Leadership and Management for Sustainable Development in Government Institutions and Local Self-Governance

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ABSTRACT:
Achieving success in the orderly development of social relations involves ensuring effective regulatory influence based on public administration. The study aims to analyze the issues of modern peculiarities of management and leadership development in government and local self-government bodies. The article defines the motivational basis and specifics of forming leadership competences and skills. It is substantiated that the phenomenon of leadership is positioned as one of the essential components of the successful development of the public administration system. It has been found that the dynamics of social processes predetermine the formation of an innovative concept of activity of managers and leaders, who today must combine strict compliance with legal requirements and intensify the efficiency of management processes. It is substantiated that an effective manager should ensure the coordinated activities of structural units in the context of achieving common goals. It is determined that management and leadership in public administration are specified by the synergy of competence, skills and abilities of leaders and managers aimed at strengthening personal influence, developing strategic thinking and effective management decision-making, and rooting a strategy of continuous self-improvement. Examples of effective leadership and management in local sustainable development include the introduction of environmentally friendly technologies and reducing the carbon footprint, supporting social projects and improving living conditions in society, and implementing government policies on sustainable development and environmental protection. The article proves that management and leadership in government and local self-government bodies should be based on the principles of public administration, institutional support and mechanisms of vertical social mobility. It is established that institutional support requires updating in the context of ensuring the rule of law, improving the legislative framework, developing economic instruments of public administration, motivating managers to study and improve their skills, and implementing an effective internationally accepted anti-corruption policy.

Keywords: management, public administration, leadership, authorities, local self-government bodies, human resources, sustainable development, corporate social responsibility, institutional stability.

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1. Introduction

An effective public administration system is an essential prerequisite for the country's successful development towards sustainability and democracy. Without denying the priority importance of the rule of law in this context, the effectiveness of the public administration system is also determined by the professional potential of the heads and leaders of government and local self-government bodies and the presence of an appropriate level of skills, abilities and competences.

The public administration system's positive dynamics require innovative leadership and management approaches. The latter should be based on the principles of competence and responsibility, and their leadership qualities should serve as a stimulating factor for achieving management goals, implementing reforms, optimising administrative culture, and increasing the efficiency of human capital use.

Today, the current public administration strategy is characterised by a mismatch between the practical expression of the potential of management and leadership in public authorities. The outdated regulatory and legislative framework and the innovative requirements of Ukraine's European integration concept further complicate the situation. In this regard, several aspects of leadership and management in the public sphere require in-depth research to upgrade them.

2. Literature Review

The problems caused by the conceptualisation of leadership and management in the dynamic conditions of the development of the public administration system are of scientific interest to several domestic and foreign researchers. In particular, certain aspects are considered in the works of Kolesnyk (2019), Lipentsev & Romaniuk (2021), Kolisnichenko (2024), and Storozhev (2022). The authors analyse theoretical and conceptual approaches to studying leadership aspects in public authorities and investigate the mechanisms for ensuring leadership development in public administration.

Research on management and leadership in the public administration system is characterised by different scientific approaches to theoretical, methodological, institutional, socio-psychological, value-historical, and other aspects of the phenomenon. Some scholars, particularly Bolden et al. (2020), focus on mobilising systemic change by developing "systemic leadership" in intersectoral partnerships.

Several modern scholars, in particular, Gürlek & Cemberci (2020), Torfing et al. (2021), and Knies et al. (2024), explore the relationship between knowledge-based leadership, knowledge management capacity, innovation and organisational performance. A significant contribution to the study of this issue was also made by Mardiana (2020). Head (2022), Van der Voet, Steijn (2021), Bryson et al. Scientists have studied the specifics of digital leadership and the potential of visionary leadership to stimulate innovation through team cohesion and significant social transformations. In particular, Bryson et al. (2021) believe that promoting social transformation requires leadership that is deeply relationship-oriented, visionary, political, adaptive, and comfortable with complexity.

Scientists Ivanova & Popelo (2023) provide a general awareness of the importance of sustainable development for society's well-being and the conceptual role of leadership

in this context. In continuation, Melnyk et al. (2022) consider the issues under study in terms of corruption prevention strategies at the national and supranational levels of the European community, which can be a helpful practice in the context of public administration at the regional scale.

Researcher Storozhev (2020) identifies the synergy of efforts of all managers and leaders of civil society institutions to overcome crises and implement complex reforms in public administration as an essential aspect of public leadership development. At the same time, Pidlisna (2021) argues that a leader's formation should occur in the presence of effective mechanisms of vertical social mobility and the formation of the necessary institutional environment.

Despite the significant attention these issues have received in the scientific field, the problem of actualising leadership strategies in public administration requires extended research.

3. Aims

The article aims to analyse the modern peculiarities of management and leadership development in government and local self-government bodies.

4. Materials and Methods

The methodological and theoretical basis of the work was formed, taking into account the priority principles of systemic research based on an integrated approach. The research materials were industry publications and materials of industry scientific and practical conferences on the management and leadership of public administration, as well as statistical data. At the same time, preference was given to modern developments in the current context of the digitalisation of business processes and resource management.

The article uses various approaches and research methods, including general scientific and special techniques. Its interdisciplinary nature and practical significance are distinctive features of this research.

At the initial stage of the article's preparation, the descriptive method was utilised to avoid subjective evaluative statements. In addition, general scientific methods of analysis, synthesis, comparison, and generalisation were used.

The structural and logical method was used to formulate proposals for improving the aspects of leadership and management in public authorities and local self-government bodies; analysis and synthesis were used to update theoretical concepts and clarify the terminology. The combination of these methods with general scientific methods of abstraction and comparison allowed us to draw conclusions about the state of development of the phenomenon of leadership and management in public authorities, identify gaps in the legal field of the studied area, and identify problematic and unresolved issues. The analysis helped to clarify definitions and conceptual categories. The analytical differentiation of the global concept into separate components revealed the research object's structure and specificity, helped distinguish essential elements from non-essential ones, and allowed the classification of the priority principles of leadership and management in government and local self-government bodies.

Using forecasting and generalisation methods, the article formulates proposals for addressing the existing needs in the field of leadership in public administration, theoretically substantiates the study's primary results, formulates conclusions, and identifies issues that require further study.

5. Results

The achievement of the public administration system's main tasks is conditioned by the availability of adequate human capital—competent performers—and successful leaders and managers. Foreign experience convincingly shows that ensuring the competitiveness of the public service allows for developing the leadership qualities of specialists in the public administration system.

Management and leadership skills are among the most essential foundations of the authority's potential in modern social conditions. From the perspective of socio-psychological concepts, leadership is seen in the ability to motivate, manage and inspire others to achieve common goals (Ivanova & Popelo, 2023). At the same time, management is manifested in the ability to plan and coordinate the team's work and implement the controlling functionality.

Effective leadership helps to create a trusting and positive atmosphere in teamwork, where each member freely expresses ideas, can analyse the situation quickly, and formulates management decisions. Management creates the preconditions for effective leadership by ensuring optimal work planning and organisation, effective communication, and performance monitoring with subsequent analytics.

Leadership and management for sustainable development in state institutions and local governments in the modern world must meet modern challenges. Progressive leaders in the field of public power are now ignoring traditional boundaries, transforming the concept of authoritarian organizational leadership into the concept of "network" leadership. Public-private partnerships, active communication interaction and digital development allow leaders to influence an audience that is often outside their hierarchy. The network approach becomes especially important in the case of assimilation of responsibility between the public and private sectors. This trend has been called shared leadership in the system of public administration with distributed responsibility of the parties. Leadership and management for sustainable development require a long-term vision of the consequences of their own management decisions, taking into account the interests of all stakeholders and integrating economic, social and environmental aspects. Effective leadership in the field of sustainable development involves the ability to motivate and inspire a team, clearly set goals, delegate authority and create a culture that promotes sustainable development.

The main concepts of leadership and management in state institutions and local governments for sustainable development are:

1) strategic vision: the leader must have a clear vision of sustainable development and be able to integrate it into the organization's strategy;

2) integration of economic, social and environmental aspects in decision-making;

3) stakeholder involvement: integrating stakeholders into the decision-making process allows for maximum consideration of their needs;

4) development of a culture of sustainable development and corporate social responsibility: employees must be aware of the importance of environmental and social issues;

5) effective resource management: implementation of innovations and systems that support sustainable development;

6) transparency and accountability to stakeholders;

7) promoting innovation;

8) training and development, which involves investing in training and development of employees in the field of sustainable development;

9) motivation and inspiration, continuous improvement.Public-private partnerships in areas such as sustainable development contribute to the effective distribution of resources and the development of corporate social responsibility. This interaction contributes to improving living standards and expanding rights and opportunities, and therefore has a vector of sustainability. Effective cooperation makes it possible to form sustainable models that are complementary to specific regional needs, contributing to the formation of a more just and inclusive society.

Public-private partnerships and effective leadership in state institutions and local governments also play an important role in ensuring environmental sustainability, responsible resource management and environmental protection. By synergizing the practical experience and resource potential of both parties to the partnership, public-private interaction contributes to the effective implementation of initiatives to mitigate the consequences of environmental degradation, energy efficiency, and the integration of environmentally friendly practices.A valuable skill of effective managers is the ability to establish work processes and form effective systems that contribute to achieving the goal (Melnyk et al., 2022). The modern social environment requires managers with analytical thinking and the appropriate abilities to develop it, thus solving complex situations and finding the potential for new development opportunities. These skills are necessary to achieve common goals and objectives.

Management is generally accepted as a social phenomenon regulated by formal human relations and aimed at solving priority organisational tasks. On the contrary, leadership is positioned as a psychological phenomenon with a vector for regulating informal relations. Management is based on powers delegated by the authorities, and leadership is based on interpersonal contacts (Storozhev, 2020). At the same time, a manager can also be a leader who assimilates formal and informal aspects and effectively manages subordinates.

Public administration is characterised by a democratic management strategy, which implies the presence of a strong but not authoritarian leadership position. The leader's actions can be a kind of reaction to the actions of other people, but even in this case, the personality is seen as a means of transforming a specific external impulse (Gürlek & Cemberci, 2020).

The process of leadership formation, which involves a certain averaging of individual images of leaders in the public consciousness, is determined by the opinion of authoritative and competent individuals, the opinion of opposition forces, experience of interaction with leaders, consonance of influences with the created image of a social

servant, and characteristics (needs) of the image bearer, as well as spreading influence and manipulating information.

Leadership in the public sector is closely related to the synergy of the potential of skills and competences that stimulate the support of the leader's influence, detailing directions and goals, promote the development of strategic thinking, and maximise the impact of the team (Lipentsev & Romaniuk, 2021; Kolisnichenko, 2024). The use of leadership potential in management involves several interrelated elements, including:

- development of personal internal and external communication and information strategies by the manager-leader, provided that the potential of existing formal communication formations is used;
- developing the image of a public body to create a trustworthy reputation and active interaction in society;
- search for vectors for implementing the transformation of management activities;
- generating confidence in the public body's ability to implement the expected changes with the help of the relevant management representatives;
- ensuring the prerequisites for the individual development of managers;
- developing a common concept of activity and raising the level of professionalism of critical specialists, which in synergy determine the success of change implementation.

A systematic approach to leadership in public administration involves various types of administrative influence, specific delegation of authority, and stimulation of the initiative of each employee. With the participation of the manager or leader, the achievement of specific performance goals and the expediency of the means of achieving them are assessed based on a comprehensive assessment of all possible and planned performance results (Mardiana, 2020; Head, 2022).

According to many respondents to the analytical study of organisational culture "Public Service in Ukraine" (2023), conducted by the National Agency of Ukraine on Civil Service (NAUCS) and experts of the NGO "Ukrainian Institute for Social Studies named after Oleksandr Yaremenko" with the assistance of the Norwegian Centre for Integrity in the Defence Sector (CIDS), since the beginning of the full-scale war, ethical leadership - leadership behaviour that shows moral qualities and ethical character - has become more active among public servants. About a quarter of respondents (23.9%) believe that ethical leadership among their colleagues has increased, a third (30.1%) said that ethical leadership has become more active in the activities of their direct supervisor, and 28.1% of respondents noted an increase in such activities among the head of the authority (institution) where they work. One in three respondents (29.1%) noted the manifestation of ethical leadership in their activities (Figure 1).
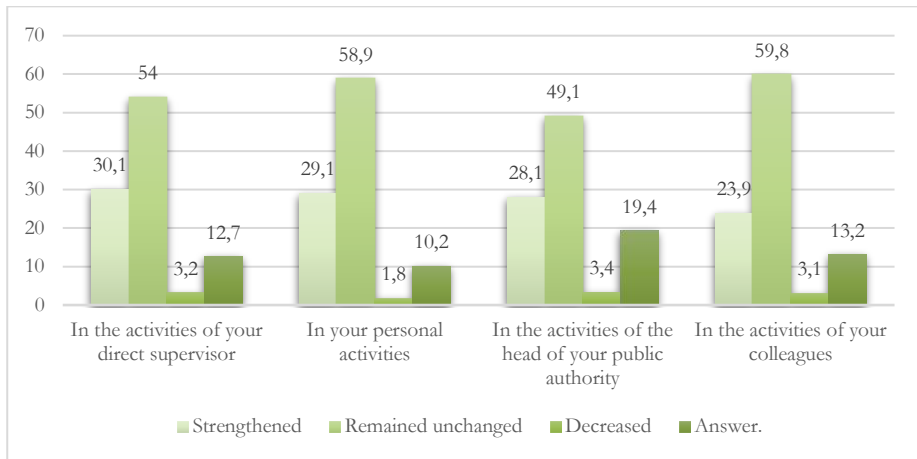
Figure 1. Distribution of respondents' answers to the question about assessing the dynamics of ethical leadership of public servants since the beginning of the full-scale war, %.
Source: NAUCS, 2023

Implementing ethical leadership practice is based on authority, not power, when the leader makes decisions based on justice and ethical principles. In order to implement ethical leadership and teamwork in public service institutions, there must be a particular social environment (basis) and an appropriate social and psychological climate. The manager and the team must be ready for teamwork and consistent (adequate) with this management style in terms of their views, values, and attitudes.

Maintaining a leadership position aims to increase the efficiency of the government or local self-government body, ensure its high social efficiency, and create a positive image of the institution in society.

Methods of organisational and administrative influence in the course of activities of a manager or leader in the field of public authority implement a specific distribution of responsibilities in the management apparatus, control the level of compliance with legal norms and the exercise of powers, maintain an appropriate level of organisation in work and a high level of labour discipline, and control over management processes. These methods include orders, guidelines, instructions, target planning, coordination of activities and control over their implementation. Different methods of situational response allow a manager to maintain a stable leadership position.

Managerial leadership ensures the development of specialists' competence through targeted programmes to improve organisational culture. Public administration institutions are now tasked with training managers with the potential to implement innovative ideas. Leadership in the modern world must meet the current challenges of state reforms. Progressive leaders in public administration often ignore traditional boundaries, transforming authoritarian organisational leadership into "network" leadership (Bryson et al., 2021).

Active communication interaction, a characteristic feature of modern public administration processes, requires leaders and managers to have the skills to influence people outside their hierarchy. The network approach becomes essential in the case of

assimilation of responsibility between the public and private sectors. This trend is called shared leadership in the public administration system with distributed responsibility of the parties.

When analysing the experience of implementing various approaches and strategies to management and leadership in public administration, it is worth highlighting general trends (Table 1).

Table 1: General trends in leadership and management in government and local self-government bodies

Trend	Characteristic features
Defining the competence profile of future leaders	The competences required for future leaders may differ from those of today's leaders, given their responsibilities, functions and roles. It is essential to define the shape of the public sector in the future and the challenges that need to be addressed to identify and develop the right leaders for the future environment
Identifying and selecting potential leaders	Identifying and selecting potential leaders includes selecting future leaders from the outside or developing them within the public sector. If the state pays more attention to the former, it should also consider recruiting the best candidates to compete with other sectors
Encourage mentoring and training	Some countries are creating specialised leadership development institutes to train potential leaders. Other countries are incorporating leadership into existing curricula and creating new courses for managers
Continuous leadership development	Since developing future leaders is time-consuming, it is crucial to support sustainable leadership development by developing a comprehensive programme on what is needed to develop future public administration leaders. This includes time for leadership development and establishing a link between incentives and performance discipline

Source: (Pidlisna, 2021)

The level of legitimacy and social power of the government, its authority in society, and the effectiveness of public authorities' decisions depend on the leaders and managers of the management process. Most approaches to the formation of modern leadership and management in the field under study are implemented at the national and regional levels: targeted training, opening and support of particular educational institutions, advanced training of civil servants and officials, optimisation of the system's level of organisation, integration of mechanisms of vertical social mobility.

One of the essential prerequisites for optimising the concept of leadership in public administration is the specification of the purpose and main tasks of management activities. This allows identifying the strategic activity vectors of authorised community representatives or governmental elements. Development strategies allow for the development of improved concepts for the activities of managers and leaders. The status of approval of strategic documents by region is shown in Figure 2.
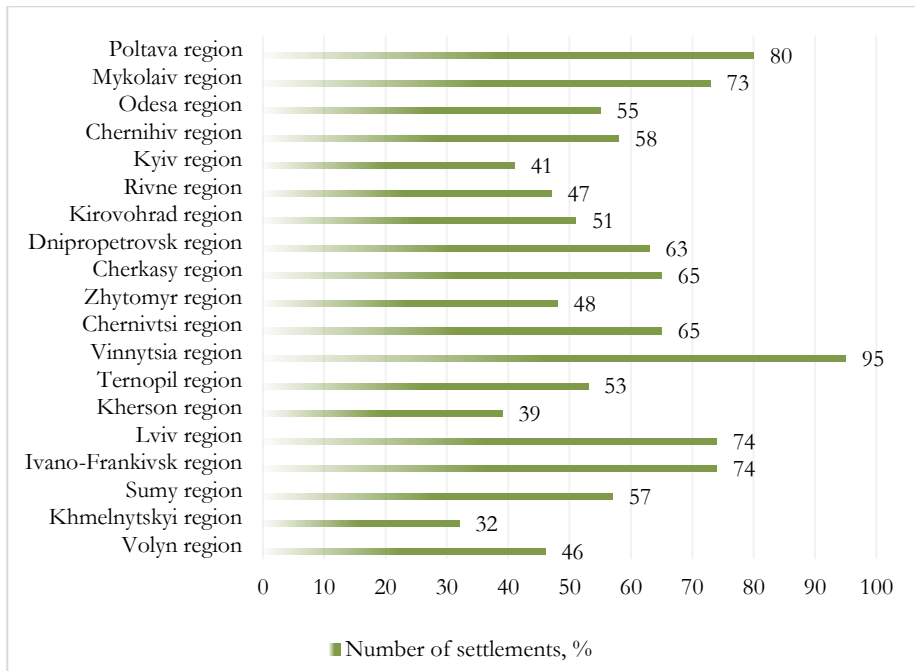
Figure 2: The approval rate of strategic documents in public administration, 2024
Source: author's development based on (Ministry of Communities, Territories and Infrastructure Development of Ukraine, 2024)

In general, leadership and management in public administration are the processes of organising effective management to facilitate the achievement of the overall goals of the process based on the driving force of the authority of the manager-leader. A modern manager-leader in the field of public administration needs a synergy of qualities of a leader and a manager.

The former include intellectual level, ability to make risky decisions, responsibility for their outcome, informal authority, communication competence, perseverance and forecasting skills. At the same time, the qualities of a manager include formal authority, analytical skills, professional competence, and a desire for continuous learning and self-development. Thus, the manager's position of power should be supported by recognising the leader among subordinates based on personal qualities.

6. Discussion

According to scientists Schwarz et al. (2020), methodological approaches to optimising leadership and management in public administration should be based on democratic principles of competence formation. These include the skills of solving complex problems, openness to innovation, and the ability to solve socially significant systemic problems.

Various aspects of leadership in public administration, according to Demircioglu & Chowdhury (2021), can be effectively developed only if there is an established supporting institutional environment that ensures the development of effective communications between the authorities and citizens, intensifies the protection of fundamental rights and interests, ensures a high level of anti-corruption activities, and implements a system of financial incentives for employees and measures to increase the prestige of the civil service.

Ashok et al. (2021) draw attention to the need to transform the model of educational and research activities for the acquisition of competences by public administration professionals. The concept proposed by the authors is synergistic with the findings of this study in the context of the need for an innovative vision of the phenomenon of leadership in the field of public administration.

Scientists Buhagiar & Anand (2021) emphasise that the specificity of leadership in government and local self-government bodies is the function of demanding high performance from subordinate employees and is determined by the manager's personal motivation and leadership qualities.

In continuation, researchers Chen & Lee (2021), Neill & Meng (2023) identified specific leadership roles of particular importance in public authorities. Some of them, such as political loyalty, clear accountability, and strict adherence to rules, are positioned by approaches typical of bureaucracy. Other roles, such as network management, emphasise the importance of network management in the public sector. At the same time, scholars note that a leader has the right to move from one role to another, depending on the situation.

Scientists Franken et al. (2020) emphasise that leadership intensifies the motivation of employees in the civil service, as it emphasises the importance of serving society by managers in general. They note that leadership in public administration is most closely related to encouraging employees to improve the efficiency of functional activities.

Khuwaja et al. (2020), Ingrams et al. (2020) focus on the phenomenon's dualistic nature of the current leadership role in the public sphere. The market approach gives leadership the function of increasing efficiency and accountability of management processes. The public interest approach implies the need to receive guidance from politicians and legislators. The authors also emphasise that leaders are subject to moral hazards, and excessive leadership is considered dangerous for the democratic process.

Recent studies of management and leadership in public administration have commonly discussed the difficulty of effective leadership functioning in crisis social conditions. Today's leadership strategy should be based on fundamental democratic values, have a distributed nature of public leadership positions, and focus on protecting rights, developing, and retaining professional staff.

7. Conclusion

The attention of managers and leaders in public authorities should be focused on creating an atmosphere of trust and ensuring the highest quality standards in their work. Leaders should work to ensure a favourable psychological climate in the team. The management team of an authority or local self-government body can work more effectively

if the leadership strategy is based on team building, openness to critical assessment, delegation of authority, discipline and tolerance. Leadership should be formed based on competences in strategic thinking and forecasting, influence, self-improvement, and motivation of subordinates.

Introduce a training course on ethical leadership and responsibility in the public service to optimise the management and leadership system. This course should include cases demonstrating the clash of individuals' interests, ethics, and the law. This practice will contribute to the formation of one's own experience, the prevention of conflict precedents, the effective exchange of experience, and the attraction of best practices in organisations.

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