

Public Leadership, Rules and Legal Values: Realizing Good Governance in the Era of Transparency

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Abstract

This study aims to analyze the role of public leadership, regulations, and legal values in realizing good governance in the era of transparency. The implementation of good governance principles requires public leaders with integrity, a clear regulatory system, and legal values that ensure justice, accountability, and openness in governance. Using a descriptive qualitative approach, this study explores the relationship between responsive and participatory public leadership and the effectiveness of regulatory implementation and the internalization of legal values in bureaucratic practices. The results demonstrate that the synergy between public leadership, legal regulations, and legal values plays a significant role in realizing good governance in the era of transparency. Public leadership with integrity has proven to be a key driver of a culture of openness within the bureaucracy, while legal regulations provide a framework of certainty and accountability that strengthens the implementation of transparency. Furthermore, legal values ensure that the practice of openness does not stop at procedural compliance but is carried out with a strong moral commitment. These three aspects, when integrated, create a governance mechanism that is more open, trustworthy, and responsive to public needs, thereby improving the overall quality of public services

A. INTRODUCTION

The wave of democratization and decentralization has pushed governments to be closer to the people and more responsive to various public demands. These changes require countries worldwide to undertake profound reforms to improve the quality of public services (Azfirmawarman et al., 2024). These efforts focus not only on structural and procedural improvements but also on developing various good practices and innovations in governance. These innovations play a crucial role in creating more effective, transparent, and accountable governance, particularly at the regional level (Simanjuntak, 2015).

The development of governance in the modern era demands fundamental changes in the way governments carry out their functions. Information transparency,

public participation, and high accountability are no longer optional but rather essential requirements for building an effective and trusted government (Dewi, 2018). In this context, the concept of good governance serves as a crucial foundation for all government administration processes. Good governance emphasizes transparent, responsive, and public-interest-oriented state administration (Garung & Ga, 2020).

Achieving good governance cannot be understood solely as an effort to structurally improve the bureaucratic system, but also as a process that requires strong leadership qualities from public stakeholders (Hidayat, 2023). Public leadership capable of driving change plays a crucial role in ensuring that every policy and program is implemented effectively and aligns with the needs of the community. Visionary public leaders can be a driving force in promoting a clean, open, and participatory bureaucratic culture (Sumantri, 2022).

In addition to public leadership, the existence of clear and firm legal regulations is a key pillar in ensuring the sustainability of good governance practices (Amir, 2014). Well-formulated regulations can serve as guidelines for government officials in their work, while also protecting the rights of the community. Consistent application of legal regulations is also an important indicator in assessing the extent to which the government applies the principles of justice and accountability in carrying out its mandate (Irham et al., 2023).

In addition to legal regulations, the legal values entrenched in society also contribute significantly to supporting the creation of good governance (Asmara et al., 2022). Legal values such as honesty, justice, responsibility, and integrity form the ethical foundation that must be inherent in every government official. Integrating legal values into the organizational culture of government is a crucial factor in creating a bureaucratic environment with character, trustworthiness, and the ability to provide quality public services (Warijati, 2018).

The current era of transparency presents both new challenges and opportunities for government officials. Advances in information technology allow the public to access public information quickly and easily, while also providing a platform for public oversight of government performance (Sumantri, 2023). However, this situation also demands that the government be more prepared to be open, improve the quality of data and information, and ensure that every decision-making process is conducted transparently and responsibly (Pratolo, 2008).

Issues such as corruption, abuse of authority, unclear regulations, and low-quality public services remain common obstacles in government. This situation indicates a gap between the ideal norms of good governance and the reality on the ground (Putra, 2021). Therefore, it is necessary to strengthen aspects of public leadership, update legal regulations, and revitalize legal values so that the

government can run in accordance with the principles of transparency and accountability (Erniyanti & Mardiantika, 2023).

Research conducted by Destiana (2023) shows that public leadership plays a crucial role in building a transparent and accountable bureaucracy. She found that responsive public leaders with integrity and effective communication skills can drive organizational cultural change toward more open governance. Meanwhile, research by Sofianto (2020) emphasized the importance of synergy between public leadership and regulatory reform in overcoming bureaucratic obstacles. The study demonstrated that institutional reform will not be optimal without the support of leaders committed to change.

Research by Tasyah et al. (2021) shows that public service innovation, particularly through the use of information technology such as e-government, directly improves the quality of transparency and openness of local government information. Digital systems are considered capable of accelerating service processes while reducing the potential for abuse of authority. Furthermore, a study by Fendri (2015) emphasized that legal values such as integrity, justice, and responsibility must be internalized in public administration processes. His findings suggest that the successful implementation of good governance depends heavily on the synergy between ethical public leadership, clear legal regulations, and a strong legal culture within government organizations.

This research offers novelty by simultaneously integrating three key aspects—public leadership, the rule of law, and legal values—within the framework of realizing good governance in the era of transparency. Unlike previous studies that generally only highlight one variable, such as leadership effectiveness, regulatory consistency, or the internalization of legal values, this research focuses on how these three aspects interact and form a more adaptive and responsive governance ecosystem. Furthermore, this research emphasizes the importance of the era of transparency as a contemporary context that demands the government not only to strengthen regulations and bureaucratic ethics but also to renew leadership patterns to be more open and collaborative. With this approach, this research is expected to provide a new, more comprehensive perspective in understanding the determining factors for the success of good governance at the modern government level.

B. METHODS

This research uses a normative juridical method, a research approach that focuses on the study of applicable legal norms, rules, and principles (Soekanto, 2007). This approach is carried out through the exploration and analysis of various legal sources, such as legislation, legal doctrine, legal principles, and related decisions. The

normative juridical method is used to understand how legal rules and legal values are formed, applied, and interpreted in the context of government administration that prioritizes the principles of transparency and good governance. This approach also helps identify normative gaps and the need for legal reform to support more open and accountable governance. In addition to sources from positive legal regulations, this research also reviews academic literature, scientific journals, previous research results, and expert opinions to strengthen the resulting normative analysis (Ariawan, 2013). Data analysis techniques are carried out through systematic, historical, and conceptual interpretation of legal norms relevant to the research theme. Thus, the normative juridical method in this research not only functions to explain the legal framework that regulates public leadership, legal rules, and legal values, but also provides a theoretical basis for recommendations for improvements that can encourage an increase in the quality of good governance in the era of transparency.

C. RESULTS AND DISCUSSION

An Analysis of Public Leadership in Improving Government Transparency

In organizational practice, both government and private, transparency is often used merely as a slogan to gain public support. On the surface, the government projects an open and communicative image, but in reality, transparency is often treated as an accessory—a mere complement to programs to attract public interest. Many leaders are reluctant to openly discuss internal government conditions, especially if the situation contains weaknesses, inefficiencies, or potential failures that could tarnish the leadership's image. While exceptions exist for matters concerning state secrets or security interests, information is often withheld beyond necessity, thus restricting the public from information to which the public is entitled.

At the same time, the tradition of critical thinking and internal control mechanisms are increasingly considered taboo within the bureaucracy. Officials often withhold evaluations or criticisms that should inform organizational improvements for fear of being perceived as disloyal or challenging their superiors. This situation fosters a culture of false obedience, where officials prioritize the comfort of their position over the courage to speak the truth. As a result, many employees are trapped in a cycle of bureaucratic hypocrisy: appearing loyal on the surface, but actually covering up persistent system weaknesses. If conditions like this are allowed to persist, efforts to achieve good governance will be nothing more than normative discourse that never touches on real practice.

In this context, the role of public leadership is crucial in breaking the culture of closedness and restoring the essence of transparency as a fundamental principle of governance. Leaders must be the primary actors in transforming the bureaucratic

culture from closedness to openness, from fear to courage in revealing facts, and from false loyalty to real accountability. Here are some public leadership efforts to increase government transparency.

1. Building a Culture of Openness from the Top of the Organization

A culture of openness in government can only be realized if it starts at the top of the organization, namely through leaders who exemplify being open and honest with public information. Leaders must demonstrate that transparency is not a threat to bureaucratic stability, but rather a vital instrument for improving performance, increasing accountability, and strengthening public trust. By proportionally sharing relevant information—whether related to budget utilization, program achievements, or decision-making processes—leaders affirm that healthy governance is built on honesty and openness. When leaders consistently practice these principles, lower-level officials will be encouraged to emulate them, so that a culture of transparency becomes not just a slogan but an organizational identity embedded in every bureaucratic process.

2. Guarantee Protection for Internal Criticism

Providing protection for internal criticism is a crucial element in building a transparent and accountable government. Leaders must create a bureaucratic culture that views constructive criticism as a commitment to organizational improvement, rather than as disloyalty or a threat to authority. In a healthy environment, civil servants have the courage to provide input and reveal weaknesses without fear of sanctions or negative judgment. To support this, the government needs to provide a whistleblowing mechanism that is safe, independent, and free from intimidation, allowing employees to report irregularities, maladministration, or unethical practices with full protection of their identity and safety. With this guarantee of protection, civil servants are encouraged to actively participate in internal oversight, thereby making the bureaucratic control process more effective and transparency systematically realized in government administration.

3. Eliminating the Culture of Fear in the Bureaucracy

Eliminating the culture of fear in the bureaucracy is a fundamental step towards achieving authentic transparency. Leaders must ensure that employees do not face the risk of punishment, negative evaluation, or ostracization simply for daring to share facts that may be unpleasant to their superiors. This kind of fear has for years given rise to a culture of "just to please the boss," where employees only convey information that their superiors want to hear to maintain their positional comfort, rather than the truth. To change this pattern, leaders need to build an organizational atmosphere that upholds accountability, courage, and objectivity. Employees must be given the space to express their true situation without pressure

and encouraged to take responsibility for their work through a fair and transparent evaluation system. When a culture of fear is replaced by a culture of courage and accountability, the bureaucracy will move towards a healthier, more responsive work environment, capable of producing better quality public services.

4. Encouraging Information Technology-Based Transparency

Encouraging information technology-based transparency is a modern strategy that is highly effective in increasing government openness. Public leaders must be able to optimize various digital platforms such as e-government, e-budgeting, and performance dashboards, allowing the public to monitor government processes in real time. Through these systems, the public can access information on planning, budget implementation, program achievements, and various administrative services without complicated bureaucratic hurdles. Furthermore, the government must ensure easy access to public documents, budget data, and digital services so that the public not only receives limited information but also has the opportunity to examine, assess, and oversee government performance. The use of information technology not only accelerates the flow of information but also strengthens accountability, reduces the potential for irregularities, and builds public trust in government through systematic and measurable transparency.

5. Opening Space for Public Dialogue and Participation

Opening space for public dialogue and participation is a crucial element in strengthening government transparency and accountability. Public leaders must actively involve the public in the oversight and policy-making processes, as public involvement allows decisions to be more responsive to real needs. Through participation, the public can provide input, critique, and evaluate government plans and program implementation. To achieve this, the government needs to establish various inclusive mechanisms, such as public consultation forums, public hearings, open dialogues, and community-based reporting platforms that enable direct community involvement. These dialogue spaces are not only a means of conveying information, but also a platform for building trust and strengthening the relationship between the government and citizens. Therefore, leaders who consistently open channels for public participation will create a government that is more transparent, democratic, and responsive to public aspirations.

6. Providing Information with Clear Quality Standards

Providing information with clear quality standards is a crucial step in realizing credible government transparency. Public leaders must ensure that all information conveyed to the public is accurate, up-to-date, relevant, and free from manipulative elements that could negatively influence public perception. Providing reliable information not only increases public trust but also strengthens the legitimacy of

government policies. Furthermore, the government is obliged to adhere to the principles of transparency stipulated in regulations such as the Public Information Disclosure Law (UU KIP), which requires public bodies to provide access to information that is the public's right to information quickly, accurately, and simply. By prioritizing high standards of information quality and compliance with regulations, public leaders demonstrate a real commitment to transparent and accountable governance practices.

The Position of Legal Rules and Values as Pillars of Good Governance

Legal rules and values play a fundamental role as the main pillars in realizing good governance. The rule of law not only serves as a normative framework governing the behavior of the government and society, but also as a mechanism that ensures justice, transparency, and accountability in every process of government administration. With clear, consistent, and enforceable legal rules, every government action is bound by procedural and ethical standards that prevent abuse of authority, corrupt practices, and discriminatory policies. Meanwhile, legal values such as justice, certainty, and expediency strengthen the integrity of the system by ensuring that the law is not only applied formally but also upheld with moral and humanitarian values.

When legal rules and values work in harmony, they create a solid foundation for a government that is responsive, legitimate, and trusted by the public—a condition that is the spirit of good governance in the era of transparency. The following are the key roles of legal rules and values as pillars of good governance:

- **Foundation of Legal Certainty and Justice**

The rule of law is a crucial pillar, providing a stable, predictable framework free from short-term political interests and social pressures. This legal stability ensures that every government and societal action is based on clear, consistent rules that do not change according to the interests of those in power. This principle is reflected in Law Number 12 of 2011 concerning the Formation of Legislation, which emphasizes the importance of clarity of formulation, transparency, and order for regulations to be implemented effectively. In this context, equality before the law is also a crucial element because it ensures that every individual—both public officials and citizens—is bound by the same rules without any special treatment. This principle of equality before the law is affirmed in Article 27 paragraph (1) of the 1945 Constitution and Law Number 39 of 1999 concerning Human Rights, which emphasizes that everyone has the right to equal protection and treatment before the law. Thus, the law serves not only as a normative tool but also as an instrument for delivering substantive justice for all citizens.

In addition to ensuring equality, the law also has a strategic function in preventing arbitrary power and protecting citizens from abuse of authority. In this

regard, Law Number 30 of 2014 concerning State Administration plays a crucial role because it requires every official to act in accordance with the general principles of good governance (AUPB), such as accuracy, proportionality, and the prohibition of abuse of authority. Furthermore, Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia provides legal space for the public to report maladministration that harms them, while also serving as a control tool to limit power so that it does not operate beyond legal boundaries. This oversight and law enforcement function is further strengthened by an independent judicial system, as stipulated in Law Number 48 of 2009 concerning Judicial Power, which ensures that every judicial process is conducted objectively, fairly, and free from political interference. Furthermore, Law Number 25 of 2009 concerning Public Services also guarantees that the public receives transparent, accountable, and non-discriminatory services, thereby protecting the dignity and fundamental rights of every citizen. With this comprehensive legal framework, the legal framework and values provide a solid foundation that ensures certainty, justice, and protection for all elements of society, enabling good governance in an era of transparency.

- Supporting the Key Principles of Good Governance

Legal rules and values play a fundamental role in supporting the principle of transparency, one of the main pillars of good governance. Transparency can only be achieved if the legal drafting, implementation, and evaluation processes are conducted openly and provide broad public access. This is realized through Law Number 14 of 2008 concerning Public Information Disclosure (UU KIP), which requires public bodies to provide information promptly, accurately, and non-discriminatory. With this regulation, the public can monitor the policy-making process, access budget documents, and objectively oversee government performance. This legal transparency not only increases public trust but also prevents corruption, collusion, and nepotism, as the entire process can be openly tested and criticized.

Furthermore, legal rules and values play a crucial role in strengthening government accountability. Through legal norms governing the authority, procedures, and responsibilities of public officials, the government is obligated to act professionally and responsibly. Regulations such as Law No. 30 of 2014 concerning Government Administration and Law No. 23 of 2014 concerning Regional Government emphasize that all government policies and actions must be subject to review through evaluation mechanisms, internal oversight, and judicial processes. An effective legal system also provides sanctions for violations, ensuring that public officials operate not only based on political trust but also on clear rules. In this context, accountability is no longer ceremonial but rather a structural obligation enforceable through legal mechanisms.

The principle of public participation is also reinforced through legal regulations governing public involvement in policy formulation and government oversight. Regulations such as Law No. 25 of 2004 concerning the National Development Planning System, which regulates development planning meetings (Musrenbang), demonstrate that the public has a formal space to provide input into the policy formulation process. Furthermore, the Public Information Disclosure Law provides citizens with the opportunity to request information as a form of oversight of public programs. Through institutionalized participation, the government can ensure that policies align with community needs, not solely based on political interests. This mechanism creates a more inclusive relationship between the state and society, while increasing the legitimacy of the resulting policies.

Legal rules and values also ensure effectiveness and efficiency in governance by providing clear guidelines for the use of public resources. Regulations such as Law No. 17 of 2003 concerning State Finance and Law No. 1 of 2004 concerning State Treasury impose strict limits on budget governance, ensuring that every rupiah spent by the government has a legal basis, thorough planning, and accountability mechanisms. These guidelines prevent waste, overlapping programs, and misuse of funds, while encouraging more targeted and measurable development implementation. Thus, the existence of legal rules not only regulates but also ensures that government processes run efficiently and produce maximum benefits for the public.

- **Creating an Orderly and Safe Environment**

Compliance with and respect for the law are the primary foundations for creating an orderly, safe, and stable social environment. In a country that upholds the rule of law, every societal behavior and government action is based on clear and binding norms, thus preventing conflicts of interest, arbitrary actions, and abuses of power. This stability provides certainty for the public in carrying out economic, social, and political activities, as they understand their rights, obligations, and limitations established by law. Thus, the law is not merely a regulatory instrument but also a tool for creating predictable social order.

In addition to creating order, the rule of law also plays a significant role in maintaining public security. When the law is enforced fairly and consistently, crime and violation rates can be reduced because the public understands the consequences of every action. Law enforcement agencies that operate professionally—as stipulated in Law Number 2 of 2002 concerning the Indonesian National Police and Law Number 48 of 2009 concerning the Judicial Power—guarantee citizens' protection from threats, intimidation, and violence. On the other hand, a legally aware society will be more cooperative in maintaining security in its environment. With synergy

between law enforcement and community participation, a safe social order is created, free from chaos.

This orderly and secure environment is ultimately a crucial prerequisite for successful national development. When the law is enforced, investors feel more confident in investing, economic activity can develop healthily, and public services can operate smoothly. Conversely, without the rule of law, society risks chaos, injustice, and a crisis of trust in the government, which in turn hinders the development process and general welfare. Therefore, the existence of respected legal rules and values is not merely a formal requirement of the state, but a strategic foundation for creating conditions for sustainable, inclusive, and equitable development.

Integration of Public Leadership, the Rule of Law, and Legal Values in Realizing Good Governance in the Era of Transparency

The integration of public leadership, the rule of law, and legal values is a strategic foundation for realizing effective governance in the era of transparency. These three aspects cannot stand alone; rather, they complement and strengthen each other, resulting in a government system that is more responsive and adaptive to the demands of modern society. In this context, this study emphasizes that the quality of governance depends on the ability of public institutions to synergize normative, structural, and ethical dimensions within a holistic framework.

Strong public leadership is a strategic element in ensuring the sustainable implementation of good governance principles at all levels of government. Public leaders serve not only as policy makers but also as agents of change, shaping bureaucratic culture through exemplary behavior, commitment, and integrity. By instilling core values such as transparency, accountability, and a focus on public service, a leader can create a work environment that encourages professionalism and minimizes maladministration. Furthermore, visionary public leadership can integrate technology, innovation, and public participation as part of a governance transformation that is responsive to social, political, and economic dynamics.

In the context of this research, effective public leadership is understood as the intersection between legal norms and the practice of policy implementation on the ground. Public leaders who understand the legal framework not only ensure that every policy is implemented according to the rules but are also able to translate legal provisions into operational actions relevant to the needs of the community. This makes leaders a crucial mediator between the legal-formal aspects and administrative reality, enabling principles such as legal certainty, justice, and openness to be effectively implemented in government administration. Thus, public leadership plays a fundamental role in realizing an effective, trustworthy government aligned with the

goals of good governance.

The rule of law is a structural framework that ensures all government processes operate within clear, consistent, and predictable boundaries. In the context of governance, the existence of well-organized regulations serves as technical and ethical guidelines for state administrators to act in accordance with the principles of openness and public accountability. Clarity of regulations allows every administrative procedure to be carried out without room for deviant interpretation, thereby minimizing the possibility of arbitrariness. Furthermore, legal certainty creates a stable government working mechanism, provides a sense of security for the public, and ensures that all public service processes occur according to standards established by laws and regulations.

Furthermore, the rule of law is a fundamental element in preventing abuse of power and maintaining the integrity of the government system. The previous analysis emphasized that the existence of a strong rule of law not only serves to regulate the relationship between government and society but also supports the creation of social and political stability, a prerequisite for clean governance. A solid rule of law legitimizes every government action and provides the instruments for prosecuting violations, ensuring consistent accountability. Thus, the rule of law is not merely a regulatory tool but also a technocratic foundation that ensures effective transparency and accountability within the framework of good governance.

Legal values provide an ethical dimension that complements the rule of law by emphasizing the importance of morality in governance. While the rule of law serves as a formal framework, legal values serve as an inner guideline that directs how those rules should be applied fairly. Values such as justice, expediency, and legal certainty encourage state officials to not only mechanically follow procedures but also consider the impact of decisions on society. Thus, legal values serve to ensure that every government action has moral legitimacy, not just legal legitimacy, so that governance can proceed humanely and be oriented toward the public interest.

In the context of this research, legal values are understood as the "spirit" that animates the rule of law and safeguards its integrity from potential abuse. When ethical values are internalized by leaders and officials, the law is not merely obeyed as a formal obligation, but rather implemented as a moral commitment to provide transparent, honest, and accountable public services. Without legal values, transparency can be reduced to mere formality or empty administrative procedures, opening up opportunities for manipulation to benefit particular groups. Therefore, legal values play a strategic role in ensuring that government transparency is not merely procedural but also substantive, so that good governance can be realized in a more authentic and sustainable manner.

When public leadership, the rule of law, and legal values are integrated, a more resilient and trustworthy governance is created. Leadership provides the direction for change, the rule of law provides the operational framework, while legal values ensure that government practices remain grounded in ethics and justice. This integration creates a synergy that empowers the government to respond quickly to public needs without neglecting moral and legal principles. These findings emphasize that good governance is determined not only by the system but also by the moral character and capacity of public leaders.

The era of transparency demands that the government no longer merely perform administrative functions but also act as an open and accountable manager of public information. In this context, the integration of these three aspects provides a more comprehensive framework for understanding how transparency practices can be effectively operationalized. This research demonstrates that transparency cannot exist alone without the support of visionary leadership, strong regulations, and moral values internalized in organizational behavior.

The novelty of this research lies in its integrative approach, which combines public leadership, the rule of law, and legal values into a single comprehensive analytical framework within the context of the era of transparency. Unlike previous research, which often places these three aspects in separate areas of study—for example, focusing on administrative leadership, normative rule of law, or legal values from an ethical perspective—this research integrates all three as interacting and influencing pillars. Thus, this research not only looks at how each aspect works individually, but also how the three create a synergistic effect in realizing a government that is more open, accountable, and responsive to public needs.

Furthermore, this integration provides a deeper understanding of the concrete mechanisms by which transparency can be strengthened in governance. The proposed synthesis model demonstrates that transparency cannot stand alone as an administrative policy but must be supported by committed leadership, a strong legal framework, and ethical values internalized in bureaucratic practices. This approach presents a new perspective that the fulfillment of good governance principles can only be achieved through a systematic, consistent, and sustainable reciprocal relationship between these three pillars. With this analytical structure, this research offers more relevant theoretical and practical contributions to understanding the challenges of transparency in the modern era.

Thus, this synthesis confirms that the success of good governance is not only the result of implementing appropriate policies but also the ability to build a government ecosystem that upholds openness, legal certainty, and moral values as the foundation of every public action. The integrative model formulated in this

research is expected to serve as a conceptual reference for developing future governance strategies, particularly in facing the challenges of the digital era and increasing public demands for transparency.

D. CONCLUSION

Public leadership, the rule of law, and legal values are three fundamental, interrelated pillars in realizing good governance in the era of transparency. Public leadership serves as a driving force that shapes the direction, culture, and work ethic of the bureaucracy through exemplary behavior, integrity, and a commitment to openness. Without strong leadership oriented toward the public interest, the principles of transparency and accountability will be difficult to translate into consistent and sustainable administrative practices. Therefore, the role of leaders is strategic in linking the vision of modern governance with the implementation of policies responsive to public needs. Furthermore, the rule of law serves as a formal structure that ensures certainty, consistency, and accountability in governance. The existence of clear regulations not only prevents abuse of power but also creates a framework that allows public service processes to operate objectively, transparently, and measurably. Strong legal rules must be accompanied by legal values internalized in bureaucratic practices so that their implementation is not merely procedural but also reflects justice and benefits for the community. Values such as honesty, public service ethics, and a moral commitment to truth serve as a bond that protects the integrity of the rule of law from manipulation and the influence of vested interests. By combining these three pillars into a single integrative synthesis model, this study confirms that effective transparency can only be achieved through a strong synergy between public leadership, the rule of law, and legal values. This study presents a new perspective that good governance is not the result of a single element, but rather the product of a harmonious and sustainable interaction of these three aspects. Therefore, to face the challenges of transparency in the modern era, the government needs to strengthen leadership capacity, ensure the upholding of the rule of law, and instill ethical legal values in every decision-making process. This integrative approach is the main contribution of this study in enriching the theory and practice of governance in Indonesia.

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