Journal Social Civilecial

ISSN: 2988-0181
Vol. 3 No. 3, 2025
Page: 91-107

Adaptive Leadership in the Governance of Investment Improvement in Central Mamuju Regency

Andi Muhammad Aslamsyah[1], Badu Ahmad[2], Muhammad Akmal Ibrahim[2], Didik Iskandar[3]

[1]Doctoral Program of Public Administration, Faculty of Social and Political Science, Hasanuddin University, Indonesia.

[2]Department of Public Administration, Faculty of Social and Political Science, Hasanuddin University, Indonesia

[3]Public Administration, Makassar State University, Indonesia.

*Corresponding Author: Andi Muhammad Aslamsyah

Email: *aslam.syach@gmail.com*

Article Info

Article History:

Received September 13, 2025
Revised September 23, 2025
Accepted: October 21, 2025

Keywords:

Adaptive Leadership, Investment Governance, Regional Leadership, Public Service Innovation, Central Mamuju.

Abstract

This study examines adaptive leadership in the governance of investment improvement in Central Mamuju Regency, West Sulawesi, Indonesia. Regional investment is an important instrument for accelerating economic growth, expanding employment opportunities, and improving public welfare; however, its effectiveness depends on the ability of governments to respond to changing institutional, economic, and business environments. Using an exploratory qualitative approach, this study explores how regional leaders demonstrate adaptive leadership in investment governance. Data were collected through in-depth interviews, observation, and documentation involving government officials and business actors, including representatives of DPMPTSP, Bapperida, the Regional Secretariat, and local business sectors. The data were analyzed using an interactive model consisting of data condensation, data display, and conclusion drawing. The findings show that adaptive leadership has begun to emerge through policy flexibility, concern for business and community needs, investment communication, service innovation, policy adaptation, cross-sector coordination, long-term investment orientation, and resilience in maintaining services despite regional limitations. Nevertheless, the implementation of adaptive leadership remains suboptimal. Investment governance is still constrained by bureaucratic rigidity, weak coordination among regional apparatus organizations, limited transparency of investment information, slow service response, insufficient digital innovation, administrative collaboration, and limited institutional capacity. The study highlights a gap between leadership commitment at the policy level and stakeholder experience at the service implementation level. Therefore, strengthening investment governance in Central Mamuju requires institutional reform, simplified procedures, coordination, transparent investment information, digital service improvement, stronger stakeholder engagement, and consistent implementation of regional investment priorities to create more responsive, collaborative, innovative, and sustainable investment governance.

Introduction

Regional investment has become one of the key instruments for accelerating local economic development, strengthening productive sectors, expanding employment opportunities, and

DOI: https://doi.org/10.71435/738994

improving public welfare. In the context of regional autonomy, investment is not only understood as capital inflow, but also as a strategic mechanism for transforming regional potential into sustainable economic value. Investment can stimulate infrastructure development, increase local revenue, encourage technology transfer, and strengthen the competitiveness of local business actors when it is managed through responsive and accountable governance (Pandey et al., 2025). The quality of investment governance is therefore closely related to the ability of local governments to create regulatory certainty, provide efficient public services, and build an investment climate that is attractive, inclusive, and sustainable (Arimoro & Musa, 2025). In developing regions, this issue becomes even more important because investment often serves as a catalyst for opening access to markets, improving regional productivity, and reducing disparities between regions (Kadyraliev et al., 2022; Hidayat et al., 2024).

Central Mamuju Regency, as one of the developing regions in West Sulawesi Province, has significant investment potential in plantation, agriculture, trade, and service sectors. These sectors are directly related to the region's economic structure and community livelihoods, making them strategic foundations for strengthening local economic growth. However, regional potential does not automatically become investment realization. Local governments need institutional capacity, leadership commitment, policy consistency, and cross-sector coordination to convert regional resources into feasible and competitive investment opportunities (Mahmood et al., 2025; Arimoro & Musa, 2025). In practice, many local governments face difficulties in preparing investment data, simplifying licensing services, aligning policies among agencies, and responding to the needs of business actors quickly and accurately (Guyalo et al., 2022; Sadashiv, 2023). These challenges indicate that investment governance is not merely an administrative matter, but also a leadership issue that determines whether regional institutions can move adaptively in the face of change.

The contemporary investment environment has changed rapidly due to regulatory reforms, digital service transformation, increased competition among regions, and rising expectations from investors and communities. Local governments are no longer sufficient if they only maintain conventional bureaucratic routines. They are required to provide faster services, clearer information, more transparent procedures, and more integrated coordination among regional apparatus organizations. Public organizations that operate in complex environments need the ability to learn, adjust, and innovate continuously so that they do not become trapped in rigid administrative patterns (Van et al., 2022; Ansell et al., 2024; Mergel, 2024; Ahmed, 2024). This condition is highly relevant for investment governance in Central Mamuju Regency, where bureaucratic work patterns, limited service capacity, and weak coordination among government agencies can slow down decision-making and reduce the attractiveness of the region for potential investors.

One of the main issues in investment governance is the gap between regional potential and institutional readiness. Although Central Mamuju has promising economic sectors, the management of investment development still faces obstacles related to coordination, communication, service innovation, and policy responsiveness. Coordination among regional government agencies often determines the speed of investment services, because investment management involves licensing, spatial planning, infrastructure, economic development, environmental considerations, and community interests. When coordination is fragmented, investment policies may become less integrated and less responsive to investor needs (Mertens & Thiemann, 2022; Zachmann et al., 2024; Lah, 2025). This situation can create uncertainty for business actors and weaken public trust in government services. Collaborative governance is therefore needed because investment development involves many actors, including local government, business actors, communities, and other supporting institutions.

DOI: https://doi.org/10.71435/738994

In addition to coordination, transparent communication is also a crucial element in investment governance. Investors and communities need clear information regarding regional potential, licensing procedures, policy direction, infrastructure readiness, and government support. Lack of information transparency can lead to misunderstanding, low participation, and weak confidence among stakeholders. Effective leadership communication is important because it helps build trust, reduce uncertainty, and strengthen shared understanding among actors involved in development (Kosonen & Ikonen, 2022; Servaes, 2022). In the public sector, communication is not only a technical activity of delivering information, but also a strategic process for creating legitimacy and encouraging participation (Azhari et al., 2024). Therefore, local governments must develop more open, continuous, and accessible communication channels to support investment development.

Investment governance in Central Mamuju Regency also requires innovation in public services. The development of digital technology and integrated licensing systems has changed the way government services are expected to operate. Business actors increasingly expect licensing processes that are simple, fast, transparent, and predictable. Public sector innovation is important because it enables government institutions to redesign service mechanisms, reduce bureaucratic complexity, and respond to changing public needs more effectively (Demir, 2022; Latupeirissa et al., 2024; Demircioglu & Audretsch, 2024). Innovation in investment services does not only refer to the use of technology, but also includes changes in work culture, service orientation, data management, and coordination mechanisms among agencies (Deligiannis & Peristeras, 2025). Without innovation, investment services may remain slow, procedural, and unable to compete with other regions that offer more efficient governance.

These conditions show the relevance of adaptive leadership in strengthening investment governance. Adaptive leadership emphasizes the ability of leaders to mobilize people, manage uncertainty, encourage learning, and guide organizations in facing complex challenges that cannot be solved only through routine administrative procedures (Boikanyo, 2025; Sott & Bender, 2025; Abukalusa & Oosthuizen, 2025). In regional investment governance, adaptive leadership is needed to help local governments adjust policies, understand stakeholder needs, improve communication, encourage innovation, build collaboration, maintain long-term direction, and sustain organizational resilience. Leadership in complex public organizations is not only based on formal authority, but also on the ability to create interaction, coordination, and collective problem-solving among various actors (Abuashour, 2025). This becomes important for Central Mamuju Regency because investment development requires cooperation across agencies and sectors.

Adaptive leadership is also closely related to institutional resilience. Local governments often face limited budgets, infrastructure constraints, changes in national regulations, and dynamic community needs. Under such conditions, leaders must be able to maintain organizational stability while still encouraging renewal and service improvement. Resilience refers to the ability of institutions to continue functioning under pressure, adapt to change, and build capacity for future challenges (Santoso et al., 2022). In governance, resilience is strengthened through learning, innovation, collaboration, and the ability to manage conflict among stakeholders (Madi et al., 2023). Therefore, regional leaders need not only administrative competence, but also the ability to create shared vision, maintain trust, and guide institutional adaptation in a sustainable manner (Islam et al., 2024).

Based on these conditions, investment governance in Central Mamuju Regency needs to be understood as a complex governance issue involving policy, bureaucracy, leadership, stakeholder relations, and institutional adaptation. The main problem is not only whether investment policies exist, but whether regional leadership can make those policies work

DOI: https://doi.org/10.71435/738994

effectively in practice. The ability of leaders to demonstrate flexibility, empathy, transparent communication, innovation, adaptability, collaboration, long-term vision, and resilience becomes central in determining the quality of investment governance (Sott & Bender, 2025). When these elements are weak, investment governance may remain slow, fragmented, and less responsive to regional development needs. Therefore, strengthening adaptive leadership is important to support more responsive, collaborative, innovative, and sustainable investment governance in Central Mamuju Regency.

Method

Research Design

This study employed an exploratory qualitative approach to obtain a deep understanding of adaptive leadership in the governance of investment improvement in Central Mamuju Regency. A qualitative approach was considered appropriate because the study focused on leadership practices, institutional responses, coordination patterns, service processes, and the experiences of government officials and business actors in investment governance. The exploratory design was used because the issue of adaptive leadership in regional investment governance requires an open and flexible investigation, especially in understanding how regional leaders respond to change, manage institutional limitations, build collaboration, and encourage innovation in public services. This approach allowed the researcher to explore the meaning, perceptions, and experiences of informants in a contextual and comprehensive manner.

Research Location and Context

The research was conducted in Central Mamuju Regency, West Sulawesi Province. This location was selected because Central Mamuju is a developing region with considerable investment potential, particularly in the plantation, agricultural, trade, and service sectors. However, the development of investment in the region still faces several governance challenges, including bureaucratic constraints, limited coordination among regional government agencies, service innovation issues, and the need for stronger responsiveness to business actors. Therefore, Central Mamuju Regency provides a relevant context for examining how adaptive leadership is practiced in supporting investment growth and improving regional investment governance.

Research Focus

The focus of this study was adaptive leadership in the governance of investment improvement in Central Mamuju Regency. Adaptive leadership was examined through several important aspects, including flexibility, empathy, transparent communication, innovation, adaptability, collaboration, long-term vision, and resilience. These aspects were used to understand how regional leadership responds to investment challenges, adjusts policies to changing needs, strengthens coordination among institutions, improves public services, and maintains the sustainability of investment governance. The study did not only examine formal policies, but also explored how leadership practices were experienced by government officials and business actors involved in regional investment development.

Informants and Sampling Technique

The informants in this study were selected using purposive sampling. This technique was used because the research required information from individuals who were directly involved in, responsible for, or experienced with investment governance in Central Mamuju Regency. The selection of informants was based on their knowledge, position, and relevance to the research focus. The informants consisted of the Head of DPMPTSP of Central Mamuju Regency, the Head of the Investment Division of DPMPTSP, the Head of the Economic and Natural

DOI: https://doi.org/10.71435/738994

Resources Section of the Regional Secretariat, the Head of Bapperida of Central Mamuju Regency, and several business actors, including an Alfamart manager, a printing business owner, a pharmacy business owner, a telecommunications and service business owner, and a grocery kiosk owner. The involvement of both government officials and business actors was intended to obtain balanced information from policy implementers and service users.

Data Sources

The data in this study consisted of primary and secondary data. Primary data were obtained directly from informants through in-depth interviews and field observations. These data were used to understand the leadership practices of regional heads, the implementation of investment services, coordination among regional government agencies, and the experiences of business actors in dealing with local government services. Secondary data were obtained through documentation, including investment policy documents, regional development reports, investment service documents, institutional records, and other relevant documents related to investment governance in Central Mamuju Regency. The combination of primary and secondary data helped provide a more complete understanding of the research problem.

Data Collection Techniques

Data collection was conducted through in-depth interviews, observation, and documentation. In-depth interviews were used to explore the views, experiences, and perceptions of informants regarding adaptive leadership and investment governance. Through interviews, the researcher obtained information about leadership patterns, decision-making processes, coordination among agencies, service innovation, responsiveness to business needs, and challenges faced in investment development. The interviews were conducted in a flexible manner so that informants could explain their experiences openly while still being guided by the research focus.

Observation was conducted to understand the actual conditions of investment services, institutional interactions, and working relationships among regional government agencies. Through observation, the researcher examined how investment governance was implemented in practice, including the service process, coordination mechanisms, and the interaction between government officials and business actors. Observation helped the researcher capture field realities that might not be fully explained through interviews.

Documentation was used to support and verify the data obtained from interviews and observations. The documents reviewed included regional investment policies, development planning documents, investment service records, and other official documents relevant to investment governance. Documentation was important for strengthening the accuracy of the findings and ensuring that the data analysis was not based solely on verbal information from informants.

Research Instrument

The main instrument in this study was the researcher. In qualitative research, the researcher plays an important role in collecting, interpreting, and analyzing data. To support the data collection process, the researcher used interview guidelines, observation notes, and documentation checklists. The interview guidelines were prepared based on the focus of adaptive leadership and investment governance, while observation notes were used to record field situations, institutional interactions, and service conditions. Documentation checklists were used to ensure that relevant documents were collected and reviewed systematically.

DOI: https://doi.org/10.71435/738994

Data Analysis Technique

Data analysis was conducted using the interactive model of Miles, Huberman, and Saldaña, which consists of data condensation, data display, and conclusion drawing. Data condensation was carried out by selecting, simplifying, and organizing data obtained from interviews, observations, and documents according to the research focus. Data that were relevant to adaptive leadership and investment governance were grouped into themes such as flexibility, empathy, transparent communication, innovation, adaptability, collaboration, long-term vision, and resilience.

Data display was conducted by presenting the findings in the form of narrative descriptions and analytical matrices. This stage helped the researcher identify patterns, relationships, similarities, and differences among the information provided by government officials and business actors. Through data display, the researcher was able to understand how adaptive leadership was practiced and what obstacles affected investment governance in Central Mamuju Regency. Conclusion drawing was then conducted by interpreting the meaning of the findings and relating them to the research focus. The conclusions were developed gradually throughout the research process and were verified by comparing data from different sources and techniques.

Data Validity

To ensure the validity and credibility of the data, this study used triangulation. Source triangulation was conducted by comparing information obtained from different informants, including government officials and business actors. Technique triangulation was conducted by comparing data from interviews, observations, and documentation. This process was important to ensure that the findings were consistent and supported by sufficient evidence. In addition, the researcher carefully reviewed the data to avoid misinterpretation and to ensure that the conclusions accurately reflected the conditions of investment governance in Central Mamuju Regency.

Results and Discussion

This section presents the findings of the study based on data obtained through in-depth interviews, observation, and documentation. The findings were analyzed using the interactive model of data analysis, consisting of data condensation, data display, and conclusion drawing. The results are organized according to eight indicators of adaptive leadership, namely flexibility, empathy, transparent communication, innovation, adaptability, collaboration, long-term vision, and resilience. These indicators were used to examine how regional leadership supports investment improvement governance in Central Mamuju Regency.

The findings show that adaptive leadership in the governance of investment improvement in Central Mamuju Regency has begun to appear in several aspects, particularly in the efforts of regional leaders to encourage investment services, coordinate with regional apparatus organizations, and maintain regional economic development. However, the implementation remains suboptimal because several structural and institutional constraints still affect investment governance. These constraints include bureaucratic procedures, weak inter-agency coordination, limited service innovation, insufficient communication with business actors, and limited institutional capacity in responding to changing investment needs.

DOI: https://doi.org/10.71435/738994

Table 1. Informant Groups and Their Relevance to the Study

Informant Group	Institutional/Business Position	Relevance to Research Focus
Government Informants	Head of DPMPTSP, Head of Investment Division, Head of Economic and Natural Resources Section, Head of Bapperida	Provide information on policy direction, investment services, inter-agency coordination, planning, and regional leadership practices
Business Informants	Alfamart manager, printing business owner, pharmacy business owner, telecommunication and service business owner, grocery kiosk owner	Provide information on service experience, business needs, licensing obstacles, government responsiveness, and investment climate
Supporting Documents	Investment policy documents, regional development reports, investment service documents	Support interview and observation data through documentary evidence related to investment governance

The composition of informants reflects the exploratory qualitative design of this study. Government informants represent the policy and service-provider side, while business informants represent the service-user and investment-practice side. This combination allows the study to compare institutional perspectives with field experiences. The involvement of business actors is important because adaptive leadership cannot be assessed only from formal government statements, but must also be understood from how policies and services are experienced by stakeholders.

Table 2. Data Reduction of Adaptive Leadership in Investment Improvement Governance

Adaptive Leadership Indicator	Findings from Government Informants	Findings from Business Actors	Interpretation
Flexibility	Regional leaders have attempted to adjust investment policies and services to regional needs	Business actors still perceive investment services as rigid and slow	Flexibility exists at the policy level but is not yet fully reflected in service implementation
Empathy	Regional leaders show concern for community and business needs	Business needs are not always followed up quickly and concretely	Empathy is visible in leadership orientation but remains weak in practical service response
Transparent Communication	Communication has been established through government forums and coordination meetings	Investment information is not evenly distributed, and communication spaces remain limited	Communication is still formal and top-down, not yet fully transparent and participatory
Innovation	Regional leaders encourage service improvement and administrative reform	Service innovation is still limited, and business procedures are considered lengthy	Innovation has been initiated but has not yet produced significant service transformation

DOI: https://doi.org/10.71435/738994

Adaptability	Policies are gradually adjusted to regulatory and regional development changes	Government response to business dynamics is still slow	Adaptability remains constrained by bureaucratic procedures and limited-service systems
Collaboration	Cross-sector coordination has begun among regional agencies	Collaboration with business actors is still administrative rather than strategic	Collaboration is not yet integrated, sustainable, or oriented toward partnership
Long-Term Vision	Regional leaders have a direction for developing leading sectors such as plantation, trade, and services	Business actors do not fully understand the long-term direction of investment development	The vision exists, but policy consistency and communication need strengthening
Resilience	Regional leaders continue to maintain investment services despite limited resources	Service quality is still affected by infrastructure, facility, and institutional limitations	Resilience is present but remains vulnerable due to weak institutional support

The table shows that adaptive leadership in Central Mamuju Regency is in a transitional stage. Regional leaders have demonstrated initial efforts to build adaptive investment governance, but these efforts have not yet produced a fully responsive, integrated, and sustainable system. The gap between government intention and business experience is the main finding of this study. Government informants tend to emphasize policy commitment and leadership direction, while business actors focus on the practical quality of services, speed of response, clarity of information, and ease of doing business. This gap indicates that adaptive leadership must be strengthened not only at the level of policy direction, but also at the operational level of public service delivery.

Adaptive Responsiveness in Investment Governance

The findings show that regional leaders in Central Mamuju Regency have attempted to demonstrate adaptive responsiveness in investment governance through flexibility, empathy, and adaptability. Flexibility is reflected in the efforts of regional leaders to adjust investment policies, business services, and economic development priorities according to regional needs. Government informants explained that regional leaders have encouraged investment services to become more responsive and have paid attention to potential sectors that can support regional economic growth. This indicates that flexibility has begun to appear in the leadership approach, especially in the willingness to align policy orientation with local development conditions (O'Neill et al., 2021; Fonseca & Nieth, 2021; Ndraha & Uang, 2022).

However, flexibility has not been fully institutionalized in the daily practice of investment governance. Business actors still experience slow services, lengthy procedures, and limited responsiveness from government institutions. This condition indicates that leadership flexibility is still stronger at the level of policy direction than at the level of service implementation. Regional leaders may have shown openness to change, but bureaucratic mechanisms and coordination among regional apparatus organizations still limit the practical impact of this flexibility.

Adaptive responsiveness is also reflected in the empathy of regional leaders toward the needs of communities and business actors. Government informants stated that investment development is not only directed toward attracting capital, but also toward supporting local economic growth and creating business opportunities for the community. This shows that

DOI: https://doi.org/10.71435/738994

empathy has become part of the leadership orientation in investment governance. Nevertheless, business actors reported that their needs are not always responded to quickly and concretely. Small and medium business actors still face obstacles in service access, information clarity, and follow-up from government agencies.

This finding indicates that empathy has not yet been translated into a strong service culture. In adaptive leadership, empathy should not stop at attention or concern; it must be reflected in the ability of government institutions to understand practical problems faced by stakeholders and respond through concrete policy and service improvements. Therefore, the responsiveness of regional leadership still needs to be strengthened through faster follow-up mechanisms, clearer service standards, and more active engagement with business actors.

Adaptability is also visible in the government's efforts to adjust investment policies to regulatory changes, regional economic dynamics, and business needs. This adaptability can be seen in gradual improvements in investment services and in the government's attempt to direct regional development toward potential sectors. However, adaptability remains limited because government responses to changing business needs are still slow. Bureaucratic procedures, inter-agency coordination problems, and limited service systems make it difficult for regional institutions to respond quickly and effectively.

Adaptive responsiveness in Central Mamuju Regency has begun to develop, but it remains constrained by institutional rigidity. The willingness of regional leaders to adjust policies, understand stakeholder needs, and respond to changing conditions has not yet been fully supported by flexible bureaucratic systems. This means that adaptive leadership must be strengthened not only at the level of leadership intention, but also through institutional mechanisms that enable policies, services, and coordination systems to be adjusted more quickly and effectively.

Communication, Innovation, and Collaborative Governance

The findings indicate that regional leaders have attempted to strengthen investment governance through communication, innovation, and collaboration. Communication regarding investment development has been established through coordination among regional apparatus organizations and through several government forums. Regional leaders have communicated the importance of investment as a driver of regional development. This indicates that communication has become part of the leadership process in directing investment governance.

However, communication remains insufficiently intensive, uneven, and largely top-down. Business actors still need clearer information regarding investment opportunities, licensing procedures, policy direction, and government support. This finding shows that transparent communication has not yet been fully realized as an interactive governance process. In adaptive leadership, communication should function not only as information delivery, but also as a mechanism for building trust, receiving feedback, and creating shared understanding among stakeholders (Knowles et al., 2021; Albert et al., 2023; Johnson et al., 2024).

In terms of innovation, regional leaders have encouraged improvements in investment services, particularly in administrative processes and the development of more modern service mechanisms. Government informants emphasized that service improvement is necessary to make investment governance easier and more responsive to business needs. This shows that innovation has been recognized as an important element in improving regional investment governance.

DOI: https://doi.org/10.71435/738994

The innovation process remains limited. Business actors still consider investment services to be relatively slow and not yet practical. The use of technology, service facilities, budget support, and human resource readiness are still constraints in developing modern investment services. This indicates that innovation has not yet become a strong institutional practice. Service innovation requires not only new systems, but also changes in work culture, coordination mechanisms, and the capacity of government employees to deliver simpler and faster services.

Collaboration has also begun to appear in the relationship between regional leaders, government agencies, and external stakeholders. Government informants recognized that investment development cannot be carried out by a single institution because it involves licensing, planning, infrastructure, economic policy, and business development. Therefore, cross-sector coordination is necessary to create a more conducive investment climate.

However, the collaboration that has been built remains limited. Relationships with business actors are still dominated by administrative matters rather than strategic partnerships. Community and business participation in investment development also remains weak. This condition shows that collaboration has not yet become an integrated governance mechanism. In adaptive investment governance, collaboration should involve shared planning, regular dialogue, joint problem-solving, and stronger partnerships between government and business actors.

Communication, innovation, and collaboration in investment governance in Central Mamuju Regency have been initiated, but they have not yet produced a fully integrated governance system. Communication remains top-down, innovation remains limited, and collaboration remains administrative. Therefore, regional investment governance requires stronger communication channels, more practical service innovation, and more strategic collaboration between government institutions, business actors, and the community.

Strategic Vision and Institutional Resilience

The findings show that regional leaders in Central Mamuju Regency have a long-term vision for developing regional investment. This vision is reflected in the focus on leading sectors such as plantation, agriculture, trade, and services. Government informants explained that these sectors are considered important for strengthening regional economic growth and improving public welfare. This indicates that regional leaders have attempted to position investment as an instrument for long-term regional development.

However, this long-term vision is not yet fully understood by business actors. Some business informants still perceive investment policies as inconsistent and not clearly communicated. This indicates that leadership vision exists, but has not yet been effectively transformed into a shared vision among stakeholders. A long-term investment vision requires policy consistency, clear communication, measurable development priorities, and synchronization among regional apparatus organizations.

The findings also show that regional leaders have demonstrated resilience by continuing to maintain investment services and regional economic development despite limited budgets, infrastructure, facilities, and institutional capacity. Government and business informants acknowledged that regional leaders continue to encourage investment development even under difficult conditions. This shows that resilience has become an important element of regional leadership in maintaining the continuity of investment governance.

DOI: https://doi.org/10.71435/738994

Resilience remains vulnerable because regional limitations still affect the quality and continuity of investment services. Limited service facilities, infrastructure support, and institutional capacity make investment governance gradual and not yet fully stable. This shows that leadership resilience needs to be supported by stronger institutions, better resources, and more consistent service systems. Without institutional support, resilience may depend too heavily on individual leadership commitment.

The strategic vision and resilience of regional leadership in Central Mamuju Regency still require institutional strengthening. The long-term direction of investment development must be communicated more clearly, implemented more consistently, and supported by stronger coordination among regional apparatus organizations. At the same time, resilience must be transformed from personal leadership commitment into institutional capacity so that investment governance can remain stable, responsive, and sustainable despite regional limitations.

Adaptive Leadership in Investment Governance: From Policy Commitment to Institutional Implementation

The findings of this study show that adaptive leadership in investment improvement governance in Central Mamuju Regency has not yet reached an optimal level. Regional leaders have attempted to build flexibility, empathy, transparent communication, innovation, adaptability, collaboration, long-term vision, and resilience. However, the implementation of these leadership elements remains constrained by bureaucratic rigidity, weak coordination among regional apparatus organizations, limited service innovation, and insufficient responsiveness to business needs. This condition shows that the main challenge of investment governance is not only the availability of policies, but also the ability of local government institutions to translate leadership direction into effective public service practices.

The gap between government perception and business experience is an important finding. Government informants generally emphasized that regional leaders have shown commitment to improving investment governance. In contrast, business actors emphasized that service procedures remain slow, communication is not yet clear, and policy implementation is still inconsistent. This gap indicates that adaptive leadership must be evaluated not only from the intention of leaders or formal policy direction, but also from the practical outcomes experienced by stakeholders. Adaptive leadership becomes meaningful when leadership actions are able to change institutional behavior and improve the quality of governance.

From the perspective of adaptive leadership, flexibility is essential because investment governance operates in a dynamic environment. Abuashour (2025) explain that adaptive leadership requires leaders to mobilize organizations to face complex challenges that cannot be solved through routine procedures alone. The findings of this study support this view. Regional leaders in Central Mamuju have shown flexibility in policy orientation, but bureaucratic procedures still prevent faster service adjustment. This means that leadership flexibility must be supported by bureaucratic simplification, delegated authority, and integrated service mechanisms.

Empathy is also a central element in adaptive leadership because leaders must understand the needs, constraints, and expectations of stakeholders. The findings show that regional leaders have demonstrated concern for business actors and community economic development. However, this concern has not yet resulted in fast and concrete service responses. This suggests that empathy in public leadership should be institutionalized through complaint-handling mechanisms, regular business forums, service feedback systems, and follow-up procedures. Without these mechanisms, empathy remains normative and does not significantly improve

DOI: https://doi.org/10.71435/738994

investment governance. Transparent communication is another critical issue. The study found that communication has been established, but remains formal, uneven, and top-down. This finding is consistent with the idea that adaptive governance requires open information flows and continuous interaction among actors. In investment governance, limited communication can reduce investor confidence and weaken coordination. Therefore, regional governments need to develop transparent investment information systems, publish clear investment maps, provide accessible licensing guidance, and create regular dialogue forums with business actors.

Innovation in investment services remains limited. Although regional leaders have encouraged service improvement, business actors still experience services as lengthy and impractical. This indicates that innovation has not yet transformed the service process. Public sector innovation requires institutional readiness, human resource capacity, technology adoption, and leadership support. In Central Mamuju, innovation should be directed toward simplifying procedures, strengthening digital services, improving data integration, and ensuring that service officers have the capacity to assist investors effectively.

The adaptability of investment governance is also not yet optimal. Regional leaders have attempted to adjust policies to regulatory changes and regional needs, but institutional responses remain slow (Hein & Schubert, 2021; Michailidis et al., 2025). This finding shows that adaptability is not only a leadership attribute, but also an organizational capacity. Local governments need flexible procedures, rapid coordination channels, and data-based decision-making to respond to changing business needs. Without these capacities, adaptation will remain slow and reactive (Welton, 2021; Strumińska et al., 2023; Nijkamp et al., 2024).

Collaboration is one of the weakest aspects found in this study. Although coordination among agencies has begun, collaboration with business actors remains administrative. This means that business actors are still treated mainly as service users, not as development partners. In adaptive investment governance, collaboration should move beyond administrative coordination toward strategic partnership. The government needs to involve business actors in identifying investment barriers, designing service improvements, developing local economic sectors, and promoting regional investment potential.

The long-term vision of regional investment development has been established, especially in the direction of developing plantation, agriculture, trade, and service sectors. However, this vision has not yet been fully communicated or consistently implemented. This creates uncertainty among business actors. A strong leadership vision should be translated into clear policy priorities, investment roadmaps, measurable targets, and consistent coordination among regional apparatus organizations. Without consistent implementation, long-term vision may remain symbolic and fail to guide investment development effectively.

Resilience is reflected in the ability of regional leaders to maintain investment services despite limited resources. However, the findings show that resilience is still affected by weak institutional capacity and limited infrastructure. This indicates that resilience should not depend only on leadership commitment. It must be strengthened through institutional reform, resource allocation, service infrastructure improvement, and continuous capacity-building. Strong resilience enables local government to maintain service quality even when facing fiscal, administrative, and regulatory challenges.

DOI: https://doi.org/10.71435/738994

Table 3. Strategic Interpretation and Recommended Governance Improvement

Main Finding	Governance Implication	Recommended Improvement
Flexibility is visible at policy level but weak in implementation	Investment services remain slow and less responsive	Simplify procedures and strengthen coordination among regional agencies
Empathy has not been fully translated into service response	Business needs are not always addressed concretely	Establish regular business consultation forums and complaint-response mechanisms
Communication is still top-down	Investment information is not evenly understood by stakeholders	Develop transparent investment information systems and regular public communication channels
Service innovation remains limited	Investment services are not yet modern, fast, and practical	Strengthen digital services, service standards, and human resource capacity
Adaptability is constrained by bureaucracy	Government response to business change remains slow	Build rapid-response coordination mechanisms and data-based policy adjustment
Collaboration remains administrative	Business actors are not yet strategic partners	Develop cross-sector investment forums and public-private partnership mechanisms
Long-term vision is not fully communicated	Business actors face uncertainty about investment direction	Prepare and communicate a regional investment roadmap
Resilience depends on limited institutional capacity	Service sustainability remains vulnerable	Strengthen institutional capacity, infrastructure, and resource support

The strategic interpretation shows that the improvement of investment governance in Central Mamuju Regency requires more than leadership commitment. It requires institutional transformation. Adaptive leadership must be supported by service simplification, transparent information, digital innovation, cross-sector collaboration, and consistent investment planning. These improvements are important to ensure that investment governance becomes more responsive, inclusive, and sustainable.

Conclusion

This study concludes that adaptive leadership in the governance of investment improvement in Central Mamuju Regency has begun to emerge, but its implementation remains suboptimal. Regional leaders have shown efforts to adjust policies, understand business and community needs, communicate investment direction, encourage service innovation, build collaboration, maintain a long-term development vision, and sustain investment services despite regional limitations. However, these efforts have not yet been fully translated into effective governance practices because investment services are still constrained by bureaucratic procedures, weak inter-agency coordination, limited information transparency, insufficient service innovation,

DOI: https://doi.org/10.71435/738994

slow responses to business dynamics, and limited institutional capacity. The findings indicate that adaptive leadership in Central Mamuju Regency is still stronger at the level of policy orientation than at the level of practical implementation. Therefore, strengthening investment governance requires not only leadership commitment, but also institutional reform, service simplification, digital service improvement, clearer investment communication, stronger collaboration with business actors, and consistent implementation of regional investment priorities so that investment development can become more responsive, integrated, and sustainable.

References

Abuashour, T. E. (2025). Adaptive leadership in times of crisis: Strategies for organizational survival and growth. *Available at SSRN 5383323*.

Abukalusa, K., & Oosthuizen, R. (2025). An adaptive organisational leadership framework through systems thinking. *International Journal of Organizational Analysis*, *33*(8), 2673-2703. https://doi.org/10.1108/IJOA-07-2024-4635

Ahmed, L. K. F. N. (2024). *Public administration*. Prachi Digital Publication.

Albert, A., Islam, S., Haklay, M., & McEachan, R. R. (2023). Nothing about us without us: A co-production strategy for communities, researchers and stakeholders to identify ways of improving health and reducing inequalities. *Health Expectations*, *26*(2), 836-846. https://doi.org/10.1111/hex.13709

Ansell, C., Sørensen, E., Torfing, J., & Trondal, J. (2024). *Robust governance in turbulent times*. Cambridge University Press. https://doi.org/10.1017/9781009433006

Arimoro, A. E., & Musa, H. (2025). Supporting infrastructure development initiatives using tax frameworks in emerging economies. In *Taxation, Human Rights, and Sustainable Development* (pp. 93-117). Routledge.

Azhari, A., Iswardhani, I., Macenning, A. R. A. D., Nasir, S. A., & Ridha, A. (2024). Improving leadership capacity of local leaders through effective communication and conflict management training. *Celebes Journal of Community Services*, *3*(2), 345-360.

Boikanyo, D. H. (2025). Adaptive Leadership in Times of Organizational Change Driven by. *Contemporary perspectives on organizational behaviour*, 37.

Deligiannis, A. P., & Peristeras, V. (2025). Pioneering Public Sector Innovation: The Case of Greece's e-Government Team. *Administrative Sciences*, *15*(8), 306. https://doi.org/10.3390/admsci15080306

Demir, F. (2022). Innovation in the public sector. *Smarter states, services and citizens, Cham: Springer*. https://doi.org/10.1007/978-3-031-11331-4

Demircioglu, M. A., & Audretsch, D. B. (2024). *Public sector innovation*. Cambridge University Press.

Fonseca, L., & Nieth, L. (2021). The role of universities in regional development strategies: A comparison across actors and policy stages. *European Urban and Regional Studies*, *28*(3), 298-315. https://doi.org/10.1177/0969776421999743

Guyalo, A. K., Alemu, E. A., & Degaga, D. T. (2022). Impact of large-scale agricultural investments on the food security status of local community in Gambella region, Ethiopia. *Agriculture & Food Security*, *11*(1), 43. https://doi.org/10.1186/s40066-022-00381-6

DOI: https://doi.org/10.71435/738994

Hein, C., & Schubert, D. (2021). Resilience and path dependence: A comparative study of the port cities of London, Hamburg, and Philadelphia. *Journal of Urban history*, *47*(2), 389-419. https://doi.org/10.1177/0096144220925098

Hidayat, B. A., Supartoyo, Y. H., Setiawan, S., Ragimun, R., & Salim, Z. (2024). Government infrastructure investment stimulation through booming natural resources: Evidence from a lower-middle-income country. *Plos one*, *19*(5), e0301710. https://doi.org/10.1371/journal.pone.0301710

Islam, A., Zawawi, N. F. M., & Wahab, S. A. (2024). Rethinking survival, renewal, and growth strategies of SMEs in Bangladesh: the role of spiritual leadership in crisis situation. *PSU Research Review*, *8*(1), 19-40. https://doi.org/10.1108/PRR-02-2021-0010

Johnson, A., Lindgren, S. M. A., & Azlaan, M. (2024). *Recommendations for policymakers: Encouraging stakeholder engagement and transparency*.

Kadyraliev, A., Supaeva, G., Bakas, B., Dzholdosheva, T., Dzholdoshev, N., Balova, S., ... & Krinichansky, K. (2022). Investments in transport infrastructure as a factor of stimulation of economic development. *Transportation Research Procedia*, *63*, 1359-1369. https://doi.org/10.1016/j.trpro.2022.06.146

Knowles, S. E., Allen, D., Donnelly, A., Flynn, J., Gallacher, K., Lewis, A., ... & Drinkwater, J. (2021). More than a method: trusting relationships, productive tensions, and two-way learning as mechanisms of authentic co-production. *Research Involvement and Engagement*, *7*(1), 34. https://doi.org/10.1186/s40900-021-00262-5

Kosonen, P., & Ikonen, M. (2022). Trust building through discursive leadership: A communicative engagement perspective in higher education management. *International Journal of Leadership in Education*, *25*(3), 412-428. https://doi.org/10.1080/13603124.2019.1673903

Lah, O. (2025). Breaking the silos: integrated approaches to foster sustainable development and climate action. *Sustainable Earth Reviews*, *8*(1), 1. https://doi.org/10.1186/s42055-024-00102-w

Latupeirissa, J. J. P., Dewi, N. L. Y., Prayana, I. K. R., Srikandi, M. B., Ramadiansyah, S. A., & Pramana, I. B. G. A. Y. (2024). Transforming public service delivery: A comprehensive review of digitization initiatives. *Sustainability*, *16*(7), 2818. https://doi.org/10.3390/su16072818

Madi Odeh, R. B., Obeidat, B. Y., Jaradat, M. O., Masa'deh, R. E., & Alshurideh, M. T. (2023). The transformational leadership role in achieving organizational resilience through adaptive cultures: the case of Dubai service sector. *International Journal of Productivity and Performance Management*, *72*(2), 440-468. https://doi.org/10.1108/IJPPM-02-2021-0093

Mahmood, S., Misra, P., Sun, H., Luqman, A., & Papa, A. (2025). Sustainable infrastructure, energy projects, and economic growth: mediating role of sustainable supply chain management. *Annals of operations research*, *355*(1), 1099-1130. https://doi.org/10.1371/journal.pone.0301710

Mergel, I. (2024). Social affordances of agile governance. *Public administration review*, *84*(5), 932-947. https://doi.org/10.1111/puar.13787

DOI: https://doi.org/10.71435/738994

Mertens, D., & Thiemann, M. (2022). Investing in the single market? Core-periphery dynamics and the hybrid governance of supranational investment policies. *Journal of European Integration*, *44*(1), 81-97. https://doi.org/10.1080/07036337.2021.2011261

Michailidis, M., Zafeiriou, E., Kantartzis, A., Galatsidas, S., & Arabatzis, G. (2025). Governance, energy policy, and sustainable development: renewable energy infrastructure transition in developing MENA countries. *Energies*, *18*(11), 2759. https://doi.org/10.3390/en18112759

Ndraha, A. B., & Uang, D. P. (2022). Camat's leadership in increasing community participation in development in the era of disruption and social society 5.0 (Case study districts at Nias Regency). *Journal of Digitainability, Realism & Mastery (DREAM)*, *1*(01), 55-66.

Nijkamp, P., Ţigănaşu, R., Bănică, A., & Pascariu, G. C. (2024). Institutional adaptability: Its relevance for enhancing resilience and smart specialization capacity of the European Union's lagging regions. *Eurasian Geography and Economics*, *65*(1), 1-33. https://doi.org/10.1080/15387216.2022.2112254

O'Neill, D., De Vries, J., & Comiskey, C. M. (2021). Leadership and community healthcare reform: a study using the Competing Values Framework (CVF). *Leadership in Health Services*, *34*(4), 485-498. https://doi.org/10.1108/LHS-01-2021-0007

Pandey, N., De Coninck, H., & Sagar, A. D. (2022). Beyond technology transfer: Innovation cooperation to advance sustainable development in developing countries. *Wiley Interdisciplinary Reviews: Energy and Environment*, *11*(2), e422. https://doi.org/10.1002/wene.422

Sadashiv, K. R. (2023). Foreign direct investment dynamics and economic growth in the case of India. *Journal of Business and Economic Options*, *6*(1), 45-52.

Santoso, N. R., Sulistyaningtyas, I. D., & Pratama, B. P. (2022). Transformational leadership during the COVID-19 pandemic: Strengthening employee engagement through internal communication. *Journal of Communication Inquiry*, 01968599221095182. https://doi.org/10.1177/01968599221095182

Servaes, J. (2022). Communication for development and social change. In *The Routledge handbook of nonprofit communication* (pp. 23-31). Routledge.

Sott, M. K., & Bender, M. S. (2025). The role of adaptive leadership in times of crisis: A systematic review and conceptual framework. *Merits*, *5*(1), 2. https://doi.org/10.3390/merits5010002

Strumińska-Kutra, M., Dembek, A., Hielscher, S., & Stadler, M. (2023). Innovating urban governance for sustainable energy transitions: Between institutional design and institutional adaptation. *Environmental Innovation and Societal Transitions*, *48*, 100751.

Van Assche, K., Valentinov, V., & Verschraegen, G. (2022). Adaptive governance: learning from what organizations do and managing the role they play. *Kybernetes*, *51*(5), 1738-1758.

Welton, S. (2021). Rethinking grid governance for the climate change era. *California Law Review*, *109*(1), 209-275.

DOI: https://doi.org/10.71435/738994

Zachmann, G., Batlle, C., Beaude, F., Maurer, C., Morawiecka, M., & Roques, F. (2024). *Unity in power, power in unity: why the EU needs more integrated electricity markets* (No. 03/2024). Bruegel Policy Brief. https://doi.org/10.1080/07036337.2021.2011261

Zwikael, O., Salmona, M., Meredith, J., & Zarghami, S. A. (2023). Enhancing project stakeholder communication under insufficient knowledge of project management concepts. *Engineering, Construction and Architectural Management*, *30*(10), 5007-5029. https://doi.org/10.1108/ECAM-02-2022-0154

DOI: https://doi.org/10.71435/738994