

Identifying Key Leadership Performance Dimensions for Improving Public Service Quality: Evidence from Family Planning Services in Indonesia

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Abstract: Leadership performance has a big influence on the quality of public services provided by government institutions. The objective of this research is to analyze the role of leadership performance and its impact on the quality of public service at the Regional Technical Implementation Unit for Women's Empowerment, Child Protection, Population Control and Family Planning in Bongas District, Indramayu Regency. To study it quantitatively, a descriptive design was used. The data were gathered through questionnaires distributed to 85 respondents and were analysed using descriptive analysis, tests on validity and reliability of the instruments and analysis of relationship between dimensions of leadership performance and quality of public services. The results show that the performance of the leaders was generally rated as good and the evaluations were positive for the dimensions of work planning, implementation of work plans, execution of directives of the organization, quality of work and achievement of targets of the organization. Also, the quality of public services was considered as good, which demonstrates a positive assessment of the services offered by the respondents. The findings indicate the good leadership practices as facilitators of the provision of quality public services and enhancers of the organizational performance. Better planning, implementation, coordination and delivery of organisational goals to build leadership capacity is expected to further improve the effectiveness and responsiveness of public service delivery. The findings offer practical insights for public sector organizations seeking to improve service quality through effective leadership practices.

Keywords: Leadership Performance, Public Service Quality, Public Administration, Organizational Performance, Local Government.

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Introduction

The quality of public services has become one of the main indicators for measuring the performance of government and realizing good governance. Communities are increasingly demanding that public organisations provide services efficiently, transparently, responsively and in a citizen-oriented manner ([Muhammadiyah et al., 2014](#); [Nurjaeni et al., 2021](#)). The quality of public services is still a strategic priority in many developing countries, including Indonesia, due to the increasing public demand, rapid technological development, and the demand for higher accountability in public administration. Thus, local governments are encouraged to improve organizational performance by developing managerial practices and leadership capabilities that directly influence service delivery. Thus, the efficiency of public institutions is determined not only by compliance with regulations, but also by the ability of organizational leaders to provide public services regularly, efficiently and in accordance with the needs of citizens ([Hartley & Allison, 2000](#); [Olsen, 2004](#)). Leadership is a critical factor for the success of any organization, especially in the public sector where leaders are responsible for planning, coordinating, directing and evaluating the activities of the organization. Effective leaders create a positive climate that motivates staff to fulfill the organization's goals and supports continuous improvement in the delivery of services. Leadership has been shown to positively influence employee performance, organizational effectiveness, innovation, and citizen satisfaction in previous studies. Managers with high managerial competence are better able to allocate assets efficiently, coordinate work activities, and ensure organizational goals are achieved. Thus, the performance of leadership has been recognized as one of the most important factors of sustainable public service improvement ([Osborne et al., 2014](#); [Park et al., 2015](#)). Despite considerable evidence regarding the importance of leadership, many prior studies have treated leadership performance as a single multidimensional construct without analyzing the contribution of each performance dimension individually. Such an approach provides limited information for policymakers because it does not allow for the effective design of improvements in leadership performance unless the most influential dimensions are clearly identified. In practice, the performance of leadership includes several managerial aspects such as planning of work, implementation of work plans, execution of organizational directives, quality of work, and achievement of organizational objectives. Each dimension represents different managerial competencies that may have a different contribution to organizational performance and service quality. It is, therefore, important to understand the relative importance of these dimensions to design evidence-based leadership development strategies in public organizations ([Aarons et al., 2014](#); [Ali AlShehail et al., 2022](#)). Recent studies have highlighted that effective planning helps organizations use resources efficiently and anticipate operational difficulties, thus improving organizational performance. Likewise, effective

coordination and supervision ensure the successful implementation of work plans, which in turn guarantees the translation of planned activities to measurable outcomes of the organization. The enactment of organizational policies is a demonstration of the leaders' capability to communicate policies, enact organizational discipline, and ensure employees follow the institution's objectives. At the same time, quality of work is a sign of leaders' commitment to maintain the standards of services, to encourage professionalism, and to promote continuous improvement of the organization. The achievement of the organizational goals reflects the success of the leadership in transforming the strategic goals into measurable organizational accomplishments. While these dimensions collectively depict leadership performance, there is a paucity of empirical evidence on the relative contribution of these dimensions to public service quality, particularly in local government institutions ([Brownson et al., 2012](#); [Guerrero et al., 2015](#)). The results of various empirical studies conducted during the last few years have confirmed the important role of leadership in improving organizational effectiveness and public service delivery. Research has found that transformational and managerial leadership have positive impacts on employee commitment, organizational performance and citizen satisfaction in a variety of public institutions. Other studies have shown that good leadership improves organizational resilience, increases employee productivity, and enhances service innovation in local government agencies. However, most of these studies have considered leadership as a single construct and this has hindered a more profound understanding of which managerial dimensions should be more focused by policy makers. Therefore, leadership development programs often use generic approaches rather than those that are specific to the competencies that matter most for the quality of service ([Reichenpfader et al., 2015](#)). Another major limitation of previous research relates to the context of family planning services. Family planning agencies are involved in the implementation of population control policies, reproductive health programs and family welfare activities. The effectiveness of these institutions largely depends on the quality of the public services provided to the community. Compared to studies in education, health care, or public administration, however, there are relatively few studies of leadership performance in family-planning organizations. Moreover, empirical evidence from Indonesian local government institutions is still rare. Despite the government has been continuously working to improve bureaucratic reform and service excellence. The gap indicates the need for empirical investigation that specifically assesses dimensions of leadership performance in family planning public services. These considerations make this study explore three important research gaps. First, in previous studies, leadership performance is often measured as a single construct, without differentiating the contribution of each leadership dimension. Secondly, there remains limited empirical evidence empirically comparing work planning, implementation of work plans, execution of organizational directives, quality of work and

achievement of organizational targets in a unified analytical framework. Third, the research on leadership performance and public service quality in Indonesian family planning institutions is still limited. Closing these gaps will improve understanding of what makes for effective leadership and offers practical suggestions for improving managerial performance in local government organizations. So, this study aims to determine the important dimensions of leadership performance that significantly impact the quality of public services around family planning services. This research particularly analyzes the effect of work planning, work plan implementation, implementation of organizational directives, work quality, and achievement of organizational targets on the quality of public services with empirical evidence from local government institutions in Indonesia. Unlike previous studies that evaluate leadership performance as a single variable, this study looks at each dimension separately to evaluate its relative contribution towards improvement of service quality ([Babaei & Aghdassi, 2022](#)).

The present study contributes theoretically and practically. It contributes to the literature of public sector leadership, theoretically, by offering a multidimensional perspective of leadership performance and identifying the managerial dimensions that most affect the quality of public services. The findings are expected to help policymakers and local government administrators to develop more effective leadership development programs, identify key managerial competencies and develop evidence-based strategies for improving service quality in family planning institutions. Ultimately, the identification of the most influential leadership performance dimensions can support the ongoing public sector reform and contribute to more responsive, efficient and citizen-centered public services in Indonesia.

Research Method

The current study uses a quantitative approach to investigate the effect of five dimensions of leadership performance on the quality of public services in family planning services to fill the research gaps that have been identified. This study analyzes work planning, implementation of work plans, execution of organizational directives, quality of work and achievement of organizational targets as separate dimensions which helps better understand the specific aspects of leadership that contribute to improving the quality of public service. The following section discusses the research methodology used to achieve these objectives.

Research Design

The study was quantitative in nature to determine the effect of leadership performance dimensions on the quality of public services in family planning services. Data were gathered from respondents at one point in time using a structured questionnaire, employing a cross-sectional survey design. This approach was deemed appropriate as it allows for the objective measurement of the relationships between multiple independent variables and a dependent variable through statistical analysis (Fleming, 2002; Martin et al., 2021). The study investigated five dimensions of leadership performance namely, work planning, implementation of work plans, execution of organizational directives, quality of work and achievement of organizational targets as independent variables. Public service quality was the dependent variable. This study examines individually each of the leadership performance dimensions to provide a more thorough understanding of the relative contribution of each dimension in enhancing the quality of public service in family planning services (Kuzior & Sobotka, 2019; RamaRao & Mohanam, 2003). The proposed research framework is shown in Figure 1.

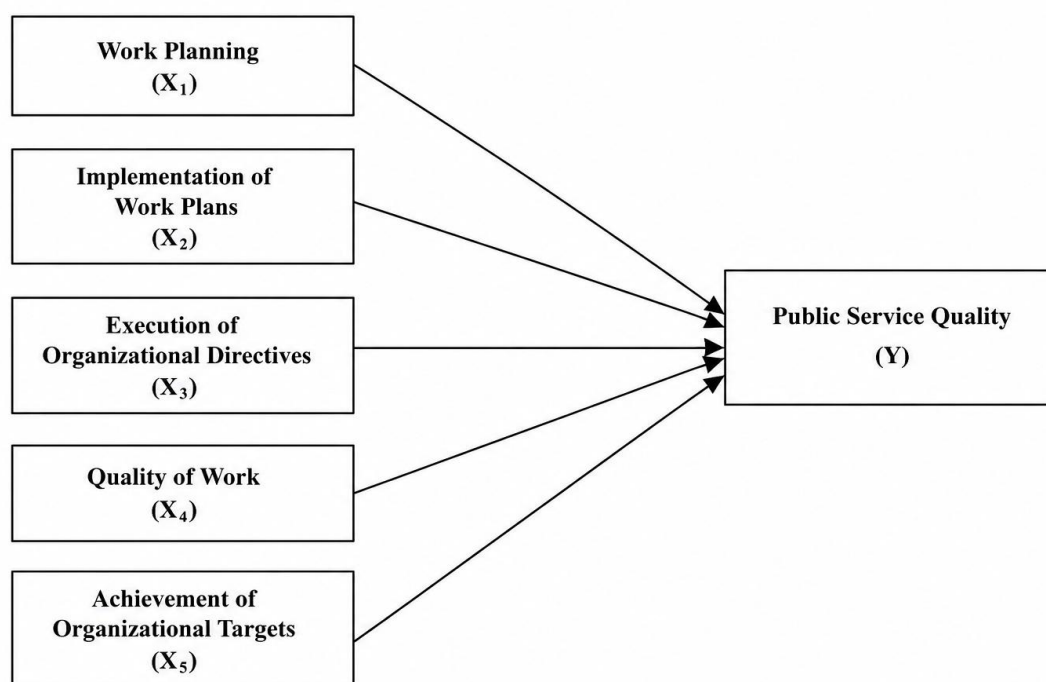


Figure 1 Research Framework

Figure 1 displays the research framework for investigating the impact of five leadership performance dimensions on public service quality. In the model, work planning, implementation of work plans, execution of organizational directives, quality of work and achievement of organizational targets are the independent variables, and public service quality

is the dependent variable. Within this framework, the relative contribution of each dimension of leadership performance to the improvement of the quality of public services in family planning services is examined.

Research Population and Sample

The study was carried out in the Department of Population Control, Family Planning, Women's Empowerment, and Child Protection (DPPKBP3A) in Cirebon Regency, West Java, Indonesia. The institution is responsible for delivery of public services to the community and implementation of government programs related to population control, family planning, women's empowerment and child protection ([Torres-Pereda et al., 2019](#)). The institution is among the strategic public sector organizations thus providing a suitable setting for examining the contribution of leadership performance to public service quality. The population of the study was 536 employees in various organizational units of DPPKBP3A Cirebon Regency. As it was not possible to survey the entire population, the sample size was determined using the Slovin formula with a 10% margin of error. It is given as follows.

$$n = \frac{N}{1 + Ne^2} \quad (1)$$

The minimum sample size for this study was 85 respondents using the population size of 536 and a margin of error of 10% based on the formula. The number of samples was considered adequate to represent the study population with an acceptable level of sampling precision. Respondents were selected using the sampling technique employed in the original study to ensure that the sample adequately represented employees involved in organizational activities and public service delivery.

Research Variables and Measurement

This study examined the relationship between leadership performance dimensions and public service quality. The research model included one dependent variable and five independent variables ([Duckett, 2021](#); [Fayers & Hand, 2002](#)). The dependent variable was Public Service Quality (Y) while the independent variables were Work Planning (X₁), Implementation of Work Plans (X₂), Execution of Organizational Directives (X₃), Quality of Work (X₄) and Achievement of Organizational Targets (X₅). The dimensions are derived from the Indonesian Government Employee Performance Assessment framework and represent key aspects of leadership performance in public sector organizations. All variables' data were collected through a structured questionnaire with a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree). Measurement indicators for each variable were adapted from Government Regulation of the Republic of Indonesia No. 30 of 2019 concerning the Performance

Assessment of Civil Servants and related studies on public sector leadership and service quality. Table 1 presents the operational definitions and measurement indicators of the research variables.

Table 1 Operational Definition and Measurement of Variables

Variable	Indicators	Scale
Work Planning (X ₁)	Setting work objectives; Preparing work plans; Determining priorities; Allocating resources	Likert (1–5)
Implementation of Work Plans (X ₂)	Timeliness; Implementation consistency; Coordination; Monitoring of activities	Likert (1–5)
Execution of Organizational Directives (X ₃)	Compliance with directives; Communication effectiveness; Supervision; Policy implementation	Likert (1–5)
Quality of Work (X ₄)	Accuracy; Professionalism; Service standards; Responsibility	Likert (1–5)
Achievement of Organizational Targets (X ₅)	Target accomplishment; Performance realization; Productivity; Organizational outcomes	Likert (1–5)
Public Service Quality (Y)	Tangibles; Reliability; Responsiveness; Assurance; Empathy	Likert (1–5)

Each research variable was operationalized into a measurable indicator to accommodate the consistency between the conceptual framework and the empirical measurement, as shown in Table 1. The questionnaire items to measure the perceptions of the respondents regarding leadership performance dimensions and public service quality were developed based on the indicators. All measurement items were developed to reflect the characteristics of each construct and to be able to conduct a reliable statistical analysis.

Data Collection Procedure

Data were collected through a structured questionnaire given to the employees of the Department of Population Control, Family Planning, Women's Empowerment and Child Protection (DPPKBP3A) of Cirebon Regency. Before the data collection, the respondents were informed about the objectives of the study and their participation was voluntary. The respondents' confidentiality and anonymity were maintained throughout the research process to ensure the accuracy and integrity of the data collected. The questionnaire was divided into two sections. The first part collected demographic data of respondents, and the second part measured the research variables, which include the five dimensions of leadership performance and public service quality. All items in the questionnaire were rated on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Completed questionnaires were reviewed for completeness before processing for statistical analysis.

Data Analysis

IBM SPSS Statistics was used for the analysis of the data collected. The analysis began with descriptive statistics to describe the perceptions of the research variables of the respondents. Subsequently, the research instrument's quality was assessed using validity and reliability tests. The tests were conducted to confirm whether the questionnaire items measured the constructs as intended accurately and consistently. Then, classical assumption tests such as tests of normality, multicollinearity and heteroscedasticity were performed to verify the suitability of the regression model. Multiple linear regression analysis was used to analyze the effect of the five dimensions of leadership performance on the quality of public service. The t test was used to test the proposed hypotheses to determine the effect of each independent variable individually and the F test was used to determine the effect of all independent variables simultaneously. In addition, the coefficient of determination (R^2) was calculated to measure the amount of variance in public service quality explained by the dimensions of leadership performance. The level of significance used was 5% ($p < 0.05$).

Result and Discussion

This section presents the empirical results of the study and discusses the effect of leadership performance dimensions on the quality of public service. The analysis begins with the characteristics of respondents, the descriptive statistics, the testing of the instrument, the classical assumption test, multiple linear regression analysis, hypothesis testing and the discussion of the findings of the research.

Respondent Characteristics

The total respondents of this study were 85 people who filled out the questionnaire consisting of employees of the Department of Population Control, Family Planning, Women's Empowerment and Child Protection (DPPKBP3A) of Cirebon Regency. Respondents were sampled from the population of 536 employees using the sampling procedure outlined in the previous section. Their demographic characteristics provide a description of the study sample and assist the interpretation of the subsequent statistical analyses. The respondents were categorized by gender, age, level of education, years of service and employment status. Table 2 summarizes the characteristics of the respondents.

Table 2 Summary of Respondent Characteristics

Characteristic	Description
Total respondents	85 employees
Research location	Department of Population Control, Family Planning, Women's Empowerment, and Child Protection (DPPKBP3A), Cirebon Regency
Sampling technique	Simple Random Sampling
Data collection method	Structured questionnaire
Measurement scale	Five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree)

The demographic profile of the respondents who participated in this study is presented in Table 2, the study describe the distribution of respondents, which includes the characteristics of DPPKBP3A Cirebon Regency employees and a general description of the sample in this analysis. The diversity in the demographic background of the respondents ensures that the data represent different perspectives within the organization to provide a more comprehensive examination of the relationship between leadership performance dimensions and public service quality.

Descriptive Analysis of Research Variables

This section presents the descriptive analysis of the research variables, based on the appraisals made by the respondents. In the analysis, hypothesis testing is preceded by an overview of the distribution of independent and dependent variable responses. The independent variable is five dimensions of leadership performance: work planning, implementation of work plans, execution of organizational directives, quality of work, and achievement of organizational targets. The dependent variable is the quality of public services, which is the perception of respondents to the services provided by the Regional Technical Implementation Unit for

Women's Empowerment, Child Protection, Population Control and Family Planning in Bongas District. The following sub-sections show the descriptive results.

Leadership Performance Dimensions

The performance of leaders was evaluated using five dimensions: work planning, implementation of work plans, execution of organizational directives, quality of work and achievement of organizational targets. Each dimension was scored on a five-point Likert scale by the respondents. The descriptive results are summarized in Table 3.

Table 3 Descriptive Analysis of Leadership Performance Dimensions

Dimension	Mean Score	Category
Work Planning (X ₁)	3.89	Good
Implementation of Work Plans (X ₂)	3.58	Good
Execution of Organizational Directives (X ₃)	3.66	Good
Quality of Work (X ₄)	3.85	Good
Achievement of Organizational Targets (X ₅)	3.92	Good
Leadership Performance	3.77	Good

As shown in Table 3, all the dimensions of leadership performance were rated positively by the respondents with the mean scores in the good range. Among the five dimensions, achievement of organizational targets had the highest mean score (3.92), suggesting that respondents perceived organizational goal attainment as the strongest element of leadership performance. In contrast, implementation of work plans received the lowest mean score (3.58). This means that, although it was still classified as good, improvement in translating plans into effective implementation is still needed. The overall mean score for leadership performance was 3.77 which indicates that generally respondents have a positive perception of leadership practices in the organization.

Public Service Quality

The quality of public service was measured through 10 items of the questionnaires for 85 respondents. A descriptive analysis was used to analyze the effect of dimensions of leadership performance, to provide an overview of respondents' perceptions of the quality of services delivered by the Regional Technical Implementation Unit for Women Empowerment, Child Protection, Population Control and Family Planning in Bongas District.

Table 4 Descriptive Analysis of Public Service Quality

Variable	Mean Score	Percentage	Category
Public Service Quality (Y)	3.95	79%	Good

Table 4 indicates that the respondents considered the quality of public services as good with an overall mean score of 3.95 and an average percentage of 79%. The results show that in general, the respondents were generally positive towards the services provided by the Regional Technical Implementation Unit. However, more statistical analysis is needed to conclude that each dimension of leadership performance significantly impacts the improvement of public service quality.

Validity and Reliability Test

Prior to hypothesizing the proposed hypotheses, the validity and reliability of the research instrument were examined to find out the questionnaire items measured the targeted constructs accurately and consistently. The validity test was performed by using the Pearson Product Moment correlation by comparing the calculated correlation coefficient with the critical value at a significance level of 5%. For the time being, the Spearman-Brown split-half method was used to perform the reliability test to find out the internal consistency of each construct.

Table 5 Validity Test Results

Variable	Number of Items	Result
Leadership Performance	16	All items valid
Public Service Quality	10	All items valid

The validity test indicated that all questionnaire items met the validity criteria. For the leadership performance variable, all sixteen items were declared valid, while all ten items measuring public service quality also satisfied the validity requirements. These findings indicate that each questionnaire item was appropriate for measuring its respective construct.

Table 6 Reliability Test Results

Variable	Reliability Status
Work Planning (X ₁)	Reliable
Implementation of Work Plans (X ₂)	Reliable
Execution of Organizational Directives (X ₃)	Reliable
Quality of Work (X ₄)	Reliable
Achievement of Organizational Targets (X ₅)	Reliable
Public Service Quality (Y)	Reliable

The reliability analysis showed that all variables in the study were reliable. The Spearman-Brown split-half test showed that each construct met the reliability criteria, which means that the questionnaire consistently measured the dimensions of leadership performance and public service quality. Thus, the research instrument was considered appropriate for further statistical analysis.

Leadership Performance Effects

This section discusses the analysis of leadership performance dimensions on public service quality. The analysis was conducted to find out whether the five dimensions of leadership performance, namely work planning, implementation of work plans, execution of organizational directives, quality of work and achievement of organizational targets, contribute to the quality of public services provided by the Regional Technical Implementation Unit for Women's Empowerment, Child Protection, Population Control and Family Planning in Bongas District. The analysis indicates that leadership performance has a significant effect on supporting public service delivery. Effective planning, proper implementation of work plans, compliance with company directives, work quality and the achievement of organizational targets combine to improve service quality. The findings suggest that enhancing leadership performance could support more effective and responsive public service delivery. The findings provide empirical evidence of the relationship between leadership performance and quality of public service. Thus, sustained efforts to improve leadership practices are likely to improve organizational performance and sustain the quality of services provided to the community.

Discussion

The findings suggest that leadership performance is an important determinant of the quality of public service. Descriptive analysis result reveals that all five dimensions of leadership performance are measured in the good category. It means that the respondent generally perceives that the leadership practice is effective in supporting the organizational performance. Similarly, the quality of public services is assessed positively, meaning that the services provided by the Regional Technical Implementation Unit for Women Empowerment, Child Protection, Population Control and Family Planning of Bongas District has generally met the community's expectations. Planning of work and achievement of organizational targets were rated highest among the dimensions of leadership. The finding suggests that good planning and a clear focus on the organizational objectives provide a good foundation for improving service delivery. Well defined work plans help employees perform their duties in a systematic way. Achievement of organizational targets reflects an organization's ability in delivering services as per the established objectives. The findings also highlighted the

significance of the quality of implementation and adherence to the company's directives in delivering effective public services. While these dimensions are rated good, there is room for continuous improvement to enhance further coordination, consistency and responsiveness in service delivery. Enhancing the leadership capacity in these areas could further improve the organizational performance and enhance public satisfaction. To summarize, the study demonstrates that effective leadership enhances the quality of public service through proper planning, implementation, work quality and achievement of organizational objectives. The findings also emphasize the significance of leadership development as a strategic intervention for improving the effectiveness of public sector organisations and ensuring that services are responsive, efficient and citizen focused.

Conclusions

The objective of this study was to investigate the impact of leadership performance on the quality of public services at the Regional Technical Implementation Unit for Women's Empowerment, Child Protection, Population Control, and Family Planning in Bongas District. The results indicate that respondents generally consider the performance of leadership and the quality of public service to be good. Five dimensions of leadership performance are positive leadership practices which support the delivery of public services: work planning, implementation of work plans, execution of organisational directives, quality of work and achievement of organisational targets. The study emphasizes the need to develop leadership capacity to enhance organizational performance and maintain the quality of public services. Improved planning, coordination, implementation and the achievement of organisational objectives are expected to result in more effective service delivery and better meetings of community needs. Future research should consider broader research settings and more organizational variables to obtain a more holistic understanding of the factors affecting public service quality.

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