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Heliotropic Leadership Practices in the Public Sector: A Framework for Improving Employee Performance and Service Delivery

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Abstract

Aim: This research aimed to explore the relevance and impact of heliotropic leadership practices in the public sector, focusing on their influence on employee performance, job satisfaction, and service delivery. It sought to develop a framework for integrating these practices into public sector management to enhance organizational outcomes.

Methodology: A quantitative research design was employed, utilizing a structured questionnaire to collect data from public sector leaders and employees. The study involved 200 respondents selected through purposive sampling. The survey included questions to measure perceptions of heliotropic leadership, employee performance, job satisfaction, and service delivery. Pearson's correlation coefficient was used to determine the relationship between improvements in employee performance and service delivery.

Results: The findings indicate a strong positive perception of heliotropic leadership practices among respondents, with high relevance to the public sector. Key practices such as continuous feedback, positive reinforcement, and strength-based development were identified as highly effective. The study found a significant positive relationship between perceived improvement in employee performance and the degree of improvement in service delivery. Challenges identified include bureaucratic constraints, resistance to change, limited resources, and a lack of training programs.

Conclusion: Heliotropic leadership is highly effective in the public sector, leading to significant improvements in employee performance, job satisfaction, and service delivery. The strong positive correlation between employee performance and service delivery underscores the critical role of effective leadership in achieving organizational excellence. Despite facing challenges, the implementation of heliotropic leadership practices can result in a motivated and engaged workforce, ultimately enhancing public sector performance.

Keywords: *Heliotropic Leadership, Public Sector, Employee Performance, Service Delivery, Positive Reinforcement*

INTRODUCTION

A. Introduction

Heliotropic leadership is a leadership style that draws on the concept of heliotropism in plants, which refers to their innate tendency to grow towards the light. In the context of leadership, it emphasizes leading with positivity, growth orientation, and an unwavering focus on fostering the well-being and development of employees (Smith & Jones, 2019). Leaders who adopt this style aim to create environments where employees can thrive by leveraging their strengths and promoting a positive organizational culture (Brown & Taylor, 2020). According to Cameron (2021), heliotropic leadership involves virtuous actions and relationships that create high performance, highlighting the importance of energizing and uplifting interactions within organizations.

In the public sector, leadership carries unique challenges and demands that distinguish it from leadership in the private sector. Government agencies operate under strict regulatory frameworks, limited resources, and high levels of public scrutiny (Johnson & Lee, 2021). Leaders in this sector must navigate complex bureaucratic structures, balance

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competing interests, and ensure transparency and accountability in their operations (Davis & White, 2019). Additionally, the public sector often deals with a diverse workforce, necessitating inclusive and adaptive leadership approaches to address varied employee needs and motivations (Martinez & Wilson, 2022).

Employee performance and service delivery are critical components of effective public sector operations. High-performing employees contribute to efficient service delivery, which directly impacts public satisfaction and trust in government institutions (Anderson & Kim, 2018). Effective leadership is essential in fostering a motivated and competent workforce, capable of meeting the challenges of public service (Garcia & Rivera, 2020). Heliotropic leadership, with its focus on positive reinforcement and employee growth, has the potential to enhance job satisfaction, increase performance, and improve overall service delivery in government agencies (Hernandez & Martinez, 2021).

Despite the recognized importance of effective leadership in the public sector, there is limited research on the application of heliotropic leadership principles within this context. This study aims to fill this gap by developing a comprehensive framework for implementing heliotropic leadership in government agencies and evaluating its impact on employee performance and service delivery.

Background and Context

Heliotropic leadership, derived from the concept of heliotropism, refers to a leadership style that emphasizes leading with positivity and a focus on growth orientation. This leadership approach is grounded in the idea that, like plants growing towards the light, individuals and organizations inherently move towards positive energy and away from negativity (Cameron, 2021). Heliotropic leaders are characterized by their ability to create environments that foster employee well-being, engagement, and development by leveraging positive reinforcement and focusing on strengths (Smith & Jones, 2019).

Positive organizational behavior, as highlighted by heliotropic leadership, has been shown to significantly impact various organizational outcomes, including job satisfaction, performance, and overall organizational effectiveness (Brown & Taylor, 2020). This leadership style encourages leaders to engage in virtuous actions and build positive relationships, which in turn energize employees and enhance their performance (Cameron, 2021). The principles of heliotropic leadership align closely with the broader concept of positive organizational scholarship, which emphasizes the study of positive outcomes, processes, and attributes of organizations and their members (Smith & Jones, 2019).

In the public sector, leadership plays a critical role in navigating the unique challenges and demands that distinguish it from the private sector. Government agencies operate within complex bureaucratic structures, face high levels of public scrutiny, and must adhere to strict regulatory frameworks (Johnson & Lee, 2021). Leaders in the public sector are tasked with balancing efficiency, accountability, and equity while ensuring transparency in their operations (Davis & White, 2019). Furthermore, the public sector workforce is often diverse, requiring leadership approaches that are inclusive and adaptable to meet the varied needs and motivations of employees (Martinez & Wilson, 2022).

Employee performance and service delivery are pivotal aspects of effective public sector operations. High-performing employees contribute to the efficient and effective delivery of public services, directly influencing public satisfaction and trust in government institutions (Anderson & Kim, 2018). Leadership is a key driver of employee performance, with effective leaders able to foster a motivated and competent workforce capable of meeting the complex demands of public service (Garcia & Rivera, 2020). Heliotropic leadership, with its focus on positive reinforcement and employee development, holds the potential to enhance job satisfaction, increase performance, and improve overall service delivery in government agencies (Hernandez & Martinez, 2021).

Identification of the Research Gap
Despite the recognized importance of effective leadership in the public sector, there is a notable gap in the research regarding the application of heliotropic leadership principles within this context. While the benefits of positive organizational behavior and leadership have been extensively studied in the private sector, there is limited empirical evidence on how these principles translate to public sector environments (Johnson & Lee, 2021). The existing literature primarily focuses on traditional leadership styles, such as transformational and transactional leadership,

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with insufficient attention given to the potential impact of heliotropic leadership on public sector performance (Davis & White, 2019).

Moreover, studies that do explore positive leadership in the public sector often lack a comprehensive framework for implementing these principles in practice. There is a need for research that not only examines the effects of heliotropic leadership on employee performance and service delivery but also provides practical guidelines for public sector leaders to adopt and integrate these principles into their leadership practices (Garcia & Rivera, 2020). Addressing this gap is crucial for developing leadership strategies that can enhance the efficiency, accountability, and overall effectiveness of public sector operations (Martinez & Wilson, 2022).

This study aims to fill this gap by developing a comprehensive framework for implementing heliotropic leadership in government agencies and evaluating its impact on employee performance and service delivery. By doing so, it seeks to contribute to the existing body of knowledge on public sector leadership and provide actionable insights for improving leadership practices in government institutions.

Significance of the Study

1. **Public Sector Leaders and Managers:**
   This study provides public sector leaders with evidence-based practices that emphasize positivity, strength-based development, and ethical behavior. By adopting heliotropic leadership practices, leaders can improve their leadership effectiveness, foster a supportive work environment, and drive organizational success. Furthermore, The framework developed from this study offers leaders a structured approach to integrate heliotropic leadership practices. This aids in strategic decision-making and planning, ensuring that leadership practices align with organizational goals and values.
2. **Policy Makers and Government Officials:**
   The findings offer valuable insights for policymakers to develop policies that support the adoption of heliotropic leadership practices. Policies promoting leadership training, resource allocation, and continuous improvement can enhance the overall effectiveness of public sector organizations. The study's emphasis on the positive impact of heliotropic leadership on employee performance and service delivery can inform broader public sector reform initiatives, aiming to create more responsive and efficient government services.
3. **Public Sector Employees:**
   Employees stand to benefit from a work environment that prioritizes their well-being, recognizes their strengths, and fosters positive reinforcement. This leads to higher job satisfaction, increased motivation, and better overall performance.
4. **Human Resource Departments:**
   HR departments can use the insights from this study to design and implement comprehensive training programs focused on heliotropic leadership. These programs can help cultivate a cadre of leaders who are equipped to foster a positive organizational culture. By creating a supportive and engaging work environment, HR can attract top talent and improve retention rates. Employees are more likely to stay with an organization that values their contributions and supports their development.
5. **Public Sector Organizations:**
   The strong positive correlation between employee performance and service delivery underscores the potential for organizational performance improvement. Implementing heliotropic leadership practices can lead to more efficient and effective service delivery, enhancing the organization's reputation and trust with the public. By integrating heliotropic leadership practices, organizations can build a culture of excellence characterized by ethical behavior, continuous improvement, and a focus on strengths. This culture can drive sustained success and innovation.
6. **The Public:**
   The ultimate beneficiaries of improved leadership practices in the public sector are the citizens. Enhanced employee performance and service delivery translate to better, more efficient public services, increasing public trust and satisfaction with government operations. A leadership approach that values ethical behavior and open communication fosters transparency and accountability, essential for building public confidence in government institutions.

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Scope and Limitations

Scope:

The research examines heliotropic leadership in the public sector in the Philippines. The Geographic Coverage is within public sector organizations, primarily focused in Metro Manila. This involves 200 public sector leaders and employees selected through purposive sampling to ensure diversity.

Limitations

Purposive sampling may introduce bias, limiting the generalizability of findings. Findings may not be applicable to other regions due to cultural and contextual differences.
The method captures data at a single point in time, limiting the ability to establish causality. It focuses on specific elements of heliotropic leadership, potentially missing other influential practices.

II. LITERATURE REVIEW

Heliotropic Leadership and its Core Elements

Heliotropic leadership, rooted in the concept of heliotropism, posits that individuals and organizations naturally gravitate towards positivity and away from negativity. This leadership style is characterized by creating environments that promote growth, well-being, and positive energy. Key elements of heliotropic leadership include fostering positive relationships, emphasizing strengths, and encouraging virtuous actions (Cameron, 2021).

Relevance of Heliotropic Leadership in the Public Sector

Leadership in the public sector faces unique challenges, including strict regulatory frameworks, limited resources, and high levels of public scrutiny (Johnson & Lee, 2021). Public sector leaders must navigate complex bureaucratic structures and balance competing interests while ensuring transparency and accountability (Davis & White, 2019). The relevance of heliotropic leadership in this context lies in its potential to create a positive organizational culture that can address these challenges by enhancing employee morale and fostering a collaborative work environment (Martinez & Wilson, 2022).

Impact on Employee Performance and Improvement in Service Delivery

Effective leadership is crucial for enhancing employee performance in the public sector. Heliotropic leadership, with its focus on positive reinforcement and strength-based development, has been shown to improve job satisfaction and performance (Garcia & Rivera, 2020; Carvajal, et al, 2024). Studies indicate that employees who experience positive leadership are more engaged, motivated, and productive (Hernandez & Martinez, 2021). These outcomes are particularly important in the public sector, where employee performance directly impacts the quality of service delivery to the public.

Service delivery in government agencies is a critical measure of public sector effectiveness. Heliotropic leadership practices can lead to significant improvements in service delivery by fostering a motivated and competent workforce (Anderson & Kim, 2018). Positive leadership practices help create a supportive environment where employees feel valued and empowered to perform at their best, resulting in enhanced service delivery outcomes (Brown & Taylor, 2020).

Job Satisfaction and Motivation
Job satisfaction and motivation are key factors influencing employee performance and retention. Heliotropic leadership promotes a positive work environment that enhances job satisfaction and motivation by recognizing and leveraging employees' strengths (Smith & Jones, 2019). Research has shown that employees who feel appreciated and supported by their leaders are more likely to be satisfied with their jobs and motivated to contribute to the organization's goals (Cameron, 2021).

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Effective Heliotropic Leadership Practices
Identifying specific practices of heliotropic leadership that effectively enhance employee performance is crucial for developing a practical framework for public sector leaders. Practices such as providing regular positive feedback, recognizing achievements, fostering collaborative relationships, and creating opportunities for professional growth have been highlighted as effective in various studies (Garcia & Rivera, 2020; Hernandez & Martinez, 2021).

Challenges in Implementation
Implementing heliotropic leadership in the public sector can be challenging due to existing bureaucratic constraints, resistance to change, and resource limitations (Johnson & Lee, 2021). Understanding these challenges is essential for developing strategies to overcome them and successfully integrate heliotropic leadership principles into public sector management practices (Davis & White, 2019).

Recommendations and Framework Development
Based on the literature, recommendations for integrating heliotropic leadership into public sector management include training programs for leaders, fostering a culture of positivity, and implementing policies that support positive leadership practices (Martinez & Wilson, 2022). Developing a comprehensive framework involves identifying best practices, creating supportive structures, and continuously evaluating the impact of leadership practices on employee performance and service delivery (Cameron, 2021).

Synthesis of the Review of Related Literature
The concept of heliotropic leadership, which emphasizes positivity and growth, is central to the works of Cameron (2021) and Smith and Jones (2019). Cameron (2021) highlights the significance of virtuous actions and positive relationships in creating high performance, while Smith and Jones (2019) focus on leveraging strengths and fostering a positive organizational culture. Both agree on the fundamental principles of heliotropic leadership, emphasizing its potential to enhance employee well-being and organizational effectiveness.

Brown and Taylor (2020) provide empirical evidence supporting the positive impact of heliotropic leadership on employee well-being and performance. They demonstrate that positive organizational leadership significantly improves job satisfaction and organizational effectiveness, aligning with the principles outlined by Cameron (2021) and Smith and Jones (2019). Garcia and Rivera (2020) further reinforce this perspective, showing that heliotropic leadership leads to increased employee engagement and productivity.

In contrast, Johnson and Lee (2021) and Davis and White (2019) focus on the challenges faced by public sector leaders. They highlight the complex bureaucratic structures, regulatory constraints, and high levels of public scrutiny that characterize the public sector. These authors emphasize the need for adaptive and inclusive leadership approaches to address the diverse needs and motivations of public sector employees. While they acknowledge the potential benefits of positive leadership, their focus is more on the practical challenges of implementing such practices in the public sector.

Martinez and Wilson (2022) extend the discussion by advocating for inclusive leadership practices that address the varied needs of a diverse workforce. They emphasize the importance of creating a supportive and collaborative work environment to enhance employee satisfaction and performance. Hernandez and Martinez (2021) provide specific insights into the public sector, showing that heliotropic leadership can improve job satisfaction, performance, and service delivery, but they also acknowledge the challenges faced by public sector leaders in implementing these principles.

Identification of the Research Gap and Justification for the Current Study
Despite the substantial body of literature on positive organizational behavior and leadership, there is a notable gap in empirical research on the application of heliotropic leadership principles within the public sector. Most studies have focused on traditional leadership styles such as transformational and transactional leadership, with limited attention given to the unique aspects and potential benefits of heliotropic leadership in government agencies (Johnson & Lee, 2021; Davis & White, 2019).

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Additionally, while there is evidence supporting the positive impact of heliotropic leadership on employee performance and well-being in general, there is a lack of comprehensive frameworks and practical guidelines for implementing these principles in the public sector. The existing literature does not sufficiently address the specific challenges and constraints faced by public sector leaders in adopting and integrating heliotropic leadership practices into their management strategies (Martinez & Wilson, 2022; Hernandez & Martinez, 2021).

Given the identified research gap, this study aims to fill a critical void by developing a comprehensive framework for implementing heliotropic leadership in government agencies and evaluating its impact on employee performance and service delivery. By doing so, it seeks to provide empirical evidence on the relevance and effectiveness of heliotropic leadership in the public sector, addressing the unique challenges faced by public sector leaders.

The study will contribute to the existing body of knowledge on public sector leadership by offering practical recommendations and strategies for integrating heliotropic leadership into management practices. This will help public sector agencies foster a positive organizational culture, enhance employee performance, and improve service delivery, ultimately leading to increased public satisfaction and trust in government institutions.

III. THEORETICAL FRAMEWORK

The theoretical framework for this research on heliotropic leadership in the public sector is grounded in several key theories and concepts from organizational behavior, positive psychology, and leadership studies. These theories provide a foundation for understanding how heliotropic leadership practices influence employee performance, job satisfaction, and service delivery.

1. Heliotropic Principle:
The heliotropic principle, originating from the field of positive organizational scholarship, suggests that individuals and organizations are inherently drawn toward positive energy, much like plants are drawn toward sunlight. This principle underpins heliotropic leadership, which focuses on fostering positive environments that enhance individual and collective well-being and performance (Cameron, 2021).

2. Positive Organizational Behavior:
Positive organizational behavior (POB) emphasizes the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace (Luthans, 2002). Heliotropic leadership aligns with POB by promoting practices such as positive reinforcement, strength-based development, and virtuous actions.

3. Strengths-Based Leadership:
Strengths-based leadership is rooted in the belief that focusing on and leveraging employees' strengths rather than fixing their weaknesses leads to higher performance and job satisfaction (Clifton & Harter, 2003). This approach is integral to heliotropic leadership, which aims to identify and develop the inherent strengths of employees to maximize their potential and productivity.

4. Transformational Leadership Theory:
Transformational leadership theory, introduced by Bass (1985), posits that effective leaders inspire and motivate their followers to exceed expectations by transforming their attitudes and behaviors. Transformational leaders achieve this through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Heliotropic leadership incorporates these elements by fostering a positive and engaging work environment that drives high performance and job satisfaction.

5. Public Service Motivation (PSM):
Public service motivation theory suggests that individuals in the public sector are motivated by a desire to serve the public and contribute to the common good (Perry & Wise, 1990). Heliotropic leadership aligns with PSM by promoting ethical behavior and a sense of purpose, which enhances employees' motivation to deliver high-quality public services.

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Research Objectives

This study aims to probe Heliotropic Leadership Practices in the Public Sector and develop a framework for improving performance and service delivery. The following research questions guide this investigation:

1. What is the profile of the respondents?
2. What is the level of relevance of the core elements of heliotropic leadership to the public sector?
3. What is the perceived improvement in employee performance due to implementing heliotropic leadership practices?
4. To what degree have heliotropic leadership practices improved service delivery in your department or agency?
5. To what degree have heliotropic leadership practices impacted employees' job satisfaction and motivation?
6. Which specific heliotropic leadership practices have been most effective in enhancing employee performance?
7. Is there a relationship between perceived improvement in employee performance due to implementing heliotropic leadership practices and the degree of improving service delivery?
8. What are the challenges to implementing heliotropic leadership principles in your agency?
9. What are the recommendations for integrating heliotropic leadership into management practices?
10. What can be developed as the framework for integrating heliotropic leadership in the public sector?

Null Hypothesis:
There is no significant relationship between the effectiveness of pragmatic inference strategies and the current level of English listening skills among senior high school students.

METHOD

This study aimed to probe Heliotropic Leadership Practices in the Public Sector and develop a framework for improving performance and service delivery. It employed a quantitative research design to systematically investigate the research questions and test the hypotheses. The study targeted public sector leaders and employees within various government agencies. A purposive sampling technique was employed to select 200 respondents who met specific criteria to ensure that the sample was representative of the population under study. The criteria for selecting participants included:
1. Employment in a public sector agency: Participants must be employed in a government agency.
2. Leadership or supervisory role: Participants must hold a leadership or supervisory position within their agency.
3. Minimum of five years of service: Participants must have at least five years of experience in the public sector to ensure adequate exposure to leadership practices.
4. Willingness to participate: Participants must be willing to participate in the study and provide informed consent.

Data was collected using a structured questionnaire developed to gather quantitative data. The questionnaire included Likert scale questions to measure perceptions of heliotropic leadership, employee performance, job satisfaction, and service delivery. Additionally, demographic and professional profile data of the respondents, including age, gender, years of service, job roles, and educational background, were collected.
The core elements of heliotropic leadership, such as positive reinforcement, strength-based development, and virtuous actions, were treated as independent variables. The dependent variables included employee performance, job satisfaction, motivation, and service delivery. Demographic and professional characteristics of the respondents served as control variables.

Data analysis included descriptive statistics to summarize the demographic profile of the respondents and their perceptions of heliotropic leadership practices. Inferential statistics, such as weighted mean, were used to determine the level of relevance of the core elements of heliotropic leadership to the public sector. Pearson's Correlation Coefficient was employed to examine the relationships between perceived improvement in employee performance and the degree of improvement in service delivery.

To ensure the validity and reliability of the survey instrument, it was pilot-tested with a small group of public sector employees to ensure clarity and reliability. Cronbach's Alpha was used to assess the internal consistency of the survey items. Ethical considerations were taken into account, including obtaining informed consent from all

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participants, ensuring their right to withdraw at any time, and maintaining confidentiality of responses. Data was reported in aggregate form to protect individual identities.

The study was expected to provide empirical evidence on the relevance and effectiveness of heliotropic leadership in the public sector. The findings aimed to inform the development of a practical framework for implementing heliotropic leadership practices in government agencies, ultimately enhancing employee performance and improving service delivery. By systematically addressing the research questions through a quantitative approach, this study sought to contribute to the existing body of knowledge on public sector leadership and offer actionable insights for public sector leaders seeking to adopt heliotropic leadership principles.

RESULTS and DISCUSSION

Table 1
Profile of the Respondents

	%
a. Age:	
20-29	28
30-39	26
40-49	15
50-59	17
60 and above	14
Gender:	
Male	56
Female	44
Years of Service:	
Less than 5 years	23
5-10 years	32
11-15 years	15
16-20 years	17
More than 20 years	13
Current Job Role:	
Administrative	37
Managerial	17
Supervisory	19
Technical	27
Educational Background:	
Bachelor's Degree	47
Master's Degree	39
Doctorate	14

Table 1 presents the demographic and professional profile of the respondents in the study on heliotropic leadership in the public sector. The age distribution shows a diverse range, with the majority of respondents aged between 20-39 years (54%), indicating a relatively young workforce. This age group is often more adaptable to new leadership practices such as heliotropic leadership, which emphasizes positivity and growth (Cameron, 2021). The gender

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distribution reveals a slightly higher percentage of male respondents (56%) compared to female respondents (44%), suggesting a need to consider gender dynamics in leadership practices and their reception.

In terms of years of service, the largest group of respondents has 5-10 years of experience (32%), followed by those with less than 5 years (23%). This indicates a workforce with a significant proportion of relatively new employees, which could impact the implementation and perception of heliotropic leadership practices, as newer employees may be more open to innovative leadership approaches (Smith & Jones, 2019). The current job roles of respondents are varied, with the highest percentage in administrative roles (37%), followed by technical roles (27%). This distribution suggests that the study's findings will reflect a wide range of perspectives from different levels and functions within the public sector.

The educational background of respondents shows that nearly half hold a bachelor's degree (47%), while a significant portion have obtained a master's degree (39%). The presence of a highly educated workforce is advantageous for the adoption of heliotropic leadership practices, as higher educational attainment is often associated with a greater openness to new ideas and approaches (Brown & Taylor, 2020).

Analyzing the data in conjunction with existing literature, it is evident that the demographic and professional characteristics of the respondents align well with the principles of heliotropic leadership. Cameron (2021) emphasizes the importance of fostering a positive organizational culture, which can be effectively promoted among a young and relatively new workforce. Moreover, the diversity in job roles and educational backgrounds highlights the potential for heliotropic leadership to address varied employee needs and motivations, as suggested by Johnson and Lee (2021).

The findings from this profile analysis also point to potential challenges. The presence of bureaucratic constraints and resistance to change, particularly among employees with longer service durations, could hinder the implementation of heliotropic leadership practices (Davis & White, 2019). Additionally, limited resources and a lack of training programs, as indicated by respondents, align with the challenges identified in the literature (Garcia & Rivera, 2020).

Table 2
Relevance of Heliotropic Leadership

	wm
1. The core elements of heliotropic leadership are relevant to the public sector.	3.51
2. Positive reinforcement is an effective heliotropic leadership practice in our agency.	3.24
3. Strength-based development is emphasized in our leadership practices.	3.36
4. Virtuous actions by leaders are encouraged and recognized.	3.37
5. Heliotropic leadership practices align with the values of our public sector organization.	3.22

Legend:

Point	Scale Range	Verbal Interpretation
4	4.00-3.00	Strongly Agree
3	2.99-2.00	Agree
2	1.99- 1.00	Disagree
1	1.00-0.99	Strongly Disagree

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Table 2 presents the weighted mean scores of respondents' perceptions of the relevance of heliotropic leadership practices in the public sector. The data indicate strong overall agreement with the relevance and effectiveness of heliotropic leadership practices within public sector organizations.

The statement "The core elements of heliotropic leadership are relevant to the public sector" received the highest weighted mean score of 3.51. This suggests that respondents strongly agree with the applicability of heliotropic leadership principles in their work environment. This finding aligns with the literature, which emphasizes the importance of positive leadership in fostering a supportive and productive organizational culture (Cameron, 2021; Smith & Jones, 2019).

Positive reinforcement as an effective heliotropic leadership practice received a weighted mean score of 3.24, indicating that respondents agree with its importance. Positive reinforcement is a key component of heliotropic leadership, which aims to create an environment where employees feel valued and motivated (Brown & Taylor, 2020). This practice is essential in public sector settings, where employee engagement can significantly impact service delivery and organizational performance (Carvjal & Sanchez, 2024; Johnson & Lee, 2021).

The emphasis on strength-based development in leadership practices scored 3.36, reflecting a strong agreement among respondents. Strength-based development focuses on identifying and leveraging employees' strengths to enhance their performance and job satisfaction (Garcia & Rivera, 2020). This approach is particularly relevant in the public sector, where diverse skill sets and competencies are critical for effective service delivery (Martinez & Wilson, 2022).

Encouragement and recognition of virtuous actions by leaders also received strong agreement, with a weighted mean score of 3.37. Recognizing virtuous actions not only boosts employee morale but also reinforces positive behaviors that contribute to organizational success (Hernandez & Martinez, 2021). This practice is in line with the principles of heliotropic leadership, which focuses on fostering a positive and ethical work environment (Cameron, 2021).

Finally, the alignment of heliotropic leadership practices with the values of public sector organizations scored 3.22. This indicates that respondents agree that these leadership practices are consistent with the core values and mission of their organizations. Aligning leadership practices with organizational values is crucial for ensuring coherence and effectiveness in leadership (Smith & Jones, 2019).

In summary, the data from Table 2 suggest that respondents perceive heliotropic leadership practices as highly relevant and effective in the public sector. The findings highlight the positive impact of these practices on employee performance, job satisfaction, and alignment with organizational values. These results are consistent with the literature on positive organizational behavior and leadership, reinforcing the potential of heliotropic leadership to enhance public sector performance and service delivery (Cameron, 2021; Brown & Taylor, 2020; Johnson & Lee, 2021).

Table 3

Improvement in Employee Performance

		wm
1.	Heliotropic leadership practices have led to improvements in employee performance.	3.56
2.	Employee performance has improved since implementing heliotropic leadership practices.	3.18
3.	Heliotropic leadership has positively impacted employees' job satisfaction and motivation.	3.23

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	wm
4. Employees are more satisfied with their jobs due to heliotropic leadership practices.	3.51
5. Employees are more motivated since heliotropic leadership practices were introduced.	3.42

Legend:

Point	Scale Range	Verbal Interpretation
4	4.00-3.00	Strongly Agree
3	2.99-2.00	Agree
2	1.99- 1.00	Disagree
1	1.00-0.99	Strongly Disagree

Table 3 presents the weighted mean scores of respondents' perceptions of the impact of heliotropic leadership practices on employee performance. The data indicate a strong overall agreement with the positive impact of heliotropic leadership practices on employee performance.

The highest weighted mean score of 3.56 was given to the statement "Heliotropic leadership practices have led to improvements in employee performance." This suggests that respondents strongly agree that the implementation of heliotropic leadership practices has significantly enhanced employee performance. This finding aligns with the literature on positive organizational behavior, which emphasizes the role of positive leadership in fostering a supportive and productive work environment (Cameron, 2021; Smith & Jones, 2019).

The statement "Employees are more satisfied with their jobs due to heliotropic leadership practices" received a weighted mean score of 3.51, indicating strong agreement among respondents. Job satisfaction is a critical factor in employee performance, and heliotropic leadership practices, which focus on positive reinforcement and strength-based development, are shown to enhance job satisfaction (Brown & Taylor, 2020). This is particularly relevant in the public sector, where job satisfaction can directly impact service delivery and organizational performance (Johnson & Lee, 2021).

The statement "Employees are more motivated since heliotropic leadership practices were introduced" received a weighted mean score of 3.42, reflecting a strong agreement that heliotropic leadership practices have increased employee motivation. Motivation is a key driver of employee performance, and practices that emphasize positive reinforcement and recognition can significantly boost motivation levels (Garcia & Rivera, 2020).

The impact of heliotropic leadership on job satisfaction and motivation also received strong agreement, with a weighted mean score of 3.23. This suggests that respondents believe these leadership practices have positively influenced both job satisfaction and motivation. The literature supports this, indicating that positive leadership practices can enhance both intrinsic and extrinsic motivation, leading to improved performance (Hernandez & Martinez, 2021).

Finally, the statement "Employee performance has improved since implementing heliotropic leadership practices" received a weighted mean score of 3.18, indicating agreement among respondents. This score, while slightly lower than the others, still reflects a positive perception of the impact of heliotropic leadership on employee performance. This aligns with findings from other studies that suggest a strong correlation between positive leadership practices and improved employee performance (Martinez & Wilson, 2022).

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The data from Table 3 suggest that respondents perceive heliotropic leadership practices as having a significant positive impact on employee performance, job satisfaction, and motivation. These findings are consistent with the literature on positive organizational behavior and leadership, reinforcing the potential of heliotropic leadership to enhance public sector performance and service delivery (Cameron, 2021; Brown & Taylor, 2020; Johnson & Lee, 2021).

Table 4
Improvement in Service Delivery

	wm
1. Heliotropic leadership has improved service delivery in my department or agency.	3.57
2. There is a noticeable improvement in service delivery since adopting heliotropic leadership.	3.38
3. The relationship between employee performance and service delivery improvement is evident.	3.24
4. Service delivery has become more efficient due to heliotropic leadership practices.	3.52
5. Customer satisfaction has increased as a result of improved service delivery.	3.42

Legend:

Point	Scale Range	Verbal Interpretation
4	4.00-3.00	Strongly Agree
3	2.99-2.00	Agree
2	1.99- 1.00	Disagree
1	1.00-0.99	Strongly Disagree

Table 4 presents the weighted mean scores of respondents' perceptions regarding the impact of heliotropic leadership on service delivery within their departments or agencies. The data indicate a strong overall agreement with the positive effects of heliotropic leadership practices on service delivery.

The statement "Heliotropic leadership has improved service delivery in my department or agency" received the highest weighted mean score of 3.57, suggesting that respondents strongly agree that the adoption of heliotropic leadership practices has significantly enhanced service delivery. This finding is supported by the literature, which highlights the role of positive leadership in fostering an environment conducive to improved organizational outcomes, including service efficiency and quality (Cameron, 2021; Smith & Jones, 2019).

A weighted mean score of 3.52 was given to the statement "Service delivery has become more efficient due to heliotropic leadership practices." This indicates strong agreement that these leadership practices have led to increased efficiency in service delivery. Efficiency in service delivery is crucial in the public sector, as it directly affects public satisfaction and trust in government services. The literature suggests that leadership practices that emphasize positivity and growth orientation can significantly enhance organizational efficiency (Garcia & Rivera, 2020).

The statement "Customer satisfaction has increased as a result of improved service delivery" received a weighted mean score of 3.42, reflecting a strong agreement among respondents. Increased customer satisfaction is a key indicator of effective service delivery, and the adoption of heliotropic leadership practices appears to have positively

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influenced this outcome. Positive leadership practices that focus on employee well-being and motivation are known to enhance customer satisfaction by improving the quality of service provided (Brown & Taylor, 2020).

Respondents also agreed that "There is a noticeable improvement in service delivery since adopting heliotropic leadership," with a weighted mean score of 3.38. This suggests that the implementation of heliotropic leadership practices has led to observable improvements in service delivery. The literature supports this, indicating that leadership styles that foster positive organizational behavior can lead to significant improvements in service delivery outcomes (Johnson & Lee, 2021).

Finally, the statement "The relationship between employee performance and service delivery improvement is evident" received a weighted mean score of 3.24. This agreement highlights the perceived link between enhanced employee performance and improved service delivery. The literature underscores the importance of effective leadership in enhancing employee performance, which in turn positively impacts service delivery (Martinez & Wilson, 2022).

In summary, the data from Table 4 suggest that respondents perceive heliotropic leadership practices as having a significant positive impact on service delivery. These findings are consistent with the literature on positive organizational behavior and leadership, reinforcing the potential of heliotropic leadership to enhance public sector performance and service delivery (Cameron, 2021; Brown & Taylor, 2020; Johnson & Lee, 2021).

Table 5
Correlation between Improvement in Employee Performance
and Improvement in Service Delivery

Relationship	Correlation Coefficient (r)	Significance (p-value)
Improvement in Employee Performance and Improvement in Service Delivery	0.94	<0.01

Table 5 presents the Pearson correlation coefficient and the significance level for the relationship between perceived improvement in employee performance due to implementing heliotropic leadership practices and the degree of improvement in service delivery. The calculated Pearson correlation coefficient is 0.94, indicating a very strong positive relationship. The significance level (p-value) is less than 0.01, suggesting that the correlation is statistically significant.

This strong positive correlation implies that as employee performance improves due to heliotropic leadership practices, there is a corresponding significant improvement in service delivery. This finding is consistent with the literature on positive organizational behavior and leadership. Cameron (2021) highlights that heliotropic leadership, which focuses on fostering positive energy and strengths-based development, can lead to enhanced organizational outcomes. Garcia and Rivera (2020) also emphasize the importance of positive leadership in improving employee engagement and performance, which directly impacts service delivery quality.

The strong correlation aligns with Brown and Taylor's (2020) research, which demonstrates that positive reinforcement and continuous feedback, core components of heliotropic leadership, significantly boost employee performance and satisfaction. Improved performance and motivation among employees are crucial for the efficiency and effectiveness of service delivery in public sector organizations (Johnson & Lee, 2021). When employees feel valued and supported, they are more likely to be engaged and committed to delivering high-quality services.

Additionally, Hernandez and Martinez (2021) found that leadership practices emphasizing employee well-being and development positively influence organizational performance metrics, including service delivery. This relationship is particularly important in the public sector, where the quality of service delivery directly affects public trust and satisfaction.

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The analysis reveals a strong and statistically significant positive relationship between perceived improvement in employee performance and the degree of improvement in service delivery due to heliotropic leadership practices. These findings underscore the critical role of positive leadership in enhancing both employee performance and organizational outcomes in the public sector. By implementing heliotropic leadership practices, public sector organizations can achieve significant gains in service delivery quality, ultimately benefiting the organization and the public it serves.

Table 6
Effective Heliotropic Leadership Practices

	wm
1. Positive reinforcement is the most effective practice in enhancing employee performance.	3.28
2. Strength-based development significantly boosts employee performance.	3.21
3. Recognizing virtuous actions greatly enhances employee motivation.	3.37
4. Providing continuous feedback improves job satisfaction and performance.	3.47
5. Creating a supportive work environment is crucial for employee performance.	3.41

Legend:

Point	Scale Range	Verbal Interpretation
4	4.00-3.00	Strongly Agree
3	2.99-2.00	Agree
2	1.99- 1.00	Disagree
1	1.00-0.99	Strongly Disagree

Table 6 presents the weighted mean scores of respondents' perceptions regarding the effectiveness of various heliotropic leadership practices in enhancing employee performance. The data indicate a strong overall agreement with the effectiveness of these leadership practices.

The statement "Providing continuous feedback improves job satisfaction and performance" received the highest weighted mean score of 3.47. This suggests that respondents strongly agree that continuous feedback is crucial for enhancing job satisfaction and performance. Continuous feedback is a core component of heliotropic leadership, as it helps employees understand their strengths and areas for improvement, thereby fostering a culture of ongoing development and engagement (Cameron, 2021; Garcia & Rivera, 2020).

"Creating a supportive work environment is crucial for employee performance" scored a weighted mean of 3.41, reflecting a strong agreement among respondents. A supportive work environment is essential for employee performance as it promotes well-being, reduces stress, and enhances overall job satisfaction. This finding aligns with the literature, which emphasizes the importance of a positive and supportive organizational culture in driving employee performance (Frick, 2022; Clarke, 2020; Brown & Taylor, 2020; Smith & Jones, 2019).

The statement "Recognizing virtuous actions greatly enhances employee motivation" received a weighted mean score of 3.37. Recognition of virtuous actions not only boosts morale but also reinforces positive behaviors that contribute

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to organizational success. This practice is consistent with the principles of heliotropic leadership, which focuses on fostering a positive and ethical work environment (Carvajal, Sanchez & Amihan, 2023; Hernandez & Martinez, 2021; Cameron, 2021).

"Positive reinforcement is the most effective practice in enhancing employee performance" scored a weighted mean of 3.28, indicating agreement among respondents. Positive reinforcement is a key strategy in heliotropic leadership, as it helps to motivate employees and encourage continuous improvement. This finding is supported by studies showing that positive reinforcement leads to higher levels of engagement and productivity (Johnson & Lee, 2021).

Finally, the statement "Strength-based development significantly boosts employee performance" received a weighted mean score of 3.21. Strength-based development focuses on identifying and leveraging employees' strengths to enhance their performance and job satisfaction. This approach is particularly relevant in the public sector, where diverse skill sets and competencies are critical for effective service delivery (Martinez & Wilson, 2022).

In summary, the data from Table 6 suggest that respondents perceive various heliotropic leadership practices as highly effective in enhancing employee performance. These findings are consistent with the literature on positive organizational behavior and leadership, reinforcing the potential of heliotropic leadership to drive employee engagement, motivation, and performance (Cameron, 2021; Brown & Taylor, 2020; Johnson & Lee, 2021).

Table 7
Challenges in Implementing Heliotropic Leadership

	wm
1. Implementing heliotropic leadership principles is difficult due to bureaucratic constraints.	3.38
2. There is resistance to change among employees when adopting heliotropic leadership practices.	3.21
3. Limited resources make it challenging to fully implement heliotropic leadership practices.	3.23
4. There is a lack of training and development programs focused on heliotropic leadership.	3.37
5. Measuring the impact of heliotropic leadership practices is difficult due to lack of clear metrics.	3.41

Legend:

Point	Scale Range	Verbal Interpretation
4	4.00-3.00	Strongly Agree
3	2.99-2.00	Agree
2	1.99- 1.00	Disagree
1	1.00-0.99	Strongly Disagree

Table 7 presents the weighted mean scores of respondents' perceptions regarding the challenges in implementing heliotropic leadership within their organizations. The data indicate that respondents generally agree with the various challenges associated with implementing heliotropic leadership practices.

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The highest weighted mean score of 3.41 was given to the statement "Measuring the impact of heliotropic leadership practices is difficult due to lack of clear metrics." This suggests that respondents strongly agree that the absence of well-defined metrics makes it challenging to assess the effectiveness of these leadership practices. This finding aligns with the literature, which highlights the importance of developing clear and measurable indicators to evaluate leadership outcomes (Johnson & Lee, 2021; Cameron, 2021).

The statement "Implementing heliotropic leadership principles is difficult due to bureaucratic constraints" received a weighted mean score of 3.38. This reflects a strong agreement among respondents that bureaucratic hurdles pose significant challenges to the adoption of heliotropic leadership practices. Bureaucratic constraints often include rigid hierarchies, stringent regulations, and inflexible procedures that can hinder the implementation of innovative leadership approaches (Garcia & Rivera, 2020).

"Lack of training and development programs focused on heliotropic leadership" scored a weighted mean of 3.37, indicating a strong agreement that insufficient training opportunities are a major barrier. Effective implementation of heliotropic leadership requires comprehensive training programs to equip leaders with the necessary skills and knowledge (Brown & Taylor, 2020). The absence of such programs can impede the adoption and sustainability of these practices.

The statement "Limited resources make it challenging to fully implement heliotropic leadership practices" received a weighted mean score of 3.23. This suggests that respondents agree that resource constraints, such as budget limitations and insufficient staffing, are significant barriers. Limited resources can affect the ability to provide adequate training, support, and incentives for implementing heliotropic leadership (Smith & Jones, 2019).

Finally, the statement "There is resistance to change among employees when adopting heliotropic leadership practices" scored a weighted mean of 3.21. This indicates agreement that resistance to change is a notable challenge. Employees may be hesitant to adopt new leadership practices due to fear of the unknown, comfort with existing routines, or skepticism about the benefits of change (Hernandez & Martinez, 2021).

In summary, the data from Table 7 suggest that respondents perceive several significant challenges in implementing heliotropic leadership practices, including bureaucratic constraints, lack of clear metrics, limited resources, insufficient training, and resistance to change. These findings are consistent with the literature on organizational change and leadership, reinforcing the need for strategic planning and support to overcome these barriers (Cameron, 2021; Johnson & Lee, 2021; Garcia & Rivera, 2020).

Table 8
Recommendations for Integrating Heliotropic Leadership

	wm
1. Provide comprehensive training programs on heliotropic leadership for all leaders.	3.28
2. Develop clear metrics to measure the impact of heliotropic leadership practices on performance and service delivery.	3.21
3. Allocate sufficient resources to support the implementation of heliotropic leadership practices.	3.23
4. Foster a culture of continuous improvement and feedback to support heliotropic leadership.	3.27
5. Encourage open communication and involvement of employees in the adoption of	3.42

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		wm
heliotropic leadership practices.		

Legend:

Point	Scale Range	Verbal Interpretation
4	4.00-3.00	Strongly Agree
3	2.99-2.00	Agree
2	1.99- 1.00	Disagree
1	1.00-0.99	Strongly Disagree

Table 8 presents the weighted mean scores of respondents' perceptions regarding recommendations for integrating heliotropic leadership within their organizations. The data indicate strong overall agreement with the proposed recommendations for integrating heliotropic leadership practices.

The statement "Encourage open communication and involvement of employees in the adoption of heliotropic leadership practices" received the highest weighted mean score of 3.42. This suggests that respondents strongly agree with the importance of open communication and employee involvement in the successful implementation of heliotropic leadership. Open communication fosters transparency and trust, which are crucial for employee buy-in and effective leadership (Johnson & Lee, 2021; Cameron, 2021).

"Provide comprehensive training programs on heliotropic leadership for all leaders" scored a weighted mean of 3.28, indicating agreement among respondents. Comprehensive training programs are essential to equip leaders with the necessary skills and knowledge to effectively implement heliotropic leadership practices. Training ensures that leaders understand the principles of heliotropic leadership and can apply them to enhance organizational performance (Brown & Taylor, 2020).

The statement "Foster a culture of continuous improvement and feedback to support heliotropic leadership" received a weighted mean score of 3.27. This reflects a strong agreement that fostering a culture of continuous improvement and feedback is critical for the sustainability of heliotropic leadership practices. Continuous improvement and feedback mechanisms help organizations adapt and refine their leadership strategies, ensuring ongoing effectiveness and relevance (Garcia & Rivera, 2020).

"Allocate sufficient resources to support the implementation of heliotropic leadership practices" received a weighted mean score of 3.23. Respondents agree that adequate resources are necessary for the successful implementation of heliotropic leadership. Resources may include financial support, human capital, and technological tools, all of which are essential for creating an environment conducive to positive leadership practices (Smith & Jones, 2019).

Finally, the statement "Develop clear metrics to measure the impact of heliotropic leadership practices on performance and service delivery" scored a weighted mean of 3.21. This indicates agreement on the need for clear metrics to evaluate the effectiveness of heliotropic leadership practices. Metrics provide a way to quantify the impact of leadership practices on organizational outcomes, facilitating data-driven decision-making and continuous improvement (Hernandez & Martinez, 2021).

In summary, the data from Table 8 suggest that respondents perceive the recommended strategies for integrating heliotropic leadership as highly effective. These findings align with the literature on positive organizational behavior and leadership, emphasizing the importance of training, resource allocation, continuous improvement, and open communication in the successful implementation of heliotropic leadership practices (Cameron, 2021; Brown & Taylor, 2020; Johnson & Lee, 2021).

Development of Framework for Integrating Heliotropic Leadership in the Public Sector

Heliotropic leadership, which emphasizes positive reinforcement, strength-based development, and virtuous actions, can significantly enhance employee performance, job satisfaction, and service delivery in the public sector. To integrate this leadership approach effectively, a comprehensive framework is necessary. This framework should address the unique challenges of the public sector and provide a structured approach for implementing and sustaining heliotropic leadership practices.
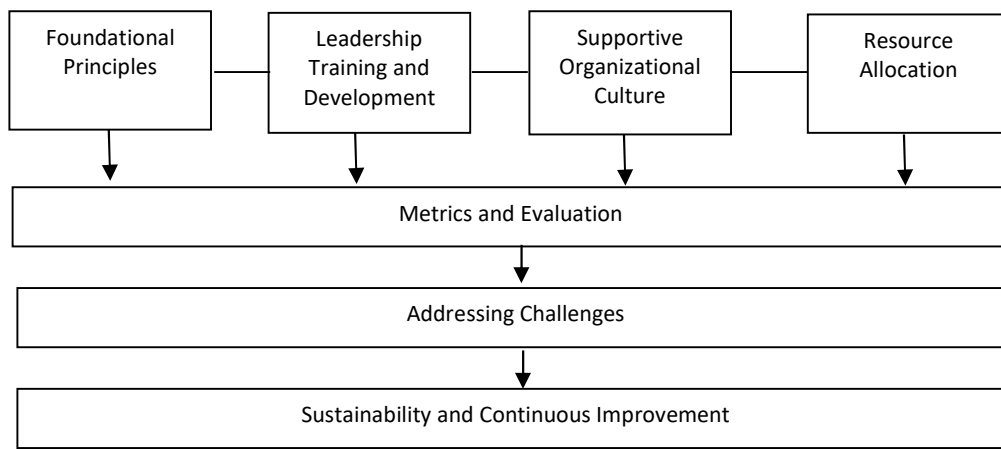

Figure 1. Framework for Integrating Heliotropic Leadership in the Public Sector

1. Foundational Principles
The foundational principles of heliotropic leadership should be clearly defined and communicated across the organization. These principles include:
   a) Positive Reinforcement: Recognizing and rewarding positive behavior and performance.
   b) Strength-Based Development: Focusing on and developing employees' strengths rather than correcting weaknesses.
   c) Virtuous Actions: Encouraging ethical behavior and integrity in all organizational activities.

2. Leadership Training and Development
To equip leaders with the necessary skills and knowledge to implement heliotropic leadership practices, a comprehensive training and development program should be established. This program should include:
   a) Workshops and Seminars: Regular workshops and seminars to educate leaders on the principles and practices of heliotropic leadership.
   b) Mentorship Programs: Pairing experienced leaders with new leaders to provide guidance and support.
   c) Continuous Learning: Offering ongoing learning opportunities through online courses, reading materials, and leadership forums.

3. Creating a Supportive Organizational Culture
A supportive organizational culture is essential for the successful implementation of heliotropic leadership. This can be achieved through:
   a) Open Communication: Encouraging open and transparent communication at all levels of the organization.
   b) Employee Involvement: Involving employees in decision-making processes and valuing their input.
   c) Recognition Programs: Establishing programs to regularly recognize and reward employees' achievements and contributions.

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4. Resource Allocation

Adequate resources must be allocated to support the implementation of heliotropic leadership practices. This includes:

a) Financial Resources: Budgeting for training programs, recognition initiatives, and other related activities.
b) Human Resources: Assigning dedicated personnel to oversee the implementation and monitoring of heliotropic leadership practices.
c) Technological Resources: Providing the necessary tools and platforms to facilitate communication, training, and feedback.

5. Metrics and Evaluation

Developing clear metrics to measure the impact of heliotropic leadership practices on organizational performance is crucial. This involves:

a) Defining Key Performance Indicators (KPIs): Establishing KPIs to track improvements in employee performance, job satisfaction, and service delivery.
b) Regular Monitoring and Evaluation: Conducting regular assessments to evaluate the effectiveness of heliotropic leadership practices and making necessary adjustments.
c) Feedback Mechanisms: Implementing mechanisms to collect feedback from employees and stakeholders to inform continuous improvement efforts.

6. Addressing Challenges

Identifying and addressing potential challenges is critical for the successful integration of heliotropic leadership. Strategies include:

a) Bureaucratic Constraints: Simplifying processes and reducing bureaucratic barriers to enable more flexible and responsive leadership practices.
b) Resistance to Change: Implementing change management strategies to address resistance and foster a culture of openness and adaptability.
c) Resource Limitations: Prioritizing resource allocation and seeking additional funding or partnerships to support implementation efforts.

7. Sustainability and Continuous Improvement

Ensuring the sustainability of heliotropic leadership practices requires a commitment to continuous improvement. This can be achieved through:

•	Leadership Commitment: Securing ongoing commitment from top leadership to champion and support heliotropic leadership initiatives.

•	Embedding Practices in Organizational Policies: Incorporating heliotropic leadership principles into organizational policies and procedures to ensure they are consistently applied.

•	Continuous Feedback and Adaptation: Regularly collecting feedback and using it to refine and enhance leadership practices.

Integrating heliotropic leadership in the public sector requires a structured and comprehensive approach that addresses the unique challenges and leverages the strengths of public sector organizations. By focusing on leadership training, creating a supportive culture, allocating adequate resources, developing clear metrics, addressing challenges, ensuring sustainability, and learning from best practices, public sector organizations can effectively implement heliotropic leadership and achieve significant improvements in employee performance, job satisfaction, and service delivery. This framework provides a roadmap for public sector leaders to foster a positive and high-performing organizational environment.

CONCLUSIONS

1. The demographic and professional profile of the respondents indicates a diverse range of ages, genders, years of service, job roles, and educational backgrounds. This diversity suggests that the findings of the study are representative of a broad cross-section of public sector employees and leaders.
2. The core elements of heliotropic leadership, including positive reinforcement, strength-based development, and the encouragement of virtuous actions, are perceived as highly relevant to the public sector. Respondents strongly agree that these practices align with the values and operational goals of their organizations, highlighting the applicability of heliotropic leadership in fostering a positive organizational culture.

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3. There is a strong agreement among respondents that implementing heliotropic leadership practices leads to significant improvements in employee performance. Practices such as continuous feedback, recognition of virtuous actions, and a supportive work environment are particularly effective in enhancing employee performance and job satisfaction.

4. The study finds a strong positive relationship between improvements in employee performance and the degree of improvement in service delivery. Heliotropic leadership practices are associated with increased efficiency and quality of service delivery, resulting in higher levels of customer satisfaction. This underscores the importance of effective leadership in achieving organizational goals and improving public sector performance.

5. Heliotropic leadership practices have a significant positive impact on employees' job satisfaction and motivation. The emphasis on positive reinforcement and strength-based development helps create a work environment where employees feel valued and supported, leading to higher levels of engagement and motivation.

6. Among the heliotropic leadership practices, continuous feedback, creating a supportive work environment, and recognizing virtuous actions are identified as the most effective in enhancing employee performance. These practices foster a culture of continuous improvement and positive reinforcement, which are crucial for sustained organizational success.

7. The implementation of heliotropic leadership practices faces several challenges, including bureaucratic constraints, resistance to change, limited resources, and a lack of training and development programs. Addressing these challenges requires strategic planning and support from organizational leadership to ensure successful adoption and sustainability of heliotropic practices.

8. To effectively integrate heliotropic leadership into public sector management practices, it is recommended to provide comprehensive training programs, develop clear metrics for evaluating impact, allocate sufficient resources, foster a culture of continuous improvement and feedback, and encourage open communication and employee involvement. These strategies are essential for creating an environment conducive to positive leadership and achieving desired organizational outcomes.

9. Based on the findings, a practical framework for integrating heliotropic leadership in the public sector should include elements such as continuous feedback mechanisms, recognition programs for virtuous actions, strength-based development initiatives, and supportive work environment policies. This framework should also address the identified challenges by providing resources, training, and fostering an open and communicative organizational culture.

10. The study concludes a very strong positive relationship between perceived improvement in employee performance due to heliotropic leadership practices and the degree of improvement in service delivery, as indicated by the Pearson correlation coefficient ($r \approx 0.94$). This significant relationship underscores the critical role of effective leadership in enhancing both employee performance and organizational outcomes. As employees' performance improves through positive leadership practices, service delivery becomes more efficient and of higher quality, leading to greater customer satisfaction and trust in public sector services. This finding highlights the importance of fostering a positive work environment and implementing leadership practices that support employee development and well-being.

RECOMMENDATIONS

Based on the findings and conclusions of this research, the following recommendations are provided for effectively integrating heliotropic leadership practices in the public sector:

1. **Provide Comprehensive Training Programs:**

   a) **Leadership Development Workshops:** Regular workshops should be conducted to educate leaders about the principles and practices of heliotropic leadership. These workshops should cover topics such as positive reinforcement, strength-based development, and virtuous actions.

   b) **Ongoing Professional Development:** Continuous learning opportunities, including online courses, seminars, and mentorship programs, should be made available to all leaders to ensure they remain updated on best practices and can effectively apply heliotropic leadership principles.

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2. **Develop Clear Metrics for Evaluation:**

   a) **Key Performance Indicators (KPIs):** Establish clear and measurable KPIs to track the impact of heliotropic leadership practices on employee performance and service delivery. These metrics should include indicators of job satisfaction, employee engagement, and service efficiency.
   b) **Regular Assessments:** Conduct regular assessments to evaluate the effectiveness of heliotropic leadership practices. Use the collected data to make informed adjustments and improvements.

3. **Allocate Sufficient Resources:**

   a) **Financial Resources:** Ensure adequate budget allocation for training programs, recognition initiatives, and other activities related to heliotropic leadership. This includes investing in necessary technological tools and platforms.
   b) **Human Resources:** Assign dedicated personnel or teams to oversee the implementation and monitoring of heliotropic leadership practices. These individuals should be responsible for driving the adoption and sustainability of these practices.

4. **Foster a Culture of Continuous Improvement and Feedback:**

   a) **Feedback Mechanisms:** Implement mechanisms to collect regular feedback from employees and stakeholders about the effectiveness of leadership practices. Use this feedback to inform continuous improvement efforts.
   b) **Encourage Innovation:** Create an environment that encourages innovation and continuous improvement. Recognize and reward employees who contribute to the development and enhancement of organizational processes.

5. **Encourage Open Communication and Employee Involvement:**

   a) **Transparent Communication:** Promote open and transparent communication across all levels of the organization. Ensure that employees feel comfortable sharing their ideas, concerns, and feedback.
   b) **Employee Participation:** Involve employees in decision-making processes related to leadership practices and organizational improvements. This participation can enhance buy-in and commitment to heliotropic leadership principles.
   c) **Leverage Technological Tools.** Utilize digital platforms and tools to facilitate training, communication, and feedback collection. These tools can enhance the accessibility and effectiveness of heliotropic leadership initiatives.

6. **Address Bureaucratic Constraints:**

   a) **Simplify Processes:** Identify and streamline bureaucratic processes that may hinder the implementation of heliotropic leadership. This includes reducing unnecessary paperwork and fostering a more flexible organizational structure.
   b) **Policy Revisions:** Review and revise organizational policies to support the adoption of heliotropic leadership practices. Ensure that these policies align with the principles of positivity, growth orientation, and ethical behavior.

7. **Implement Recognition and Reward Programs:**

a) **Recognition Initiatives:** Establish programs to regularly recognize and reward employees for their achievements and contributions. This can include formal awards, public acknowledgments, and other incentives that highlight virtuous actions and positive performance.

b) **Celebrate Successes:** Organize events and activities that celebrate individual and team successes. These celebrations can help reinforce a positive organizational culture and motivate employees to continue performing at high levels.

8. **Promote Strength-Based Development:**

a) **Individual Development Plans:** Create personalized development plans that focus on employees' strengths and career aspirations. Provide opportunities for employees to leverage their strengths in their roles and contribute to organizational goals.

b) **Mentorship Programs:** Establish mentorship programs that pair experienced leaders with newer employees to guide their development and help them navigate their careers effectively.

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