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Page count: 5  
Word count: 1,811  
Character count: 10,328  
Submission date: 02-Jan-2023 10:19PM (UTC+0700)  
Submission ID: 1987977038

### Transactional Leadership in Public Sector

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**ABSTRACT:** This study aims to determine the value and meaning of transactional leadership in the public sector. This study uses a limited qualitative descriptive approach. The results of the study that transactional leadership styles in the public sector are not always negative. Leaders give priority to the people who support it, compared to people who do not support. This is a form of reward and punishment by elected leaders in the public sector. Reward and punishment as a result of the transactional leadership model in order to always get support from the community. Transactional models as one of the leadership styles are still needed in the public sector, because there must be a reward between what you have received, so you need to support to reach the goal optimally.

**Key words:** Transactional, Leadership, and Public Sector.

#### 1 INTRODUCTION

The ideal type of a leader depends heavily on his personality and

commitment. The leader moves ahead, walks ahead, takes the first step, does the very first, pioneers, exerts thoughts and opinions, actions of others, guides, demands, moves others through his influence. In this case a leader is supported by the personality of self, position and role, skill and skill, whereas followers or subordinates need to have trust, obedience, critical thinking, individual needs which are different in their way of fulfillment, pressure or stressing, the environment, work culture, and also involving other interest groups served by the organization in which a leader is in power. According to Kartakusumah (2006: 14) the formation of leadership has two main factors namely internal factors concerning personality, vision, capabilities and achievements, while the individual external factors include learning processes learned in all learning environments experienced and passed and experience devotion that has been and being undertaken in everyday life.

However, a leader is a person whose personal qualities with or without an official appointment may influence the group he leads to move the joint effort toward achieving certain targets, which have been as well as the subsequent ones set. According to Ackerman's lively leadership means finding yourself into yourself and showing yourself (find your self, be your self and show your self). Leadership as a person's identity when entering society and organization, not only in his ability to occupy the top position, but has

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### 1 INTRODUCTION

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become a color in everyday life "life-centered leadership itself" or buffer the responsibility to lead yourself, transformationed himself in the form of leadership, being able to do this will result in leadership towards others (Ackerman, 2000: 8). This is required in the realization of public in public organizations, whose service interests are based on genuine devotion to the organization and the interests of the community to be the main thing, rather than the effort to gain advantage or interest to gain power and respect from the leadership that is above it.

According to Senn & Children, 1999 (in Hartman, et al. (2005) a leader must have nine factors needed in the organization in creating and sustaining cultural sustainability, including: 1) creating a shared vision, 2) ensuring that senior leaders are committed to the process and an agreed-upon model of behavior, 3) define sample behaviors that support organizational values. 4) perform gap analysis through cultural audit. 5) connect the need for changes to business cases and outcomes. 6) remember that the correct behavior change takes place on the emotional level, not the intellectual level. 7) create a culture of coaching and rich in feedback. 8. Remember that change requires critical mass to eliminate old behaviors. 9) align the support system to strengthen the desired culture (eg, performance management, hiring / firing, training, recognition, etc.).

Furthermore, according to Jason Miletsky in the same article mentioned some examples of creating a positive

culture in the organization are: first, the strengthening of positive praise and never injure, the freedom to do with a little direction and a lot of trust for every job, flexible work schedule but with the creative process schedule who can flexibly work well and amazingly, the absence of dominance of a particular person, let them work according to their contracts and obligations, let the passion of the flow- Good people of creative design bring a ton of passion for what they do to live.

In public sector, the performance of public organization can run well and show good service quality if it can fulfill 6 dimension including 1) voice and accountability, where in public service freedom of expression, free association and dissemination of performance through media, 2) political stability and absence, absence of pressure from anyone, comfort in performing service duties, consistent rules and free from the influence of political change, 3) government effectiveness, is concerned with the achievement of the quality of public services and civil service, the quality of decision-making and implementation of decisions, the credibility of the executors and freedom from political pressures. 4) regulatory quality, the ability of governments to prepare policies and legal products to improve and ensure high quality public sector services; 5) rule of law, supported by legal and regulatory frameworks for guaranteeing the public and the public sector from the threat of crime and irregularities, 6) control of corruption,

developing the power to deal with corruption and the interests of certain groups that allow deviations. These six dimensions are presented by Pippa Norris in his writing "measuring governance" (Bevir, 2011).

However, Political issues freedom of expression, the quality of rules and legislation, law enforcement and government oversight in the public sector are still of high concern within the public sector, this has an effect on the level of leadership in the region, which will also affect performance public organizations in the region.

## 2. METHODS

This paper is written by descriptive qualitative limited methods, data collection through interview and documentation to obtain primary data and secondary data. The techniques of determining informants used purposive techniques. Methods of data analysis by reducing data, presentation based on describing and drawing conclusions.

## 3. RESULTS AND DISCUSSION

The concept of transactional leadership was first formulated by Burns (1978) in Yukl (1994: 350) based on his descriptive research on political leaders and subsequently refined and introduced into the organizational context by Bass. Transactional leadership according to Burns in Yukl (1998: 29) motivates followers by showing self-interest. Political leaders exchange jobs, subsidies, and profitable government

contracts for votes and contributions to the campaign. Corporate leaders often exchange wages and status for employment. Transactional leadership involves values, but in the form of values relevant to the exchange process, such as honesty, fairness, responsibility and exchange. The term transactional comes from how this leader type motivates followers to do what they want to do. The transactional leader determines the followers' desires and gives something that is in exchange because followers perform certain tasks or find specific goals. Thus, a transaction or exchange process between a leader and a follower occurs when a follower receives a reward from a job performance and the leader benefits from the completion of tasks. In transactional leadership, the leader-follower relationship is based on a series of exchanges or agreements between leaders and followers (Howell and Avolio, 1993). Transactional leadership is the leader who guides or motivates their followers toward defined goals by clarifying the terms of roles and tasks (Robbins, 2008: 472). According to Gibson et al. (1997: 84) Transactional leaders identify the desires or choices of subordinates and help them achieve reward-generating performance that can satisfy subordinates. Bass (1990: 338) defines transactional leadership as a leadership model that involves an exchange process in which followers get immediate and real rewards after executing leaders' orders. Furthermore, Mc Shane and Von Glinow (2003:

5  
429) define transactional leadership as leadership that helps people achieve their present goals more efficiently such as linking job performance with assessed rewards and ensuring that employees have the resources needed to complete work. Burns in Usman (2009: 333) defines transformational leadership as "a process in which leaders and followers raise to higher levels of morality and motivation". This style of leadership will be able to bring followers consciousness by generating productive ideas, synergistic relationships, responsibility, educational awareness, and shared ideals.

As expressed by experts on transactional leadership models, empirically it does so in the public sector. Where political positions such as elected regional heads by elections by popular vote occur so-called rewards and punishments. Some informants stated about transactional leadership in the public sector. Revealed the same thing, such as "Wirawan states that: the definition of punishment is not a punishment, but as a coaching to a society that has not been supportive. So that later can change the mind from not support to support ". It is also reinforced by Darma that it is important to reward supporters for maintaining the trust given by the community through the choice of the leader. So supporters need to be prioritized. Transactional leadership style as a motivation in improving the performance of subordinates, maintaining public trust to leaders.

#### 4. CONCLUSION

Transactional models as one of the leadership styles are still required in the public sector, because there must be a reward between what has been received, so take and give remains to sustain the support to achieve the goal optimally. So the transactional style still exists in the public sector. Suggestion: although transactional in the style of leadership is still required to pay attention to the needs of the community, as well as to be fair without discrimination. Because fair treatment as a social investment to the community to attract sympathy support in achieving the goal optimally.

#### 5. ACKNOWLEDGEMENTS

Thanks to the informants for their willingness to provide information for the completion of this paper.

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