



Gender-Responsive Transformational Leadership for Moral Transformation in Women's Prisons

Ade Sofa^{1*}, Minnah El Widdah², Arfan³

^{1,2,3} UIN Sulthan Thaha Saifuddin Jambi, Indonesia

*Corresponding author-email: * adnif99@gmail.com*

Abstract

Correctional institutions have increasingly shifted from punitive approaches toward rehabilitation-oriented systems that emphasize behavioral change, personal development, and social reintegration. Within this transformation, leadership has become an important factor in creating institutional environments that support meaningful change, particularly in women's correctional settings where female inmates experience specific social, psychological, and developmental challenges. However, limited attention has been given to how correctional leaders integrate transformational leadership and gender-responsive approaches to facilitate moral transformation among female inmates. This study examines how gender-responsive transformational leadership contributes to moral transformation within a women's correctional institution. A qualitative case study approach was employed at the Women's Correctional Institution Class IIB in Jambi Province, Indonesia. Data were collected through interviews, observations, and document analysis, with thematic analysis used to identify patterns related to leadership practices, rehabilitation strategies, and contextual factors influencing moral transformation. The findings reveal that gender-responsive transformational leadership operates through rehabilitation-oriented management, individualized support, moral guidance, and institutional commitment to inmate development. Moral transformation is facilitated through integrated rehabilitation strategies that strengthen values, self-awareness, responsibility, character development, and readiness for social reintegration. The implementation of this leadership approach is shaped by enabling factors, including leadership commitment and organizational support, as well as challenges related to human resources, institutional capacity, and rehabilitation facilities. The study contributes to correctional leadership literature by extending transformational leadership perspectives into women's correctional contexts and positioning prison leaders as facilitators of moral transformation rather than merely managers of institutional control. The integration of transformational leadership and gender-responsive approaches provides a framework for developing more humane and rehabilitation-oriented correctional practices.

Keywords: Gender-Responsive Leadership, Moral Transformation, Rehabilitation, Social Reintegration, Women Prison

1. Introduction

Correctional institutions worldwide have increasingly shifted from punitive-oriented systems toward rehabilitation-based approaches that emphasize behavioral change, social reintegration, and human development (Chihobvu et al., 2026; Vandala, 2019). This shift reflects a broader correctional philosophy in which imprisonment is no longer understood solely as deprivation of liberty, but as a process of reform, re-education, and preparation for return to society (Al-Batat, 2025; Damanik, 2026). Contemporary correctional systems are therefore expected to function not only as mechanisms of legal enforcement, but also as institutions that facilitate personal development, ethical reconstruction, psychosocial recovery, and post-release adaptation (Negi et al., 2026; Demegillo, 2025). In the Indonesian context, this orientation is reflected in rehabilitation models that integrate personality development, legal and religious guidance, vocational training, and social reintegration objectives.

Within this transformation, leadership has become a critical institutional factor because the success of reformative change depends heavily on how leaders shape organizational culture, employee engagement, policy implementation, and resistance management (Robbi, 2025). The changing role of correctional institutions therefore requires leadership to be understood beyond traditional administrative and security-oriented perspectives. In prison settings, leaders are expected not only to preserve order, but also to balance security with rehabilitation, guide staff performance, and create conditions that support inmate reintegration and constructive change (Mbise et al., 2025). In this context, transformational leadership provides a relevant theoretical perspective because it emphasizes vision, empowerment, trust, ethical norms, motivation, and individualized consideration, all of which are associated with more humanistic organizational climates and more sustainable rehabilitative outcomes (Robbi, 2025; Chibani & Younes, 2026).

However, leadership in women's correctional institutions presents challenges that extend beyond generic transformational leadership models. Research on women in correctional settings shows that female inmates often experience vulnerabilities shaped by victimization, trauma, relational identity, family responsibilities, and gendered social pathways into offending (Salisbury & Crawford, 2025; Bevan, 2022). Women in custody also face significant hardships such as family separation, unmet psychological needs, and inadequate institutional support, all of which can undermine dignity and complicate rehabilitation if institutional responses are not gender-responsive (Rojas, 2026). These conditions indicate that rehabilitation in women's prisons requires leadership approaches that recognize women's specific experiences and provide support that is relational, individualized, trauma-aware, and development-oriented (Opsal & Luxton, 2023).

A gender-responsive approach is therefore important for understanding leadership in women's correctional settings. Gender-responsive correctional strategies have

undergone substantial empirical development and are widely supported because they acknowledge that justice-involved women are not a homogeneous group and that their needs are shaped by trauma histories, relationships, health conditions, and social roles (Salisbury & Crawford, 2025). In practice, this means that correctional leaders must build institutional environments that combine organizational effectiveness with empathy, dignity, procedural fairness, and continuity of care from custody to reintegration. Leadership effectiveness in women's prisons is therefore reflected not only in maintaining institutional stability, but also in creating conditions that enable women to reconstruct identity, strengthen agency, and prepare for a socially meaningful return to the community (Negi et al., 2026; Demegillo, 2025).

Moral transformation represents a central dimension of this rehabilitation process. Unlike behavioral compliance produced by external control, moral transformation involves internal change in self-identity, values, meaning, accountability, and ethical orientation (Jang et al., 2022; Jang & Johnson, 2022; Mahmood et al., 2025). Evidence from faith-based rehabilitation research shows that structured spiritual programs can contribute to identity transformation, a stronger sense of meaning and purpose in life, and the development of virtues such as self-control, compassion, forgiveness, and accountability (Jang et al., 2022; Jang & Johnson, 2022; Mahmood et al., 2025). Related studies in correctional education and rehabilitation programming likewise show improvements in behavior, self-confidence, emotional regulation, ethical awareness, dignity, and readiness for reintegration, indicating that moral rehabilitation is broader than the transmission of religious knowledge alone (Vandala, 2019). In Indonesia, this broader orientation is visible in rehabilitation practices that combine religious formation, legal awareness, skills development, emotional regulation, and collaboration with religious or community actors to support character formation and social reintegration (Harahap et al., 2026; Rachim et al., 2026).

Despite growing attention to rehabilitation and leadership in correctional studies, important theoretical and empirical gaps remain. Existing correctional leadership research has largely emphasized organizational transformation, conflict management, staff empowerment, psychologically safe work environments, and administrative effectiveness (Chibani & Younes, 2026; Mbise et al., 2025). These contributions are important, but they provide limited explanation of how correctional leaders facilitate inmates' internal moral transformation, especially in women's correctional environments. At the same time, gender-responsive scholarship has strongly documented the needs, pathways, and lived experiences of justice-involved women, yet relatively less attention has been given to how prison leaders design, implement, and sustain gender-responsive moral rehabilitation processes within institutional settings (Rojas, 2026).

This study addresses that gap by examining correctional leadership as a mechanism of moral transformation in women's prisons. Rather than positioning leadership solely as an administrative function, this study conceptualizes correctional leaders as



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organizational and moral change agents who influence rehabilitation through vision, institutional values, staff coordination, and human-centered practice (Chihobvu et al., 2026; Robbi, 2025; Chibani & Younes, 2026). The integration of transformational leadership and gender-responsive perspectives provides a framework for understanding how leaders respond to the distinct needs and vulnerabilities of women inmates while maintaining institutional order and promoting meaningful rehabilitation (Salisbury & Crawford, 2025; Mbise et al., 2025; Bevan, 2022).

The empirical context of this study is the Women's Correctional Institution Class IIB in Jambi Province, Indonesia. This setting is relevant because Indonesian correctional rehabilitation emphasizes the formation of self-awareness, personality development, spiritual guidance, and the acquisition of practical skills for reintegration (Damanik, 2026; Hamsir et al., 2019; Rachim et al., 2026). Programs such as religious guidance, educational activities, values formation, vocational training, and personality development are consistent with broader correctional evidence showing that inmate engagement in structured programs supports self-improvement, moral renewal, psychosocial well-being, and preparation for community return (Demegillo, 2025; Situmeang & Wibowo, 2025). In such a setting, the role of the head of the institution becomes central in planning, implementing, supervising, and evaluating rehabilitation programs oriented toward both organizational effectiveness and inmate development (Situmeang & Wibowo, 2025).

Nevertheless, implementing transformational and gender-responsive leadership in women's prisons involves substantial organizational and contextual challenges. Correctional institutions often face overcrowding, limited facilities, insufficient staff competence, low morale, rigid hierarchies, and persistent stigma toward former inmates, all of which constrain the effectiveness of rehabilitation (Damanik, 2026). In addition, limited spiritual mentors, constrained psychosocial support, and inadequate continuity between prison-based and post-release interventions can weaken the long-term impact of moral development efforts (Harahap et al., 2026; Situmeang & Wibowo, 2025). These conditions show that moral transformation in women's correctional institutions requires not only committed leadership, but also adaptive institutional strategies, intersectoral collaboration, and rehabilitation models that are responsive to both structural constraints and the lived realities of incarcerated women (Rachim et al., 2026).

Therefore, this study aims to explore how gender-responsive transformational leadership contributes to moral transformation among female inmates in women's correctional institutions. Specifically, this study examines how correctional leaders enact gender-responsive transformational leadership, what leadership practices and rehabilitation strategies support moral transformation, and what contextual factors influence the implementation of such leadership approaches.



Accordingly, this study addresses the following research questions:

- RQ1.** How do correctional leaders enact gender-responsive transformational leadership in facilitating moral transformation among female inmates?
- RQ2.** What leadership practices and institutional strategies support moral rehabilitation and social reintegration in women's prisons?
- RQ3.** What contextual challenges and enabling factors shape the implementation of gender-responsive transformational leadership in women's correctional settings?

This study contributes to correctional leadership literature by extending transformational leadership theory into the context of women's prisons and by highlighting the importance of gender-responsive approaches in rehabilitation leadership. Practically, the findings provide insights for developing more humane, transformative, and sustainable leadership models for correctional institutions seeking to support female inmates' moral development and successful reintegration into society.

2. Literature Review

2. 1. Transformational Leadership

The changing philosophy of correctional institutions has expanded the meaning of leadership within prison environments. Prisons are no longer viewed solely as places of punishment and control but as institutions that carry responsibilities for rehabilitation, personal development, and social reintegration (Sitanggang et al., 2025). This transformation requires leaders who are able to manage organizational demands while creating an environment that supports meaningful change among both staff and inmates, because leadership shapes institutional culture, employee engagement, policy implementation, and the overall climate of reform in correctional settings (Chibani & Younes, 2026; Mbise et al., 2025).

Transformational leadership provides a relevant perspective for understanding leadership in this context. In recent correctional studies, transformational leadership is described as a leadership approach that strengthens ethical norms, motivation, professional development, and constructive behavioral change, making it more compatible with rehabilitation-oriented institutions than purely control-based approaches. The theory emphasizes that effective leaders do not merely direct behavior through authority but encourage individuals to develop commitment, awareness, and a willingness to pursue positive change; in prison contexts, this orientation is associated

with more sustainable conflict resolution and more constructive engagement than leadership focused only on immediate compliance (Mbise et al., 2025).

Bass identified four central dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In correctional application, these dimensions are reflected in trust-building, open communication, empathy, ethical example, and attention to staff and inmate development, even though the reviewed prison studies more often discuss these dimensions in applied rather than fully operationalized form (Mbise et al., 2025; Chibani & Younes, 2026; Robbi, 2025). These dimensions are highly relevant in correctional environments because rehabilitation requires more than institutional discipline. Sustainable change depends on the development of new values, personal responsibility, and constructive identities, while transformational leadership is associated with shifts from authoritarian cultures toward more humanistic and adaptive correctional frameworks.

Existing studies on transformational leadership in correctional settings have mainly focused on organizational outcomes, including staff motivation, job satisfaction, organizational commitment, and institutional effectiveness (Yuwono et al., 2023). In Indonesian super-maximum correctional settings, transformational leadership influenced correctional officers' extra-role behavior indirectly through affective organizational commitment, job satisfaction, and job self-efficacy, showing that the evidence base is still strongly oriented toward staff and organizational performance (Yuwono et al., 2023). This emphasis provides valuable insights into leadership performance but leaves limited understanding of how leadership contributes to inmates' internal processes of moral change; thus, examining how correctional leaders facilitate moral transformation among female inmates addresses a meaningful gap in the recent literature (Mahmood et al., 2025).

2. 2. Gender-Responsive Corrections

Women's prisons represent a distinct correctional environment because female inmates often experience different social and psychological circumstances compared with male inmates (Salisbury & Crawford, 2025; De Castro Rodrigues et al., 2026). Their involvement in criminal behavior is frequently connected with complex life experiences, including trauma, economic difficulties, family disruption, relational harm, and social vulnerability, so rehabilitation for women requires frameworks that recognize gendered pathways into offending and the effects of victimization and trauma.

Gender-responsive correctional practice emerged from the understanding that rehabilitation programs cannot rely on approaches designed primarily from male offender experiences. Effective rehabilitation for women requires attention to relationships, emotional recovery, empowerment, safety, and restoration of personal

identity, because women's strengths and vulnerabilities are often organized around relational identities, trauma recovery, and the need to rebuild healthy interpersonal boundaries (Salisbury & Crawford, 2025). Evidence also indicates that gender-responsive interventions can reduce women's recidivism, although implementation quality remains uneven across settings (De Castro Rodrigues et al., 2026).

Leadership has an important role in ensuring that gender-responsive principles become part of institutional practice, even though the recent literature more often discusses programming and policy than leadership style explicitly (Opsal & Luxton, 2023; Sitanggang et al., 2025). A gender-responsive correctional leader therefore can be framed as one who translates women-centered evidence into institutional policy, psychosocial support, skills programming, and safer organizational culture (Wendt & Fraser, 2019). Such leadership requires sensitivity, empathy, ethical commitment, and the ability to balance institutional responsibilities with human-centered rehabilitation, particularly because prison programs for women are more effective when they validate lived experiences of abuse, parenting strain, and relational vulnerability.

The particular challenges faced by female inmates include trauma histories, separation from children, gender stigma, and limited access to supportive resources (Wesely, 2021; Liow et al., 2024). These conditions demonstrate the need for correctional approaches that are more humanistic and responsive to women's circumstances (Wendt & Fraser, 2019; Sitanggang et al., 2025). Research on gender-responsive corrections has contributed significantly to understanding women inmates' experiences and rehabilitation needs, but the leadership dimension remains less directly examined than programming, treatment design, and community corrections implementation.

2. 3. Moral Transformation

Correctional rehabilitation involves more than changing observable behavior. Recent literature increasingly distinguishes rehabilitation aimed at compliance from rehabilitation aimed at deeper change in self-identity, meaning, character, and accountability (Jang & Johnson, 2022). In this perspective, meaningful rehabilitation requires internal change involving values, identity, responsibility, and awareness of social consequences, not merely conformity under supervision (Mahmood et al., 2025; Villanueva et al., 2026).

Moral transformation describes a process in which individuals reconstruct their understanding of themselves, their relationships with others, and their responsibilities within society. Empirical studies operationalize this process through identity transformation, meaning and purpose in life, and virtue development such as self-control, compassion, forgiveness, and accountability. This framing helps distinguish moral transformation from narrower behavioral correction, because the focus is on why individuals change and how they rebuild a prosocial self rather than only whether they obey rules (Mahmood et al., 2025; Jang et al., 2022).



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For women inmates, moral transformation is particularly important because imprisonment often affects identity, relationships, and future social roles (Wesely, 2021; Liow et al., 2024). Rehabilitation therefore needs to address not only criminal behavior but also the personal experiences shaping women's self-concept and capacity to rebuild their lives (Salisbury & Crawford, 2025; Wendt & Fraser, 2019). Moral development programs in correctional institutions often seek to strengthen spiritual awareness, moral values, character formation, and reintegration readiness through reflection, mentoring, and values internalization (Sunarti et al., 2026).

Integrated rehabilitation models also report psychosocial outcomes consistent with moral transformation, including increased gratitude, resilience, moral renewal, positive self-concept, and readiness for return to society (Villanueva et al., 2026). Faith-based studies provide preliminary to moderate evidence that such programs can foster identity change, meaning in life, virtue development, and reduced aggression, although emotional outcomes are not uniformly improved and some studies remain limited by male-only samples or attrition (Jang & Johnson, 2022; Mahmood et al., 2025).

2. 4. Desistance and Reintegration

Moral transformation is closely connected with the concept of desistance, because desistance research consistently links sustained movement away from crime with the construction of a prosocial identity (Liu & Bachman, 2021; Morash et al., 2020). Women who desist tend to narrate stronger motivations to change, clearer distance from prior selves, and more coherent redemption narratives than women who persist in offending (Morash et al., 2020). Quantitative evidence also indicates that prosocial identity directly inhibits recidivism and can strengthen the benefits of employment and reentry programming (Liu & Bachman, 2021).

Correctional institutions can support this process by creating environments that encourage reflection, responsibility, skill development, and personal growth (Villanueva et al., 2026). Leadership influences this environment through institutional policy, rehabilitation climate, staff-inmate interaction, ethical support, and psychologically safe working conditions that improve constructive engagement (Chibani & Younes, 2026). In this sense, correctional leaders contribute indirectly to desistance not by coercion alone, but by widening opportunities for reflection, support, and identity reconstruction (Chihobvu et al., 2026; Mbise et al., 2025).

For women especially, social reintegration requires more than release from incarceration. Positive relationships, religion, self-efficacy, employment opportunities, and stakeholder support all appear to help sustain women's reintegration and non-criminal identities (Liow et al., 2024; Morash et al., 2020). Structured social contexts such as employment and mentoring can reinforce future-oriented identities, while stigma and unstable opportunities can undermine change (Ahmed et al., 2025).



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3. Research Method

This study employed a qualitative approach with an exploratory case study design to examine how gender-responsive transformational leadership contributes to moral transformation among female inmates in women's correctional institutions. A qualitative approach was considered appropriate because the study seeks to understand leadership practices, rehabilitation processes, and human experiences within a complex institutional context. Rather than measuring variables quantitatively, this study explores how leaders, institutional practices, and rehabilitation programs interact in supporting moral development and social reintegration.

The research was conducted at the Women's Correctional Institution Class IIB in Jambi Province, Indonesia. The research setting was selected because the institution represents a women-specific correctional environment where moral development programs are implemented through personality development, religious guidance, education, and independence-oriented activities. The study focused on understanding the role of correctional leadership in planning, implementing, supervising, and evaluating rehabilitation programs, as well as how these leadership practices support the transformation process among female inmates.

Data were collected through in-depth interviews, observation, and document analysis. Participants were selected purposively based on their relevance to the research objectives and their involvement in correctional leadership and rehabilitation activities. To ensure ethical protection, participants' identities and personal information were kept confidential. The data collection process explored leadership characteristics, gender-responsive practices, implementation of moral development programs, institutional challenges, and factors that support the rehabilitation process.

Data analysis was conducted through an interactive qualitative process involving data reduction, data display, and interpretation of emerging themes. The analysis focused on identifying patterns related to transformational leadership practices, gender-responsive approaches, moral transformation processes, and institutional factors influencing rehabilitation. The leadership analysis also considered managerial functions of planning, organizing, implementing, and controlling as important dimensions in understanding correctional leadership practices.

The trustworthiness of the findings was maintained through data triangulation by comparing information from different sources, observations, and relevant institutional documents. This process ensured that the findings reflected diverse perspectives and provided a comprehensive understanding of leadership and moral transformation within the correctional setting. Ethical principles were maintained throughout the research by ensuring voluntary participation, confidentiality, and respect for the dignity of female inmates as participants in a vulnerable institutional environment.



Through this methodological approach, the study positions correctional leadership not merely as an administrative responsibility but as a transformative process that shapes institutional culture and facilitates moral development among female inmates.

4. Result and Discussion

4.1 Enacting Gender-Responsive Transformational Leadership in Women's Prisons

The findings demonstrate that correctional leadership in women's prisons operates beyond administrative management and institutional control. The head of the Women's Correctional Institution Class IIB in Jambi Province plays an important role in creating a rehabilitation-oriented environment by directing programs, strengthening organizational commitment, and supporting the moral development of female inmates. Leadership is reflected through continuous involvement in planning, implementing, supervising, and evaluating correctional development programs. The findings indicate that the leadership process becomes an important foundation for creating conditions that support moral transformation among female inmates.

The study reveals that the leadership practices of the head of the institution reflect several characteristics of transformational leadership, particularly through commitment to rehabilitation goals, personal engagement, and the development of shared institutional values. The leader does not only ensure that programs are implemented according to institutional procedures but also encourages staff members to understand rehabilitation as a process of human development. The dissertation identifies that the leadership role includes planning, implementation, supervision, resource support, and evaluation of programs related to inmate development. These findings demonstrate that transformational leadership in correctional settings requires the ability to integrate managerial responsibilities with moral commitment toward inmate rehabilitation.

The implementation of transformational leadership in this context is closely connected with gender responsiveness. Female inmates experience particular challenges related to personal background, family relationships, psychological conditions, and social stigma, which require rehabilitation approaches that recognize their specific circumstances. The dissertation highlights that women inmates have different characteristics and needs compared with male inmates, requiring approaches that are more humanistic and sensitive to gender-related experiences. The leadership approach identified in this study reflects these considerations through efforts to provide guidance, support, and opportunities for inmates to develop positive values and prepare for reintegration into society.

These findings contribute to the understanding of gender-responsive transformational leadership by showing that leadership in women's correctional institutions involves both organizational direction and human-centered engagement. The



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leader functions not only as a manager of correctional programs but also as a facilitator who creates an environment where inmates can experience guidance, reflection, and personal development. This finding extends transformational leadership discussions by highlighting the importance of contextual sensitivity when leadership is applied within vulnerable institutional settings.

4.2 Leadership Practices and Institutional Strategies Supporting Moral Rehabilitation

The findings show that moral rehabilitation in the institution is supported through structured development programs that integrate personality development and independence development. These programs are designed to address not only behavioral improvement but also the development of values, responsibility, character, and future readiness among female inmates. Personality development focuses on improving attitudes, awareness, and moral behavior, while independence development provides skills that may support inmates' ability to live productively after completing their sentences. The dissertation identifies personality development and independence development as important components of correctional development programs aimed at influencing inmates' thoughts, feelings, activities, and behaviors.

The findings indicate that moral rehabilitation is developed through a combination of formal programs and daily interactions within the correctional environment. Religious guidance, educational activities, counseling, and interactions between officers and inmates become important processes through which moral values are communicated and practiced. The dissertation explains that moral development activities are conducted through structured non-formal education and informal learning processes developed through daily interactions, guidance, and reflection. This finding suggests that moral transformation does not occur only through specific programs but also through the broader institutional culture created by leadership practices and interpersonal relationships.

The leadership strategies supporting moral rehabilitation are also reflected through management functions involving planning, organizing, implementation, and controlling. These functions enable institutional leaders to coordinate rehabilitation activities, allocate available resources, and maintain program continuity despite organizational limitations. The dissertation uses the POAC framework to analyze leadership functions in managing correctional development programs, emphasizing the importance of systematic management in supporting rehabilitation implementation.

From the perspective of transformational leadership, these findings indicate that effective rehabilitation requires leaders who are able to connect organizational processes with human development goals. The leader's role is not limited to ensuring that programs exist but also involves creating meaning and commitment behind those programs. Moral rehabilitation becomes more meaningful when institutional strategies are supported by



leadership values that emphasize dignity, responsibility, and opportunities for positive change.

4.3 Contextual Challenges and Enabling Factors in Implementing Gender-Responsive Transformational Leadership

The implementation of gender-responsive transformational leadership is influenced by various institutional and contextual factors. The findings indicate that correctional leaders face challenges related to human resources, institutional capacity, infrastructure, and the diverse backgrounds of female inmates. These challenges affect the ability of institutions to provide optimal rehabilitation services and require leaders to continuously adapt their strategies according to available conditions.

The dissertation identifies several challenges affecting the implementation of moral development programs, including limited personnel for religious guidance, inmate populations exceeding institutional capacity, limited training facilities, and infrastructure constraints. These findings demonstrate that leadership transformation within correctional institutions does not occur in isolation but is influenced by broader organizational conditions. Leaders must balance rehabilitation objectives with practical limitations while maintaining commitment to inmate development.

The study also identifies several enabling factors that support the implementation of gender-responsive transformational leadership. These include leadership commitment, structured rehabilitation programs, involvement of correctional officers, and collaboration with external parties supporting inmate development activities. The presence of these supporting factors enables the institution to continue implementing moral development programs despite existing limitations.

The relationship between challenges and enabling factors highlights the adaptive nature of correctional leadership. Transformational leadership in women's prisons requires leaders to respond creatively to institutional constraints while preserving the core values of rehabilitation. The findings suggest that successful implementation depends not only on individual leadership characteristics but also on organizational support systems that allow rehabilitation programs to operate effectively.

Overall, this study contributes to correctional leadership literature by positioning gender-responsive transformational leadership as an important framework for understanding moral transformation in women's prisons. The findings show that leadership, institutional strategies, and contextual conditions interact in shaping rehabilitation processes. Correctional leaders facilitate transformation by creating supportive environments, developing meaningful programs, and maintaining organizational commitment toward the personal growth and social reintegration of female inmates.

The study extends existing discussions of transformational leadership by demonstrating its relevance within correctional rehabilitation settings. In women's



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prisons, transformational leadership requires more than inspiring organizational members; it requires sensitivity toward inmates' experiences, commitment to human development, and the ability to create institutional practices that support moral reconstruction. This perspective highlights the importance of viewing correctional institutions not only as places of confinement but also as environments where individuals can experience reflection, growth, and preparation for a more constructive future.

5. Conclusion

Gender-responsive transformational leadership emerges as an important approach in facilitating moral transformation among female inmates in women's correctional institutions. The findings demonstrate that correctional leadership extends beyond administrative responsibilities and institutional control by creating rehabilitation-oriented environments that support personal development, moral reflection, and social reintegration. Effective leadership in this context requires the integration of transformational values with sensitivity toward the specific experiences, vulnerabilities, and developmental needs of female inmates.

Moral transformation is developed through a continuous rehabilitation process that strengthens values, self-awareness, responsibility, and readiness for social reintegration. Leadership commitment, institutional strategies, and supportive rehabilitation programs interact to create opportunities for inmates to reconstruct positive identities and develop greater responsibility toward themselves and society. The findings highlight that meaningful correctional rehabilitation depends not only on formal programs but also on the quality of relationships, institutional culture, and leadership practices that surround the rehabilitation process.

The integration of transformational leadership and gender-responsive perspectives contributes to a broader understanding of correctional leadership by positioning prison leaders as facilitators of human transformation rather than merely managers of institutional order. This perspective expands leadership discussions within correctional settings by emphasizing the importance of ethical influence, individualized support, and humane rehabilitation practices. As a qualitative case study conducted in a specific institutional context, the findings provide contextual insights that may inform further research on leadership and rehabilitation across diverse correctional environments.

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