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Original Research

FROM STAGNATION TO STRATEGIC REFORM: ENTREPRENEURIAL LEADERSHIP CHALLENGES IN LOCAL GOVERNMENT AUTHORITIES, ZANZIBAR

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ABSTRACT

This study examines the challenges of entrepreneurial leadership within Zanzibar's Local Government Authorities (LGAs), focusing on the strategic potential of relationship-oriented leadership in overcoming institutional constraints. Using a mixed-methods design, it integrates quantitative and qualitative data from six LGAs involving 300 participants, 210 through questionnaires, 30 via Key Informant Interviews (KIIs), and 60 in Focus Group Discussions (FGDs). Quantitative findings reveal a moderate application of relational leadership behaviors, particularly adaptability, communication, and ethical governance, while entrepreneurial traits such as innovation, risk-taking, and developmental support remain underutilized. Qualitative insights corroborate these results, identifying systemic barriers, centralized decision-making, bureaucratic rigidity, and limited resources as factors restricting proactive leadership. Interpreted through relational, entrepreneurial, and transformational leadership theories within the discourse on public sector reform, the study finds relational leadership culturally embedded and institutionally feasible, whereas entrepreneurial and transformational approaches remain aspirational without structural change. To address this gap, a hybrid leadership model suited to constrained governance contexts is proposed, emphasizing decentralization, leadership capacity building, and innovation-friendly organizational cultures. Overall, the study contributes to leadership scholarship and offers practical insights for improving leadership effectiveness and service delivery in developing country public sectors.

Keywords: Entrepreneurial Leadership, Relation-Leadership-Oriented, Local Government, Public Sector Reform

INTRODUCTION

Entrepreneurial leadership has increasingly been recognized as a transformative force in public sector governance, particularly within local government authorities (LGAs) in developing countries. Defined by its emphasis on innovation, strategic vision, and proactive problem-solving, entrepreneurial leadership offers a framework for enhancing service delivery, resource mobilization, and citizen engagement (Kearney & Meynhardt, 2016). However, the institutional realities of many LGAs, marked by bureaucratic rigidity, limited autonomy, and political interference, pose significant challenges to the adoption of entrepreneurial practices (Osborne & Brown, 2011). In Zanzibar, a semi-autonomous region of Tanzania, these challenges are compounded by a dual governance structure and complex administrative dynamics that often constrain local innovation. While traditional leadership models in Zanzibar's LGAs remain largely transactional and compliance-driven, emerging interest in relation-oriented strategies, those that prioritize trust-building, collaboration, and stakeholder engagement, suggests a potential pathway for navigating these constraints (Uhl-Bien, 2006).

Despite the theoretical promise of entrepreneurial leadership, Zanzibar's LGAs continue to exhibit stagnation in strategic responsiveness and innovation. Leadership practices tend to focus on procedural adherence rather than adaptive problem-solving, limiting the capacity for transformative change. Although relation-oriented strategies may offer a culturally and institutionally appropriate mechanism for fostering entrepreneurial behavior, there is a paucity of empirical research examining how such strategies are operationalized within Zanzibar's local governance framework. This gap in the literature not only obscures the contextual dynamics of leadership in Zanzibar but also limits the development of tailored models that reconcile innovation with relational governance.

The primary objective of this study is to investigate the obstacles to entrepreneurial leadership within Zanzibar's LGAs and to explore how relation-oriented strategies are employed to overcome these challenges. Specifically, the study seeks to identify key barriers to entrepreneurial leadership, analyze the role of relational approaches in mitigating these barriers, and assess the effectiveness of such strategies in fostering innovation and responsiveness. The research is guided by the following questions: What are the primary obstacles to entrepreneurial leadership in Zanzibar LGAs? How are relation-oriented strategies applied within local governance structures? And in what ways do these strategies influence leadership effectiveness and innovation?

This study contributes to the broader discourse on public sector entrepreneurship by offering a localized and context-sensitive analysis of leadership dynamics in Zanzibar. It provides practical insights for policymakers, local leaders, and development practitioners seeking to enhance leadership capacity in constrained governance environments. Moreover, by foregrounding relation-oriented strategies, the research challenges dominant structural reform narratives and highlights alternative pathways for cultivating innovation in settings where formal

authority and resources are limited. The findings may also inform leadership development programs and strategic planning initiatives across similar subnational contexts in sub-Saharan Africa (Andrews, Pritchett, & Woolcock, 2017).

LITERATURE REVIEW

This study is anchored in Relational Leadership Theory (RLT), which conceptualizes leadership as a dynamic social process rooted in interactions, mutual influence, and shared meaning-making (Uhl-Bien, 2006). Unlike traditional leadership models that emphasize hierarchical authority or individual traits, RLT focuses on the quality of relationships between leaders and stakeholders. It highlights trust, collaboration, and dialogue as central to effective leadership, particularly in complex and resource-constrained environments. In the context of local governance, relational leadership offers a compelling lens through which entrepreneurial behavior can be understood not merely as innovation-driven, but as socially embedded and contextually responsive (Fletcher, 2004). This theoretical orientation is especially relevant to Zanzibar's LGAs, where formal authority is often limited and informal networks play a significant role in shaping leadership outcomes.

Entrepreneurial leadership has been widely studied in public sector literature as a mechanism for enhancing adaptability, innovation, and citizen-centered service delivery. Scholars such as Borins (2000) and Morris et al. (2011) have emphasized the importance of autonomy, strategic vision, and risk tolerance in enabling entrepreneurial action within bureaucratic systems. Kearney and Meynhardt (2016) further argue that entrepreneurial leadership fosters public value creation by encouraging proactive problem-solving and innovation. However, in many developing country contexts, structural limitations, such as centralized control, limited fiscal capacity, and political patronage, pose significant barriers to the emergence of entrepreneurial leadership (Hope, 2009). These constraints are particularly pronounced in subnational governance systems, where local leaders often lack the institutional support necessary to implement innovative reforms.

Recent empirical studies have begun to explore the role of relational strategies in navigating these constraints. For instance, Ohemeng and Grant (2018) found that in Ghana's local governments, relational leadership practices, such as stakeholder engagement, informal negotiation, and trust-building were instrumental in overcoming institutional bottlenecks. Similarly, Muriu (2013) demonstrated that relational dynamics in Kenyan LGAs facilitated community participation and innovation despite limited formal resources. These findings suggest that relation-oriented strategies may serve as adaptive mechanisms in environments where structural reform is slow or politically contested. They also underscore the potential of relational leadership to complement entrepreneurial approaches by leveraging social capital and informal networks.

In the case of Zanzibar, however, empirical research on leadership remains sparse. Existing studies tend to focus on administrative performance, decentralization policy, or service delivery outcomes (Mohammed & Mzee, 2019), with limited attention to the leadership processes that underpin these outcomes. Moreover, the intersection between entrepreneurial leadership and

relational governance has not been systematically explored, leaving a gap in understanding how local leaders navigate complex institutional landscapes to drive innovation. This gap is particularly significant given the unique political and administrative context of Zanzibar, where LGAs operate under dual governance structures and face persistent resource constraints.

This study seeks to address these gaps by examining how relation-oriented strategies are employed to overcome obstacles to entrepreneurial leadership in Zanzibar's LGAs. By integrating relational and entrepreneurial leadership theories within a localized governance context, the research contributes to a more nuanced understanding of leadership in constrained environments. It offers practical insights into how innovation can be fostered not solely through structural reform, but through socially embedded leadership practices that prioritize relationships, trust, and collaboration.

THEORETICAL FRAMEWORK

The theoretical foundation of the study integrates three complementary frameworks. Entrepreneurial Leadership Theory emphasizes opportunity recognition, innovation, and risk-taking within a leadership context that mobilizes teams and resources (Gupta et al., 2004; Renko et al., 2015). This theory is particularly relevant in local governance settings where leaders must navigate limited resources and institutional rigidity. Transformational Leadership Theory posits that leaders can inspire and motivate followers through vision, ethical conduct, and intellectual stimulation, qualities that are critical in overcoming bureaucratic inertia and fostering change in public institutions (Bass & Riggio, 2006). Finally, Public Sector Innovation Theory provides a lens to examine how leadership, organizational culture, and stakeholder collaboration influence innovation in government settings (Moore & Hartley, 2008; De Vries et al., 2016). Together, these frameworks informed the design of research instruments and guided the interpretation of findings.

The study was conducted across six L.G.A's in Zanzibar, comprising three from Unguja Island and three from Pemba Island. This geographic and administrative diversity was essential for capturing variations in governance practices, leadership styles, and stakeholder engagement. Zanzibar's LGAs operate within a unique political and institutional context, shaped by decentralization reforms and dual governance structures, making them a compelling site for examining relational and entrepreneurial leadership.

METHODOLOGY

This study employed a mixed-methods research design, combining quantitative and qualitative approaches to investigate the challenges of entrepreneurial leadership and the application of relation-oriented strategies within Zanzibar's Local Government Authorities (LGAs). Mixed-methods designs are increasingly recognized for their ability to capture both the breadth and depth of complex social phenomena, particularly in governance and leadership research (Creswell & Plano Clark, 2018). Quantitative data were collected through structured questionnaires aimed at measuring constructs such as innovation, proactiveness, relational engagement, and responsiveness. These constructs were derived from established leadership frameworks, including

Entrepreneurial Leadership Theory, Transformational Leadership Theory, and Public Sector Innovation Theory. Qualitative data were gathered through Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs), which provided contextual richness and stakeholder perspectives essential for understanding leadership dynamics in constrained institutional environments.

The target population included LGA officials, departmental heads, council members, and community representatives directly involved in leadership and decision-making processes. A combination of purposive sampling and stratified random sampling was employed to ensure both relevance and representativeness. Purposive sampling was used to identify key informants with specialized knowledge of leadership practices, while stratified random sampling ensured that respondents were drawn from various departments and hierarchical levels. This approach aligns with best practices in governance research, where capturing diverse perspectives enhances the validity and reliability of findings (Palinkas et al., 2015).

The study involved officials, staff, and community members from six selected Local Government Authorities (LGAs) in Zanzibar. Using Taro Yamane's (1967) formula for finite populations, a quantitative sample of 210 respondents was determined and proportionately distributed across the six LGAs, with 35 participants per LGA. To enrich the data, 30 key informant interviews (five per LGA) targeting senior officials and leaders, and 60 focus group participants (two groups of five per LGA) representing various community stakeholders, were included. This mixed-method design aligns with contemporary methodological standards emphasizing triangulation to enhance validity, reliability, and contextual understanding (Creswell & Creswell, 2023; Schoonenboom & Johnson, 2019; Fetters & Molina-Azorin, 2020).

Quantitative data were analyzed using descriptive and inferential statistics, including frequency distributions, cross-tabulations, and correlation analysis. SPSS software was used to manage and analyze the data. Qualitative data were subjected to thematic analysis**,** following Braun and Clarke's (2006) six-phase framework, which includes familiarization, coding, theme development, and interpretation. NVivo software facilitated the organization and coding of transcripts, ensuring systematic analysis and traceability. The integration of quantitative and qualitative findings provided a comprehensive understanding of how relation-oriented strategies influence entrepreneurial leadership within Zanzibar's L.G.A's.

Ethical considerations were rigorously observed throughout the study. Participants were informed of the research objectives, assured of confidentiality, and provided with the option to withdraw at any stage. Ethical clearance was obtained from the relevant institutional review board prior to data collection, in accordance with international standards for research involving human subjects (Israel & Hay, 2006).

Table 1: Sample Size Distribution

Data Collection Method	LGAs Involved	Respondents per LGA	Total Respondents
Structured Questionnaires	6	35	210
Key Informant Interviews	6	5	30
Focus Group Discussions	6	2 groups × 5 members	60
Total			**300**

***Source**: Field Data, (2024)*

Results

The study examined the extent to which relation-oriented leadership strategies are utilized across seven key dimensions within Zanzibar's Local Government Authorities (LGAs). These dimensions included adaptability and learning, communication and alignment, teamwork and collaborations, entrepreneurial culture, ethical considerations, support and development, and trust building. Respondents were asked to rate each variable as "Strongly Used," "Used," or "Not Used." The results are presented in Table 2

Table 2: Usage of Relation-Oriented Leadership Strategies

Variable	Strongly Used	Used	Not Used	Mean	StdV
Adaptability and Learning	77 (37.7%)	89 (42.7%)	44 (21.0%)	1.84	0.744
Communication and Alignment	56 (26.7%)	102 (48.6%)	52 (24.8%)	1.98	0.719
Teamwork and Collaborations	68 (32.4%)	81 (38.6%)	61 (29.0%)	1.97	0.785
Entrepreneurial Culture	48 (22.9%)	96 (45.7%)	66 (31.4%)	2.09	0.734
Ethical Considerations	70 (33.3%)	91 (43.3%)	49 (23.3%)	1.90	0.748
Support and Development	51 (24.3%)	92 (43.8%)	67 (31.9%)	2.08	0.748
Trust Building	57 (27.1%)	92 (43.8%)	61 (29.0%)	2.02	0.751

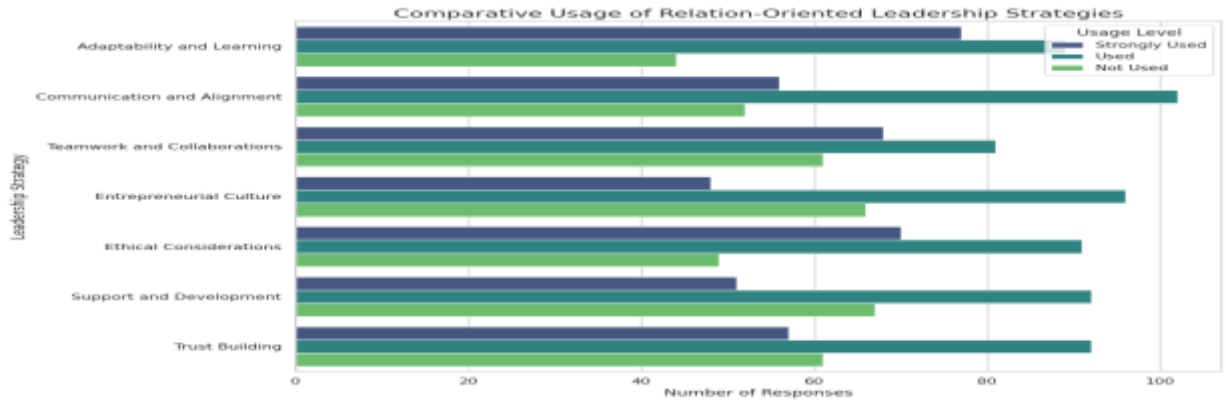
***Source**: Field Data (2024)*

The findings indicate that **Adaptability and Learning** was the most strongly used strategy, with 37.7% of respondents affirming its frequent application. This suggests a growing emphasis on continuous learning and flexibility in leadership practices. **Communication and Alignment** and **Teamwork and Collaborations** were also widely used, with nearly half of respondents rating them as "Used," reflecting the importance of shared goals and collaborative efforts in local governance.

Conversely, **Entrepreneurial Culture** and **Support and Development** received higher proportions of "Not Used" responses (31.4% and 31.9%, respectively), indicating potential gaps in fostering innovation and capacity-building within LGAs. The mean scores for these variables were above 2.00, suggesting moderate usage but highlighting areas for improvement. **Ethical Considerations** and **Trust Building** showed balanced distributions, with over 70% of respondents

indicating either "Strongly Used" or "Used," underscoring the relational foundations of leadership in the public sector.

Figure 1: Distribution of Responses by Variable and Usage Category



***Source**: Field Data (2024)*

Figure 1: Distribution of Responses by Variable and Usage Category

The bar chart illustrates the comparative usage of each leadership strategy across the seven variables. It visually reinforces the prominence of adaptability, communication, and ethics, while highlighting the relative underutilization of entrepreneurial culture and support mechanisms. These patterns suggest that while relational strategies are embedded in leadership practices, their integration with entrepreneurial principles remains uneven.

Overall, the results reveal a leadership landscape that values relational engagement but requires strategic reinforcement in areas related to innovation, development, and proactive change. These **findings** align with previous research emphasizing the need for hybrid leadership models that combine relational depth with entrepreneurial agility (Renko et al., 2015; De Vries et al., 2016).

As**,** the quantitative findings revealed moderate application of relation-oriented leadership strategies across Zanzibar's Local Government Authorities (LGAs), with particularly high scores in adaptability and learning, communication and alignment, and ethical considerations. These trends were further illuminated by qualitative data from Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs), which provided rich, contextual insights into how these leadership dimensions' manifest in practice.

For instance, the theme of **adaptability and learning** emerged strongly in both FGDs and KIIs. Participants described the necessity of adjusting plans based on resource availability and the reliance on informal peer learning due to limited formal training opportunities. As one FGD participant noted, *"We often have to adjust our plans depending on what resources actually arrive…flexibility is key."* Similarly, a key informant shared, *"Training is rare, but we learn from each other informally. Peer support helps us improve."* These reflections underscore the relational nature of leadership in constrained environments, where adaptability is not just strategic but essential.

The theme of **communication and alignment** was also prominent. Participants emphasized the motivational impact of clear goal-setting and inclusive planning. One FGD participant stated, *"When leaders explain the goals clearly, we feel more motivated to contribute,"* while a KII respondent remarked, *"I make sure to involve community members in planning meetings…they need to see their voices matter."* These examples reflect transformational leadership behaviors that foster trust, shared vision, and collective engagement.

In contrast, the theme of **entrepreneurial culture** revealed significant limitations. Despite rhetorical support for innovation, participants expressed hesitation to experiment due to hierarchical constraints and lack of resources. As one FGD participant explained, *"Innovation is talked about, but we're afraid to try new things without approval from above."* A key informant echoed this sentiment: *"There's no budget for experimentation. We stick to what's safe and approved."* These quotes highlight the structural and cultural barriers that inhibit entrepreneurial leadership in the public sector.

To illustrate these findings, Table 3: presents selected quotations from FGDs and KIIs, organized by thematic category:

Table 3: Sample Qualitative Quotations from FGDs and KIIs

Theme	Source	Quotation	Interpretation
Adaptability & Learning	FGD	"We often have to adjust our plans depending on what resources actually arrive flexibility is key."	Reflects adaptive leadership in response to resource unpredictability, supporting relational theory.
	KII	"Training is rare, but we learn from each other informally. Peer support helps us improve."	Indicates informal learning networks compensating for lack of formal development structures.
Communication & Alignment	FGD	"When leaders explain the goals clearly, we feel more motivated to contribute."	Highlights the role of transparent communication in fostering alignment and engagement.
	KII	"I make sure to involve community members in planning meetings they need to see their voices matter."	Demonstrates participatory leadership and alignment with transformational leadership principles.
Entrepreneurial Culture	FGD	"Innovation is talked about, but we're afraid to try new things without approval from above."	Reveals a culture of risk aversion and hierarchical constraints limiting entrepreneurial behavior.
	KII	"There's no budget for experimentation. We stick to what's safe and approved."	Underscores structural barriers to entrepreneurial leadership in public sector settings.

***Source**: Field Data, (2024)*

These qualitative insights not only validate the quantitative trends but also deepen our understanding of the lived experiences of LGA leaders. They reveal a leadership landscape that is relationally rich but structurally constrained, with significant implications for policy and practice.

DISCUSSION

The findings of this study reveal a nuanced landscape of leadership practices within Zanzibar's Local Government Authorities (LGAs), where relation-oriented strategies are moderately embedded but unevenly applied across key dimensions. The prominence of adaptability and learning, communication and alignment, and ethical considerations suggests that relational leadership behaviors are actively shaping governance processes. These results align with Relational Leadership Theory, which emphasizes trust, collaboration, and shared meaning-making as central to effective leadership (Uhl-Bien, 2006). The high usage of these relational dimensions indicates that LGA leaders increasingly rely on interpersonal engagement and collective problem-solving to navigate institutional constraints.

However, the relatively low emphasis on entrepreneurial culture and support and development points to a critical gap in the integration of Entrepreneurial Leadership Theory. Entrepreneurial leadership is characterized by opportunity recognition, innovation, and proactive behavior (Gupta et al., 2004; Renko et al., 2015), yet the findings suggest these traits are not fully institutionalized within LGAs. Structural limitations, such as centralized decision-making, resource scarcity, and risk-averse organizational cultures, continue to inhibit innovation, a challenge widely documented in public sector leadership literature (Osborne & Brown, 2011; Hope, 2009). The moderate mean scores for entrepreneurial culture (2.09) and support and development (2.08) reflect cautious engagement with innovation rather than a robust entrepreneurial orientation.

The study also highlights the relevance of Transformational Leadership Theory in addressing bureaucratic inertia and fostering change. The widespread use of communication, teamwork, and ethical governance suggests that transformational behaviors, such as vision-sharing, intellectual stimulation, and individualized consideration are present in leadership practices (Bass & Riggio, 2006). These behaviors are particularly pertinent in the LGA context, where rigid administrative structures often hinder responsiveness. The data indicate that leaders are leveraging relational strategies to inspire collaboration and build trust, which are foundational to transformational leadership.

From the perspective of Public Sector Innovation Theory, the findings underscore the importance of organizational culture and stakeholder collaboration in driving innovation (Moore & Hartley, 2008; De Vries et al., 2016). While relational strategies are being used to foster alignment and ethical governance, their translation into innovative practices remains limited. The underutilization of entrepreneurial culture suggests that relational engagement alone may not be sufficient to catalyze innovation without supportive institutional arrangements and leadership development mechanisms. This reinforces the argument that innovation in the public sector requires both relational depth and structural enablers.

Qualitative data from focus group discussions and key informant interviews further illustrate these dynamics. Participants expressed hesitation to experiment due to hierarchical constraints and lack of resources, echoing Osborne and Brown's (2011) assertion that centralized decision-making often stifles innovation. While relational engagement is evident, entrepreneurial leadership remains underdeveloped due to structural and cultural barriers.

Transformational leadership elements are also reflected in the emphasis on inclusive planning and ethical alignment. Leaders appear to be fostering collective engagement and trust, consistent with transformational principles (Bass & Riggio, 2006). However, the absence of robust support and development mechanisms limits the full realization of transformational leadership, a challenge similarly noted in developing governance contexts (Hope, 2009).

These findings contribute to leadership theory by underscoring the need for hybrid models that integrate relational and entrepreneurial dimensions. In constrained governance environments, relational leadership may serve as a culturally resonant and institutionally feasible foundation, but without structural enablers, transformational and entrepreneurial behaviors remain aspirational. This supports calls for more context-sensitive leadership frameworks in public administration research (De Vries et al., 2016).

Practically, the study highlights the importance of investing in leadership development, particularly in areas such as innovation, strategic thinking, and risk management. While informal learning networks are valuable, formal training and mentorship programs could enhance leadership capacity and confidence. This is consistent with Moore and Hartley's (2008) argument that innovation in governance requires both relational depth and institutional support.

From a policy perspective, the findings suggest that decentralization reforms and targeted resource allocation could empower local leaders to act more entrepreneurially. Creating safe spaces for experimentation, coupled with accountability frameworks, may foster a more innovative public sector culture. Embedding leadership development into civil service reform agendas would further institutionalize support and development as a core function of governance, aligning with broader efforts to modernize public administration in developing contexts (Hope, 2009).

This study contributes to the growing body of literature advocating for hybrid leadership models that integrate relational and entrepreneurial dimensions. In constrained governance environments like Zanzibar, where formal authority and resources are limited, relation-oriented strategies offer a culturally grounded and institutionally viable pathway for enhancing leadership effectiveness. However, to fully realize the potential of entrepreneurial leadership, LGAs must invest in capacity-building, decentralization reforms, and leadership development programs that encourage innovation and strategic reforms.

CONCLUSION

This study explored leadership practices within Zanzibar's Local Government Authorities (LGAs) using relational, entrepreneurial, and transformational leadership theories as interpretive frameworks. The results indicate that relation-oriented leadership behaviors, particularly adaptability and learning, communication and alignment, and ethical considerations, are moderately embedded in governance processes. These findings are consistent with Relational Leadership Theory, which emphasizes the importance of trust, collaboration, and shared meaning-making in complex organizational settings (Uhl-Bien, 2006). The qualitative data further support this interpretation, revealing that leaders often rely on interpersonal engagement and informal learning networks to navigate resource constraints and institutional rigidity.

Despite these relational strengths, the study identified notable deficiencies in entrepreneurial culture and support and development. Entrepreneurial Leadership Theory posits that opportunity recognition, innovation, and proactive behavior are essential for dynamic leadership (Gupta, MacMillan, & Surie, 2004; Renko et al., 2015). However, both FGD and KII participants expressed reluctance to experiment due to hierarchical limitations and lack of financial autonomy, echoing broader concerns in public sector literature about risk aversion and centralized control (Osborne & Brown, 2011; De Vries, Bekkers, & Tummers, 2016). While transformational elements such as ethical alignment and inclusive communication were present, the absence of robust support mechanisms limits the full realization of transformational leadership potential (Bass & Riggio, 2006).

These findings suggest that leadership in Zanzibar's LGAs is relationally rich but structurally constrained. The study contributes to leadership theory by advocating for hybrid models that integrate relational depth with entrepreneurial agility. In resource-limited public sector environments, relational leadership may serve as a culturally resonant foundation, but without institutional reforms and capacity-building, transformational and entrepreneurial behaviors remain aspirational (Moore & Hartley, 2008; Hope, 2009).

RECOMMENDATIONS

To address the identified gaps, several practical steps are recommended.

- LGAs should invest in structured leadership development programs that focus on strategic thinking, innovation management, and transformational competencies. While informal peer learning is prevalent, formal training can enhance consistency and build leadership confidence (Deng et al., 2023).
- Creating safe spaces for innovation, such as pilot initiatives or internal innovation labs, can encourage calculated risk-taking and experimentation. This approach aligns with public sector innovation strategies that emphasize iterative learning and adaptive governance (De Vries et al., 2016).
- Strengthening community engagement mechanisms is essential. Transparent communication and participatory planning not only improve alignment but also build

public trust, a key component of relational and transformational leadership (Uhl-Bien, 2006; Bass & Riggio, 2006).

- Decentralizing decision-making authority can empower local leaders to respond more effectively to community needs. Greater autonomy over budgetary and operational decisions has been shown to enhance entrepreneurial behavior in public institutions (Osborne & Brown, 2011).
- Institutionalizing ethical leadership practices, through codes of conduct, ethics training, and accountability frameworks, can reinforce integrity and transparency, which are foundational to both relational and transformational leadership models (Hope, 2009).

Suggestions for Future Research

Future research should be considering on:

- Longitudinal studies to examine how relational and entrepreneurial leadership behaviors evolve over time and influence governance outcomes. Tracking these dynamics can offer insights into the sustainability of leadership reforms and their impact on public trust.
- Comparative studies across regions would also be valuable. Examining LGAs in Zanzibar alongside those in other East African contexts could reveal cultural and institutional variations in leadership effectiveness, contributing to more context-sensitive models of public sector leadership (Tummers et al., 2015).
- Exploring gender dynamics in leadership could uncover how relational and transformational styles differ across male and female leaders, and what barriers exist to inclusive leadership development.
- Evaluating the effectiveness of specific leadership training interventions would provide evidence-based guidance for policy and practice. Such studies could assess whether targeted programs enhance entrepreneurial capacity and foster innovation in constrained governance environments (Renko et al., 2015; Moore & Hartley, 2008).

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