

# Role of Leadership in Local Governance Organizations: Authority, Ethics, and Institutional Capacity Building in Serbian Municipalities

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**Summary:** *In the Republic of Serbia, local self-government is a unique form of democracy as it ultimately derives its authority from the people. In addition to objective conditions that are rapidly and continuously changing, the results of local self-government depend primarily on the leaders' ability to serve the interests of citizens. This role cannot be replaced. Consequently, local governments yield vastly different outcomes. The success of local self-governments is a relative, rather than absolute, concept due to the lack of objectively defined evaluation standards. Citizen satisfaction is often used as a proxy for assessing performance. Effective governance integrates leadership qualities with the fundamental principles of local self-government. The key to the success of local self-government is overall development, of which the economic element is the most crucial, along with the principle of sustainability. Leaders specify the objectives and paths of progress, as well as the implementation of concepts from their vision. Leaders, being future-oriented and unable to alter the past, focus on driving change. The most visible trait of a good leader is commitment, which encompasses all other admirable qualities. The mayor, who has the authority and ability to resolve issues, is the most significant leader. However, effective leadership requires a well-coordinated team. Good governance in local self-government depends on open, two-way communication with residents.*

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**Keywords:** *leadership, key determinant, local governance, organization, sustainability, Serbia*

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## INTRODUCTION

Leaders in local self-governance can also be referred to as political leaders, in contrast to leaders in a more general sense who can influence different processes in other organizations and institutions. In a formal sense, they can be regarded as main “contractors” of political scene. The subject of this article is leadership in Serbian local self-governance organizations. The political structure, constitutional and legislative frameworks that control basic problems of local self-governance in Serbia provides supreme leaders, or mayors, the primary responsibility for making administrative decisions (1; 28). Based on desk research of the academic literature as well as some comparative studies about traditional and modernized leadership, the paper applies to a descriptive-analytical research technique. From the observation of local political practice in Serbia, the authors' analysis also highlighted the role and constraints of leaders, their authority and power, and the moral standards of management and leadership.

For the very first start, it is important to distinguish between councilors who are in the opposition and those who are part of the majority in municipal or city legislatures when discussing representatives of local government institutions. It is obvious that the former - council members who support the local executive and make up the majority of the assembly—are more relevant to analyze in terms of leadership, whilst the latter is only marginally capable of being regarded as leaders and will not be discussed. In addition to having certain qualities, a person must be recognizable in the community and possess the capacity to influence and convince voters to vote for them in elections if they want to hold a position in the local government and be regarded as one of the leaders in local self-government (34). The mayor, deputy mayor, members of the municipal council, the mayor's assistants, the president and deputy president of the municipal assembly, and the councilors in the municipal assembly are the leaders of local self-government with the status of a municipality (36). The mayor, deputy mayor, members of the city council, the mayor's assistants, the president and deputy president of the municipal assembly, and the councilors are the leaders of local self-governments that have the status of cities. In essence, they carry out essentially the same activities and have duties and responsibilities that are only slightly different in that cities have slightly more authority than municipalities under the Law on Local Self-Government. For the sake of terminological clarity, we will discuss local officials in local self-governments with city status in the text that follows. A separate section of the article regarding the function and significance of leadership in a city will follow.

### **The Legal Framework for Local Leadership**

The level of leadership of an official undoubtedly depends most on the level of the function he performs in the local government. Based on legal and other sources, the individual holding the highest, most powerful, and therefore most responsible position in the local government hierarchy is the mayor, as the one who represents and advocates for the city

(4). There is no dispute that the highest body of a local self-government unit in the status of a city is certainly the City Assembly. The leader must seek support for his ideas from the City Assembly at the end of any process of planning and proposing decisions, through consultations, discussions, and decision-making. The mayor and the city council make up the bicephalous executive branch at the local government level. The mayor serves as the president of the city council, which further solidifies and contributes to his undeniable position as the top leader at the local government level. As a result, the mayor has a lot of power which makes it easier for him to handle some problems than any other official. In other words, when no one else can solve a problem, it will be resolved at the highest level, that is, at the mayor's level. Additionally, interested parties will always accept the mayor's verbal assurances more readily when he says nothing different from his associates because his word carries special weight. After all, it is known that he has the political power to carry it out through his associates, all of the city's organizational units, and, in the broadest sense, followers who uphold and support him in his current position (35). On the other hand, when there are different views and opinions on certain issues within his team of people, or as it is otherwise said, within the government, it is up to him to decide; the mayor's word is inviolable. The moment this is not the case when he is not able to implement his will, it means that he has lost support and that there will be a change at the head of the city, that is, a new mayor will be elected in the city assembly or new local elections will be held so that someone else will receive a mandate or the legitimacy of the current mayor is confirmed. The mayor is elected by the citizens, through local elections, so that he, with a certain composition of his followers, can implement the ideas for which he received support in the elections (36). Because of all that has been said, the mayor, in the following text, although not specifically mentioned, will be to a large extent the first association or synonym for leaders at the level of local governments whose roles and importance are the subject of this paper.

## POSITION AND LIMITATIONS OF LEADERS IN LOCAL SELF-GOVERNMENT

In every local government in the Republic of Serbia, the mayor can be considered the first leader. In second place are the other members of his coalition, depending on the function they perform, as well as on their characteristics and their position in the broader political context in the local government. On the other hand, it should be borne in mind that all elected members are part of personnel policy and political negotiation processes, and thus part of the team that gathers and forms around them an individual-designated and elected mayor. In the broader political context, it is clear that to a large extent, it is about the position and status that local officials have in political parties or groups of citizens that first nominated them in the elections and then delegated them to positions in the local government (24). From this aspect, we can talk about the success of local government - through the prism of the role and importance of leaders. The practice of the Serbian political system at the local level has shown complete legality in terms of local elections,

which the authors want to state in this paper, without evaluating the system itself. If we are talking about persons who are at the head of local self-government - on the one hand, there is the support of the political party or group of citizens from which they are delegated - but on the other hand, there is a lack of long-term political stability, which is necessary for peaceful and dedicated work, good results and overall development of local self-government. Sooner or later, a political split may occur - which results in the sorting of individuals who "choose sides" - to constant conflicts for as much power and authority as possible, which is certainly not an environment that allows local self-government to progress successfully (20).

### **Characteristics of Successful and Less Successful Leadership**

Some leaders devote most of their professional engagement and spend a lot of energy precisely on internal problems, sending a message of instability beyond the borders of local self-government. This can create an atmosphere that discourages any economic cooperation that would bring benefits. The greatest damage occurs in the matter of investments, which should be the focus of local self-government leaders today because they contribute to the creation of new jobs, which are sorely needed by the Serbian state. A discordant organization never lasts long because it collapses from within and leads to two outcomes - either an absolute victory for the existing leader (in this case, the mayor) or new local elections in which some of the political opponents profit politically. Essentially, the biggest loser is the local community, mostly due to the lost time, perhaps even the entire investment cycle - from contracting, through the construction of certain facilities to hiring people and starting work. Such practice in Serbia suggests that the leader must be strong and that his word should be listened to. To avoid the blockage of the work of institutions, primarily in terms of making important and urgent decisions - the leader as mayor must make the final decision. If the head of a local government is a leader who is also the holder of the highest office in the political party or group of citizens that formed the local government, such local governments cannot always be considered successful with certainty (23). However, such local governments are likely to be successful because of certain underlying political conditions. If the leader, or mayor, meets all the characteristics of a successful leader, creating a peaceful, orderly, and stable atmosphere, local self-government will be on the right track and will be able to implement plans and implement ideas for which the holders of power have received a mandate from the citizens. In that case, there should be no fear of autocracy, because power and authority are limited by legal frameworks and other positive legal regulations, justified by good results, and leaders survive for a long time, thanks to the convincing will and support of citizens. Citizens decide in local elections by voting, ultimately believing in the good and honest intentions of the leader, or mayor, for whom they vote. However, it is necessary to notice the difference between a classic manager, who applies a traditional management approach, and a modern leader, who is a transformational manager, not afraid of change, but open-minded and willing to accept or adopt new ideas.

## Traditional Managers Versus Modern Leaders

The support of voters, or citizens, can never be unanimous, but that is the essence of the democratic system of government both at the local level and at the level of the state of Serbia. In most cases, only a small number of citizens do not support the elected officials in local self-governments. If the personal characteristics of the leader who has united important functions are not satisfactory, the entire situation in local self-government will turn into an unprincipled defense of sheer power, which in politically healthy systems with strong institutions and the non-governmental and media sectors, as well as politically mature environments, cannot last long (5, 8). One can always know how such situations will end, although one cannot predict with certainty when they will end because they depend on numerous factors. It is not enough just to have a vision; a leader undertakes all the necessary sustainable activities with great enthusiasm and creatively realizes them. In addition, the leader must bring emotion, to inspire and additionally motivate followers in implementing his/her ideas. Figure 1 presents six ways to achieve leadership success in an organization. In other words, it is necessary to inspire employees, manage successfully, plan strategically, be ready for changes, develop the spirit of employees, and be a sufficiently self-aware and responsible manager. A true leader works with people and manages together with them - so participation is the most important. A classic manager (not a modern leader) is just a simple manager and executor of certain functions, who makes decisions independently, without agreement with his/her employees. Figure 1 below shows the six ways to achieve success as a leader.



**Figure 1:** Six Ways to Achieve Success

Source: Center for Creative Leadership (6)

Accordingly, the political leader should clearly define sustainable goals and a practical plan for their successful realization (3). A political leader who has the desire and needs to sustainably lead or manage should surround him/herself (preferably from among his followers) with people who have knowledge and experience (2). The subject of the chapter is the study and highlighting of the importance of political leaders for successful and sustainable management in the local self-governments of Serbia. The aim of the

chapter is related to ways that would improve the management of self-government, more precisely managerial duties in municipalities of the state of Serbia (if this is even possible, considering the national culture of the Serbian people!). It is considered that for the success of a political project - which is undoubtedly significant for local self-government or a municipality - the sustainable organization of activities is equally important, as the messages that are sent to the people through political ideas. One can wonder how certain leaders who lack the traits of good decision-makers can even end up in high-level roles and possess strong local self-government systems that rely heavily on them. Given the features of contemporary Serbian society, the answer to this question is straightforward. A cursory examination of Serbian election campaigns reveals dishonesty and false promises made by individuals (parties) that are not genuinely founded on the interests of the populace. People who are fresh to politics but also have charming messages can be blindly trusted by voters in municipal elections. Behind bogus promises, there is typically good organization in terms of logistical support, followed by a powerful media and financial campaign (31). The authors stress that there aren't many Serbian local governments whose residents haven't seen these kinds of interactions and models before and after elected officials were in office. But in the end, voters openly state that they grant certain political parties or groups the authority to carry out accountable tasks related to the city and local self-government on their behalf during local elections (26). Voters choose, and voters bear the consequences!

## POWER AND AUTHORITY OF LEADERS IN LOCAL SELF-GOVERNMENTS IN SERBIA

Power and authority are undoubtedly the two terms most frequently used when discussing the mayor and other local self-government officials in Serbia (albeit to a considerably lower degree). The framework of local government, which is set up following local elections, may also limit the mayor's power and authority in addition to the unquestionable legal limits that are required in a democratic model of decision-making (13). In particular, the current Law on Local Self-Government stipulates that local government in a local self-government unit must be organized so that a majority of the councilors in its assembly are present, as required by the local self-government unit's law. Local authorities will be elected democratically through voting by this majority. If one group in the assembly - whether a political party or a group of individuals who nominated councilors and won seats in the elections - has an absolute majority, or more than half, it can elect local authorities on its own. In this instance, local government is deemed homogeneous and stable, and local leaders are strong, powerful, and capable of making decisions and acting quickly, or, more broadly, of effectively conducting local politics (13). On the other hand, a coalition local government agrees on the allocation of duties and political tasks and is composed of several political parties and citizen groups. As a result of the many

consultations and frequently redundant agreements among coalition partners, which are conditioned and burdened by numerous unresolved issues and differing opinions, such a local government is perceived as diverse and unstable, and local leaders are viewed as weak, helpless, and incapable of making decisions and acting swiftly. Given that local officials' political power and influence are distributed among their representatives within the entities that make up local government, it is evident that one cannot discuss them in their entirety in such a setting (32). One could argue that there is an objective limitation of power and authority in this situation (33).

## POWER AS ESSENTIAL FEATURE OF LEADERSHIP

When political leaders are mentioned, power is one of the first things that comes to mind. However, when power is mentioned, the majority of people will think of political leaders, so it is evident that there is a two-way relationship between the two terms. Many people who are already involved in politics do so because they want to have power; they care more or less about their position than the overall good of the social community. Therefore, it is evident that power is neither good nor bad, but rather depends on whose hands it is in. "Give a man power if you want to test his character," remarked Abraham Lincoln, while Henry Kissinger referred to power as "the original aphrodisiac." Although power is difficult to define precisely, political leadership and power are undoubtedly closely related (4). Political leaders are responsible for achieving the goals that have been defined, and power is a tool that makes achieving those goals easier. For example, power can be used to reward or punish people. The ability of a person or organization to pursue their goals and demands despite opposition from others is known as power. The ability to affect other people's actions and even their attitudes is another common definition of power. First and foremost, a true leader must be accountable. In this way, if gaining power is the sole reason for assuming a leadership role, it is extremely dangerous for any society or organization. If it is the sole motivation, power should only be used to accomplish the objectives of the leadership vision. A leadership position is the source of concrete power in our context, not a person who holds a leadership position for a set amount of time. This is because power is obtained through a leadership position. Although the sources of personal power are undeniable, they may be more important in achieving political leadership (5). When a person stops exercising their political office, they lose their power, and their position is taken over by someone else. Successful political leaders—by which we mean individuals who have been in positions of authority for a long time, do not abuse their power too frequently. They have no reason to. They can guide actions toward the achievement of the objectives, or complete effectiveness, by using their authority, which is a recognized influence and the right to wield power. Political leaders are thought to behave wisely when they exercise moderation, or the reasonable use of power, as this ensures a tranquil environment within the organization more broadly and prevents latent resistance. The organization's success

is ensured by the exercise of power in conjunction with the development of a degree of collaboration where followers genuinely trust political leaders' plans and ideas and do everything in their power to make them work. Of course, there are instances in which organizations need to utilize their power more, such as when implementing significant structural reforms that radically alter outdated systems and methods of operation or when making adjustments to employee rights and responsibilities. Furthermore, it is evident how crucial power is as a tool for leaders, who are by nature the ones who inspire and carry out change, given that ongoing and thorough changes are not only essential to any organization's success today but also a prerequisite for its advancement, and without advancement, there is typically no survival.

### **Evaluating Leadership from the Citizens' Perspective**

There are sources of positional and personal power, as was previously emphasized. The leader's personality, along with numerous other characteristics and situations, will determine how much real power they have, yet their position inside the organization provides them with formal and theoretical authority. Positional power can be divided into three categories: legitimate power, coercive power, and reward power. Expert and referent power are cited as sources of personal power, which stem from the leader's traits and skills (14). Successful and unsuccessful political leaders are shaped and differentiated by the combination of power dimensions. Political leaders are advised to use their authority, which is granted to them by the followers themselves, moderately, while respecting their own beliefs and keeping open communication with followers (16). More information on each type of power will be provided, along with suggestions for how to apply it, to help readers better understand how to use it. A political leader's position enables them to exercise power in a variety of circumstances, which may result in specific responses to the many issues that arise during their career. A leader's ability to recognize exceptional work and grant privileges to those they deem deserving is known as reward power. The majority of the time, it has to do with tangible incentives that encourage and satisfy workers, such as bonuses, higher salaries, and the like. On the other hand, unfair and immoral rewards lead to widespread dissatisfaction within the organization, which negatively impacts the environment and outcomes (17; 18). The foundation of coercive power is the use of punishment or the threat thereof for improper labor or purposeful obstacles to the completion of specific tasks to compel others to comply with the leader's expectations and demands. Depending on the severity of the work discipline infraction, the punishment may consist of verbal warnings and reprimands, a fine, a transfer to a less desirable position, or even dismissal. Leaders must adhere to the fairness principle when implementing this highly unpopular action since its effects extend well beyond the individual to whom it is applied, as it instills fear in other members of the organization (7).

Because it can only be successful if others are willing to recognize it, legitimate power is derived from a place in the organization's hierarchy and the authority based on that

position. A leader gives instructions to followers based on their judgment of what is best and most practical in a particular circumstance. Because they hold power, they justify their actions through their perspective. A leader sees themselves in their way, not as others—inside or outside the organization—expect them to be (27). Expertise, knowledge, prior job experience, and the ability of leaders to influence others, the fundamental component of power—are all examples of expert power. To put it another way, expert power is the predominant form of authority in that situation because it stems from unique knowledge or skills not shared by others in the organization. Because of the rapid advancement of technology, expertise in the technical sciences must always be improved. Additionally, it's critical to stay informed about developments and to always have access to, dispose of, and even control pertinent information for the organization's strategy and business. Many theorists describe information power as the sixth fundamental source of leadership strength because of how important it is to be knowledgeable (12). Referent power is the capacity to use identity and admiration for the leader to influence others to follow their wishes. It stems from the leader's charisma, personality, or simply their ability to connect with others. Any institutionalized authority that is possessed by a state, a party, a particular organization, or an individual is considered political power. Political power is created and carried by political parties. Their presence as contemporary collective rulers depends on a strong governance system, which they defend democratically by gaining the support of members and voters in elections (30; 37).

## ETHICAL PRINCIPLES OF POLITICAL LEADERS' BEHAVIOR

It is undeniable that political leaders possess political power that, in a small number of specific cases, is very great. Those who possess great political power are often prone to potential abuse because their impulses may conflict with the promises made during the political struggle. Although they swore an oath upon taking office, they had previously done everything in their power to obtain leadership positions. Any misuse of political leaders must indeed be rigorously curbed or eliminated. This can be accomplished by a rigorous criminal policy, the ongoing, unwavering battle against crime and corruption, and the legal framework in which they function (21). Political leaders, however, have considerable authority and frequently discretionary rights when making decisions on matters that are not entirely under systematic control (31). This is why imposing the weight of ethical obligation accomplishes more in all contemporary nations. In general, ethics offers a set of guidelines and precepts that a leader should follow when determining what is good or harmful in a particular circumstance.

Respect for others, integrity in interpersonal interactions, fair dealing, and efforts to improve the social community and its well-being are the cornerstones of ethical leadership. Ethical norms state that, unless particular circumstances call for it, no one should be given preferential treatment because they are a leader or because they are close to a leader (25).

Legal control over decision-making, forming coalitions, and involving powerful and trusted individuals—usually with shared values and ideologies—are all expressions of political power (10). Politics is about doing the right things at the right moment to gain, grow, and use power to accomplish objectives (11). Political power is possessed by political leaders. Generally speaking, power lacks a moral nature and cannot be judged as either good or harmful. Who holds it determines whether it will be used positively or negatively. This depends on the responsibility tied to the political function—that is, on the leader who holds the power. The ability and resourcefulness of political leaders—whether for better or worse—vary from one local government to another, which also plays a significant role (22). This largely depends on the development of legal frameworks and systems of local self-government that help prevent irresponsible behavior. Depending on their motives for engaging in public work—that is politics—political leaders typically use their power in one of two ways: some pursue personal gain (personalized power motive), while others act for the common good and the welfare of the broader community (socialized power motive).

## FUTURE DIRECTIONS OF RESEARCH

From everything mentioned above, it is clear that when leaders or their followers are treated differently, they must give a justification that is grounded in moral principles. In this regard, in certain nations (such as Serbia, Croatia, and Montenegro, which are in the Western Balkans), assemblies of local self-government units ought to adopt the Code of Ethics for local self-government officials by the Standing Conference of Cities and Municipalities' model. It outlines the moral principles and conduct that local self-government representatives must adhere to to carry out their duties (8). Also, it is critical to establish adequate lines of communication so that residents are familiar with the ethical norms of behavior that they have the right to expect from their local officials, thereby fostering as much trust as possible between leaders and citizens (7). In the introductory articles of the Code of Ethics, in addition to the undeniable obligation of officials to perform their duties by the law, the following was highlighted: "A "person in power" should act exclusively in the public interest, rather than in his personal, private, group, or party interest. The leader of the local self-government shall carry out his public duties honorably, honestly, and impartially, with transparency and accountability for his decisions and acts. During his mandate, neither in the performance of his office nor in his private life, the leader of the local self-government must not act in a manner that would harm his reputation"(20). The Code of Ethics includes regulations and restrictions on performing various public functions simultaneously, as well as conflicts of interest. In addition, the use of budget funds, the attitude toward employees, duties to reveal the property status at the beginning and end of the mandate for the leader and linked persons, openness and availability for public information media, and others are also covered (19). Simply expressed, the need to define, in addition to legal requirements, the norms of conduct for leaders in an official form is

demonstrated. The highest body of local self-government entities determines the official form. This form remains even though everyone would agree that it is about the most basic rules that should be a way of life and part of the personality of every adult and able-bodied person, particularly those who serve as representatives to the citizens who elected them (24, 26). Contemporary society has surpassed certain standards of acceptable behavior, which is why this requirement remains necessary. In this way, the previously held value systems have been overthrown, and the boundaries of previously held behavioral freedom have been shifted. Education from family, school, and ultimately the broader social milieu served as the foundation for the frontier.

This increased behavioral freedom—exacerbated by public attention and media scrutiny—is especially visible among leaders responsible for managing valuable public goods and resources. As a result, the entire community universally condemns any reckless and haughty attitude as undesirable. The perception of local self-government officials as individuals is shaped by their characteristics. An individual's perception of what is good and what is not is his value system (22). Real leaders must possess this quality, which is learned and developed from an early age, in contrast to followers who lack it (12; 14). Moral principles and honesty should be traits of leaders. The sociological fact that strong leaders are regarded as persons by Serbian society and at the local level supports everything that has been discussed here about the role of local leaders. The causes include situational, social, religious, traditional, ideological, and structural factors. For this reason, Serbia's entire pre- and post-election procedure is essentially personified to the hilt. The identification of a specific policy with a specific politician is known as the personification of politics.

## CONCLUSION

Starting with the popular, largely male belief that they would be the best mayors, the authors' (two women's) objective was to investigate, analyze, and make inferences about the role and importance of leadership in Serbian local self-governance. It is necessary that gender equality be really incorporated into Serbian society as a long-term social development component. It is typical of Serbia that many necessary adoptions are only discussed during the election campaign and remain merely dead letters on paper. Although there aren't many resources on this topic that can be considered scientifically verified, it also makes space for future research on the Serbian political scene. In order to find answers on the role and importance of leadership in Serbian local self-governments, the paper provides a few definitions of successful and less successful leadership. In today's unstable political climate in Serbia, where the morality and ethics of successful municipal management are being put into question, it is extremely difficult to identify good examples of practice.

Political leaders who have long represented the majority party's positions are frequently unable to make management decisions on their own because they must agree with the ruling coalition's positions. On the other hand, the opposition leaders are broken, with a

weak or nearly non-existent framework for the future of local self-governments, and all of this confuses citizens, leaving them unable to decide who to support in the elections. In any case, the writers feel that for successful leadership, in addition to the support of the ruling coalition, the person chosen (or selected) as mayor must have knowledge, intelligence, and high morality. Everyone is considered an interested party in Serbian local self-government, from the leader's closest associates to employees in every department of the local self-government unit. Last but not least, all Serbian citizens who participate in the local self-government system in a variety of ways, through a range of rights and obligations, have the most influence on leader selection. Finally, the authors point out that it is extremely important to conduct the elections in Serbia in an objective and fair manner - as much as possible.

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## Liderstvo kao važna odrednica u organizacijama lokalnih samouprava u Srbiji

**Rezime:** *Lokalna samouprava u Republici Srbiji je specifična demokratska struktura, jer u krajnjoj liniji zavisi isključivo od građana. Rezultati lokalne samouprave zavise najviše od sposobnosti lidera, čija je uloga nezamenjiva, da služe interesima građana ali i od objektivnih okolnosti koje se brzo i neprestano menjaju. Rezultati su zato, od jedne do druge lokalne samouprave, potpuno različiti. Ne postoje objektivno definisani kriterijumi za ocenjivanje uspešnosti lokalnih samouprava, pa ona nije apsolutna već relativna kategorija. Ocena uspešnosti je vezana za stepen zadovoljstva građana. Koncept dobrog upravljanja objedinjuje karakterne osobine lidera i principe funkcionisanja lokalne samouprave. Sveukupni razvoj, sa ekonomskom komponentom kao najvažnijom i principom održivosti, predstavlja osnovni faktor uspešnosti lokalne samouprave. Lideri definišu ciljeve i pravce razvoja i kako da sprovedu ideje iz sopstvene vizije. Pozicija lidera se vezuje za promene, razmišljajući isključivo o budućnosti jer na prošlost ne mogu da utiču. Posvećenost lidera je karakteristika koju građani najpre prepoznaju i koja sadrži sve njihove pozitivne karakterne osobine. Najznačajniji lider jeste gradonačelnik, koji je nosilac autoriteta i moći da rešava probleme. Lideri mogu uspešno da funkcionišu samo kao tim dobro koordinisanih saradnika. Lokalna samouprava kao servis građana, garantuje realizacije koncepta dobrog upravljanja, jedino kroz neposrednu dvosmernu komunikaciju sa građanima.*

**Ključne reči:** liderstvo, važna odrednica, lokalne samouprave, organizacija, Srbija