

# Influence of Behavior Public Administration Leadership towards Service Quality Building Permits in the Urban Administrations of Indonesia

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## Abstract

In the field of urban development, the issuance of building permits is crucial for fostering economic growth and infrastructural development. In the setting of urban administrations in Indonesia, this research aims to examine the impact of leadership behavior in public administration on the delivery of quality service in building permit processes. The study has conducted quantitative research and performed structural equation modeling (SEM) to determine the relationship between leadership behavior and the service quality of building permits. A survey was conducted and collected data from municipal leaders and administrators of Indonesia (n=345) using a questionnaire. The results of this research exposed that transparency and stakeholder engagement have a substantial connection with perceived service quality. Also, it was found that there is an association between the perceived quality of service of building permits and urban administrations of Indonesia. This research proposes that by implementing efficient leadership strategies, city governments in Indonesia can simplify the permit approval procedure, lessen administrative obstacles, and encourage sustainable urban growth.

**Keywords:** Leadership Behavior; Service Quality; Urban Development; Public Administration; Service Quality

## 1. Introduction

In urban areas with a high need for services like building permits, public administration is key in providing efficient services to residents. The quality of service delivery in these regions is greatly influenced by the conduct of public administration leadership [1]. Also, leadership behavior refers to the attitudes, actions, and decisions of people who hold authority positions within the structure of public administration. This initial investigation examines how leadership behavior in public administration impacts the quality of services for building permits in urban administrative regions [2].

Recently, there has been an increasing academic focus on investigating the intricate dynamics between leadership behavior in public administration and service quality. The research of Atiku

et al. [3], emphasizes the significance of leadership behavior in moulding organizational culture and ultimately influencing service delivery results. The association between enhanced quality of service and citizen satisfaction has been attributed to effective leadership behaviors like accountability, transparency, and responsiveness. On the other hand, inadequate leadership behaviors can hinder the delivery of services, resulting in inefficiencies, dissatisfaction, and delays among stakeholders [4].

The significance of building permits in public administrative regions cannot be overstated. These licenses serve as regulations to guarantee adherence to building codes, safety measures, and zoning laws. Efficient management of construction permits is essential for urban development projects, economic progress, and the general welfare of neighborhoods [5]. Yet, the quality of service for obtaining these permits can greatly differ based on the actions of the leaders in the public administration responsible for issuing them. Furthermore, understanding the influence of leadership behavior on the quality of services for obtaining building permits is crucial for advancing effective governance and maintaining sustainable urban growth [6].

Avolio, Walumbwa, and Weber [7] carried out research that emphasized the importance of transformational leadership in inspiring organizational change and innovation. By using transformational leadership strategies such as empowerment, fostering a culture of continuous improvement, and setting clear visions, public administrators can enhance the efficiency and effectiveness of service delivery processes for building permits in urban administrative regions [8]. Despite the importance of building permits in urban development and regulatory compliance, the reliability of acquiring them in urban regions is frequently lacking. Different elements, including the actions of leaders in public administration, play a role in this inconsistency. Nonetheless, there remains ambiguity regarding the specific impact of leadership behavior on the delivery of building permit services within urban administrative areas [9] [10].

The primary objective of this research is to explore how the behavior of public administration leaders in urban administrative areas affects the perceived quality of service in the background of building permits in Indonesia. To achieve this major objective, the research seeks to:

- ❖ Examine the relationship between perceived quality of service of metrics in the building permit process (such as transparency, accountability, proactiveness, and stakeholder engagement) and leadership behavior in public administration.
- ❖ Provide implications to enhance governance, urban development, leadership practices in public administration, and citizen satisfaction for improving the perceived service quality of building permit processes in urban administrations of Indonesia.

The following are the research questions framed from the proposed objectives:

RQ1: Do public administration leadership behaviors like transparency, accountability, proactiveness, and stakeholder engagement have a relationship with the perceived service quality of the building permit process?

RQ2: Does the perceived service quality of the building permit process influence the urban administrations of Indonesia?

## 2. Literature Review

The theoretical framework for understanding the influence of public administration leadership behavior on service quality in building permit processes can be informed by several relevant theories and concepts from the fields of public administration, leadership behavior, and service quality.

According to DiMaggio and Powell [11], the Institutional theory offers valuable insights into the dynamics of organizational behavior, particularly within public administration. This theory suggests that organizations are greatly impacted by societal values, norms, and institutional pressures. Additionally, it is recommended that organizations follow transparency and accountability as recognized standards to earn legitimacy and support from stakeholders. The level of public hope and self-assurance in government organizations, especially in important areas such as urban development and building permits, relies on the transparency and accountability of decision-making procedures. Therefore, government officials are innately motivated to pursue transparency and accountability in their actions. Furthermore, it is crucial to establish trust and foster positive relationships with stakeholders such as companies, community groups, and individuals by ensuring transparency in operations and maintaining accountability. Hence, institutional theory offers a complete structure for grasping the key motives and behaviors of public administration officials concerning transparency and accountability, resulting in the efficient operation of organizational systems and the boost of public trust and confidence in governance procedures.

Fiedler [12] proposed that leadership success is determined by situational variables based on Contingency theory. Being proactive and taking the lead in navigating challenges can greatly improve the quality of service and success in obtaining building permits amid constant change and unpredictability. Leaders who anticipate possible obstacles and decisively address them demonstrate adaptability and effectiveness in managing changing circumstances. The importance of considering the interests and needs of various stakeholders in organizational decision-making is emphasized by stakeholder theory [13]. Leaders in public administration agencies understand the importance of involving stakeholders, such as citizens, businesses, and community groups, in the development of building permit procedures. Leaders can improve service quality by aligning permit processes with stakeholder needs and preferences by involving them in decision-making and seeking their input.

Public administration scholars and practitioners can gain a thorough comprehension of effective leadership in building permit processes by combining these theoretical perspectives on transparency and accountability, proactiveness, and stakeholder engagement. Figure 1 shows the conceptual framework developed from the above-discussed theories.

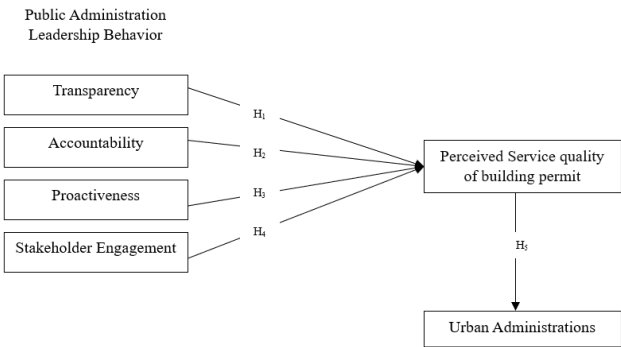


Figure 1. Conceptual Framework

2.1 Leadership Behavior and Service Quality

Recent research emphasizes the important impact that leadership behaviors have on achieving service excellence within public sector administration. Jun and Lee [14] stressed the significance of transformational leadership in fostering a culture of excellence and innovation, leading to enhanced service quality results. Also, Jones and Brown emphasized how servant leadership can increase employee engagement and customer satisfaction, resulting in improved service quality levels. Furthermore, Guo [15] stressed the importance of ethical leadership in fostering trust and accountability, crucial for providing top-notch public services. These research results underscore the importance of the connection between leadership behavior and service quality in public administration, stressing the need to develop effective leadership styles for the best service delivery.

Transparency and accountability are currently viewed as essential pillars for effective leadership in public administration [16]. Studies indicate that transparent decision-making processes and ethical leadership techniques are crucial for improving the trustworthiness and effectiveness of governmental functions, such as the oversight of construction permits [17]. Transparent leadership fosters trust with stakeholders and enhances the perception of fairness and equity in the process of issuing permits. Being proactive is another important element in public administration leadership behavior that influences the quality of service in building permit administration. Advanced leaders anticipate challenges, identify opportunities for improvement, and take proactive measures to increase efficiency and flexibility [18].

Studies indicate that being proactive in leadership is linked to quicker processing times, fewer bureaucratic obstacles, and increased stakeholder satisfaction. It is essential to involve stakeholders to enhance the quality of services and build trust in the management of building permits. Engaging citizens, businesses, community groups, and other stakeholders in decision-making processes fosters ownership and accountability [19]. Research shows that the active involvement of stakeholders leads to more informed decisions, decreased conflicts, and increased legitimacy of administrative actions. According to the above discussion, the subsequent hypothesis is developed to find the association among public administration leadership behaviors

such as transparency, accountability, proactiveness, and stakeholder engagement on the perceived service quality of building permits.

H<sub>1</sub>: There is a relationship between transparency and the perceived service quality of building permits.

H<sub>2</sub>: There is a relationship between accountability and the perceived service quality of building permits.

H<sub>3</sub>: There is a relationship between proactiveness and the perceived service quality of building permits.

H<sub>4</sub>: There is a relationship between stakeholder engagement and the perceived service quality of building permits.

## 2.2 Service Quality and Urban Administration

Recent studies underscore the crucial association between quality of service and urban administration, emphasizing the essential role of effective governance in fulfilling the requirements of urban residents. For example, a study conducted by Yigitcanlar [20] highlighted the significance of an attentive and resident-oriented strategy in urban administration in providing top-quality services that meet the requirements of urban residents. Similarly, research conducted by Li et al., [21] showed the influence of digitalization on service quality in urban governance, showing how technology improvements can improve efficiency and access in service delivery. Additionally, Viale Pereira et al., [22] examine how collaboration and partnerships among government organizations and stakeholders can improve the level of services in urban regions, showing the importance of comprehensive strategies that combine technology, governance, and engaging stakeholders to improve service delivery outcomes. By analyzing the above works the subsequent hypothesis is executed.

H<sub>5</sub>: There is a connection among the perceived quality of service of building permits and urban administrations of Indonesia.

## 3. Research Methodology

### 3.1 Measures and Constructs

This research consisted of six measures: a) Transparency (TY), Accountability (AY), Proactiveness (PA), Stakeholder Engagement (SE), Perceived Service Quality (PSQ), and urban administrations (UA). The variables/measures were modified, changed, and evaluated on a five-point Likert scale. In addition, age, gender, educational background, occupation within urban administration, years of experience in public administration, size of urban administration, and direct involvement in issuing building permits were utilized as the demographic details of the respondents. Table 1 shows the constructs and measures of this study.

Table 1: Constructs and Measures

Constructs and Measures
Perceived Service Quality (PSQ) 1. The process of applying for building permits is quick and well-organized. 2. The forms for applying for a building permit are simple to comprehend and complete. 3. The employees handling the building permit process are knowledgeable and supportive. 4. The fees for building permits are fair based on the services offered.
Urban Administration (UA) 1. The Urban Administration (UA) effectively addresses infrastructure issues. 2. The UA is responsive in addressing inquiries related to public services. 3. Information provided by the UA regarding public services is accessible. 4. I am satisfied with the overall service quality provided by the UA.
Transparency (TY) 1. The extent to which you perceive transparency (TY) in the process of obtaining building permits. 2. Satisfaction with service quality increases due to transparent communication. 3. The perception of service quality is affected by transparency (TY) in the building permit process.
Accountability (AY) 1. Ensuring AY during the building permit process improves transparency and efficiency. 2. Officials' level of AY influences the building permit services. 3. AY promotes confidence and trust of building permit decisions.
Proactiveness (PA) 1. Timely communication and proactive updates enhance service quality perceptions. 2. Proactive anticipatory measures lead to satisfaction with the service quality. 3. Enhancing Proactiveness is essential for elevating the service quality standard.
Stakeholder Engagement (SE) 1. SE in the building permit process positively influences perceived service quality. 2. Involving stakeholders in decision-making enhances satisfaction with the service quality. 3. Strengthening SE mechanisms is essential for elevating the service quality standards.

3.2 Data Collection

To comprehensively understand the intricate interplay between leadership behavior and the service quality of building permits in the urban administrations of Indonesia, data should be collected from various stakeholders involved in the permit process. Gathering insights from municipal leaders and administrators, including administrative staff, managerial staff, technical staff (e.g., engineers, architects), and other key figures, is essential for understanding the interplay between leadership behavior and the service quality of building permits in the urban administrations of Indonesia. These leaders provide crucial perspectives on the significance of the built permit administration process, their distinctive leadership behavior, and the overarching strategic visions they hold for urban development.

3.3 Pilot Study

A pilot study is directed to evaluate the reliability of the factors and constructs in the newly developed questionnaire. A small number of participants was selected as the target population for performing the pilot study. The questionnaire is administered to the selected participants (stakeholders involved in the permit process). The responses were collected from the participants and Cronbach's  $\alpha$  (reliability test) for each construct in the questionnaire. A Cronbach's  $\alpha$  value attained is above 0.7 for all the constructs and is highly reliable as per the suggestion of Bonet and Wright [23]. The measures and constructs showed sufficient reliability in the pilot study, which led to their approval for the main study.

### 3.4 Sampling and Sample Size

A quantitative methodology was chosen to impartially investigate a specific research question and identify hyperlinks. Convenience sampling simplified participant selection, ensuring the study was easily accessible to the target audience. Implementing a descriptive study approach makes it possible to thoroughly analyze all the measures being investigated without requiring manipulation. The methodical collection and analysis of data through this method improved the understanding of the study's problem and the relationships between variables. Out of the 400 surveys distributed through a form created by Google, 345 were filled out effectively and were used as the basis for the study. In general, the analysis was effectively organized using this methodological approach, enabling a comprehensive analysis and comprehension of the collected data to reach significant conclusions.

Table 2 offers a thorough analysis of the sample demographics and qualities utilized in a study, possibly centered on urban management and the issuing of building permits. The data provides details on various important metrics. In the first place, data on gender distribution indicates that 59.1% of the participants are male, while 40.9% are female. In terms of age, most people are between 25 and 44 years old, with 47% aged 25-34 and 37.7% aged 35-44. The educational background of the sample is high, with 53% having Master's degrees and 35.1% holding Doctorate/Ph.D. qualifications. Employment in city governance shows a diverse staff, with the biggest group being managers at 40.6%, with technical workers closely following at 37.7%. Experience levels range widely, with a large number having between 2 to 10 years of experience. The distribution of respondents' employment in urban administration is fairly even among small, medium, and large cities in terms of size. Significantly, a large percentage (70.1%) are actively participating in the issuance of building permits, illustrating the significance of the research for those involved in administrative procedures in urban areas.

Table 2: Description of Sample

Measures	Constructs	n	%
Gender	Male	204	59.1
	Female	141	40.9
Age Range	< 25 years	12	3.5
	25 to 34 years	162	47.0
	35 to 44 years	130	37.7
	>45 years	41	11.9
Level of Education	Bachelor's degree	25	7.2
	Master's degree	183	53.0
	Doctorate/Ph.D.	121	35.1
	Other Advanced Courses	16	4.6
Occupation within Urban Administration	Administrative staff	12	3.5
	Managerial Staff	140	40.6
	Technical Staff	130	37.7
	Others	63	18.3
Experience Level	Less than 1 year	13	3.8
	2-5 years	120	34.8
	6-10 years	122	35.4
	More than 10 years	90	26.1
Size of Urban Administration	Small City	138	40.0
	Medium City	94	27.2
	Large City	113	32.8
	Yes	242	70.1

Direct Involvement in Issuing Building Permits	No	103	29.9
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3.5 Analysis Tools

Research was performed on utilizing SPSS 26 and AMOS 24 for conducting structural equation modeling (SEM). SEM is a statistical technique that allows researchers to investigate complex relationships among various variables. AMOS was utilized for defining and estimating the SEM, while SPSS was used for data preparation tasks such as cleaning, recoding, and transforming the data. A method of SEM was utilized in two steps to evaluate the suggested relationships between variables, allowing for the simultaneous exploration of different theoretical connections. In the initial phase, the measurement model was evaluated to investigate the connections between indicator variables and the theoretical constructs. In the next phase, the structural model experienced evaluation to investigate the relationships among the theoretical constructs.

4. Result and Discussion

We utilized structural equation modeling (SEM) in AMOS and SPSS for data analysis and hypothesis testing. AMOS is utilized for conducting confirmatory factor analysis (CFA). Studies indicate that conducting a CFA is the most effective method [24] for evaluating the constructs' validity. This study utilized SEM to test hypotheses since it is a multivariate data analysis method frequently used in social sciences [25]. SPSS is employed for examining the measures' reliability and conducting frequency analysis.

4.1 Common Method Bias

To address any possible issue of common method bias (CMB) affecting our findings, we implemented both procedural and statistical remedies. While gathering data, every survey in the study included a letter outlining the research objectives and ensuring the anonymity of all participants. Additionally, the cover letter mentioned that there were no correct or incorrect queries and the responses from participants would not be linked to their identities or shared with anyone. As per Podsakoff et al. [26], ensuring confidentiality of responses helps reduce the chance of Common Method Bias (CMB). Additionally, the validity of CMB was confirmed using Harman's single-factor test. The research framework sorted all items into six factors, with the initial factor accounting for 19.01% of the variability. Therefore, our findings indicated that Cosmic Microwave Background was not a concern in our study.

4.2 Measurement Model

In this study, CFA is utilized in the measurement model to measure the validity and reliability of both the measures and factors. The evaluation of the measurement model involved assessing its discriminant validities, content, and convergent. To evaluate the validity of content, we examined the appropriate works and conducted pilot research on the investigation. The research assessed convergent validity by utilizing construct loadings, CR, Cronbach's  $\alpha$ , and the AVE [27]. The results of CFA in Table 3 and Figure 2 show that every item loading is above 0.70. All constructs met the acceptable threshold levels, with Cronbach's  $\alpha$  and CR values exceeding 0.70, as reported by Larcker and Fornell [27]. The variables of AVE also surpassed 0.50 as shown in



Table 3 by Tabachnick and Fidell [28]. Therefore, these results demonstrate satisfactory convergent validity. Moreover, the model fit statistics of the data proved the adequacy of this model (CFI=0.997; Cmin/df=1.062; GFI=0.955; TLI=0.997; NFI=0.949; RMSEA=0.013; RMR=0.026). In this CFI means Comparative Fit Index, RMR means Root Mean Square Residual, TLI represents Tucker & Lewis Index, GFI indicates Goodness of Fit index, NFI denotes Normalized Fit Index, and RMSEA represents Root Mean Square Error of Approximation, and Cmin/df indicates Degree of Freedom.

Table 3: Validity and Reliability Test

Measures	Constructs	Loadings	CR	$\alpha$	AVE
TY	TY1	0.824	0.777	0.791	0.538
	TY2	0.821		0.793	
	TY3	0.780		0.788	
AY	AY1	0.823	0.889	0.784	0.728
	AY2	0.891		0.785	
	AY3	0.864		0.786	
PA	PA1	0.902	0.902	0.791	0.754
	PA2	0.915		0.790	
	PA3	0.906		0.794	
SE	SE1	0.876	0.823	0.786	0.611
	SE2	0.852		0.784	
	SE3	0.647		0.783	
PSQ	PSQ1	0.788	0.867	0.784	0.621
	PSQ2	0.881		0.781	
	PSQ3	0.832		0.782	
	PSQ4	0.783		0.781	
UA	UA1	0.908	0.924	0.791	0.752
	UA2	0.905		0.793	
	UA3	0.904		0.796	
	UA4	0.890		0.794	

CFI=0.997; Cmin/df=1.062; GFI=0.955; TLI=0.997; NFI=0.949; RMSEA=0.013; RMR=0.026

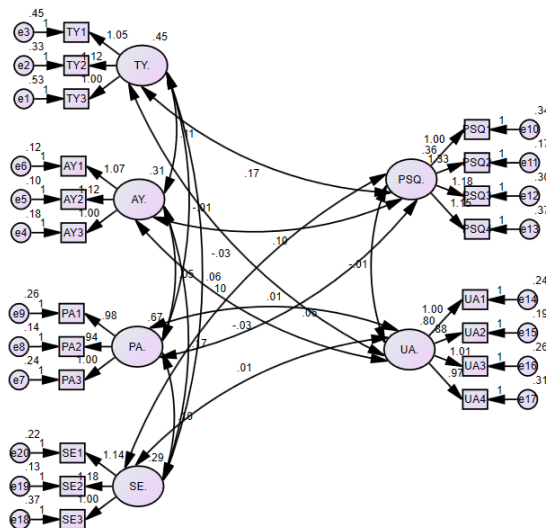


Figure 2. Measurement Model-CFA

To assess discriminant validity, this study examined the relationship between the correlation of variables and the square root of the AVE of the variables [29]. The findings reveal that the AVE exceeds the correlation between constructs, thus indicating a good discriminant validity, and suggesting a satisfactory discriminant validity. Furthermore, Table 4 presents the discriminant validity outcome.

Table 4: Analysis of Discriminant Validity

	TY	AY	PA	SE	PSQ	UA
TY	0.734					
AY	0.301	0.853				
PA	-0.016	0.111	0.868			
SE	0.171	0.584	0.236	0.781		
PSQ	0.884	0.415	0.305	0.116	0.788	
UA	0.925	-0.056	-0.052	0.017	-0.019	0.867

4.3 Structural Model and Hypothesis Testing

Once the measurement model's reliability and validity were confirmed, this research studied the connection between variables and assessed the hypotheses through standardized path analysis. The significance of the proposed relationships' path was determined using the SEM and bootstrap resampling technique [30]. The suggested research model includes six indicators: Transparency (TY), Accountability (AY), Proactiveness (PA), Stakeholder Engagement (SE), Perceived Service Quality (PSQ), and Urban Administrations (UA).

Table 5: Structural Model-Hypothesis Testing

Hypothesis	Path Relation	$\beta$	S.E.	C.R.	p	Outcome
H <sub>1</sub>	TY-> PSQ	1.668	0.283	5.899	***	Significant
H <sub>2</sub>	AY-> PSQ	0.030	0.054	0.564	0.527	Not Significant
H <sub>3</sub>	PA-> PSQ	0.063	0.037	1.733	0.083	Not Significant
H <sub>4</sub>	SE-> PSQ	0.207	0.063	3.303	***	Significant
H <sub>5</sub>	PSQ-> UA	0.036	0.101	0.353	0.005	Significant

The findings in Table 5 and Figure 3 show that Transparency (TY) has a substantial effect on the Perceived quality of service, with a path coefficient of 1.668 and a critical ratio of 5.899, highlighting a powerful and beneficial impact. If urban administrations are transparent and operate openly, stakeholders will perceive the service quality they provide more positively. Also, Stakeholder Engagement (SE) significantly affects Perceived Service Quality (PSQ) with a path coefficient ( $\beta$ ) of 0.207 and a critical ratio (C.R.) of 3.303. This indicates that engaging stakeholders directly influences how the quality of services provided by city governments is perceived. On the other hand, Accountability (AY) and Proactiveness (PA) show minimal direct effects on Perceived Service Quality (PSQ), with path coefficients ( $\beta$ ) of 0.030 and 0.063, and non-significant critical ratios (C.R.) of 0.564 and 1.733 respectively. Additionally, the positive effect of Perceived Service Quality (PSQ) on Urban Administrations (UA) is clear, as shown by a path coefficient ( $\beta$ ) of 0.036 and a critical ratio (C.R.) of 0.353, indicating a beneficial impact on the performance of urban administration.

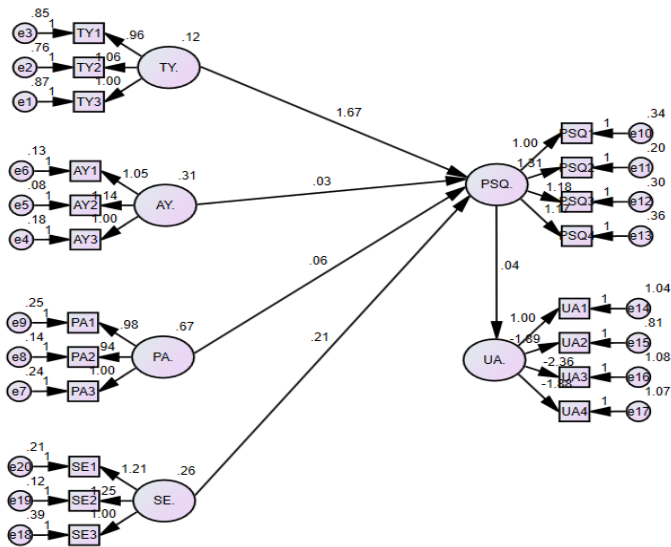


Figure 3. Structural Model- Measures Relationship

## 5. Discussion and Conclusion

### 5.1 Discussion of Research Results

This section explains the study's discussion based on the findings. Our findings showed that both TY and SE positively impacted PSQ. Our first finding is in line with those obtained by prior researchers [14][22][17]. In addition, Li et al. [21] demonstrated how digitalization can enhance service quality in urban governance by improving efficiency and access to service delivery. The findings of that study are in line with the findings of the current study. Authorities can improve transparency and build trust among applicants by offering clear and easily accessible information about the permit process to stakeholders [15][20]. Likewise, involving stakeholders in decision-making and asking for their input can enhance the overall permit experience by improving perceived service quality. These findings emphasize the significance of transparency and involving stakeholders to improve the effectiveness and satisfaction of building permit services [19][17]. This points to opportunities for policymakers and regulatory bodies to enhance administrative processes and cultivate positive relationships with permit applicants. The assumptions of Contingency theory also support this finding.

Our second finding showed that PSQ significantly positively affects the UA of Indonesia. The efficiency and effectiveness of urban administrations are closely tied to the perceived quality of service for building permits in Indonesia. Efficient, transparent, and responsive urban administrations improve the public perception of service quality by issuing building permits [21][15]. On the other side, when procedures are administrative, inactive, or susceptible to corruption, it adversely affects the perceived quality of building permit services. Hence,

enhancing the effectiveness of local urban administrations can lead to an improved perception of the quality of services related to building permits, which can in turn promote greater development and investment opportunities in Indonesia's cities. Additionally, our study implies that enhancements in service quality not only result in higher satisfaction levels but also support more seamless project executions, ultimately fostering economic prosperity and sustainable urban growth [20][18][21]. Nevertheless, it is crucial to recognize that obstacles like bureaucratic inefficiencies and corruption continue to delay the achievement of optimal service quality levels. Therefore, upcoming initiatives must concentrate on establishing transparent and responsible procedures in urban governance to promote effective service provision and fair development throughout Indonesia's urban areas [14].

## 5.2 Theoretical Implications

The outcomes of this research have important implications theoretically for leadership and service quality in urban administrations of Indonesia, based on institutional theory, contingency theory, and stakeholder theory. The established relationship between transparency and perceived service quality supports institutional theory, which highlights the significance of formal structures and processes in influencing organizational behavior and results. Nevertheless, the absence of notable connections between accountability and proactiveness with perceived service quality calls for a further investigation into the influence of contextual factors, as indicated by contingency theory. This shows that the impact of accountability and proactiveness on service quality can depend on factors like cultural norms, bureaucratic structures, or political dynamics in urban administrations.

Additionally, the correlation between involving stakeholders and perceived service quality aligns closely with stakeholder theory, which emphasizes the significance of actively including stakeholders in organizational decision-making. These findings indicate that involving stakeholders in the building permit process improves decision acceptance, legitimacy, and service quality outcomes when led by public administration. Still, the significant link between the perception of building permits in terms of service quality and urban administrations in Indonesia underscores a broader point: the essential influence of service quality on the overall effectiveness and reputation of urban administrations. This highlights the need for urban authorities to prioritize enhancing service quality to enhance their effectiveness, influence, and trust from the public, ultimately promoting sustainable development and governance in Indonesian urban areas.

## 5.3 Managerial Implication

The research's conclusions provide suggestions for leaders and policymakers in Indonesian urban administrations. The established relationship between transparency and perception of service quality emphasizes the significance of encouraging clear decision-making and communication in administrative processes. Public administration officials should prioritize enhancing transparency by providing assurances of information access, promoting open communication, and enforcing explicit procedures to establish trust and accountability with stakeholders. The strong relationship between stakeholder involvement and perceived quality of service emphasizes the importance of including stakeholders in decision-making processes for building

permit approval. Public administration leaders need to actively engage a range of stakeholders, including individuals, businesses, and community groups, to receive input, address issues, and make decisions collectively. This will ultimately improve the outcomes of service quality. Still, the absence of strong connections between being proactive and accountable and the perceived quality of service indicates the need for a more comprehensive method. Leaders in public administration need to evaluate various factors in their surroundings that could impact how well their efforts to promote accountability and proactivity work, and they need to adjust their strategies to tackle the specific challenges faced by urban administrations.

#### 5.4 Limitation and Future Research

Relying on self-reported data from stakeholders can lead to the risk of response bias, which may distort the findings and compromise the validity of the result. Additionally, the study's exclusive focus on urban administrations in Indonesia restricts the generalizability of results, limiting their applicability to other contexts or regions with differing administrative structures and practices. Moreover, the study's cross-sectional design prevents the formation of causal associations between leadership behavior and service quality, making it difficult to reach conclusive findings about the interactions involved. Furthermore, the measures employed to assess transparency, accountability, proactiveness, and stakeholder engagement might not completely encompass the complex characteristics of these concepts, possibly ignoring crucial details that could impact the assessment.

Future research endeavors could benefit from longitudinal designs that follow the development of leadership behavior and service quality over time, providing valuable understandings of the endurance and changes in observed relationships. Moreover, exploring the impact of technology and digitalization on enhancing building permit processes and service quality could provide valuable information on improving administrative practices and utilizing technological advancements for more effective service delivery. Comparative studies across different countries or regions can provide insights into differences in leadership behavior and their effects on service quality, enriching diverse perspectives and experiences to the discourse.

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