



The Influence of Local Leadership on Government Performance: A Literature Study

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ABSTRACT

This study investigates the impact of local leadership on government performance through a comprehensive analysis of existing literature. The role of local leadership is crucial in implementing strategic initiatives that foster innovation and enhance public services. Influential local leaders not only develop and execute strategies that align with the community's requirements and the company's goals but also serve as agents for change, promote innovation, and support the necessary organizational changes to adapt to new circumstances. This study examines different facets of local leadership, such as the use of participatory methods in development initiatives, proficient handling of crises during the COVID-19 pandemic, and the contribution to the digital transformation of government. Furthermore, this study highlights the significance of leadership that aligns with local cultural norms, as it can enhance employee motivation and performance by offering inherent incentives and fostering skill growth. Effective leadership enhances good governance, openness, accountability, and community engagement in decision-making processes. This study provides a complete perspective on how local leadership may improve the overall performance of local government by utilizing several leadership models and ideas.

1. Introduction

The role of local leadership in government is crucial since it has a significant impact on the execution of strategic initiatives, fostering innovation, and enhancing the provision of public services. Competent local leaders have a crucial role in developing and implementing strategies, making sure that these plans are in line with the requirements of the community and the aims of the organization (Johnsen, 2016; Pandisha et al., 2022). They serve as catalysts for change, propelling innovation and facilitating organizational metamorphosis, which is crucial for adjusting to frequent shifts and enhancing the efficiency of local government (Abolina, 2016; Suaedi, 2010). Leadership in local government encompasses both political and social aspects, requiring leaders to actively interact with the community, promote participation, and attend to the fundamental

rights and necessities of individuals (Zainal, 2018).

By utilizing a participatory method, development projects are executed with effectiveness and aligned with the needs of the community, ultimately leading to the attainment of community welfare objectives. Furthermore, local leaders have a crucial role in generating income and alleviating poverty through the strategic utilization of sectors like agriculture, thus enhancing the economic circumstances of their communities. Within the framework of digital transformation, the role of local government officials, particularly those in IT leadership positions, is crucial in the creation and implementation of procedures that provide efficient data exchange and governance (Mao et al., 2023). Moreover, in times of crises like the COVID-19 pandemic, effective local leadership, backed by scientific evidence and community

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involvement, has been crucial in reducing the impact of insufficient responses from the central government and promoting cooperation between municipalities for public health management (Ortega & Behague, 2022). In general, the strategic function of local leadership in government encompasses a wide range of duties, including strategic planning, fostering innovation, engaging with the community, and managing crises. The ultimate goal is to enhance the efficiency and adaptability of local government.

Local leaders can implement creative approaches to enhance governance by utilizing effective models and theoretical knowledge. One effective strategy is to implement a visionary and super leadership style, which has been demonstrated to promote different forms of innovation, such as service, process, administrative, system, conceptual, and radical innovation, as observed in North Luwu Regency (Wahid, 2021). Leaders must prioritize cultivating a favorable attitude towards staff growth, as demonstrated by North Luwu District's utilization of intrinsic incentives and skill enhancement, resulting in enhanced performance and motivation (Wahid et al., 2020). Furthermore, the European Union Strategy on Innovation and Good Governance at the local level emphasizes the significance of values such as the rule of law, transparency, and accountability. These principles can serve as the foundation for local governance reforms (Anastasova–Tumbakova, 2020).

Local governments should also undertake political and administrative changes to update governance structures, as exemplified by the endeavors of China's local governments to substitute conventional management with governance-oriented methods (Li & Wu, 2020). Strategic communication plays a crucial role in the success of the program in Central Lampung District, as it effectively increases community engagement and knowledge (Zainal, 2018). Collaborative governance structures, motivated by the intricate challenges encountered by local governments, can also result in inventive solutions and improved governance (Bjørge & Røiseland, 2018). The integration of political leadership with administrative modernization in urban governance techniques can enhance local

democracy and economic regulation, as demonstrated in the Spanish case study (Alonso & Mendieta, 2010). Ultimately, by adopting network governance and providing assistance to cultural and financial projects, municipalities may effectively address the difficulties that arise after the decline of industrialization. This will not only establish their authority but also promote a sense of community identity (BjØrnå & Aarsæther, 2009). These initiatives highlight the significance of leadership, community involvement, and structural reform in fostering innovation in local governance.

The significance of local leadership in Indonesia lies in its crucial role in the processes of democratization, government, and community development. Following the downfall of Suharto, the process of democratization in Indonesia facilitated greater participation of Indonesian women in local political leadership, which aligns with the overall trend of heightened political engagement and representation (Dewi et al., 2022). Local leaders, who are elected in accordance with the constitution and Pancasila, exemplify the principle of local autonomy, allowing areas to independently govern their affairs and effectively address local issues (Husein et al., 2019). The implementation of transformational leadership, with the incorporation of culturally adapted facilitative leadership behavior, has been proven to have a beneficial effect on the performance of employees in locally owned government banks. This emphasizes the significance of a leadership style that aligns with the cultural norms of the local community (Budiman, 2022; Murniati et al., 2018). Furthermore, local authorities have a crucial role in promoting collaboration with community leaders, such as traditional and religious leaders, to enhance regional self-governance and mitigate conflicts through a persuasive strategy (Handayani et al., 2017).

The implementation of decentralization reforms has granted local governments the authority to offer fundamental services and cater to the requirements of marginalized populations. Inclusive leadership and community engagement play crucial roles in enhancing public involvement and the provision of services (Salim & Drenth, 2020). Good governance

practices, which are strongly linked to decentralization policies, prioritize the participation of local inhabitants in the planning and execution processes. This approach enhances the legitimacy and efficiency of local governance (Assagaf et al., 2017). The significance of culturally aware leadership in local administration is further emphasized by the impact of Javanese cultural values, as outlined in Astra Brata (Andoko et al., 2022). Amid disasters like the COVID-19 outbreak, local governments have showcased their crucial role in overseeing public health measures and upholding public confidence, frequently surpassing national governments in terms of responsiveness and efficacy (Fridayani & Soong, 2021). Furthermore, the period after Suharto's rule has witnessed a rise in local electoral engagement. Direct elections have played a crucial role in fostering greater political participation and responsibility, hence strengthening the significance of competent local leaders in promoting regional progress and democratic government (Sulistiyanto, 2020).

The performance of local government is a complex notion that is affected by a range of issues, such as governance methods, financial management, and stakeholder satisfaction. Efficient local governance is distinguished by openness, accountability, and a robust internal control mechanism, which combined enhance the effectiveness of local government officials and consequently improve public services (Nugraha & Komarawati, 2022; Sihombing & Arsani, 2020). The utilization of frameworks like the Balanced Scorecard (BSC) aids in the assessment and enhancement of the efficiency of local self-government by connecting organizational objectives with the improvement of public services (Šašić et al., 2022). The Local Governance Performance Index (LGPI) is a valuable tool for assessing and improving local governance. It offers an in-depth analysis of the performance of local and public sectors, enabling the identification of areas in need of policy reform and enhanced service delivery (Da Cruz & Marques, 2017). Financial stability is another crucial factor, as demonstrated by locations like Jambi Province, where efficient resource management has led to improved public services (Rahayu et al., 2023).

The level of public satisfaction, which is an essential measure of performance, is often influenced by the local government's capacity to fulfill public expectations and introduce new approaches to delivering services, as shown in Inner Mongolia (Wang, 2019). Furthermore, the crucial involvement of local governments in combating corruption and advancing local development by upholding openness and accountability is essential for the efficient provision of public services (Chafai, 2022). The use of private sector approaches is a significant factor in improving the performance of local government by incorporating the concepts of new public management (NPM), which prioritizes efficiency and effectiveness (Laitinen et al., 2018). Furthermore, the evaluation of local government performance is highly dependent on stakeholder satisfaction, which is determined by the degree to which expectations are fulfilled. This is exemplified in the case study of Kulim Hi-tech Local Authority in Malaysia (Lim et al., 2017). In summary, the performance of local government has a direct influence on the quality and effectiveness of public services. This necessitates ongoing reform and the implementation of innovative solutions to address the changing requirements of society (Gherman et al., 2015).

A study on the functioning of regional governments in Indonesia has identified various deficiencies, particularly in establishing a connection between regional leadership and government performance. Although other studies have investigated aspects such as corruption, human development, financial responsibility, and public monitoring, the specific influence of local leadership has not been thoroughly researched. For instance, research has demonstrated that corruption has a substantial impact on the performance of local government. However, the extent to which leadership may mitigate or worsen this issue has not been extensively studied (Khairudin et al., 2023). Furthermore, while there have been studies on the implementation of Good Government Governance (GGG) and its effects on performance, there is a lack of particular documentation on the role of local leaders in promoting GGG practices (Sunardi et al., 2022). Studies conducted on employee performance at

local government-owned banks emphasize the significance of transformational leadership. These studies demonstrate that the style of leadership can significantly influence performance. However, it should be noted that these findings do not necessarily apply to the broader local government setting (Budiman, 2022).

Furthermore, research on financial accountability and public monitoring highlights the importance of suitable governance and public involvement. Still, it does not explicitly discuss the specific role of local leaders in promoting these practices (Muhtar, 2022). The correlation between the Human Development Index (HDI) and enhancing local government performance has been established. However, the impact of leadership on increasing specific components of HDI, such as life expectancy and per capita income, has not been investigated (Setiawan et al., 2023). Furthermore, the correlation between the quality of public service delivery and regional competitiveness has been associated with aspects such as political representation and strategic planning. However, the specific influence of local leadership on these results is still uncertain (Aryani et al., 2023; Rochmatullah et al., 2023). Furthermore, although it has been established that internal political support has a substantial impact on performance metrics, the broader consequences of local leadership in this particular situation have not been thoroughly investigated (Saputra & Mulia, 2021). There is a distinct requirement for a more targeted study on the direct impact of local leadership on several areas of local government performance in Indonesia.

An examination of the literature on local leadership and government performance in Indonesia is crucial in order to tackle the significant deficiencies revealed in current studies. Current performance assessment tools frequently overlook the socio-political aspects and state-society relations, thereby reducing environmental and resource management to a mere technical matter. This obscures the actual influence of political-business relations and oligarchic interests on local governance (Permana et al., 2023). Furthermore, studies have demonstrated that corruption has a substantial impact on the performance of local government.

However, the specific ways in which leadership can either mitigate or worsen this issue have not yet been investigated (Khairudin et al., 2023). The study highlights the importance of transformational leadership, organizational culture, and employee dedication in enhancing performance in local government-owned banks. It suggests that the leadership style has a direct influence on organizational results (Budiman, 2022).

Furthermore, the variables of regulatory compliance, human resource competency, and budget clarity are of utmost importance for assuring performance accountability. However, the specific function of leadership in guaranteeing these factors is not well-documented (Eprianto, 2023). The Open Government Initiative emphasizes the necessity of solid leadership and dedication to transparency and integrity, particularly in procurement procedures, in order to combat corruption effectively (Diani & Kurniawan, 2023).

The relationship between financial accountability, public monitoring, and local government performance is positively connected. However, the impact of leadership tenure on this relationship is unclear, suggesting the necessity for further examination of the leadership's role (Muhtar, 2022). Following the COVID-19 pandemic, there has been a shift in the way work is conducted. This shift necessitates leaders to promote collaboration, responsiveness, and transparency among government employees in order to enhance performance. The impact of internal political support on performance assessment is substantial, highlighting the crucial role of political leadership in local administration [8]. Effective ethical leadership is critical in fostering ethical conduct and reinforcing an ethical environment within local government (Kholishoh & Aswar, 2022). Good Government Governance (GGG) has a significant impact on the performance of local governments, and this impact is further strengthened by human development. However, the precise leadership techniques that improve GGG are not fully comprehended (Sunardi et al., 2022). Hence, it is imperative to conduct an extensive literature review on local leadership and government

performance in order to address this deficiency and offer practical insights to enhance governance in Indonesia.

The primary objective of the research is to comprehend the impact of local leadership on government performance at the regional level. The analysis encompasses an examination of several leadership styles, such as transformational, transactional, and values-based leadership, and their influence on the effectiveness and efficiency of government.

2. Literature Review

Leadership

A leader is fundamentally an individual who possesses the capacity to exert influence over the conduct of others in their professional endeavors through the use of power. Power is the capacity to effectively guide and exert influence over subordinates in order to accomplish necessary tasks. Saputra & Syamsir (2022) argues that the more sources of power a leader has at their disposal, the higher the possibility for effective leadership. There exist different categories of leaders, including official leaders who derive their power from formal sources. Non-formal leaders emerge when individuals without official power effectively influence the actions of others.

As per Mulyasa (2004), leadership is the act of exerting influence on individuals in order to accomplish the objectives of an organization. Leadership, as defined by Hasibuan (2019), is the process through which a leader impacts the behavior of subordinates, motivating them to willingly collaborate and work efficiently towards achieving organizational objectives. Leadership is commonly characterized as the ability to motivate and exert influence over individuals. Leadership is a mechanism or method used to convince someone to undertake a particular action willingly. Regarding the leader's ability to influence others to comply with their wishes, it is asserted that there are various sources of power that the leader must possess. These include the ability to employ threats, rewards, authority, and persuasion. Another definition posits that leadership is the act of valuing and acknowledging others in order to comprehend and reach a consensus on the

necessary actions and their efficient execution. It also encompasses the act of enabling and supporting individual or collective endeavors to achieve primary objectives (Yukl, 2015).

Local Government Concept

Local government is an essential element of public administration, distinguished by its proximity to society and its responsibility for addressing local needs and interests. It functions as a public legal organization comprised of persons focused on the communal interests of inhabitants within designated administrative and territorial divisions and overseen by elected bodies chosen by the residents themselves (Janoczkin, 2021). The notion of local governance has undergone substantial transformation throughout history, tracing its origins back to pre-colonial administrative systems. This is evident in Nigeria, where local government structures predated colonial authority and were subsequently modified to align with the British system of indirect rule (Monday & Wijaya, 2022). The process of decentralizing local government started worldwide in the 1970s, but there has been a recent tendency towards decentralization in certain nations, especially those in Latin America (Dickovick, 2011). Local government plays a crucial role in the efficient provision of public goods and services in contemporary democratic countries, supported by ideologies like fiscal federalism, public choice, and localism (Wyszkowska, 2018).

They possess the financial resources and obligation to oversee regional matters independently. However, this independence can be contested, as exemplified by Indonesia's centralized government structure and departures from the founding fathers' original intentions as outlined in the 1945 Constitution (Nurcholis & Kridasakti, 2018). Local governments have a crucial role in promoting civil society by engaging residents in public matters and ensuring their needs and desires are fulfilled. The efficacy of local governance can substantially influence economic progress, as exemplified in Ukraine, where local self-governance plays a vital role in the revitalization of the economy and the reconstruction efforts following conflicts (Krasnozhon, 2010). Furthermore, local governments must adjust to

emerging economic sectors, such as creative industries, to facilitate local economic expansion effectively. Although faced with difficulties, establishing robust local self-government frameworks, such as those suggested in Russia, can enhance municipal services and general quality of life (Fazlagić & Szczepankiewicz, 2020; Lukyanova et al., 2017).

3. Methods

This research methodology is known as library research, a group of studies focusing on data-gathering methods within libraries. It involves investigating research subjects using various library resources such as books, encyclopedias, scientific journals, newspapers, periodicals, and documents (Williamson & Johanson, 2017). Library research, a literature review, involves examining and critically analyzing knowledge, ideas, and findings in academic literature (Snyder, 2019). It also involves the development of theoretical and methodological contributions to a specific topic. The primary objective of library research is to locate diverse theories, laws, postulates, principles, or concepts that can be employed to examine and resolve specified research inquiries. This research is characterized by descriptive analysis, which involves systematically analyzing the collected data and providing a comprehensive understanding and explanation for the reader's comprehension.

4. Result

The Influence of Local Leadership on Government Performance

The government's performance is significantly impacted by local leadership, which operates through many processes, such as facilitative leadership, transformational leadership, and ethical behavior. Svava's facilitative leadership model emphasizes the need for cooperative relationships, clear duties, and partnerships to ensure the efficacy of local government boards and councils. These factors significantly impact long-term goal planning, administration, finances, and overall performance (Dzordzormenyoh, 2022). Research has demonstrated that transformational leadership, which involves inspiring and motivating subordinates, has a good impact on

the performance of government officials. This was observed in North Gorontalo Regency, where it resulted in a significant 46.7% improvement in performance (Ngabito, 2021). Furthermore, the enhancement of local government performance, as evidenced in Toraja Regency, heavily relies on public accountability, encompassing aspects such as legal compliance, integrity, procedural adherence, policy effectiveness, program outcomes, and financial responsibility (Natalisma et al., 2021). Green transformative leadership and organizational learning are crucial factors in enhancing performance accountability in government organizations. They highlight the significance of leadership in cultivating a culture of ongoing improvement (Imam & Astini, 2022).

Leaders with professional and academic credentials generally receive superior performance evaluations compared to those with political affiliations. This suggests that experience and education are significant in effective governance (Rahman et al., 2018). Nevertheless, the intricacy of local government operations and the educational attainment of leadership may not directly impact performance effectiveness, indicating that there may be other factors at play (Pramudiati & Putri, 2022). The leadership styles seen in North Luwu Regency emphasize the importance of leaders in promoting government performance through positive reinforcement and skills development, particularly in fostering innovation and motivating employees (Wahid et al., 2020). Moreover, the combination of self-efficacy and affective commitment, along with competitive leadership, substantially positively impacts government performance by fostering a productive and dedicated workforce (Rizali et al., 2020). Ultimately, ethical leadership plays a crucial role in promoting ethical conduct and enhancing the moral climate within local government, consequently enhancing overall effectiveness (Demir et al., 2023). The findings demonstrate that successful local leadership, which encompasses various good qualities and activities, significantly enhances government performance in multiple aspects.

The delivery of government services is greatly influenced by local leadership, which is determined by factors such as the competence

and capability of officials, the organization and concentration of local authority, and the ethical principles leaders follow. Poor service delivery in Bushbuckridge, South Africa, has been attributed to a deficiency in the requisite capabilities of municipal officials and councilors, resulting in protests and administrative intervention (Mhlaba, 2018). In Nigeria, the provision of vital public goods has been impeded by inefficient leadership, characterized by a lack of accountability and transparency (Ibok, 2014). The centralization of local authority has a significant impact. In affluent parts of Israel, centralized leadership improves the effectiveness of networks. However, in Arab Israeli towns, it impedes network performance (Uster et al., 2022). The Western Cape in South Africa demonstrates the importance of collaboration and public participation, as the ability of officials to mobilize communities and manage relationships directly impacts service delivery outcomes (Vivier et al., 2021).

An essential aspect to consider is ethical leadership. In Tanzania, unethical behaviors among agricultural extension workers have negatively affected the quality of service provided. This emphasizes implementing a moral framework to guide leadership (Lameck, 2022). Local leaders' dedication to prioritizing vital services, such as education, is crucial. In many regions, neglecting educational infrastructure has led to inadequate services (Faozanudin, 2014). The efficacy of local councilors in South Africa is progressively eroded by factors such as cadre deployment, which frequently leads to the selection of unqualified personnel, hence worsening problems in service delivery (Rapoo & Richards, 2010; Tshetu, 2014). Furthermore, there is a growing expectation for local governments to possess autonomy and international connections, necessitating creative and adaptable leadership to fulfill these requirements (Hochadel & Hochadel, 2018). The success of service delivery at the local government level is largely determined by the quality of local leadership, which encompasses skills, ethical standards, and the ability to engage with the community (Makwakwa, 2017).

Local leaders have a significant impact on how the public perceives services. They do

this through several methods, such as directly interacting with the public, mediating conflicts, and providing information. Studies indicate that local political leaders, such as neighborhood councilors, play a crucial role in facilitating communication between the government and its citizens and shaping public opinion on the effectiveness of local governance. This is particularly important when service delivery issues and public protests occur (Rapoo & Richards, 2010). Moreover, the participation of local leaders in tackling specific community challenges, such as housing needs, can significantly influence how citizens perceive the accessibility and sufficiency of services (Diaz-Valenzuela et al., 2022). Local governments' visibility and direct delivery of services also impact service quality perceptions. Citizens prefer local authorities to directly handle services like the police rather than relying on inter-local agreements (Morton et al., 2008). Moreover, how people and civil workers interact might impact their perceptions of service delivery. Various criteria, including age and material income, can influence the level of satisfaction experienced (Coman et al., 2020).

Within public health and societal concerns, community leaders, such as religious and cultural figures, can enhance health literacy and assist marginalized populations. This, in turn, can lead to a positive shift in the perception of the availability and standard of services (Kiling et al., 2019). Although there have been advancements in the quality of service, there is still a notable discrepancy between performance data and how the public perceives it. This emphasizes the necessity for improved communication tactics to enhance public confidence in local services (Cowell et al., 2006). Furthermore, the actions taken by regional leaders to address crises, such as the opioid crisis, highlight the significance of working together to enhance public perceptions of the success of services (Kumbal & Dzordzormenyoh, 2022). Furthermore, a decrease in the general public's capacity to recognize influential individuals within their community suggests a deterioration of community connections, which might impact how local influence and effectiveness of services are perceived (Hochberg & Hersh, 2023). Hence, local leaders' active participation, prominence,

and proficient communication play a crucial role in influencing favorable public opinions about services.

Values-Based Leadership and Ethics in Local Government

Values-based and ethical leadership in local government is crucial for cultivating an atmosphere of honesty, transparency, and accountability. Leadership significantly influences ethical conduct by enhancing the ethical culture inside the organization (Demir et al., 2023). Research has shown a direct relationship between ethical leadership, organizational culture, and employee dedication. This suggests that implementing strategies like human resource development and mentorship can enhance ethical conduct within an organization (Ndou & Agbenyegah, 2022). Implementing institutional rules and guidelines is crucial in Tanzania to strengthen the delivery of agricultural advising services, emphasizing the significance of an ethical leadership framework (Lameck, 2022). In Lithuania, the primary proponents of ethical management are administrative executives rather than political figures. They prioritize personal example and initiative as crucial factors in promoting ethical behavior (Toleikienė et al., 2022). Effective leadership in local government is distinguished by attributes such as integrity, dedication, and autonomy in decision-making, which are vital for promoting good governance and combating corruption (Eutaquio, 2023).

Incorporating indigenous knowledge and cultural principles, shown by the Makassar ethnic group, enhances ethical leadership by harmonizing it with community values and customs (Ramli & Saleh, 2020; Yamin, 2020). The Bolesławiec City Hall's demonstration of innovative measures and dedication to transaction transparency is crucial for upholding ethical standards in service offerings (Kabus & Kana, 2018). Integrity rules, bolstered by unambiguous and uniform decision-making procedures, augment anti-corruption endeavors and ethical deliberation in local governments (Erakovich, 2016). Nevertheless, the efforts to address corruption in South Africa might be hindered by problems such as inadequate anti-corruption institutions and the predominance of

officials prioritizing personal benefit, as noted in a study (Mbandlwa et al., 2020). In municipal government, cultivating values-based and ethical leadership necessitates a comprehensive strategy encompassing robust leadership, cultural assimilation, and stringent anti-corruption measures.

Local government leaders balance stakeholders' interests ethically by employing a comprehensive strategy that incorporates ethical leadership, stakeholder management, and integrity policies. Moral leadership is crucial as it encompasses external responsibilities and internalized procedures, fostering a community of practice where various stakeholders can take on leadership positions (Hickey & Macaulay, 2007). The ethical framework established by the Local Government Act 2000 endorses this approach, highlighting the significance of leadership development in promoting ethical conduct (Iles & Macaulay, 2007). Effective stakeholder management is crucial in local government decision-making since it involves navigating a complex process involving multiple stakeholders with varying authority and interests. Balancing these factors is necessary to ensure legitimacy and allocate resources appropriately (Gomes, 2003). Empirical data demonstrates that stakeholders have a substantial impact on the operation of local government. This necessitates adopting a strategic approach to engaging with stakeholders (Gomes et al., 2020).

Integrity rules are crucial in promoting ethical thinking and combating corruption. They serve as a decision-making framework, guaranteeing clarity and consistency (Erakovich, 2016). The ethical conduct of leaders, exemplified by integrity, equity, and appreciation for diversity, enhances this equilibrium by fostering an organizational culture that emphasizes ethical conduct (Demir et al., 2023; Knights, 2022). Furthermore, the central government's responsibility as a protector of individual and collective liberty ensures that local laws do not infringe upon the rights of those outside the region, thereby preserving a harmonious relationship between local self-governance and national unity (Chandler, 2010). Practically, this ethical framework can be utilized in other areas, including agricultural advice services, where

explicit regulations and standards assist in defining duties and responsibilities. However, limitations in resources and moral dilemmas may present obstacles (Demir et al., 2023). In municipal government, it is crucial to have a hybrid model that integrates leadership, ethical culture, and stakeholder management to foster ethical conduct and maintain a harmonious balance of stakeholder interests.

5. Discussion

This study investigates the impact of local leadership on government performance by analyzing a range of previous material. The success and effectiveness of regional government performance mainly depend on effective local leadership. Transformational and transactional leadership styles are the most prominent models in this scenario. Transformational leadership is a leadership style where the leader inspires and motivates staff by providing a clear vision and effective communication. This style has been shown to enhance organizational performance by promoting creativity and positive change. Transactional leadership, characterized by its emphasis on achieving specific outcomes through adequate supervision, organization, and performance, is crucial in enhancing performance by reinforcing and enhancing current structures and procedures.

Local leadership that is flexible in adapting to local cultural norms and attentive to community needs tends to achieve more success. This is attributed to the leader's capacity to comprehend and employ the abundant local cultural resources to establish trust and foster community engagement. Leaders who possess the ability to incorporate local values into government policies and procedures can develop a work environment that is both harmonious and productive. Furthermore, this research emphasizes the significance of participatory leadership in development programs. Participative leadership engages several stakeholders in making decisions, fostering a collective sense of ownership and accountability for the outcomes attained. Responsive and open leadership is crucial in crisis management, particularly during the COVID-19 pandemic. It helps effectively handle emergencies and mitigate their adverse consequences.

The quality of local leadership plays a significant role in influencing government innovation, particularly in deploying digital technologies to enhance efficiency and transparency. Proactive leaders who actively seek out and embrace new technology can propel the modernization of public services, thereby enhancing the accessibility and quality of services for the community. Effective and open leadership is crucial for improving the integrity and responsibility of the government. Leaders who maintain exemplary ethical standards and demonstrate unwavering commitment to openness can thwart corrupt activities and enhance public trust in government. This study emphasizes that community engagement in government governance is a vital determinant in improving the caliber of public services. This engagement can be achieved through several activities, such as public consultation, involvement in development planning, and evaluation of services. This research demonstrates that successful local leadership relies on a specific leadership approach and the leader's capacity to adjust to the local circumstances, empower people, and leverage technology to enhance public services. The amalgamation of these many leadership components can foster heightened responsiveness, transparency, and accountability within the governmental milieu.

6. Conclusion

Efficient local governance relies on the presence of competent local leaders. An inspirational, participative, and ethical leadership style can stimulate creativity, foster accountability, and enhance the quality of public services. Leadership grounded in a specific locality's cultural values and bolstered by a robust professional skillset has significant potential to strengthen governance and attain improved community well-being.

7. Limitation

This research is predominantly grounded in literature analysis. Hence, there may be constraints in directly translating these findings to diverse local contexts. Furthermore, this research lacks a comprehensive analysis of the distinct impact of each leadership style in

diverse crisis scenarios or varying socio-economic contexts.

8. Implications

This research offers valuable guidance for policy makers and government practitioners on the significance of embracing a leadership style that aligns with the specific local circumstances to enhance local government performance. Efforts must be made to strengthen transparent, responsible, and participatory leadership to address contemporary governance's complexities and bolster public confidence effectively. This study also promotes additional research to ascertain optimal leadership tactics in diverse crisis scenarios and within distinct cultural environments.

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