachelor's/Master's/Doctorate (S1/S2/S3)

☐ Other (please specify): \_\_\_\_\_

Work Unit: \_\_\_\_\_

Position: \_\_\_\_\_

Length of Service:

☐ Less than 5 years

☐ 5–15 years

☐ 15–25 years

☐ More than 25 years

### *Instructions for Completing the Questionnaire*

Please place a cross (X) or a check mark (✓) beside the answer that best represents your opinion for each statement. Select only one answer per statement.

The rating scale is as follows:

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

### *Transformational Leadership*

The following statements reflect your perception of transformational leadership practices in your workplace.

No.	Statement
1	My leader always trusts me to carry out my work.
2	My leader is willing to sacrifice personal interests for the good of the group.
3	My leader consistently upholds integrity in the workplace.
4	My leader shows respect when I complete tasks effectively.
5	My leader serves as a role model in the workplace.
6	My leader provides clear guidance on task completion.
7	My leader maintains effective communication with me about work-related matters.
8	My leader enthusiastically motivates me to perform well.
9	My leader instills optimism in completing assignments.
10	My leader builds confidence that the organization's goals will be achieved.
11	My leader inspires me to work more effectively.
12	My leader encourages rational problem-solving at work.
13	My leader urges me to approach issues from multiple perspectives.
14	My leader is eager to listen to my ideas.
15	My leader encourages innovative thinking in accomplishing tasks.

- |    |  |
|----|--|
| 16 | My leader supports the use of creativity in problem-solving.                       |
| 17 | My leader acts as a mentor in executing my responsibilities.                       |
| 18 | My leader is a good listener when I face challenges at work.                       |
| 19 | My leader provides valuable guidance for my personal growth.                       |
| 20 | My leader treats each employee as an individual with unique needs and aspirations. |
| 21 | My leader recognizes me as an individual beyond my role in the work group.         |

#### *Delivery of Quality Public Services by Government Employees*

The following statements capture your perceptions of public service delivery in your government workplace.

Please use the following scale:

- 1 = Very Poor
- 2 = Poor
- 3 = Neutral
- 4 = Good
- 5 = Very Good

- | No. | Statement   |
|-----|---|
| 1   | Service procedures are simple and easy to follow.                       |
| 2   | Service requirements are clear and appropriate for the type of service. |
| 3   | Service personnel are clearly assigned and available.                   |
| 4   | Service personnel demonstrate punctuality and discipline.               |
| 5   | The roles and responsibilities of service personnel are well-defined.   |
| 6   | Service personnel are skilled and competent in service delivery.        |
| 7   | Services are delivered within the target timeframe.                     |
| 8   | Services are delivered equitably, without discrimination.               |
| 9   | Service personnel are courteous and respectful toward service users.    |
| 10  | Service costs are reasonable and affordable.                            |
| 11  | Service fees align with the officially stated costs.                    |
| 12  | Service is provided according to the scheduled time.                    |
| 13  | Service environments are clean, organized, and comfortable.             |
| 14  | The service environment and facilities are secure and free from risks.  |

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