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EVALUATING STRATEGIC LEADERSHIP EFFECTIVENESS IN GOVERNMENT INSTITUTIONS: A SYSTEMATIC LITERATURE REVIEW

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Abstract:

This systematic literature review examines the effectiveness of strategic leadership within government institutions. Strategic leadership, a critical component in public sector management, is essential for navigating complex policy environments and achieving organizational goals. The study addresses the problem of inconsistent outcomes in government leadership effectiveness, which can hinder policy implementation and public trust. To achieve this, we conducted an extensive search of scholarly articles from reputable databases such as Scopus and Web of Science, focusing on studies published between 2020 and 2024. The flow of study based on PRISMA framework. The database found (n=20) final primary data was analysed. The finding was divided into three themes which is (1) Strategic Management in Public and Private Sectors, (2) Economic Development and Regional Planning and (3) Organizational Performance and Innovation. The review concludes that while strategic leadership is essential for governmental success, continuous adaptation and training are required to overcome inherent obstacles. Future research should focus on developing innovative leadership models tailored to the dynamic nature of the public sector.

Keywords:

Strategic Leadership, Strategic Management, Effectiveness, Government, Public Sector, Systematic Literature Review

Introduction

The strategic leadership's role in public sector has not been as relevant as it is now in the present fast changing political, economic and socio-cultural contexts (Alateeg & Alhammadi, 2024; Jarrett & Vince, 2023; Muhardi, 2022). As almost all the governments all over the world are

faced with novel difficulties that range from pandemics to climate change, it becomes very clear that applying strategic leadership approach still remains effective. The concept comprises of being forward-looking, making well-thought-out choices and using resources efficiently for desirable results achievement (Samimi, Cortes, Anderson, & Herrmann, 2022; Singh, Lim, Jha, Kumar, & Ciasullo, 2023). It is an entirely different story within the private sector who performance marker profitability and market dominance often times. Effectiveness of government leadership is measured by their ability to increase public value, an equitable society and sustainable development (Hasanuddin, Ramadhani, Citra, Febrianto & Judijanto, 2023; Yaacob et al., 2018). Such an array of roles therefore calls for a unique combination of visionary leadership, ethical governance and adaptive strategies so as to address the varied needs and aspirations of the general population.

When analyzing strategic leadership effectiveness in government one has to pay attention to both internal factors which have impact on governmental institutions operation mode and external environment these institutions operate in (Marshall, 2013; Orr, 2023). Internally there is a necessity for inspiring and aligning team spirit among public servants towards common goal or vision through innovation culture promotion as well as efficient policy implementation. Similarly they should be able to deal with bureaucratic structures, interagency coordination processes as well as political pressures effectively with maintenance of trustworthiness at all time. Externally ,strategic leaders have interacted with wide range of stakeholder among them that include citizenry, private sector partners, non-governmental organisations as well as people who occupy high position in internationally . In this regard they are required not only to possess a profound comprehension on societal issues but also should have capacity for consensus building negotiation on conflicts or driving collaboration process towards common aim system.

There are a number of problems that make measurement of leadership effectiveness in government a challenging affair; first, many of the governmental outcomes are qualitative and secondly, these outcomes take a long time to be achieved (Fadhillah, Sukmadilaga & Farida, 2023; Rostina & Hendry, 2022). For example, it is difficult to measure the quality of these things through indices such as economic growth, public health or education but to some extent one can do so by performing qualitative evaluations of leaders' attributes. These attributes include vision, empathy and resilience. It has been observed that there is an improvement in the interpretation process by use of advanced tools which includes big data analytics as well as artificial intelligence since they offer more detailed insights when it comes to leadership performance.

This article seeks to delve into the critical dimensions of strategic leadership that cause a great or bad strategic management in government, exploring both theoretical frameworks and empirical evidence to identify key determinants of leadership effectiveness. By examining case studies from diverse geopolitical contexts, the article aims to highlight best practices, identify common pitfalls and offer practical recommendations for enhancing strategic leadership and strategic management in the public sector. Ultimately, the goal is to contribute to the ongoing discourse on governance and leadership in government institutions that leads to strategic management, providing actionable insights that can help governments worldwide navigate the complexities of the 21st century and achieve sustainable, inclusive progress for their citizens.

Literature Review

The effectiveness of strategic leadership in government has been extensively analyzed in various contexts and frameworks. Truong (2024) provides insight into how strategic leadership

arrangements in Vietnam's 13th Politburo, characterized by a high representation of public security figures, have influenced citizens' willingness to engage in grassroots activism. This arrangement appears to suppress extra-institutional political participation, indicating that strategic leadership can significantly impact democratic development and civic engagement. Similarly, Pillay and Scheepers (2020) highlight the response of the South African Department of Transport to the COVID-19 crisis, demonstrating strategic leadership through agile stakeholder engagement and strategic communication. This case underscores the importance of adaptive leadership in crisis situations to maintain public services and stakeholder relations. Additionally, Asrin et al. (2024) discuss strategic leadership in the context of university administration in Indonesia, where leadership quality significantly improved lecture performance and institutional management.

The interplay between strategic leadership and policy transfer is another crucial area of study. Bainbridge (2021) explores the role of Police and Crime Commissioners (PCCs) in England and Wales, illustrating how these local strategic leaders engage in international-subnational policy transfers to address crime and justice issues. This example reveals the potential for strategic leadership to innovate through the adoption of successful policies from other jurisdictions. In local government, Mulvaney and Heaser (2023) investigate the impact of appraisal frequency on executive directors' job satisfaction, perceived board support and organizational commitment. Their findings suggest that frequent performance appraisals can enhance these aspects, thereby improving overall strategic leadership effectiveness. Torfing et al. (2024) examine metagovernance in city-university partnerships, revealing that effective strategic leadership is necessary to align various actors and levels for successful public value co-creation.

The role of strategic leadership in large-scale urban and technological projects is also significant. Kessy (2022) analyzes the strategic leadership behind Tanzania's capital relocation from Dar es Salaam to Dodoma, emphasizing the importance of political commitment and strategic vision in overcoming long-standing implementation challenges. Fenwick and Johnston (2020) discuss the strategic leadership roles of directly-elected mayors in England's combined authorities, assessing their capacity to drive local government reforms and engage with external partners effectively. Cao and Zhang (2024) provide an analysis of the evolution of American science and technology policies, highlighting how strategic leadership in policy formulation and R&D investment is crucial for maintaining technological competitiveness.

In the educational sector, strategic leadership plays a pivotal role in school improvement and organizational commitment. Böse and Brauckmann-Sajkiewicz (2021) explore the ability of school principals in disadvantaged communities in Germany to set appropriate goals and measures for school improvement, stressing the need for context-sensitive strategic leadership. Tahili et al. (2022) examine strategic collaboration in Indonesian basic education, demonstrating how strategic leadership facilitates effective collaboration and innovation in educational services. Tieku (2021) illustrates the strategic leadership of the African Union Commission in international politics, highlighting its role in agenda-setting and policy development on the continent.

Strategic leadership is also crucial in healthcare and organizational performance. Alrashidi et al. (2023) investigate the implementation of learning organization dimensions in Saudi Arabian hospitals, finding that strategic leadership in learning significantly enhances hospital performance. Sengupta (2023) discusses the transformational leadership of the Chairman and

Managing Director of the National Research Development Corporation in India, showcasing how strategic decision-making and leadership qualities can drive organizational turnaround. Özdemir et al. (2020) study the relationship between school principals' 21st-century skills and their strategic leadership, indicating that skills such as information literacy and technological literacy are significant predictors of effective strategic leadership behaviors.

Finally, Ucar and Dalgic (2021) explore the relationship between school principals' strategic leadership characteristics and teachers' organizational commitment in Turkey. Their findings suggest that strategic leadership qualities in principals positively correlate with higher levels of organizational commitment among teachers, emphasizing the importance of strategic leadership in fostering a committed and motivated workforce.

Methodology

Identification

To select a substantial amount of relevant literature for this study, several key steps in the systematic review process were employed. Initially, after choosing keywords, related terms were identified using dictionaries, thesauri, encyclopedias and previous research. Search strings were developed for the Scopus and Web of Science databases, capturing all relevant phrases (see Table 1). In the first phase of the systematic review, two databases were used to extract 1049 publications pertinent to the research question.

Table 1

	The Search string
Scopus	(TITLE-ABS-KEY ("strategic leadership" OR "leadership strategy" OR "strategic management") AND TITLE-ABS-KEY ("effectiveness" OR "performance" OR "evaluation") AND TITLE-ABS-KEY ("government" OR "public sector" OR "public administration")) AND PUBYEAR > 2019 AND PUBYEAR < 2025 AND (LIMIT-TO (SUBJAREA , "SOCI")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (PUBSTAGE , "final")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (OA , "all")) **Date of Access: Jun 2024**
WoS	("strategic leadership" OR "leadership strategy" OR "strategic management") AND ("effectiveness" OR "performance" OR "evaluation") AND ("government" OR "public sector" OR "public administration") (Topic) and Open Access and 2020 or 2021 or 2022 or 2023 or 2024 (Publication Years) and Article (Document Types) and English (Languages) and Public Administration or Social Sciences Other Topics (Research Areas) and All Open Access (Open Access) **Date of Access: Jun 2024**

Screening

The collection of possibly pertinent research items is assessed in the screening process to see whether or not they are consistent with the predetermined research questions. Choosing research topics pertaining to the use of "Evaluating Strategic Leadership Effectiveness in Government Institutions" is one of the content-related criteria that are frequently employed in this stage. Duplicate papers are now eliminated from the search results. 1008 publications were

eliminated in the first screening stage, and 41 articles were reviewed in the second stage using different study-specific exclusion and inclusion criteria (refer to **Table 2**). Since research papers are the major source of actionable advice, the literature was the key criterion that was used. This also included conference papers, novels, book series, reviews, meta-syntheses and meta-analyses, as well as materials that weren't included in the latest study. Additionally, the review was limited to publications in English. Due to duplication, 5 articles in total were rejected.

Table 2
The Selection criterion is searching

Criterion	Inclusion	Exclusion
Languages	English	Non-English
Literature type	Journal (Article)	Conference, Book, Review
Time line	2020-2024	<2020 and <2025
Publication stage	Final	In Press
Subject	Social science, Public administration	Besides Social Science and Public administration

Eligibility
In the third phase, termed the eligibility assessment, 36 articles were collected. During this phase, the titles and main content of these articles were carefully scrutinized to ensure they met the inclusion criteria and were relevant to the study's research goals. This led to the exclusion of 16 articles that either fell outside the field, had insignificant titles, had abstracts unrelated to the study's objectives or lacked full-text access supported by empirical evidence. Therefore, 20 articles were retained for the next stage of the review.

Data Abstraction and Analysis
This study used an integrative analysis as an assessment approach to look at and combine different quantitative research designs. The goal of the study was to determine relevant subjects and subtopics. The process of developing a theme began with the data collection phase. The authors' thorough examination of 20 publications, with an emphasis on claims or information pertinent to the study's subjects is depicted in **Figure 1**. The authors then assessed important previous research on strategic leadership in government institutions, looking at the approaches and findings of each study. The next step involved working with co-authors to generate themes based on the data from the study. A log was kept during the data analysis process to document analyses, opinions, conundrums and other ideas related to the interpretation of the data.Finally, the authors compared the results to see if there were any inconsistencies in the theme design process. It is worth noting that, if there are any disagreements between the concepts, the authors discuss them amongst themselves.

Ultimately, the created themes were polished to guarantee coherence. The analysis was carried out by two professionals with expertise in management and human resource development to evaluate and validate the issues. In order to verify domain validity, each subtheme's appropriateness, significance and clarity were verified throughout the expert review step.

The writers closely compared the outcomes to resolve any discrepancies in the theme producing process. To address any differences that might have arisen between the subjects, the writers

collaborated to find solutions. Finally, the developed concepts were adjusted to provide coherence. The expert review process ensured each sub-theme's significance, sufficiency, and clarity by proving domain validity. The writers' assessment and the advice of the specialists guided the changes that were made. These are the questions that are asked:

1. How do strategic management practices differ across public and private sectors, and what factors influence their effectiveness?
2. What are the key factors influencing economic development and regional planning, and how can they be optimized?
3. How do strategic management and organizational practices impact performance and innovation in various sectors?
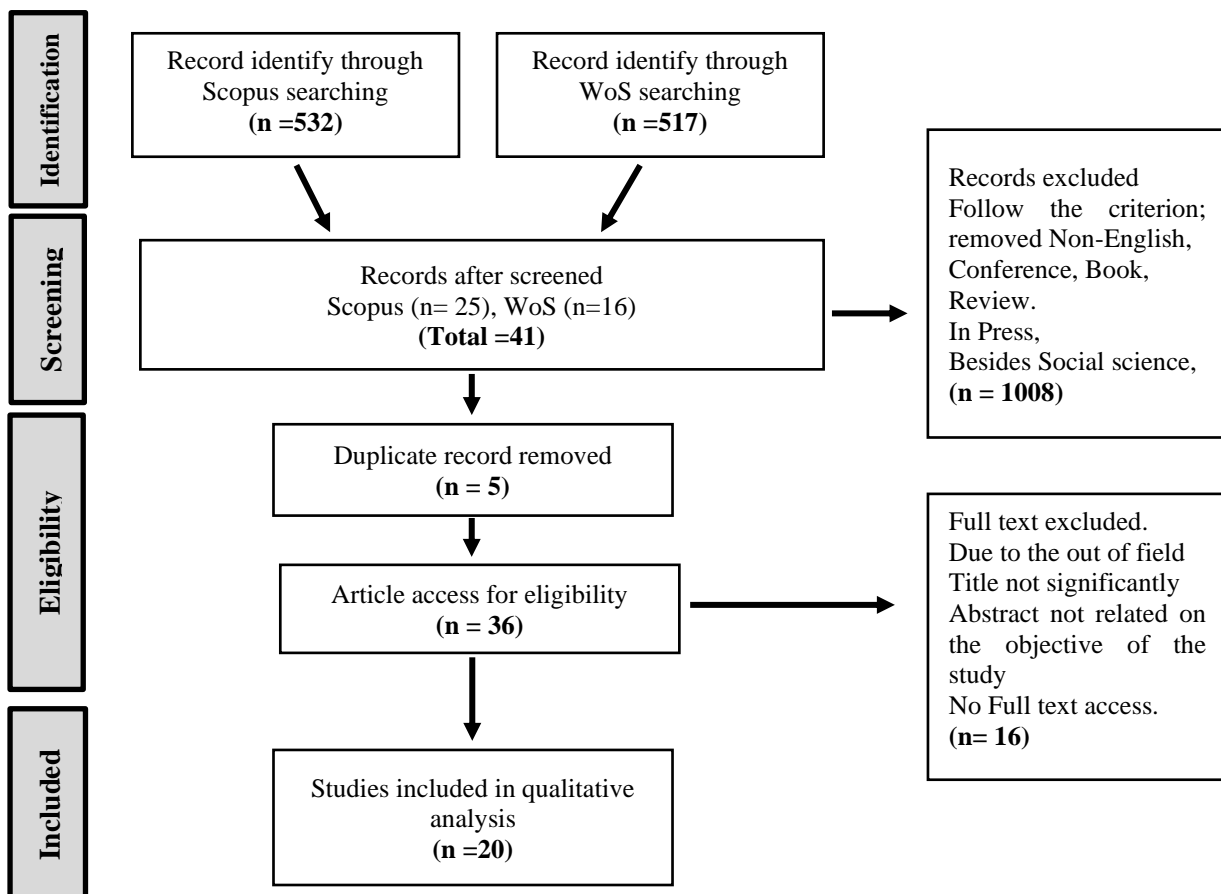

Figure 1: Flow Diagram Of The Proposed Searching Study

Finding and Discussion

Question 1: How Do Strategic Management Practices Differ Across Public And Private Sectors, And What Factors Influence Their Effectiveness?

Theme 1: Strategic Management in Public and Private Sectors

Strategic management in public and private sectors involves a multifaceted approach to ensuring long-term sustainability and adaptability in various operational environments. Analyzing strategic management across these sectors reveals significant insights into the factors driving organizational success and the challenges faced. For instance, the study by O'Connor et al. (2023) on port authorities highlights the critical operational capabilities necessary for ensuring long-term capacity supply. This research underscores the importance of both tangible and intangible resources, such as physical capacity and organizational capabilities, in strategic planning. The study's exploratory case method offers a comprehensive understanding of the strategic factors influencing port authority decisions and the implications for policy and practice. The challenges and strategies in public-sector strategic management are further elaborated by Brorström and Willems (2023) in their examination of urban regeneration projects in Gothenburg and Antwerp. They emphasize the need for public-sector strategists to balance conflicting demands and translate abstract concepts into concrete actions. The dynamic perspective developed in their study illustrates how middle-management strategists navigate these challenges by establishing experimentation spaces and ensuring that strategic visions are effectively implemented. This approach provides valuable insights into the disconnect often observed between planning, implementation, and performance in strategic management.

The role of strategic management tools, such as the Balanced Scorecard (BSC), in driving organizational development and change is discussed by Yawson and Paros (2023). The BSC is highlighted as a versatile instrument used across various industries to align organizational goals and enhance communication with stakeholders. Their analysis reveals the benefits of using the BSC for managing organizational expectations and driving performance, while also addressing its limitations through systems theory and thinking. The relevance of the BSC in today's organizations is critically evaluated, providing a comprehensive overview of its impact on strategic management practices. In the public sector, strategic management accounting (SMA) plays a crucial role in forming and implementing strategies, as shown in the study by Höglund et al. (2021). Their research on the Swedish Transport Administration (STA) highlights the interplay between SMA and public sector characteristics, revealing how SMA techniques can influence strategic focus. The study points out the challenges faced by public sector agencies in maintaining strategic relevance amidst external interventions and scrutiny from entities like the National Audit Office and the mass media.

Further insights into strategic management in public administration are provided by Storozhenko et al. (2024), who explore the impact of digital transformation on public administration mechanisms. Their research identifies the main issues and solutions related to the digitalization of management algorithms, proposing a universal model for effective digitalization. This model aims to enhance the efficiency of public administration systems and improve socio-economic activities, demonstrating the significant role of digital transformation in strategic management. In higher education, strategic planning and stakeholder engagement are crucial for sustainable management, as evidenced by Moreno-Carmona et al. (2020). Their innovative approach, based on citizen participation and technological tools, facilitates a

collaborative workflow and promotes stakeholder commitment to the university's strategic plan. This method of governance underscores the importance of inclusivity and transparency in strategic management processes.

Performance-based budgeting (PBB) at the local government level, discussed by Čajková & Šindleryová (2022), further illustrates the strategic management approaches in public sectors. PBB focuses on objectives and performance measures to improve strategic-oriented public management. Their findings highlight the advantages and challenges of implementing PBB, providing recommendations for enhancing its use and relevance in addressing economic challenges. The analysis of Welsh language training in the public sector workplace by Gruffydd et al. (2023) offers a detailed examination of strategic management at both macro and micro levels. Their study reveals the effectiveness of strategic management in language planning and identifies weaknesses in the planning and implementation processes. This research provides valuable insights into the strategic planning and execution of language training programs, emphasizing the need for continuous evaluation and adaptation.

Question 2: What Are The Key Factors Influencing Economic Development And Regional Planning, And How Can They Be Optimized?

Theme 2: Economic Development and Regional Planning

Economic development and regional planning are critical for enhancing the growth and stability of nations and regions. The study of Mihali et al. (2022) on academic spin-offs (AS) in Romania addresses the role of these entities in solving industry problems through academia's core technology and knowledge. The study emphasizes the importance of factors such as the quality of scientific support and team competency in accessing government funds, highlighting their significant nonlinear impacts on the long-term performance of AS. This research fills a literature gap concerning AS in central and eastern European countries and suggests that similar emerging economies can benefit from these insights to foster national and regional development. In Ukraine, Kravchenko and Moskvina (2018) explore the modernization of the state strategic planning system to form an integrated and comprehensive framework. The study provides a detailed analysis of current structures and proposes directions for modernizing strategic planning procedures. By focusing on national-level documents like Ukraine's 10-year Development Strategy, the research highlights the need for clear roles among government bodies and other stakeholders. These findings aim to enhance governance performance, offering valuable insights for the long-term improvement of Ukrainian governance through effective strategic planning and coordination across different levels of government.

The analysis of economic development indicators in Kazakhstan by Kireyeva et al. (2022) presents a systematic approach to identifying interregional differences in economic performance. Utilizing models such as the Data Environment Analysis (DEA) and Random Effects Regression (RE), the study examines the impact of industrial production on gross regional product (GRP) per capita over eleven years. The results indicate significant statistical dependencies and mutual influences among various economic indicators, providing a robust framework for public administration bodies to smooth interregional differences. This approach underscores the importance of data-driven strategic management in enhancing regional economic development. Kadarisman et al. (2022) investigate Indonesia's readiness for Industry 4.0 and Society 5.0, focusing on strategic management and entrepreneurial governance within bureaucratic structures. The study highlights challenges such as bureaucratic delays and weak communication patterns, proposing data-based policies as a strategic direction for

policymakers. The interconnectedness brought by Industry 4.0 and Society 5.0 necessitates a reevaluation of traditional bureaucratic methods, emphasizing the significant role of strategic management in adapting to these new paradigms. This research illustrates how strategic management can drive the readiness and adaptability of developing countries in embracing technological advancements and interconnected systems.

The integration of school education into Islamic Boarding Schools (Pesantren) in Indonesia, discussed by Zainal et al. (2022), demonstrates a strategic approach to enhancing the quality of education in science and technology. The study details the strategic management practices employed by Pesantren, including curriculum development, governance policy, and infrastructure improvements. These efforts aim to motivate students and improve their qualifications, addressing the challenges posed by traditional education systems. This strategic management approach highlights the importance of aligning educational programs with broader national development goals to foster a more skilled and competitive workforce.

Question 3: How Do Strategic Management And Organizational Practices Impact Performance And Innovation In Various Sectors?

Theme 3: Organizational Performance and Innovation

Organizational performance and innovation are crucial aspects that determine the success and sustainability of institutions across various sectors. The study by Zhang et al. (2020) examines the creative leadership of primary school principals in Guangxi, China, emphasizing the importance of promoting teachers' creativity. The research identifies strengths, such as facilitating creative potential, and weaknesses, such as forming dynamic creative teacher teams, and outlines strategies to enhance leadership and foster an innovative school culture. These findings underscore the significant role of leadership in driving creativity and innovation in educational settings, highlighting the need for strategic approaches to overcome socio-cultural and technological challenges. In the context of gendered contentions in Pakistan, Khan et al. (2021) explore how fragility and conflict shape opportunities for women's social and political action. The study reveals that women leaders employ various strategies, including advocacy with government and engagement with formal politics, to maximize their impact in constrained environments. These strategies enhance the effectiveness of protest leaders, improve state accountability, and widen feminist discourse, demonstrating how organizational performance and innovation can emerge from collective action and strategic leadership in challenging contexts.

Huang et al. (2023) investigate the impact of the Taiwanese Food and Agricultural Education Law (TFAEL) on organizational management and international sustainability practices. The study applies learning community and social learning theories to measure the implementation of TFAEL's 20 Articles. The findings highlight the importance of strategic management in advancing global food security challenges and promoting sustainable food systems. The research underscores the role of comprehensive legal frameworks and strategic management in fostering innovation and improving organizational performance on a global scale. The performance assessment of public servants in Colombia, as examined by Rodas-Gaiter and Sanabria-Pulido (2020), provides insights into the legitimacy of performance management systems. The study finds that transparency, managerial roles, and alignment between individual and organizational assessments positively influence the legitimacy of performance assessments. This research emphasizes the need for effective performance management

systems to enhance organizational performance and foster a culture of accountability and continuous improvement in public institutions.

In the hospitality industry, Werastuti et al. (2024) explore the relationship between strategic management accounting (SMA), management accounting information systems (MAS), and sustainability performance. The study reveals that SMA and MAS positively affect sustainability performance, with MAS mediating the relationship between SMA and sustainability. These findings highlight the importance of integrating socio-environmental aspects into strategic management accounting to enhance organizational performance and promote sustainable practices in the hospitality sector. The healthcare system in Saudi Arabia, studied by Alrashidi et al. (2023), demonstrates the application of the dimensions of a learning organization to improve hospital performance. The research identifies the significant correlation between continuous learning opportunities, team learning, strategic leadership, and enhanced organizational performance. This study illustrates how adopting a learning organization framework can embed a culture of continuous improvement and innovation in healthcare institutions, aligning with broader organizational goals. Changalima and Mwagike, 2024) investigate the moderating effect of staff competency on the relationship between communication and the effectiveness of the force account approach (FAA) in construction projects in Tanzania. The study concludes that communication and staff competency significantly influence FAA effectiveness, with higher staff competency enhancing the impact of communication. These findings highlight the critical role of competent staff and effective communication in improving project outcomes and organizational performance in the construction sector.

Conclusion

Strategic management is one of the areas across the public and private sectors that are very important as far as the long-term viability and adaptability of an entity are concerned. The case of port authorities shows that there is a significant use of both tangible and intangible resources in strategic planning. In revitalizing urban areas, projects show how public-sector strategists need to find an optimal way to manage these conflicting demands while turning their vision on the ground. Even though BSC is a very good tool for aligning goals and improving stakeholder communication, it has limitations that can be removed through systems theory. The research about SMA in the public sector, as demonstrated on the Swedish Transport Administration, is indispensable for strategy formation and implementation. In effect of digital transformationa much more significantly influenced on public administration which suggest models for effective digitalisation.Public administration should be engaged with technology and citizen participation in other foundations such as higher education to receive prospective and beneficial outcomes to sustainable management. Performance budgeting at local government level put emphasis on objectives and performance measures indicating strategic management approaches practice.Language training at public sector indicates efficiency in strategic management application since recurrent evaluation terms pointing out continuous adaptation system.

Economic development and regional planning are the key factors that contribute to the growth and stability both at the national and regional levels. Academic spin-offs in Romania, based on scientific support quality and team competency issues as well as access to government funds, draw a clearer picture for similar emerging economies. In Ukraine, updating state strategic planning system is an important instrument towards establishment of integrated framework with clear roles for government bodies to enhance governance performance. As far as economic

development indicators are concerned, there is quite high level of interregional differences in Kazakhstan which underlines the significance of data-driven approach towards regional development management. Readiness of Indonesia for Industry 4.0 and Society 5.0 focus on bureaucratic difficulties along with necessity for data-driven policies. Integration of school education to Islamic Boarding Schools in Indonesia demonstrates strategic management applications for boosting science and technology educationandi it also denotes alignment of educational programs with national development goals.

The two most important elements in different sectors are the ability to deliver performance and to innovate. Artistic school leadership in early childhood education (ECE) in Guangxi, China, directly supports the teacher's creativity, showing the central role of policy in developing a creative learning environment. In Pakistan women leaders use advocacy and political engagement strategies to intensify their influence within unstable environmental conditions; this example reflects the position of strategic leadership as a driving force for greater performance. TFAEL from Taiwan points out that it is important that strategic management be used when addressing global food security and stimulating sustainable agricultural systems worldwide. Such factors as transparency, managerial roles and alignment between individual and organizational assessments are prevailing themes within effective performance management system in Colombia. SMA together with MAS affects sustainability performance efficiency in hospitality sector. Implementation of learning organization framework in addition to perfect staff competency improves hospital performance by continuous learning process among stuff members as well as strategic leadership amongst staff within healthcare system of Saudi Arabia. Effective communication together with high level of staff competency significantly affect project outcomes through which organizational effectiveness may be enhanced in Tanzania's construction industry sector.

Acknowledgement

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