

## **Women's Transformational Leadership in Improving Public Services: A Systematic Review**

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### **ABSTRACT**

This study addresses the limited scholarship on the specific contribution of women's transformational leadership in enhancing public service quality. While prior research often examines women's leadership or transformational leadership separately, few systematically explore their intersection in the public sector. To bridge this gap, a systematic narrative review was conducted on 11 selected articles retrieved through Elicit AI. Thematic and contextual analysis was employed to identify patterns, themes, and theoretical constructs across organizational and sectoral contexts. Findings reveal that women leaders consistently demonstrate the four core dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These practices foster inclusive, ethical, and innovative organizational cultures aligned with the demands of modern public service. However, contextual challenges such as organizational culture, social norms, gender stereotypes, and limited access to strategic roles shape the effectiveness of women's leadership. Theoretically, this study contributes to leadership and gender scholarship by integrating transformational leadership theory into the domain of public administration. It underscores the importance of empathetic, participatory, and visionary leadership in advancing sustainable service reforms. Overall, the synthesis highlights how empowering women in transformational leadership roles enhances public service effectiveness and drives bureaucratic change, while calling for further research on intersectionality and cross-sectoral dynamics.

**Keywords:** Transformational Leadership; Women; Innovation; Organization; Public Service



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## INTRODUCTION

In recent decades, the role of women in public sector leadership has increased significantly (Sharma, 2019). Data from various countries show that women are increasingly occupying strategic positions in government and public service institutions. However, despite this progress, women leaders still face challenges, such as gender stereotypes, limited access to strategic networks, and policies that do not fully support.

On the other hand, effective and innovative public services are an urgent need in the modern era (Johnston and Fenwick, 2025). The public demands more responsive, transparent, and efficient services (Cinar *et al.*, 2024). In this context, transformational leadership, which is oriented towards change, innovation, and empowerment, is one approach that is recognized as capable of improving the quality of public services. (Khairi *et al.*, 2022). However, studies that specifically link women's transformational leadership with the improvement of public services are still limited.

This study has novelty in several aspects, which are different from previous studies. This study uses a systematic method to comprehensively review various studies related to women's transformational leadership in improving public services. Several studies have discussed women's leadership in general, but not many have specifically examined how women's transformational leadership contributes to improving the quality of public services.

This study highlights the gender aspect of leadership and how innovation and technology can strengthen women's roles in creating better public services. This research focuses on the main aspects, namely the characteristics of women's transformational leadership in the public service sector, the impact of women's transformational leadership on improving the quality of public services, and the supporting factors and obstacles faced by women in implementing transformational leadership. With this focus, this research is expected to provide deeper insights into the strategic role of women in leading change and improving the quality of public services, as well as provide recommendations for government institutions and policymakers in supporting women's leadership.

## RESEARCH METHOD

This study uses a systematic narrative review method to examine literature related to women's transformational leadership in improving public services. The process of searching and selecting articles was carried out with the help of Elicit AI - The AI Research Assistant, an artificial intelligence-based tool that helps filter, extract, and analyze academic literature based on certain topics and criteria.

The use of Elicit AI in this study includes the following steps:

1. Determining the research question related to "women's transformational leadership in public service";
2. Entering primary keywords (such as transformational leadership, women, public service);
3. Collecting relevant articles based on metadata, abstracts, and initial content;
4. Conducting initial extraction of the methods, main findings, and study context of each suggested article.

From the initial search results, 16 articles were obtained that were considered thematically relevant. Next, a screening process was carried out with inclusion criteria including:

- Studies that explicitly discuss women's leadership with a transformational approach in the last 10 years,
- Studies that are relevant to the context of public organizations or public services,

- Articles published in national/international accredited journals,
- Articles with qualitative, quantitative, or literature review designs that explain the influence of leadership.

Exclusion criteria include:

- Articles that only discuss women's leadership in general without a transformational approach,
- Studies in the private sector that do not show a connection with public services,
- Articles that only focus on theory without clear empirical results or literature synthesis.

From this process, 11 articles were selected for further analysis, namely Extract Data, Generate Report, which produces Results in the form of Thematic Analysis and Contextual Analysis, and presented in a Narrative Review.

The selection of the narrative review method was carried out because this approach allows for deeper analysis of complex themes, contexts, and social dynamics, especially in gender issues and public leadership. Although narrative reviews are often criticized for being prone to subjectivity and selection bias, this study addresses these weaknesses through several bias mitigation strategies, including: the use of Elicit to systematically screen articles, the application of theme triangulation to compare thematic results from various sources, and complemented by discussion and validation of thematic analysis results with two experts in the fields of public administration and gender studies. The data coding process was carried out manually with the help of a conceptual framework of four dimensions of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration). Coding was carried out by two researchers independently. After the initial coding process, thematic comparisons and discussions were carried out to align interpretations between researchers. Inter-researcher validation (inter-coder reliability) was strengthened through in-depth discussions and peer debriefing with one external expert to review the consistency of themes and data integrity. With this approach, the narrative review in this study became more systematic, transparent, and scientifically accountable.

## **RESEARCH RESULTS**

### **Screening**

The researcher analyzed 11 articles out of 16 articles that fit the research theme, and conducted screening including population focus, organizational context, leadership style, research design, outcome assessment, sector specificity, gender analysis, publication type, and separation of analysis. Researchers consider all screening questions together and make a holistic judgment about whether to screen each paper.

### **Data Extraction**

The researcher provided an extraction instruction model that included Research approach and methodology, type of research approach, specific research design, methods used, study setting and context, participant demographics and leadership characteristics, transformational leadership characteristics, impact on public service quality, and supporting and inhibiting factors.

Table 1. Data extraction results

Study	Code	Study Design	Sector Focus	Leadership Context	Key Findings
Women's Roles In Business Decision Making (Mauliyah and Sinambela, 2019)	S1	Review of 4 studies	Various (company, government, industry)	Transformational leadership	Female leader shows more transformational characteristics; effectiveness mediated by contextual factors
A feminist perspective on women's leadership in Indonesia (Da Meisa and Anzari, 2021)	S2	Qualitative literature review	Various (company, government, industry)	Women's leadership in Indonesia	Women's leadership in Indonesia has shown success in various fields
Transformational Leadership Model in Women Leaders: Case Study of Women's Empowerment (Auladina and Asy'ari, 2025)	S3	Qualitative descriptive study	Education	Transformational leadership	Transformational leadership increases motivation and work values
Two Decades of Research and Development in Transformational Leadership (Bass, 1999)	S4	Review	Wide range (business, military, industry, hospital, education)	Transformational leadership	Transformational leadership increases motivation and work values
The Leadership Role of Women in Public Office at the Mahakam Ulu Regency DPRD Office (Dewanti, Noor and Kalalinggi, 2022)	S5	Qualitative Study	COUNCIL District Mahakam Ulu	Women's leadership in local government	Effective leadership contributes to improved quality and efficiency of public services
Women's Leadership Style in Culture Organization (Nizomi, 2019)	S6	Qualitative Case Study	Education	Leadership in institution Education	Situational leadership style adopted by female library heads
Gendered Leadership: Effectiveness & Challenges (Putranto and Perdhana, 2018)	S7	Qualitative Case Study	Government	Gender-based leadership in organizations Indonesian government	Both male and female leaders use transformational leadership styles
Challenges and Opportunities for Women as Leaders in Various Industries (Rahmayanty, Rabbani and Asrofi, 2023)	S8	Qualitative narrative literature review	Varies	Women in leadership	Women's leadership can lead to more inclusive and sustainable societies
Perception of Leadership Women (Sahrah, 2004)	S9	Quantitative Survey	Education	Perceptions of Women's Leadership	There are differences in perceptions of women's leadership between gender and gender role groups.
Gender Role Self-Concept, Gender, Transactional- and	S10	Quantitative Survey	Wide range (bank, insurance, industry)	Gender roles self-concept and leadership	Gender role self-concept moderates transformational leadership

Transformational Leadership: Implications For Perceived Workgroup Performance (Wolfram and Gratton, 2013)			technology, engineering)		leadership effectiveness
Women Leadership: An Examination of Women's Capacity as Leaders (Yulianti, Putra and Takanjanji, 2018)	S11	Literature Review	Varies	Characteristic s of Women's Leadership	Women's leadership styles include transformational and feminist approaches

## Key Finding

Five of the 11 studies found that women were more transformational in their leadership style. It has been discussed earlier that transformational leadership is a change-oriented leadership style by motivates, inspires, and develops individuals in the organization to achieve a shared vision (Rachman, Kurniawati and Organisasi, 2024; Asbari and Novitasari, 2024) . In various studies, women are often associated with transformational leadership compared to men (Bina, 1998).

Research (Bass, 1999) explains that transformational leadership consists of four main dimensions, namely: *Idealized Influence*, *Inspirational Motivation*, *Intellectual Stimulation*, and *Individualized Consideration* (S4).

Studies show that women exhibit these characteristics more often than men (Eagly, Johannesen-Schmidt, & van Engen, 2003). In his research, it is said that female leaders tend to be more transformational than male leaders, especially in the aspects of inspirational motivation and individualized consideration. (Susanti and Budi, 2023; Putranto and Perdhana, 2018; Nurmayanti M *et al.*, 2021) (S7).

Various studies and examples show that women are more likely to use transformational leadership styles. Women leaders emphasize empathy, communication, and individual development as key strategies in leading organizations. This makes women's leadership more adaptive to the challenges of modern times.

## Thematic Analysis

### Characteristics of Female Transformational Leadership

The research highlights some key characteristics of women's transformational leadership in the context of public services, namely individualized consideration, inspirational motivation, intellectual stimulation, and idealized influence.

Female leaders often show greater attention to the individual needs and development of their subordinates. This is in line with one of the main dimensions of transformational leadership, namely *Individualized Consideration*. Female leaders generally have high empathy and emotional intelligence compared to (El Faisal and Netrawati, 2023) . This allows them to be more sensitive to the emotional and professional needs of subordinates.

Women leaders tend to use more dialogic and participatory approaches and more often provide constructive feedback and guide subordinates in decision-making (Satyaputri and Hasfi, 2024) . Many women leaders apply mentoring and coaching strategies to assist subordinates' career development. They see individual growth as part of the overall success of the organization.

Women leaders are often described as inspiring and motivating their followers. This is closely linked to one of the key dimensions of transformational leadership, *Inspirational Motivation*.

Women leaders often use empathic, clear, and persuasive communication to mobilize their teams, and so are more likely to use a storytelling approach and build an evocative vision (S11). Many women leaders emphasize the importance of social values, ethics, and shared well-being in their leadership. They often inspire by showing concern for humanitarian and sustainability issues. Women in leadership positions often have to face more challenges than men (Sabina and Sukmasari, 2024) , so their success is a source of inspiration for many and shows that inclusive and collaboration-based leadership can lead to positive change (S2).

Female leaders often encourage innovative thinking and problem-solving in their teams, which is closely related to one of the key dimensions of transformational leadership, *Intellectual Stimulation*. Studies show that women leaders more often use a participatory approach, involving multiple perspectives in problem-solving. They create an open work environment, where new ideas are more likely to flourish (Eagly & Carli, 2007). Research by McKinsey & Company (2020) found that organizations with more female leaders tend to be more innovative, as they are more open to different ideas and more supportive of team diversity (Siregar and Wardi, 2023; Innayah and Pratama, 2019) Female leaders more often encourage their team members to think critically, experiment with new ideas, and learn from failure (Putranto and Perdhana, 2018) found that women are superior in encouraging creativity than men in leadership roles.

Women leaders often serve as role models, demonstrate high ethical standards, and earn the trust and respect of their followers (Yulianti, Putra and Takanjanji, 2018). This is in line with one of the main dimensions of transformational leadership, namely, *Idealized Influence* (Malihah *et al.*, 2024) . They are more cautious in making decisions to ensure a positive impact for all parties. Women leaders more often build relationships based on trust and caring, which increases the respect of their teams (Fitriani, 2015). Female leaders excel at building strong interpersonal relationships despite often facing greater challenges in achieving leadership positions, so they better understand the importance of being positive role models for their teams. In their research (Da Meisa and Anzari, 2021) found that women in leadership inspire more often with concrete actions than just words.

Women leaders are often strong role models, demonstrate high ethical standards, and build trust within their teams (Surahman and Munadi, 2022). They lead with integrity, transparency, and empathy, earning widespread respect from their followers.

### Impact on Improving the Quality of Public Services

An analysis of the 10 factors that influence women's transformational leadership in Indonesia in terms of their level of impact can be seen in the following table:

Table 2. Contextual analysis

Factor Type	Description	Impact Level	Context Specificity
Organizational culture	Influencing the acceptance and effectiveness of female transformational leadership	High	Varies across sectors and organizations
Societal Norms	Shaping perceptions and expectations of women leaders	High	Culture-dependent, particularly relevant in the Indonesian context
Institutional Policies	Influencing opportunities and support for women leaders	Medium to High	Varies by organization and sector
Personal Attributes	Influencing leadership style and effectiveness	Medium	Relatively consistent across multiple contexts



Sector-Specific Challenges	Shaping the application and impact of transformational leadership	Medium	Highly sector-specific (e.g., education, government)
Gender role expectations	Influencing perceptions and evaluations of women leaders	High	Varies across cultures and organizations
Leadership Development Opportunities	Improve leadership skills and effectiveness	Medium	Depends on organizational and institutional support
Work Life Balance Policies	Influencing women's ability to take on and maintain leadership roles	Medium to High	Varies by organization and sector
Perceived Leadership Effectiveness	Impact of opportunities and support for women leaders	High	Influenced by societal norms and organizational culture
Structural Promotion System	Influencing opportunities progress career	Medium	Specific to certain sectors (e.g., civil servants)

Factors that have the highest impact in influencing women's transformational leadership in Indonesia are: organizational culture, societal norms, gender role expectations, and perceived leadership effectiveness, while those with moderate to high impact are related to institutional policies and work-life balance policies, while factors with moderate impact include personal attributes, sector-specific challenges, leadership development opportunities, and structural promotion systems.

Based on context specificity, factors that vary across sectors include organizational culture, institutional policies, gender role expectations, and work-life balance policies.

In Indonesia, there is still a perception that male leaders are more effective than female leaders, especially in strategic decision-making and crisis management (Khairi *et al.*, 2022) The stereotype that women are more emotional and less assertive in leadership and the underrepresentation of women in strategic positions make this perception difficult to change.

Although women in Indonesia still face challenges in leadership, social change trends, organizational policies, and the success of women leaders in various fields have helped to improve their position. With support from society, organizations, and more inclusive policies, women have a great opportunity to contribute more to leadership in Indonesia.

In the context of public service, women's transformational leadership plays a crucial role in improving service quality, building public trust, and encouraging bureaucratic innovation and efficiency. Based on the results of the research discussed, four main characteristics of women's transformational leadership are very relevant in public services:

1. Individualized Consideration

Women leaders in the bureaucracy tend to have high empathy, pay attention to employee needs, and provide guidance and career development (Satyaputri and Hasfi, 2024) . In public services, this approach encourages job satisfaction, increases employee motivation, and produces services that are more humane and responsive to community needs.

2. Inspirational Motivation

Women leaders often use empathic and persuasive communication (S3); (Utami, 2024) build a strong vision of public service, and instill social and ethical values in the organization, which, of course, has an impact on increasing employee motivation in working for the benefit of the community and creating a more adaptive and innovative bureaucracy.

3. Intellectual Stimulation

Women leaders tend to encourage innovation and creativity in the bureaucracy and are open to new ideas from employees and the community (S11) (Aminah, 2020). In public service, this approach accelerates bureaucratic reform, improves policy effectiveness, and creates innovative solutions to social problems (Veranita, 2023).

4. Idealized Influence

Women leaders often serve as role models for integrity, transparency, and work ethics, earning them the respect of subordinates and the public (S2). In the public service, these characteristics increase public trust in government and reduce corruption and abuse of power.

Women's transformational leadership in public service contributes to increased bureaucratic effectiveness, more responsive services to the community, and building a more ethical and innovative work culture. With characteristics of empathy, inspirational communication, encouragement of innovation, and high ethical standards, women leaders have great potential in reforming government systems and improving public welfare.

### **Supporting Factors and Obstacles Faced**

#### **Supporting Elements:**

- Some organizations are becoming more women-friendly, implementing policies that support work-life balance and promote gender equality (S8)
- Training in assertiveness, communication skills, and leadership development programs was identified as a driver for women leaders (S11)
- Increased recognition of women's leadership capabilities and the benefits of diverse leadership styles support women's advancement.

#### **Obstacles and Challenges:**

- Persistent stereotypes about women's leadership capabilities and roles continue to pose challenges.
- Several studies identify organizational cultures and practices that can disadvantage women leaders.
- The challenge of balancing professional and personal responsibilities is often cited as a barrier for women leaders.
- Variations in perceptions of women's leadership by different groups can affect their effectiveness and opportunities.

### **CONCLUSION**

The results of the literature synthesis in this study indicate that women's transformational leadership makes a significant contribution to improving the quality of public services. Women leaders consistently apply four main dimensions of transformational leadership, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, which have an impact on creating an inclusive, ethical, and innovative work culture in the public sector.

Women's transformational leadership has been shown to strengthen employee motivation and performance, encourage adaptive and responsive bureaucratic reform, and increase public trust in government institutions. However, the effectiveness of this leadership is still influenced by various contextual factors, such as organizational culture, social norms, gender stereotypes, and limited access to strategic positions.

Theoretically, this study enriches the literature on leadership and gender studies by integrating a transformational approach in the context of women's leadership in the public administration sector. This study emphasizes the importance of an empathetic,



participatory, and visionary leadership style in encouraging sustainable public service change.

For further research, it is recommended to further explore the dimensions of intersectionality and variation between sectors to strengthen theoretical understanding and implementation implications of women's transformational leadership in the realm of public services.

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