

# Informal Leadership Patterns in Local Bureaucracy: Implications for Policy Responsiveness in Bandung Regency, Indonesia

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b> Submitted: April 18, 2026 Final Revised: May 15, 2026 Accepted: May 17, 2026 Published: May 21, 2026</p>	<p><b>Purpose:</b> This study aims to analyze the role of informal leadership in influencing policy responsiveness within the local bureaucracy of Bandung Regency, Indonesia. The study focuses on understanding how informal leadership patterns emerge and how they affect bureaucratic decision-making and public policy responsiveness. <b>Methods:</b> This research used a qualitative case study approach. Data were collected through in-depth interviews with 25 informants consisting of government officials, bureaucratic staff, community leaders, NGO representatives, and local residents. Focus group discussions and policy document analysis were also conducted to support the data. The data were analyzed using thematic analysis with source and method triangulation to ensure validity. <b>Findings:</b> The results show that informal leadership develops through personal charisma, close relationships with the community, and political patronage networks. These informal leadership patterns help accelerate coordination and improve communication between the government and society, which supports faster policy responses. However, the findings also indicate several negative impacts, such as dependence on certain individuals, unequal access to influence, and potential bias in decision-making processes. <b>Research Implications:</b> The findings indicate the importance of understanding informal leadership dynamics in local governance. Local governments need to strengthen institutional transparency and accountability while maintaining constructive relationships with informal actors in policy processes. <b>Originality:</b> This study provides empirical evidence on how informal leadership operates within local bureaucracy in Bandung Regency. The study also highlights the dual role of informal leadership as both a supporting and limiting factor in bureaucratic responsiveness within decentralized governance. <b>Conclusions:</b> Informal leadership has an important role in increasing policy responsiveness in local bureaucracy, particularly in accelerating coordination and strengthening social legitimacy. Nevertheless, stronger institutional control is needed to minimize the risks of political bias and unequal policy representation.</p>
<p><b>Keywords:</b> Informal Leadership; Local Bureaucracy; Policy Responsiveness; Bandung Regency.</p>	
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## INTRODUCTION

Leadership has long been a central issue in public administration and is generally associated with formal authority embedded within hierarchical structures, official mandates, and administrative procedures (Ospina, 2017). In bureaucratic systems, leadership is often viewed as a function of formal position and institutional legitimacy. However, recent governance studies show that formal authority alone is insufficient to explain how policy decisions are formulated and implemented, particularly within decentralized governance systems characterized by complex social and political interactions (Hidayat et al., 2025). In many local government contexts, informal actors frequently influence decision-making processes beyond formal bureaucratic arrangements.

In this context, informal leadership becomes increasingly relevant in understanding local governance dynamics. Informal leadership refers to the influence exercised by individuals or groups without formal authority through personal charisma, social networks, cultural legitimacy, and political relationships (Potluka, 2021; Lawrence & De Lisi, 2023). In developing countries such as Indonesia, informal leadership often coexists with formal governance structures, creating parallel mechanisms of influence within bureaucratic processes (Pitono et al., 2023; Oakley, 2018). While formal leaders possess administrative authority, informal actors frequently hold stronger social legitimacy and public trust, enabling them to shape policy acceptance and implementation at the local level (Nouman & Luria, 2025).

The role of informal leadership is particularly important in relation to policy responsiveness, which refers to

the ability of government institutions to recognize and respond to public needs effectively and promptly (Cigler, 2018; Chang & Brewer, 2023; Cox III et al., 2019). Several studies indicate that informal actors may help accelerate coordination, facilitate communication between government and society, and strengthen community participation in policy implementation. Nevertheless, informal leadership may also generate negative consequences, including elite domination, unequal access to influence, political bias, and reduced bureaucratic accountability (Gennari, 2023). These conditions demonstrate that informal leadership may function both as a supporting and constraining factor within local governance.

Indonesia's decentralization policy provides an important setting for examining these dynamics. Since the implementation of Law No. 22 of 1999 on Regional Government, local governments have gained broader authority in managing administrative and development affairs. Decentralization was intended to improve government responsiveness and strengthen public participation. However, decentralization has also expanded opportunities for informal political networks and local elites to influence policy processes outside formal institutional mechanisms (Tsako, 2020; Kurniawan, 2025). Consequently, patterns of interaction between formal bureaucracy and informal leadership vary across regions depending on local socio-political characteristics (Svensson, 2017; Cohen & Cohen, 2023; Ayres, 2022; Nasution, 2017; Azfar et al., 2018).

Bandung Regency represents a relevant empirical setting for examining informal leadership in local bureaucracy. As one of the largest regencies in Indonesia, Bandung Regency faces complex governance challenges related to population growth, socio-economic disparities, and increasing demands for public services (BPS Kabupaten Bandung, 2024). At the same time, the region maintains strong traditions of community-based and cultural leadership that continue to influence bureaucratic interactions and local policymaking processes (Buchari et al., 2024; Saidah et al., 2024). These conditions make Bandung Regency an important context for understanding how informal leadership shapes policy responsiveness within decentralized governance systems.

Although studies on informal governance have continued to develop, previous research has largely focused on issues such as corruption, patronage politics, and formal institutional performance (Kantor, 2019). Existing studies generally discuss informal leadership as part of political patronage or governance problems, while limited attention has been given to how informal leadership directly influences bureaucratic responsiveness in local policy processes (Brooke, 2019; Jimenez et al., 2017). In addition, previous studies rarely explain the specific mechanisms through which informal actors shape coordination, communication, and decision-making within local bureaucracy. This indicates that the relationship between informal leadership and policy responsiveness remains insufficiently explored, particularly in the context of decentralized local governance in Indonesia.

Based on this gap, this study aims to examine how informal leadership patterns influence policy responsiveness within the Bandung Regency Government. The study focuses on three main objectives: identifying the forms and sources of informal leadership, analyzing the mechanisms through which informal actors influence bureaucratic decision-making, and evaluating the implications of informal leadership for policy responsiveness. By focusing specifically on the interaction between informal influence and bureaucratic responsiveness, this study seeks to provide a more contextual and analytical understanding of informal governance practices at the local level.

This research contributes theoretically and practically. Theoretically, the study expands public administration literature by positioning informal leadership as a dual-function mechanism that may both strengthen and constrain bureaucratic responsiveness within decentralized governance systems. Empirically, this study contributes evidence from Bandung Regency to enrich discussions on informal governance in Indonesia, which remain relatively limited. Practically, the findings are expected to provide insights for local governments in managing informal leadership dynamics while maintaining transparency, accountability, and inclusive governance practices.

To achieve these objectives, this study employs a qualitative case study approach using in-depth interviews, focus group discussions, and policy document analysis. Thematic analysis is used to identify patterns of interaction, informal influence networks, and decision-making mechanisms within the local bureaucracy. Through this approach, the study aims to provide a deeper understanding of informal leadership as both an opportunity and a challenge in strengthening policy responsiveness in local governance.

## **METHOD**

### **Research Design**

This study employed a qualitative approach with a case study strategy to explore informal leadership patterns and their influence on policy responsiveness within the Bandung Regency bureaucracy. A qualitative case study was considered appropriate because the study focused on understanding complex interactions between formal bureaucratic structures and informal actors within a specific local governance context. This design enabled the researcher to examine social interactions, informal influence networks, and decision-making processes in depth (Gammelgaard, 2017; Alam, 2021).

### **Research Location**

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The research was conducted in Bandung Regency. The location was selected because Bandung Regency represents one of the regions with relatively complex governance characteristics, including a large population, the coexistence of urban and rural administrative areas, and strong community-based leadership traditions. According to BPS Kabupaten Bandung (2023), the regency has a population of more than 3.6 million people with diverse socio-economic and administrative conditions. These characteristics make Bandung Regency relevant for examining the interaction between formal bureaucracy and informal leadership within decentralized governance systems (Undang et al., 2022).

### **Research Informant**

The unit of analysis in this study was the interaction between informal leadership patterns and bureaucratic decision-making processes related to policy responsiveness. Informants were selected using purposive sampling based on their involvement in policymaking processes, bureaucratic coordination, or community influence. A total of 25 informants participated in this study, consisting of heads of departments, secretaries, echelon III officials, technical staff, community leaders, religious figures, NGO representatives, journalists, academics, and members of the regional DPRD. The selection of informants considered their knowledge, experience, and direct involvement in local governance processes. The number of informants was determined based on the principle of data saturation, where data collection was stopped after no new significant themes or information emerged from additional interviews.

### **Data Collection Techniques**

Data collection was conducted from January to April 2025 using three techniques: in-depth interviews, focus group discussions (FGDs), and document analysis. In-depth interviews were conducted semi-structurally using interview guidelines containing open-ended questions. The interview guide focused on three main themes: forms of informal leadership, mechanisms of informal influence in bureaucratic decision-making, and the implications of informal leadership for policy responsiveness. Interviews were conducted face-to-face and lasted approximately 45–90 minutes for each informant. Several interviews were audio-recorded with participant consent, while others were documented through field notes. FGDs were conducted with selected bureaucratic actors and community representatives to validate preliminary findings and identify collective perspectives regarding informal leadership dynamics within local governance. Document analysis was carried out to support data triangulation and contextual understanding. The analyzed documents included the Regional Medium-Term Development Plan (RPJMD), Regional Government Work Plan (RKPD), regional regulations (Perda), musrenbang reports, local media reports, and internal administrative documents related to policymaking and governance practices in Bandung Regency.

### **Data Analysis Techniques**

The data were analyzed using thematic analysis following Braun & Clarke, (2023). The analysis process consisted of six stages. First, interview and FGD recordings were transcribed verbatim. Second, the researcher repeatedly read the transcripts and field notes to achieve data familiarization. Third, initial coding was conducted manually using open coding to identify important statements, recurring issues, and patterns related to informal leadership and policy responsiveness. Fourth, similar codes were grouped into broader categories through axial coding to identify relationships between leadership characteristics, influence mechanisms, and bureaucratic responsiveness. Fifth, the categories were organized into major themes and sub-themes, including charisma-based leadership, community proximity, and political patronage networks. Finally, the findings were interpreted analytically by connecting empirical evidence with relevant public administration and governance theories.

### **Data Validity**

To ensure the credibility and trustworthiness of the findings, this study applied several validation techniques. Source triangulation was conducted by comparing information obtained from government officials, bureaucratic staff, community leaders, and external actors. Method triangulation was carried out by combining interviews, FGDs, and document analysis. In addition, member checking was conducted by confirming several interview summaries and interpretations with selected informants to reduce misinterpretation. Peer debriefing was also applied through discussions with academic colleagues to strengthen analytical rigor and minimize researcher subjectivity during the interpretation process.

### **Research Ethics**

This study followed ethical research principles throughout the research process. All informants voluntarily participated after receiving an explanation regarding the research objectives, procedures, and use of the data. Informants were informed of their right to withdraw from the study at any stage without consequences. To protect confidentiality, the identities of participants were anonymized using codes or pseudonyms in interview transcripts and reporting. All collected data were used solely for academic purposes and stored securely by the researcher.

## **RESULTS AND DISCUSSION**

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The findings show that informal leadership in the Bandung Regency bureaucracy operates through three main dimensions: individual charisma, community proximity, and political patronage. These dimensions influence policy responsiveness through accelerated coordination, informal communication, and non-formal negotiation processes. At the same time, the findings also reveal several risks, including dependency on influential figures, unequal representation, and potential political bias in policy implementation. Overall, the results indicate that informal leadership functions both as a supporting mechanism for bureaucratic responsiveness and as a source of governance challenges within decentralized local government.

**Table 1.** Summary of Informal Leadership Patterns and Their Implications

<b>Dimension</b>	<b>Key Characteristics</b>	<b>Mechanism</b>	<b>Impact on Policy Responsiveness</b>
Charisma	Personal influence, trust, track record	Direct informal instruction	Faster decision-making, but dependency risk
Community Proximity	Social closeness, trust networks	Mediation & communication	Improved responsiveness, but exclusion risk
Political Patronage	Elite networks, informal access	Non-formal coordination	Rapid decisions, but political bias

**Individual Charisma as a Source of Informal Authority**

The findings indicate that personal charisma plays a significant role in shaping informal leadership within the bureaucracy. Informants explained that certain leaders possessed strong influence because they were considered decisive, communicative, experienced, and emotionally close to both staff and the community. In practice, bureaucratic actors often responded more quickly to informal instructions delivered by respected figures, even when those instructions were not formally documented. This condition suggests that interpersonal trust and personal legitimacy strongly influence bureaucratic responsiveness. A technical staff member explained:

*"If the direction comes directly from the head of the agency, we usually move faster. Although there is no official memorandum, we already understand that it is important and must be implemented immediately. It feels different from a written order coming from another official."* (W-07, April 12, 2025).

Another informant described how informal instructions could mobilize rapid bureaucratic action in urgent situations:

*"There have been cases of community service that had to be resolved immediately. The head of the service only conveyed it in a small meeting without waiting for official documents. All staff immediately worked overtime until night. If similar directions came from other officials, we usually waited for a disposition letter."* (W-05, April 12, 2025).

The influence of charisma was also visible in the relationship between bureaucratic actors and the community. Informants explained that public trust was frequently directed toward influential individuals rather than formal institutional rules.

*"The people here listen more to the words of an official who is close to the residents than the written rules. If he says this program is good, people immediately follow. If he suggests postponing it, the community postpones it too. It is not about the rules, it is about believing in the person."* (W-12, April 15, 2025).

Despite these positive impacts, the findings also reveal that excessive dependence on charismatic figures may weaken bureaucratic sustainability. Several informants explained that organizational performance often declined when influential leaders were transferred or no longer held authority.

*"The problem is that the bureaucracy is often too dependent on certain figures. When he was transferred or no longer in office, the service became slow again. The system is fragile because it relies too much on one person."* (W-15, April 15, 2025).

**Community Proximity as a Bridge of Aspiration**

The findings further show that proximity to the community becomes an important source of informal leadership legitimacy. Informal leaders who actively engage in social and religious activities are often viewed as trusted intermediaries between citizens and government institutions. Through close social relationships, these actors help communicate community aspirations and facilitate faster bureaucratic responses. A community leader explained:

*"The public believes more when we are the ones conveying their aspirations to the government. There is emotional closeness, so their voices are heard faster. If residents go directly to the office, they often do not know who to meet. But if it passes through us, it is usually responded to more quickly."* (W-12, April 15, 2025).

Informants also described how trusted community figures increased public acceptance of government programs.

*"Sometimes people hesitate to participate in government programs if they only hear information from officials. But if I convey it during religious gatherings, they become more confident. There is already a bridge of trust." (W-18, April 16, 2025).*

These findings suggest that informal communication based on social trust helps reduce communication barriers between government institutions and citizens. However, the study also identified unequal access within these informal networks. Several informants emphasized that certain groups, such as women and youth communities, were sometimes underrepresented because they lacked direct connections with influential local figures.

*"Not all community groups have close relationships with influential figures. Sometimes the voices of women's groups or youth groups are not heard if nobody brings them into official forums." (W-15, April 15, 2025).*

This finding indicates that while community proximity strengthens responsiveness, it may simultaneously reproduce unequal representation within local governance processes.

### **Political Patronage and Non-Formal Communication Channels**

The findings also reveal that political patronage shapes informal leadership through personal relationships and non-formal communication channels between bureaucratic actors and political elites. Informants explained that policy coordination was often accelerated through personal networks rather than through formal administrative procedures. In practice, these informal channels were perceived as more efficient in urgent situations. A member of the regional DPRD explained:

*"Sometimes it is faster if you go through a private route. There is no need to wait for formal meetings or lengthy dispositions. Just a phone call, there can be a decision right away. It is common in political practice in the regions." (W-03, April 12, 2025).*

However, several informants also emphasized that patronage-based coordination often involved political interests and selective prioritization.

*"If it goes through political channels, there is usually a certain interest behind it. For example, projects may be directed toward groups close to the elite. So it is fast, but not always based on broader community needs." (W-09, April 12, 2025).*

These findings demonstrate that political patronage may function as an adaptive mechanism for accelerating policy coordination, while simultaneously creating risks of bias and unequal distribution of policy benefits.

### **Mechanisms of Informal Influence on Policy Processes**

The study identifies several mechanisms through which informal leadership influences policy responsiveness, including mobilization of public support, provision of social legitimacy, and negotiation of policy priorities. Informants explained that influential community figures often determined whether government programs would be accepted or resisted by local communities. A bureaucratic actor during the FGD stated:

*"If community leaders have already expressed agreement, usually the community will follow. But if influential figures reject it, implementation can become complicated even after the policy has been approved." (FGD-02, April 12, 2025).*

Informal actors were also involved in shaping public perceptions regarding government programs.

*"If I explain during religious forums that the government program is beneficial, the congregation usually participates immediately because the message comes from someone they already trust." (W-18, April 16, 2025).*

In addition, the findings show that informal actors participated in negotiating policy priorities within local planning forums.

*"We are often invited into musrenbang discussions. But sometimes it is not only about conveying aspirations. There are also negotiations regarding which programs should be prioritized." (W-15, April 15, 2025).*

This indicates that policy priorities within local governance are influenced not only by formal planning mechanisms but also by informal negotiations among influential actors.

### **Ambivalent Impact on Bureaucratic Responsiveness**

The findings indicate that informal leadership has an ambivalent impact on bureaucratic responsiveness. On one side, informal leadership accelerates coordination, strengthens communication between government and society, and increases flexibility in responding to urgent public issues. Informants explained that bureaucratic responses often became faster when influential figures actively pushed government institutions to act. An echelon III official stated:

*"Sometimes we know the issue is important, but the bureaucracy is slow. As soon as there is a figure who pressures the institution, everything moves quickly. Without that pressure, we usually have to wait for long meetings first." (W-05, April 12, 2025).*

On the other hand, the findings also reveal unequal access to policy responsiveness. Groups with stronger relationships to influential actors were more likely to receive faster responses, while marginalized groups often experienced limited access.

*"Those who are close to influential figures are usually accommodated quickly. Meanwhile, smaller groups without access are often overlooked even though they also have urgent needs."* (W-15, April 15, 2025).

These findings suggest that informal leadership strengthens responsiveness under certain conditions but may simultaneously create unequal policy access and representation within decentralized local governance.

## **DISCUSSION**

### **Charismatic Authority as an Informal Accelerator of Bureaucratic Responsiveness**

The findings demonstrate that individual charisma functions as an alternative source of authority within the bureaucracy, capable of accelerating decision-making processes beyond formal procedural constraints. This confirms that informal leadership does not merely complement formal structures but can operate as a parallel mechanism of authority. The ability of charismatic leaders to mobilize rapid responses, even without formal directives, indicates that bureaucratic responsiveness is not solely determined by institutional procedures but also by interpersonal trust and perceived legitimacy.

This condition reflects the core argument of charismatic leadership theory, which emphasizes that authority derived from personal qualities can generate strong compliance and commitment (Chernyl, 2021). In the context of Bandung Regency, charisma operates as a catalyst that reduces bureaucratic inertia and enhances coordination efficiency. However, the findings also reveal a structural limitation: charisma-based authority tends to be highly personalized and difficult to institutionalize. This creates a dependency on specific individuals, making bureaucratic performance vulnerable to leadership changes.

Compared to previous studies that often frame informal leadership as a deviation from bureaucratic norms, this study shows that charisma can serve a functional role in improving responsiveness. At the same time, it also supports arguments that charisma-based systems are inherently unstable when not supported by institutional mechanisms. Thus, informal charismatic leadership should be understood not as a substitute for formal governance, but as a contingent mechanism that requires institutional embedding.

### **Community Proximity and the Role of Social Capital in Enhancing Responsiveness**

The findings highlight that proximity to the community acts as a critical mechanism for strengthening policy responsiveness through informal leadership. Informal actors such as community leaders and religious figures function as intermediaries who translate bureaucratic policies into socially acceptable forms, while also channeling community aspirations into the policy process.

This phenomenon can be explained through social capital theory, which emphasizes the role of trust, networks, and social norms in facilitating collective action and governance processes (Kacowicz, 2018). In this study, social capital enables informal leaders to bridge the gap between formal bureaucratic systems and community expectations, thereby enhancing the accessibility and acceptability of public policies.

The findings also reveal that this mechanism is not inherently inclusive. The reliance on specific intermediaries can create unequal representation, where groups lacking access to influential figures are marginalized. This supports previous research on local governance that emphasizes the importance of inclusive participation mechanisms (Koski et al., 2018). Without such mechanisms, informal leadership may reinforce existing social hierarchies rather than democratizing policy processes. Therefore, while community proximity enhances responsiveness by improving communication and trust, it simultaneously introduces the risk of selective representation. This duality suggests that informal leadership based on social capital must be complemented by institutional safeguards to ensure inclusiveness.

### **Political Patronage as a Double-Edged Informal Governance Mechanism**

The findings indicate that political patronage plays a significant role in shaping informal leadership dynamics, particularly through the creation of non-formal communication channels that accelerate policy coordination. Patron-client relationships enable bureaucratic actors to bypass formal procedures, thereby increasing efficiency in urgent situations. This aligns with the patron-client framework, which views personal relationships as alternative governance mechanisms that compensate for bureaucratic limitations (Kungu, 2020). In practice, these informal channels function as adaptive responses to rigid administrative systems, allowing for more flexible and timely decision-making.

However, the study also reveals that political patronage introduces significant risks, particularly in terms of policy bias and the prioritization of elite interests. Decisions influenced by patronage networks may not reflect broader public needs, thereby undermining the principle of equitable governance. This finding reinforces the argument that informal governance mechanisms, while efficient, are often associated with distortions in policy outcomes.

Compared to previous studies that primarily associate patronage with corruption, this research provides a more nuanced perspective by demonstrating its dual role: as both an enabler of responsiveness and a source of bias. This highlights the need to critically assess informal political networks not only in terms of their risks but also their functional contributions to governance.

### **Informal Mechanisms of Influence and the Reconfiguration of Policy Processes**

The findings further reveal that informal leadership operates through three main mechanisms: mobilization of public support, provision of social legitimacy, and negotiation of interests. These mechanisms indicate that policy processes at the local level are not exclusively governed by formal institutional procedures but are shaped by continuous interaction between formal and informal actors.

The role of informal actors in providing social legitimacy is particularly significant. As suggested by [Habermas \(2020\)](#), legitimacy in governance is constructed through communicative processes in the public sphere. In this study, informal leaders function as key agents in this communicative process, translating policies into socially acceptable narratives.

At the same time, the negotiation of interests highlights the inherently political nature of local policymaking. Informal actors are not merely passive intermediaries but active participants who influence policy priorities. This supports the view that public policy is the outcome of competing interests rather than a purely technocratic process. However, the dominance of informal mechanisms also introduces the risk of distortion, particularly when decisions are influenced by personal or group interests rather than objective needs. This suggests that informal leadership reconfigures policy processes by increasing flexibility, while simultaneously reducing procedural neutrality.

### **Informal Leadership and the Ambivalence of Policy Responsiveness**

The overall findings indicate that informal leadership produces an ambivalent impact on policy responsiveness. On the one hand, informal leadership enhances responsiveness by accelerating decision-making, improving coordination, and strengthening relationships between the bureaucracy and the community. On the other hand, it introduces structural challenges, including dependency, unequal access, and potential bias.

This ambivalence reflects the concept of “shadow governance,” where informal actors operate alongside formal institutions and significantly influence decision-making processes ([Peters, 2018](#)). In the context of Bandung Regency, informal leadership does not replace formal governance but creates a parallel system that shapes how policies are implemented and experienced by citizens.

The findings are consistent with [Lammers \(2019\)](#), who argues that bureaucratic systems tend to be slow and require external pressure to accelerate responses. Informal leaders in this study function as such external pressure, triggering faster action within bureaucratic structures. The reliance on informal mechanisms means that responsiveness is unevenly distributed. Access to influential networks becomes a determining factor in whether community needs are addressed. This challenges the normative assumption that responsiveness is based solely on objective needs, highlighting instead the role of socio-political dynamics.

## **CONCLUSION**

This study concludes that informal leadership plays an important role in shaping policy responsiveness within the local bureaucracy of Bandung Regency. The findings show that informal leadership emerges through individual charisma, community proximity, and political patronage networks, which influence bureaucratic processes through informal coordination, communication, and negotiation mechanisms. These informal dynamics contribute to faster policy responses and stronger government–community relations, particularly in situations where formal bureaucratic procedures tend to be slow and rigid. However, the study also identifies several challenges, including dependency on influential figures, unequal access to policy influence, and potential political bias in decision-making processes. Theoretically, this study contributes to public administration literature by emphasizing that informal leadership functions as both a supporting and constraining factor within decentralized governance. Practically, the findings highlight the importance of strengthening transparency, accountability, and inclusive participation while recognizing the role of informal actors in local governance processes. This study is limited to a single regional case; therefore, future research is recommended to conduct comparative studies across different local government contexts and further explore the interaction between formal and informal governance mechanisms.

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## AUTHOR CONTRIBUTION STATEMENT

Ednawan Prihana contributed to the conceptualization of the study, research design, data collection, data analysis, and manuscript writing. The author has read and approved the final version of the manuscript.

## AI DISCLOSURE STATEMENT

The author declares that artificial intelligence (AI) tools were used in a limited capacity to assist in language editing and improving the clarity of the manuscript. All ideas, analyses, and conclusions presented in this study are the original work of the author, and the author takes full responsibility for the content of this manuscript.

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