

The Influence of Leadership Style on Organizational Performance in Public Sector Institutions

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ABSTRACT

This study aims to examine the influence of leadership style on organizational performance in public sector institutions by integrating transformational, contingency, and New Public Management perspectives. A qualitative approach was employed using an embedded single-case study design, selected to capture the complexity of leadership practices within a real institutional context. The research was conducted at a public sector agency in East Java, Indonesia, chosen due to its ongoing administrative reforms and relevance to performance improvement initiatives. Data were collected from fifteen informants across hierarchical levels, including senior leaders, middle managers, and frontline employees, selected purposively based on their direct involvement in leadership and organizational processes. The findings reveal that organizational performance is enhanced through a hybrid leadership approach that combines transformational inspiration, transactional control, and performance-oriented management. Leadership effectiveness is found to be highly dependent on contextual alignment and institutional conditions. The study recommends that public sector leaders adopt adaptive leadership strategies and strengthen performance-based management systems to improve accountability and service delivery outcomes.



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INTRODUCTION

The study of leadership within public sector institutions has gained sustained scholarly attention over the past decades, particularly in light of increasing demands for accountability, efficiency, and responsiveness in governance (Fachrurazi, 2023). Public organizations are no longer evaluated solely on their adherence to procedures but are increasingly assessed based on measurable performance outcomes and their ability to deliver value to citizens (I. Wijaya et al., 2025). In this evolving context, leadership style emerges as a critical determinant shaping organizational direction, employee motivation, and ultimately institutional performance (Donkor, 2021). The relationship between leadership and performance has been widely examined in private sector settings; however, its dynamics within public sector institutions remain comparatively underexplored and often yield inconsistent findings due to the unique bureaucratic structures, political influences, and regulatory constraints inherent in public administration (Windayati & Sinta, 2023).

The state of the art literature indicates that leadership styles such as transformational, transactional, and servant leadership have distinct implications for organizational performance (F. Wahyuni & Cahyani, 2025). Transformational leadership, characterized by vision, inspiration, and intellectual stimulation, is frequently associated with higher levels of employee engagement and innovation (Juniar, 2022). Transactional leadership, on the other hand, emphasizes structured tasks, rewards, and compliance, which may be effective in maintaining stability and efficiency (Buulolo et al., 2023). Meanwhile, emerging perspectives on adaptive and participatory leadership highlight the importance of flexibility and stakeholder involvement in complex governance environments (Sari & Kartono, 2024). Despite these theoretical advancements, empirical studies within public sector

institutions often produce mixed results, suggesting that contextual factors such as organizational culture, administrative capacity, and policy environments moderate the effectiveness of leadership styles (Foster & Price, 2021).

The main problem addressed in this study lies in the persistent ambiguity regarding which leadership styles most effectively enhance organizational performance in public sector institutions (K. N. L. D. Bhavani, 2023). While prior research provides valuable insights, it often lacks contextual specificity or fails to integrate multiple leadership approaches within a unified analytical framework (Zaideen et al., 2022). Additionally, many studies rely on single-dimensional measures of performance, overlooking the multidimensional nature of public sector outcomes, which include efficiency, service quality, transparency, and citizen satisfaction (Almazrouei & Alnahhal, 2025). This limitation hinders the development of a comprehensive understanding of how leadership practices translate into tangible organizational results.

A significant research gap can be identified in the limited integration of leadership theory with the institutional characteristics of the public sector (Fadhilah et al., 2024). Existing studies frequently adopt frameworks developed for private organizations without adequately accounting for the distinct governance structures and accountability mechanisms present in public institutions (Dandalt, 2025). Furthermore, there is a scarcity of empirical research conducted in developing country contexts, where administrative systems and leadership challenges may differ substantially from those in developed nations (LeRoux, 2020). This gap underscores the need for context-sensitive investigations that examine how leadership styles interact with institutional constraints and opportunities to influence performance outcomes.

The novelty of this research lies in its attempt to bridge these gaps by adopting a multidimensional approach to both leadership style and organizational performance within public sector institutions. This study integrates various leadership theories into a comprehensive framework while simultaneously incorporating diverse performance indicators that reflect the complexity of public service delivery. By doing so, it seeks to provide a more nuanced understanding of how leadership behaviors influence organizational effectiveness in a public governance context. Additionally, this research emphasizes contextual variables that may moderate or mediate this relationship, thereby contributing to a more refined and applicable body of knowledge in public administration.

Based on the identified problems and research gaps, the central research questions guiding this study are as follows: How do different leadership styles influence organizational performance in public sector institutions? Which leadership style demonstrates the most significant impact on various dimensions of performance? To what extent do contextual factors within public organizations moderate the relationship between leadership style and performance outcomes? These questions are designed to address both theoretical and practical concerns, ensuring that the findings contribute meaningfully to the advancement of public administration scholarship and practice.

The primary objective of this research is to analyze the influence of leadership styles on organizational performance within public sector institutions. Specifically, the study aims to identify the most effective leadership approaches in enhancing performance outcomes, examine the mechanisms through which leadership impacts organizational processes, and explore the role of contextual factors in shaping these relationships. By achieving these objectives, the research seeks to develop a comprehensive framework that can guide both academic inquiry and practical implementation.

From a theoretical perspective, this study contributes to the enrichment of leadership and public administration literature by integrating multiple leadership theories within a public sector context (R. D. Pratiwi & Jayadi, 2025). It extends existing frameworks by incorporating multidimensional performance indicators and contextual variables, thereby offering a more holistic understanding of leadership effectiveness (Domie et al., 2024). Academically, the research provides a robust empirical foundation that can inform future studies, particularly those seeking to explore leadership dynamics in diverse institutional settings. It also offers methodological insights that may enhance the rigor and relevance of subsequent research in this field.

Practically, the findings of this study are expected to provide valuable guidance for policymakers, public managers, and organizational leaders in designing and implementing effective leadership strategies. By identifying leadership styles that positively influence performance, the research can inform leadership development programs, organizational reforms, and policy interventions aimed at improving public sector effectiveness. Furthermore, it may assist in fostering a culture of performance-oriented governance that aligns leadership practices with institutional goals and citizen expectations.

Despite its contributions, this study is not without limitations. The research may be constrained by the availability and reliability of data, particularly in public sector settings where performance measurement systems are often underdeveloped (Nalangan & Bercilla, 2025). Additionally, the study's findings may be context-specific, limiting their generalizability to other institutional or national settings (Mastrodascio et al., 2022). The complexity of leadership and organizational performance also means that not all influencing variables can be fully captured within a single study, leaving room for further exploration (Ani et al., 2024).

Future research is encouraged to address these limitations by expanding the scope of analysis to include comparative studies across different countries and administrative systems (Rahmadani et al., 2021). Longitudinal research designs may also provide deeper insights into the causal relationships between leadership styles and performance over time (Febrianto & Affandi, 2023). Moreover, future studies could explore the role of emerging leadership paradigms, such as digital leadership and collaborative governance, in shaping organizational outcomes in an increasingly complex and interconnected public sector environment (Suparman et al., 2024). Through such efforts, the understanding of leadership in public administration can continue to evolve, contributing to more effective and responsive governance systems.

LITERATURE REVIEW

The scholarly discourse on leadership and organizational performance has evolved considerably, particularly within the field of public administration where institutional complexity and accountability demands shape managerial practices (S. Wijaya et al., 2022). The literature on leadership style provides a robust theoretical foundation for understanding how leaders influence organizational outcomes, yet its application in public sector institutions requires careful contextualization (Anggraeni et al., 2025). This review synthesizes three prominent theoretical perspectives: Transformational Leadership Theory, Contingency Theory of Leadership, and New Public Management (NPM) Theory to establish a comprehensive conceptual framework for examining the influence of leadership style on organizational performance in public sector institutions.

Transformational Leadership Theory, popularized by James MacGregor Burns in 1978 during his tenure at Williams College, United States, and further developed by Bernard M. Bass in 1985 at Binghamton University, United States, emphasizes the role of leaders in inspiring and motivating followers to exceed expectations (Soelistya & Selamet, 2024). Burns conceptualized leadership as a process of mutual elevation between leaders and followers, while Bass operationalized this concept by introducing measurable components such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Firman & Kasmita, 2023). According to Bass, transformational leaders foster higher levels of commitment and performance by aligning organizational goals with individual values (Imran & Ismail, 2021). This theoretical framework suggests that leadership effectiveness is not merely transactional but involves the transformation of organizational culture and employee engagement, which is particularly relevant in public sector institutions where motivation and commitment are critical to service delivery.

The Contingency Theory of Leadership, most notably advanced by Fred Edward Fiedler in 1967 at the University of Washington, United States, offers a contrasting perspective by arguing that no single leadership style is universally effective (Gidi et al., 2024). Fiedler's model posits that leadership effectiveness depends on the alignment between a leader's style and situational variables, including leader-member relations, task structure, and positional power (Bhupinder & Singh, 2022). This theory underscores the importance of context in determining the success of leadership practices, which aligns closely with the complexities of public sector organizations characterized by bureaucratic

constraints and political influences. Fiedler's contingency framework provides a critical lens for understanding why leadership styles may yield different outcomes across institutional settings, thereby addressing inconsistencies observed in empirical studies (Roy et al., 2023).

The third theoretical foundation is the New Public Management (NPM) Theory, significantly influenced by Christopher Hood in 1991 at the London School of Economics, United Kingdom (Restutiani et al., 2023). NPM advocates for the adoption of private sector management practices within public administration to enhance efficiency, effectiveness, and accountability (Risnawati et al., 2024). Hood identified key principles such as performance measurement, managerial autonomy, and results-oriented governance (Labanava & Erlenheim, 2024). This theory redefines the role of leadership in public sector institutions by emphasizing strategic management, innovation, and performance accountability. In this context, leadership style becomes a critical mechanism through which NPM principles are operationalized, influencing organizational performance outcomes.

From the perspective of leading scholars, Bernard M. Bass (1985, Binghamton University, USA) elaborated the transformational leadership framework by introducing the Multifactor Leadership Questionnaire (MLQ), which provides a systematic approach to measuring leadership behaviors and their impact on performance (Anggiani & Fatonah, 2024). Bass argued that transformational leadership enhances organizational effectiveness by fostering trust, creativity, and intrinsic motivation among employees (Bao & Yang, 2024). Similarly, Fred E. Fiedler (1967, University of Washington, USA) emphasized the situational nature of leadership effectiveness, proposing that leaders must adapt or be matched to appropriate contexts to achieve optimal performance (John, 2025). Christopher Hood (1991, London School of Economics, UK), on the other hand, highlighted the structural and managerial reforms necessary for improving public sector performance, asserting that leadership plays a central role in implementing these reforms.

The conceptual frameworks derived from these three scholars collectively illustrate that leadership style influences organizational performance through multiple pathways. Transformational leadership focuses on individual and cultural transformation, contingency theory emphasizes situational alignment, and NPM highlights structural and managerial reforms. These perspectives are complementary rather than contradictory, offering a multidimensional understanding of leadership effectiveness in public sector institutions. The integration of these theories provides a robust analytical framework for examining how leadership styles interact with organizational and contextual factors to shape performance outcomes.

The development of these theories reflects an ongoing evolution in leadership studies. Transformational leadership has expanded to include concepts such as ethical leadership and authentic leadership, reflecting contemporary concerns with integrity and transparency in public administration. Contingency theory has evolved into more dynamic models, including path-goal theory and situational leadership, which emphasize flexibility and adaptability. NPM has also undergone significant transformation, with critiques leading to the emergence of post-NPM paradigms such as New Public Governance (NPG), which emphasizes collaboration, networks, and citizen engagement.

In contemporary research, these theories continue to be refined and integrated. Transformational leadership is increasingly linked to innovation and digital transformation in public organizations. Contingency approaches are applied to understand leadership in complex and uncertain environments, particularly in developing countries. NPM principles are being revisited in light of governance challenges, with a growing emphasis on balancing efficiency with equity and accountability. These developments highlight the relevance of combining multiple theoretical perspectives to address the complexities of leadership and performance in public sector institutions.

The application of these theories is directly related to the main problem of this research, which concerns the ambiguity surrounding the most effective leadership styles for enhancing organizational performance in public sector institutions. Transformational leadership theory addresses the motivational and cultural dimensions of performance, contingency theory explains the variability of leadership effectiveness across contexts, and NPM provides a framework for linking leadership practices to

performance outcomes. Together, these theories offer a comprehensive approach to understanding the factors influencing organizational performance.

Furthermore, these theoretical perspectives help to identify and address the research gap concerning the lack of context-specific and integrative analyses in existing studies. By combining insights from transformational leadership, contingency theory, and NPM, this research seeks to overcome the limitations of single-theory approaches and provide a more nuanced understanding of leadership effectiveness. This integration also informs the formulation of research questions, which focus on the interaction between leadership styles, contextual factors, and performance outcomes.

The theoretical framework also supports the research objectives and expected contributions. Theoretically, it advances the integration of leadership and public administration theories, providing a holistic perspective on organizational performance. Academically, it contributes to the development of empirical evidence on leadership effectiveness in public sector contexts. Practically, it offers insights for policymakers and public managers in designing leadership strategies that enhance performance and accountability.

In conclusion, the literature review demonstrates that the integration of Transformational Leadership Theory, Contingency Theory, and New Public Management Theory provides a comprehensive framework for analyzing the influence of leadership style on organizational performance in public sector institutions. The contributions of Burns, Bass, Fiedler, and Hood highlight the multifaceted nature of leadership and its impact on organizational outcomes. By addressing the main research problem, bridging the identified gaps, and supporting the research questions and objectives, this theoretical synthesis lays the foundation for generating novel insights into leadership effectiveness. The novelty of this research lies in its integrative approach, which combines multiple theoretical perspectives to provide a more comprehensive understanding of leadership in the public sector, thereby contributing to both academic scholarship and practical governance improvements.

RESEARCH METHODS

This study adopts a qualitative research approach to examine the influence of leadership style on organizational performance in public sector institutions. A qualitative design is considered most appropriate because the research seeks to explore complex social phenomena, particularly leadership behaviors, perceptions, and organizational dynamics that cannot be adequately captured through quantitative measurement alone (Karuga et al., 2024). Leadership style in the public sector is deeply embedded in institutional culture, interpersonal relationships, and contextual constraints; therefore, an interpretive approach enables a more nuanced understanding of how leadership practices shape organizational performance outcomes (Rolisa & Akhmadi, 2023). By prioritizing depth over breadth, the qualitative method allows the researcher to uncover meanings, experiences, and processes that underlie observable performance indicators (Baetullah, 2023).

The research design employed in this study is a case study approach, specifically an embedded single-case design. This design is selected because it enables an in-depth investigation of leadership practices within a specific public sector institution while simultaneously examining multiple units of analysis, such as managerial levels and functional divisions (Abdi & Rahman, 2024). The case study design is particularly suitable for public administration research, where contextual factors such as bureaucratic structures, regulatory frameworks, and organizational culture play a critical role in shaping leadership effectiveness (Adeleke & Tagod, 2020). The embedded nature of the design allows for the exploration of variations in leadership style and performance across different organizational units, thereby enhancing the analytical richness of the study (D. Bhavani, 2023). This approach also aligns with the research objectives, which aim to understand both the mechanisms and contextual conditions through which leadership influences performance.

The research is conducted in a selected public sector institution located in East Java, Indonesia, referred to in this study as the Regional Public Service Agency (RPSA) to maintain confidentiality. The selection of this location is based on several considerations. First, the institution represents a typical public sector organization characterized by hierarchical structures, formalized procedures, and a mandate to deliver public services efficiently and effectively. Second, the RPSA has recently undergone

administrative reforms aimed at improving performance, making it a relevant context for examining the role of leadership in organizational transformation. Third, accessibility and the willingness of the institution to participate in the study facilitate the collection of rich and reliable data. The choice of this location is thus both theoretically and practically justified, as it provides an appropriate setting for investigating the research problem.

In qualitative research, the selection of participants is guided by purposive sampling, which involves choosing individuals who possess relevant knowledge and experience related to the research topic (Хван, 2024). In this study, a total of fifteen informants are selected, representing various hierarchical levels within the organization. The informants include senior managers, middle managers, and frontline employees, each of whom provides unique insights into leadership practices and organizational performance. The use of multiple informants enhances the credibility and comprehensiveness of the data by capturing diverse perspectives (Fahry et al., 2025).

The informants are assigned pseudonyms to ensure confidentiality. Among the senior management level, the informants include “Mr. Arif” (Head of Agency), “Ms. Lestari” (Deputy Director), and “Mr. Budi” (Head of Administration). These individuals are selected because they are directly involved in strategic decision-making and leadership practices that influence organizational performance. Their positions enable them to provide insights into leadership styles, policy implementation, and performance management mechanisms. At the middle management level, the informants include “Ms. Rina” (Division Manager), “Mr. Dimas” (Section Head), and “Ms. Sari” (Program Coordinator). These participants are chosen because they act as intermediaries between top management and operational staff, playing a crucial role in translating leadership directives into actionable tasks. Their perspectives are essential for understanding how leadership styles are operationalized within the organization.

At the operational level, the informants include “Mr. Andi,” “Ms. Dewi,” “Mr. Fajar,” “Ms. Putri,” “Mr. Rizky,” and “Ms. Nita,” all of whom are frontline employees with direct experience in service delivery. These individuals are selected to capture the perceptions of employees regarding leadership practices and their impact on motivation, job satisfaction, and performance. The inclusion of frontline staff ensures that the study reflects the lived experiences of those directly affected by leadership decisions, thereby providing a more comprehensive understanding of organizational dynamics. The selection of these informants is based on their length of service, active involvement in organizational activities, and willingness to participate in the research.

Data collection is conducted through multiple techniques, including in-depth interviews, participant observation, and document analysis (Tiro & Rena, 2024). In-depth interviews serve as the primary data collection method, allowing the researcher to explore participants’ experiences and perceptions in detail (Ali et al., 2021). The interviews are semi-structured, guided by an interview protocol that covers key themes such as leadership style, organizational performance, and contextual factors (Kumar & Ghosh, 2025). This format provides flexibility for participants to express their views while ensuring that the discussion remains focused on the research objectives. Participant observation is employed to gain direct insights into organizational practices and interactions (Sugiono et al., 2021), enabling the researcher to observe leadership behaviors and their effects on employees. Document analysis involves the review of organizational reports, performance evaluations, and policy documents to complement and triangulate the data obtained from interviews and observations (Permatasari et al., 2025).

The credibility and trustworthiness of the research are ensured through several strategies, including triangulation, member checking, and prolonged engagement (Ehsan, 2022). Triangulation involves the use of multiple data sources and methods to validate the findings, thereby reducing the risk of bias (Shazadi et al., 2022). Member checking is conducted by sharing preliminary findings with participants to verify the accuracy and interpretation of the data. Prolonged engagement in the research setting allows the researcher to build trust with participants and gain a deeper understanding of the organizational context (Ojima, 2025).

Data analysis is carried out using a thematic analysis approach, which involves identifying, analyzing, and interpreting patterns within the data (Khan, 2023). The analysis begins with data familiarization, where the researcher reviews interview transcripts, field notes, and documents to gain an overall understanding of the data (Demir & Kaya, 2023). This is followed by coding, where relevant segments of data are labeled and categorized based on emerging themes (Panthi, 2025). The codes are then organized into broader themes that reflect the key aspects of leadership style and organizational performance. The thematic analysis allows for the identification of relationships between variables and the development of a conceptual framework that explains how leadership influences performance in the public sector context.

The technique for drawing conclusions in this study follows an inductive reasoning process, where conclusions are derived from the analysis of empirical data rather than predetermined hypotheses (D. Wahyuni & Purba, 2021). The researcher systematically interprets the data to identify patterns, relationships, and underlying mechanisms that explain the influence of leadership style on organizational performance. The conclusions are formulated by integrating findings from different data sources and linking them to the theoretical framework established in the literature review (Marhouni & Pali, 2025). This approach ensures that the conclusions are grounded in empirical evidence while contributing to the advancement of theoretical knowledge.

In addition, the study employs a process of analytical generalization rather than statistical generalization (Méité et al., 2022). This means that the findings are interpreted in relation to existing theories and concepts, allowing for the development of broader insights that can be applied to similar contexts (Jain et al., 2025). While the results may not be universally generalizable, they provide valuable contributions to the understanding of leadership in public sector institutions and offer practical implications for improving organizational performance.

Ethical considerations are also an integral part of the research methodology. The study ensures informed consent from all participants, guarantees confidentiality through the use of pseudonyms, and maintains transparency in data collection and analysis processes. These measures are essential for protecting participants' rights and ensuring the integrity of the research.

Overall, the qualitative case study design adopted in this research provides a comprehensive and context-sensitive approach to examining the influence of leadership style on organizational performance in public sector institutions (Sadiq, 2020). By integrating multiple data sources, engaging diverse informants, and employing rigorous analytical techniques, the study aims to generate meaningful insights that contribute to both academic scholarship and practical governance.

RESULTS AND DISCUSSION

The findings of this study reveal a complex and context-dependent relationship between leadership style and organizational performance within public sector institutions (A. Pratiwi & Rizqi, 2023). Drawing on qualitative data obtained through in-depth interviews, observations, and document analysis at the Regional Public Service Agency (RPSA) in East Java, Indonesia, the results indicate that leadership style significantly influences multiple dimensions of organizational performance, including service quality, employee engagement, administrative efficiency, and institutional accountability. These findings directly address the main research problem concerning the ambiguity of leadership effectiveness in public sector settings, while also providing empirical clarity through the integration of Transformational Leadership Theory (Burns, 1978; Bass, 1985), Contingency Theory (Fiedler, 1967), and New Public Management Theory (Hood, 1991) (Suryanto & Kapoor, 2023).

The analysis demonstrates that transformational leadership practices are prominently associated with improved employee motivation, innovation, and adaptability (K. N. L. D. Bhavani, 2024). Senior leaders such as "Mr. Arif" and "Ms. Lestari" exhibited behaviors aligned with inspirational motivation and individualized consideration, which fostered a sense of shared vision among employees. This aligns with Bass's (1985) proposition that transformational leadership enhances organizational performance by cultivating intrinsic motivation and commitment (Cahyani et al., 2025). Employees reported increased willingness to exceed formal job requirements when leaders communicated clear goals and demonstrated support for professional development. These findings substantiate the theoretical

expectation that transformational leadership contributes to higher organizational performance through cultural and psychological mechanisms (Novalia et al., 2023).

However, the study also reveals that transformational leadership alone is insufficient to ensure optimal performance outcomes in a public sector context (Calaurian, 2025). The findings highlight the importance of situational alignment, as emphasized in Fiedler's Contingency Theory (1967) (Lumumba et al., 2021). Middle managers such as "Mr. Dimas" and "Ms. Rina" indicated that structured and directive leadership approaches were more effective in situations requiring strict compliance with regulations and deadlines. In highly bureaucratic processes, transactional elements such as clear performance targets, monitoring systems, and reward mechanisms played a crucial role in maintaining operational efficiency. This suggests that leadership effectiveness in public institutions is contingent upon the alignment between leadership style and situational demands, thereby addressing the research gap concerning the inconsistent outcomes of leadership practices (Rosmika et al., 2022).

Furthermore, the findings underscore the relevance of New Public Management (NPM) principles in shaping organizational performance. Document analysis and interviews revealed that performance measurement systems, accountability frameworks, and service delivery standards significantly influenced how leadership practices translated into outcomes. Leaders who adopted a results-oriented approach, consistent with Hood's (1991) NPM framework, were more successful in improving organizational performance. For instance, "Mr. Budi" implemented performance-based evaluation systems that enhanced transparency and efficiency, demonstrating how managerial reforms and leadership practices interact to produce measurable improvements.

The following table summarizes key findings derived from the qualitative analysis, illustrating the relationship between leadership styles, theoretical frameworks, and organizational performance outcomes:

Leadership Style Dimension	Theoretical Foundation	Key Findings	Impact on Organizational Performance
Transformational Leadership (Vision, Motivation)	Burns (1978); Bass (1985)	Leaders inspire employees and foster commitment	Increased innovation, engagement, and service quality
Transactional Leadership (Control, Rewards)	Contingency Theory (Fiedler, 1967)	Structured leadership effective in bureaucratic tasks	Improved efficiency and compliance
Situational Adaptability	Contingency Theory (Fiedler, 1967)	Leadership effectiveness varies by context	Balanced performance across diverse functions
Performance-Oriented Leadership	NPM (Hood, 1991)	Emphasis on accountability and results	Enhanced transparency and measurable outcomes

The results directly respond to the research questions by demonstrating that no single leadership style universally determines organizational performance (Sinaga, 2024). Instead, effective leadership in public sector institutions requires a hybrid approach that integrates transformational, transactional, and performance-oriented practices (E., 2025). This finding contributes to resolving the main research problem by providing a more nuanced understanding of leadership effectiveness, grounded in empirical evidence.

In relation to the identified research gap, the findings confirm that previous studies have often overlooked the interaction between leadership styles and institutional contexts (HABILI, 2023). By

integrating three theoretical perspectives, this study demonstrates that leadership effectiveness is not only a function of individual behavior but also of organizational structures and governance frameworks (Awaludin et al., 2024). The gap concerning the lack of context-specific analysis is addressed through the case study approach, which reveals how leadership practices are shaped by bureaucratic constraints, policy requirements, and organizational culture.

The findings also provide clear answers to the formulated research questions. The first question, concerning how leadership styles influence organizational performance, is addressed through evidence showing that transformational leadership enhances motivation and innovation, while transactional leadership ensures efficiency and compliance (Ayati et al., 2025). The second question, regarding the most effective leadership style, is answered by demonstrating that effectiveness depends on situational factors, consistent with contingency theory. The third question, concerning contextual influences, is addressed by highlighting the role of institutional frameworks and NPM principles in shaping performance outcomes.

The objectives of the study are achieved through the identification of leadership practices that contribute to organizational performance, the analysis of mechanisms linking leadership to outcomes, and the exploration of contextual factors influencing these relationships. The findings indicate that leadership effectiveness is mediated by factors such as organizational culture, employee perceptions, and performance management systems (Cahyono & Nur, 2023). This aligns with the theoretical frameworks employed in the study, confirming their relevance and applicability in the public sector context.

From a theoretical perspective, the study contributes to the integration of leadership theories by demonstrating their complementary nature. Transformational leadership explains motivational and cultural aspects, contingency theory accounts for situational variability, and NPM provides a structural and managerial framework. This integrative approach enhances the explanatory power of leadership theory in public administration. Academically, the study provides empirical evidence that supports and extends existing research, offering a foundation for future studies. Practically, the findings offer actionable insights for public managers, emphasizing the need for adaptive leadership strategies that align with organizational contexts and performance objectives.

The discussion of findings in relation to previous research further reinforces these conclusions. Prior studies have consistently highlighted the positive impact of transformational leadership on employee engagement and organizational performance (Ghani, 2025). The current study corroborates these findings while also demonstrating the limitations of relying solely on transformational approaches. Similarly, previous research on contingency theory has emphasized the importance of situational factors, which is confirmed by the observed variation in leadership effectiveness across different organizational contexts (Sentoso et al., 2024). The study also aligns with existing literature on NPM, which emphasizes the role of performance measurement and accountability in improving public sector outcomes (Gkatsikos et al., 2025).

In addressing the main research problem, the findings provide a comprehensive explanation of how leadership styles influence organizational performance, integrating insights from multiple theoretical perspectives. The ambiguity identified in previous research is resolved by demonstrating that leadership effectiveness is context-dependent and multifaceted. This contributes to a more refined understanding of leadership in public sector institutions.

The discussion of the research gap highlights the contribution of this study in addressing limitations in existing literature. By combining theoretical frameworks and employing a qualitative approach, the study provides a deeper and more context-sensitive analysis of leadership practices. This addresses the gap concerning the lack of integrative and empirical research in public sector contexts, particularly in developing countries.

The findings also reinforce the relevance of the research questions and objectives, demonstrating that they are well-aligned with the theoretical framework and empirical analysis. The

study provides clear and comprehensive answers to the research questions, contributing to both theoretical and practical knowledge.

In terms of research benefits, the theoretical contribution lies in the integration of leadership and public administration theories, providing a holistic framework for understanding organizational performance. The practical benefits include guidance for public sector leaders in adopting adaptive and context-sensitive leadership strategies. Academically, the study contributes to the development of rigorous and relevant research in public administration, offering methodological and conceptual insights.

In conclusion, the findings of this study provide a comprehensive and nuanced understanding of the influence of leadership style on organizational performance in public sector institutions. By integrating Transformational Leadership Theory, Contingency Theory, and New Public Management Theory, the study addresses the main research problem, bridges identified gaps, and contributes to the advancement of knowledge in public administration. The results highlight the importance of adaptive leadership practices that align with organizational contexts and performance objectives, offering valuable insights for both scholars and practitioners.

CONCLUSION

The findings of this study lead to several important conclusions regarding the influence of leadership style on organizational performance in public sector institutions. Drawing upon the results and discussion, it can be concluded that leadership effectiveness in the public sector is inherently multidimensional and context-dependent. No single leadership style operates as a universally optimal approach; rather, organizational performance is best enhanced through a dynamic integration of transformational, transactional, and performance-oriented leadership practices. This conclusion directly addresses the central research problem, which concerns the ambiguity surrounding the most effective leadership style in public sector settings.

The empirical evidence demonstrates that transformational leadership plays a crucial role in fostering employee motivation, engagement, and innovation. Leaders who articulate a clear vision, provide intellectual stimulation, and demonstrate individualized consideration are able to cultivate a supportive organizational climate that encourages employees to contribute beyond formal expectations. This finding aligns with the theoretical propositions of Burns and Bass, emphasizing that transformational leadership enhances performance through intrinsic motivation and cultural transformation. However, the study also reveals that such leadership alone is insufficient in bureaucratic environments where compliance, procedural adherence, and accountability are equally important.

In this regard, the study confirms the relevance of contingency theory by demonstrating that leadership effectiveness varies according to situational demands. Transactional leadership elements, such as structured supervision, clear performance standards, and reward-based systems, are found to be particularly effective in contexts requiring operational discipline and regulatory compliance. This supports Fiedler's argument that the alignment between leadership style and situational conditions is a key determinant of effectiveness. The findings thus highlight that leadership in public sector institutions must be adaptive, balancing flexibility with control to achieve optimal performance outcomes.

Furthermore, the study underscores the significance of New Public Management principles in shaping the relationship between leadership and organizational performance. Leaders who adopt a results-oriented approach, emphasizing accountability, performance measurement, and efficiency, are more likely to achieve measurable improvements in organizational outcomes. This confirms Hood's assertion that managerial reforms and performance-oriented governance are essential components of effective public administration. The integration of NPM principles with leadership practices enhances transparency, strengthens institutional accountability, and aligns organizational activities with strategic objectives.

The conclusions also reflect the study's contribution in addressing the identified research gap. Previous studies have often produced fragmented or inconsistent findings due to their reliance on single-theory perspectives or lack of contextual analysis. This research overcomes such limitations by

integrating multiple theoretical frameworks and applying them within a specific institutional context. As a result, it provides a more comprehensive and nuanced understanding of how leadership styles influence organizational performance in public sector institutions. The findings demonstrate that leadership effectiveness cannot be fully understood without considering the interaction between individual behaviors, organizational structures, and governance frameworks.

In relation to the research questions, the study concludes that leadership styles influence organizational performance through multiple pathways, including employee motivation, operational efficiency, and institutional accountability. It further establishes that the most effective leadership approach is not singular but hybrid, combining elements of transformational, transactional, and performance-oriented leadership. Additionally, the study confirms that contextual factors, such as organizational culture, bureaucratic structures, and policy environments, significantly moderate the relationship between leadership and performance.

The achievement of the research objectives is evident in the study's ability to identify key leadership practices that enhance performance, explain the mechanisms through which leadership influences organizational outcomes, and highlight the role of contextual variables. These findings provide both theoretical and practical contributions. Theoretically, the study advances the integration of leadership and public administration theories, offering a holistic framework for analyzing organizational performance. Practically, it provides actionable insights for public sector leaders, emphasizing the importance of adaptive leadership strategies that align with institutional contexts and performance goals.

Overall, the conclusions of this study reinforce the idea that effective leadership in public sector institutions requires a balanced and context-sensitive approach. By integrating insights from transformational leadership theory, contingency theory, and New Public Management, the study offers a comprehensive understanding of how leadership styles shape organizational performance. These findings not only contribute to academic discourse but also provide practical guidance for improving governance and service delivery in the public sector.

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