

The Effectively Leading Manifestation of Public Service-Oriented Governance

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ABSTRACT

Effective leadership is a key factor in building transparent, accountable, and public service-oriented governance. This study aims to analyze leadership characteristics that support good governance, identify obstacles in its implementation, and formulate strategies that can improve leadership effectiveness in the government sector. This research uses the literature study method by reviewing various academic journals and relevant scientific books. The results showed that effective leadership is characterized by integrity, data-based decision-making ability, transparent communication, and flexibility to deal with change. However, the implementation of leadership in governance still faces a number of obstacles, such as rigid bureaucracy, low accountability, high levels of corruption, and lack of community involvement in the decision-making process. Therefore, some strategies that can be implemented to improve leadership effectiveness include strengthening information governance, experience-based leadership training, improving oversight mechanisms, and utilizing technology in government processes. In addition, reforms in leadership recruitment systems that are more professional and competency-based are also needed to ensure that elected leaders have sufficient capacity. By implementing these strategies, it is expected that governance can become more adaptive, innovative and responsive to the needs of society.

INTRODUCTION

Leadership has a very important role in governance because it determines policy effectiveness, administrative efficiency, and public trust in government institutions. Leaders who have strong leadership characteristics are able to create a government environment that is transparent, accountable, and responsive to the needs of the community (Leithwood, 2013). The success of governance depends heavily on the quality of leadership to uphold the principles of good governance, such as participation, rule of law, transparency, and effectiveness (Vanlalhlmpuii, 2019). The importance of leadership quality in governance is also related to how leaders manage the changes and challenges faced by government institutions (McNabb, 2017). Understanding the characteristics of effective leadership to support governance is crucial to improving the quality of public services and the stability of government systems overall.

Countries face challenges to build leadership capable of strengthening governance. A study conducted by Abagissa (2019) in Ethiopia found that many local leaders have difficulty implementing good governance principles due to weak leadership capacity and low understanding of the values of integrity, transparency and accountability. Incompetent leaders tend to make ineffective decisions, ignore public interests, and fail to build synergies with various stakeholders (Abagissa, 2019). The resulting policies often do not meet long-term goals and actually worsen the situation and the image of the government. This case shows that leadership characteristics, such as decision-making ability, communication skills, and moral integrity, strongly influence management effectiveness (Mardikaningsih, 2016; Darmawan et al., 2021). A leader who does not have this ability hampers the relationship between the government and the community or other related parties, which leads to ineffectiveness in running governance.

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Leadership characteristics are also closely related to the quality of public policies produced. A study conducted by Manasseh (2015) in Uganda highlights the importance of innovative and risk-taking leadership to face the challenges of public administration. Leaders who are able to "challenge the process" tend to drive more progressive changes in governance, improve organizational performance, and create a more participatory work environment. Change-oriented leaders tend to initiate policies that are more responsive to community needs and evolving circumstances. According to Torfing (2013), leaders in the government sector tend to maintain the status quo, which stifles innovation and reduces the effectiveness of implemented policies. Therefore, change-oriented leadership characteristics are one of the key factors to realize better governance.

Effective leadership is one of the key factors in successful governance. Many countries face major challenges to establish a leadership system that can support the principles of good governance (Thomas, 2012). One of the main problems in government leadership is the lack of a transparent and competency-based leader selection system. Many leaders are selected based on political and economic considerations, rather than their leadership qualities to manage effective governance (Okaneme, 2017). Leaders who are not elected based on competence often do not feel responsible for the policies they take, as they focus more on personal interests than on the welfare of the community. This leads to low accountability and professionalism in government decision-making.

Another challenge in government leadership is the lack of integrity and ethics to carry out leadership duties. In many countries, especially in Africa, unethical leadership has hindered the effectiveness of governance. Corruption, nepotism, and personal interests are often more dominant than public interests (Kosgey et al., 2020). This shows that leaders who do not have strong integrity and ethical character will find it difficult to create transparent and accountable governance. Effective leaders must pay attention to ethics and prioritize the common interest (Darmawan, 2017; Werdatti et al., 2020).

The low leadership capacity to manage government organizations is also an obstacle to the implementation of effective governance. A study conducted by Ladan (2018) shows that many leaders in the government sector do not have adequate managerial skills, leading to inefficient decision-making and lack of innovation in public services. As a result, government systems that should be oriented towards public services become ineffective and often experience stagnation in policy updates.

Another challenge is resistance to change in government leadership structures. Mahyanalia et al. (2017) and Baxter and Farrell (2015) explain that many leaders tend to maintain the old governance system without considering its effectiveness to answer the demands of modern society. Resistance to change is generally caused by a variety of factors, including comfort with the current system, fear of the uncertainty that change brings, and concern about losing power or influence that has been gained (Abbasi, 2017). This is a major obstacle to bureaucratic reform and the transformation of a more adaptive and progressive government system.

Lack of participatory leadership is one of the obstacles to building an inclusive governance system. Leadership that does not encourage community involvement in decision-making tends to result in policies that are ineffective and do not meet the needs of citizens (Fung, 2015). This results in policies that are ineffective, irrelevant, or even counterproductive, as they do not include the diverse perspectives of directly affected communities (Murray et al., 2010). Therefore, the role of leaders to accommodate community participation becomes a crucial aspect to improve the quality of governance.

The importance of leadership in governance cannot be ignored, especially in the effort to create an effective government that is responsive to the needs of society. Strong and characterized leadership is a key foundation for good governance as it has a direct influence on policy legitimacy, political stability and the effectiveness of public services (Vanlalhlimpuii, 2019). In the challenging era of globalization, government leaders are required to have adaptive, innovative, and results-oriented leadership characteristics in order to respond to evolving social and economic dynamics. Leaders who have these characteristics can ensure that the policies implemented can be relevant to the challenges of the times and provide long-term benefits for all levels of society.

According to Miladinovski and Bunjaku (2017), many governance policies fail not because of a lack of regulations, but because of weak leadership to implement policies effectively. Studies on the relationship between leadership characteristics and governance success can help clarify the mechanisms that make certain leaders more effective than others. Ross (2020) explains that effective leadership in government must be able to integrate modern management principles, data-based decision-making, and public participation in the policy process. Therefore, studies that examine leadership characteristics related to governance will make a significant contribution to the development of more effective and inclusive policies.

This study aims to analyze the leadership characteristics that play a role in supporting effective governance. Good leadership is a major factor in creating a transparent, accountable government system that is able to respond efficiently to the needs of society. Therefore, this study will identify leadership traits that contribute to the successful implementation of good governance principles.

This study aims to uncover the obstacles faced in implementing effective leadership in governance. Although leadership theory has been widely applied, challenges such as weak leadership competence, lack of transparency in decision-making, and resistance to change are still obstacles to improving the quality of governance. By understanding these obstacles, this research can provide a more comprehensive insight into the factors that hinder leadership effectiveness in government.

Furthermore, this research aims to formulate strategies that can be applied to improve the effectiveness of leadership in governance. By examining various leadership approaches that have been successfully implemented in various countries, this research will provide recommendations on leadership models that can improve the quality of governance, both in terms of policy, public management, and community participation. Through the findings of this research, it is hoped that practical solutions can be obtained to improve leadership competencies and strengthen more responsive and inclusive governance.

RESEARCH METHOD

This research uses a systematic literature review approach to analyze the relationship between leadership characteristics and governance. Literature review is a research method used to collect, assess, and synthesize relevant research findings to gain an in-depth understanding of a particular topic (Snyder, 2019). This method allows researchers to identify patterns of findings, research gaps, and recommendations that can be used in the development of leadership theory and practice in government. This research followed a systematic methodological framework to ensure the validity and reliability of the results obtained. Haughey (2015) emphasizes that the literature review process should be conducted in a systematic, transparent and iterative manner to ensure robust and credible results (Haughey, 2015). Therefore, this research follows the main stages of a literature review, namely data collection, source selection, analysis and synthesis, and interpretation of results.

Data sources in this study were obtained from scientific journals, academic books, and research reports that discuss leadership characteristics in governance. Kilubi (2018) mentioned that one of the advantages of a systematic approach in literature study is that it reduces subjectivity in the selection of sources by applying a selection algorithm based on predetermined criteria (Kilubi, 2018). Therefore, in this study, the sources used were selected based on the criteria of relevance, credibility, and currency (publication years between 2015-2020) to match the latest developments in leadership and governance studies. Okoli (2015) revealed that systematic literature synthesis identifies existing research trends and helps to build a deeper conceptual understanding. Using this approach, this study sought to link various leadership perspectives with their impact on governance effectiveness in different countries. This research also considers a source quality evaluation approach to ensure that the findings used have high credibility. The evaluation process in a literature review should consider factors such as the research methodology used, relevance to the research topic, as well as the theoretical or practical contributions of previous studies (Garg, 2016). Therefore, this study avoids sources that have a high degree of bias or low research quality.

Interpretation of the results is done by comparing the various research findings to identify emerging patterns as well as research gaps that still need further study. This method aims to provide insights into how leadership characteristics contribute to successful governance, as well as what factors can strengthen or hinder the implementation of effective leadership in the public sector. With this approach, this research is expected to make academic and practical contributions to understanding the role of leadership in governance and designing strategies to improve leadership effectiveness in the public sector.

RESULT AND DISCUSSION

Characteristics of Effective Leadership to Support Good Governance

Effective leadership in government plays a crucial role in creating governance that is transparent, accountable and responsive to the needs of society. Good leadership is not just about influence, but also how a leader is able to create an inclusive and public service-oriented environment (Vanlalhlmpuii, 2019). Public service-oriented leaders put the interests of the community above personal or group interests (Eva et al., 2019). An effective government leader must have a clear vision and be able to articulate long-term goals for the country or institution they lead.

One of the main characteristics of leadership in good governance is high integrity and work ethics. According to Darmawan et al. (2020), the power of integrity can create ethical standards in the work system. Leaders with high integrity will always prioritize moral values and honesty in every decision and action taken (Lestari & Mardikaningsih, 2020; Menzel, 2014). Studies conducted by Gunasekare (2017) show that leaders who have strong moral standards tend to be more trusted by the public and are able to create a government free from corruption. Leaders with integrity not only avoid corrupt practices, but also keep every policy and decision made accountable with transparency (Armstrong, 2005). Ethical leadership plays an important role in upholding social justice and strengthening public trust in government institutions.

The ability to make data and fact-based decisions is also an indispensable characteristic of government leadership. Leaders who are able to utilize data in the decision-making process will be more effective in facing complex challenges in governance (Adewumi et al., 2015). Decision-making that is based on data and empirical evidence allows leaders to identify problems more precisely and develop solutions that better fit the real conditions at hand. This ability is essential to develop public policies that are based on empirical evidence, not just political considerations. Furthermore, effective leadership in governance is also characterized by good communication and collaboration skills (Getha-Taylor & Morse, 2013). A leader can increase public trust and participation in governance if able to build transparent communication with various stakeholders (Ria et al., 2017). Good communication skills enable leaders to explain policies, receive feedback from the public, and build consensus in decision-making.

Effective leadership in government must have the ability to adapt to change. Leaders who are flexible and able to adapt to the dynamics of globalization and technological developments have a greater chance of building innovative and efficient governance (Miladinovski & Bunjaku, 2017). Governments are faced with the challenge of responding to the evolving needs of society, as well as dealing with global issues in this changing world (Hanna, 2010). A well-adapted leader will be able to adjust policies and strategies to meet these challenges. Leaders who are unable to adapt tend to maintain a bureaucratic system that is rigid and unresponsive to the needs of the community (Lumby, 2019). Inflexible bureaucracies often stifle innovation, slow down decision-making, and create inefficiencies in resource management.

Another important characteristic of government leadership is the ability to build a strong accountability system. Failures in governance are often caused by the lack of accountability mechanisms in the bureaucratic system (Meier et al., 2018). This leads to abuse of power and lack of transparency, which further reduces public trust in government institutions (Abagissa, 2019). Leaders who fail to establish accountability mechanisms often find it difficult to explain the process or basis for their policies (Dubnick & Frederickson, 2011). Therefore, a good leader must be able to create a structure that allows monitoring and evaluation of every policy taken so that the public can see and understand the decision-making process.

To achieve effective accountability, leaders need to ensure that every policy and decision made is accountable to the public. This includes providing clear and open information about the basis for the decision, as well as the expected impact of the policy (Padma et al., 2018). By establishing transparent and open communication, leaders increase public trust, and encourage public participation in the governance process (Kim & Lee, 2012). Communities that have a good understanding of policies find it easier to provide constructive feedback, which in turn helps the government to improve or adjust policies according to real needs on the ground (Taylor, 2011). A strong accountability system will contribute to strengthening better governance that is responsive to the needs of society.

Effective leadership in government must be able to encourage innovation and transformation in the bureaucratic system to respond to the challenges of the times and improve the efficiency of public services. Visionary leaders will always look for ways to improve the efficiency of public administration and utilize technology to improve the quality of public services (Croucher et al., 2020). Visionary leaders not only act based on the current situation, but also look far ahead to identify new opportunities that can improve the performance and effectiveness of public administration (van Wart, 2014). Innovation-oriented leaders can bring about significant changes in governance.

Effective leadership in government requires key characteristics, such as integrity, data-driven decision-making, communication and collaboration skills, flexibility to change, strong accountability systems, and innovation in governance. These characteristics are essential to ensure that leaders can meet the complex and dynamic challenges of the governance environment. By applying these characteristics, a leader is able to make the right decisions, and can build public trust in government institutions.

The implementation of effective leadership characteristics will contribute significantly to creating a transparent, accountable, and quality public service-oriented government system. Leaders who are able to innovate will drive positive change and improve efficiency in policy implementation. As a result, the public will feel the tangible benefits of better public services, which will further strengthen legitimacy and support for the government. Thus, effective leadership is key to achieving sustainable development goals and meeting people's expectations.

Constraints in Implementing Effective Leadership in Governance

The implementation of effective leadership in governance faces various challenges, one of which is the lack of a competency-based leader selection and recruitment system. Government leaders are often selected based on political and economic considerations rather than their qualifications and leadership abilities. As a result, many leaders lack the skills to make strategic decisions and implement the principles of good governance (Okaneme, 2017). Without a transparent and competency-based selection process, effective leadership in government will be difficult to achieve.

Another obstacle is corruption and low levels of accountability in government. Many countries face difficulties in implementing good governance due to high levels of corruption among government leaders. Leaders who lack integrity tend to abuse their authority and hinder the implementation of policies that favor the public interest (Ritter, 2016). Without strict oversight mechanisms and a culture of transparent leadership, an effective governance system is difficult to realize.

Resistance to change within the bureaucracy is a major obstacle to effective leadership implementation. Smit and Zoet (2018) found that leaders in the government sector often face challenges from within the bureaucracy that are not ready to accept change. Many government officials prefer to maintain the existing system rather than adapt to the reforms needed to improve the effectiveness of governance. This attitude stifles innovation and improvement in the government system, making reforms difficult to implement.

Another challenge faced in government leadership is the lack of public participation in decision-making. One of the obstacles in governance is low public involvement in the policy process. When leaders do not involve the public in the decision-making process, the policies made often do not reflect the needs and aspirations of the public (Chakravorty, 2020). Therefore, non-participatory leadership can weaken the effectiveness of governance and reduce the legitimacy of the policies implemented.

The lack of leadership capacity to manage human resources and technology is a major obstacle in governance. Leaders who do not have the skills to manage human resources and utilize modern technology tend to have difficulty improving government efficiency (Baxter & Farrell, 2015). Leaders who are able to adapt to technological developments and have the capacity to manage human resources effectively will find it easier to create a more efficient and transparent government system (Matheus et al., 2021). According to Chen et al. (2021), the ability to manage human resources and technology together is crucial in improving governance, creating a more accountable government, and ensuring that public services can be delivered more quickly and with quality.

Constraints to the implementation of effective leadership in governance include several factors, such as non-competency-based leader selection systems, high levels of corruption, resistance to change, low public participation, and a lack of skills to manage human resources and technology. These factors can hinder efforts to create a responsive and efficient government. Without a fair and competency-based election system, it is difficult for leaders to implement effective and public interest-oriented policies. Addressing these challenges requires reforms in the system of government leadership that emphasize transparency, accountability, and adaptation to change and innovation. These reforms should include improving oversight mechanisms to prevent corruption and encourage public participation in decision-making. The development of skills in managing human resources and technology is crucial so that leaders are able to utilize all available potential. Thus, comprehensive reforms will strengthen leadership, and increase public trust in government institutions.

Strategies to Improve Leadership Effectiveness in Governance

The effectiveness of leadership in governance is highly dependent on the strategies implemented to improve the quality of decision-making, transparency and public participation. One of the key strategies is strengthening information and data governance in the leadership process (Alessandro et al., 2021). Effective leadership requires a strong information system to ensure that policies are based on accurate and accountable data (Ishak et al., 2016; Darmawan et al., 2016). Leaders who are able to manage information well will find it easier to anticipate social and economic changes and make more informed decisions (Bennett, 2015).

Experiential leadership training is also an important strategy to improve leadership effectiveness. Leadership cannot simply be taught theoretically, but must be learned through direct experience (Arifin et al., 2019). Leadership theories do provide a basis of knowledge about the basic principles and concepts of leadership, but their application in real contexts is much more complex. Therefore, approaches that combine leadership theory with real-life practice, such as mentoring programs and simulation-based training, can help leaders to understand the dynamics of governance and improve their managerial skills (Allio, 2016).

Inter-agency collaboration and participatory leadership are also key factors to improve the effectiveness of government leadership. Effective governance requires coordination between institutions and public involvement in the decision-making process (Lovan et al., 2017). This collaboration can increase transparency and ensure that policies truly reflect public needs (Davey, 2019). By adopting a more inclusive leadership approach, leaders can build public trust and improve the effectiveness of policy implementation.

Another strategy that needs to be implemented is to improve accountability and oversight systems in government leadership. Successful leadership in governance must be supported by strict accountability mechanisms. Effective oversight systems, such as independent audits and strengthened anti-corruption institutions, can ensure that policies are implemented in accordance with good governance standards (Miladinovski & Bunjaku, 2017).

The use of technology in government leadership can improve efficiency and effectiveness in public governance. Jacob (2020) points out that technology can be used to speed up bureaucratic processes, increase data openness, and enable digital public participation in government. By adopting digital technology, government leaders can reduce bureaucratic inefficiencies and improve public access to public services (Sinambela & Putra, 2021).

Overall, strategies that can be applied to improve leadership effectiveness in governance include several important aspects, such as strengthening information systems, experiential training, participatory leadership, increasing accountability, and utilizing technology. Strengthening information systems allows leaders to access relevant data and make more informed decisions. Experiential training can equip leaders with the practical skills needed to face challenges in the field. By implementing these strategies, leaders can become more responsive, transparent and innovative in their governance.

Participatory leadership approaches encourage collaboration between leaders and communities, creating a sense of ownership over policies. Leaders who apply this approach do not just make decisions unilaterally, but involve the community in the discussion, planning, and evaluation of policies to be implemented. Increased accountability and the use of technology can strengthen public trust in government institutions. Technology enables faster and more transparent access to information to the public, and provides space for them to provide direct feedback. As a result, all efforts contribute to the creation of more effective and people-oriented governance.

CONCLUSION

The conclusion of this study shows that effective leadership plays a central role in supporting good governance. Leadership oriented towards transparency, accountability and public participation has a significant impact on improving policy effectiveness and public trust in government. Various leadership characteristics, such as integrity, data-based decision-making, open communication, and adaptation to change, are proven to be the main factors to create efficient and public service-oriented governance. However, the implementation of effective leadership in government still faces various obstacles, including rigid bureaucracy, low accountability, and lack of strict supervision systems. Therefore, strategies that can be implemented to improve leadership effectiveness include improving information governance, experiential leadership training, strengthening accountability mechanisms, and utilizing technology in government processes.

As a suggestion, reforms are needed in the government leadership system by emphasizing transparency and professionalism in the recruitment process of public leaders. The government needs to develop policies that support leadership capacity building through training and continuing education programs. The integration of technology in the government system should continue to be strengthened to improve the efficiency and accessibility of public services. Public participation in the decision-making process should also be increased to ensure that policies reflect the needs and aspirations of the people. By implementing these strategies, leadership in government can become more responsive, innovative, and able to create more effective and sustainable governance. This will ensure that policies reflect the needs and aspirations of the people, and create a more efficient and accountable government.

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