

AN ANALYSIS OF THE PERFORMANCE AND EFFECTIVENESS OF POLITICAL STRATEGIC LEADERSHIP IN INDONESIA

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ABSTRACT. Political strategy in Indonesia, with its research method quantitative approach with snowball sampling technique with a sample size of 1,200 respondents from 38 provinces. margin of error of approximately 5 percent at a 95 percent confidence level with its data analysis technique descriptive statistics where data analysis is used to describe or summarize the main characteristics of strategic political leadership in Indonesia, its data analysis tool uses SPSS statistics version 26, with a time of 2 years, with its research results where scientific selection and training of workers, the role of civil society, political parties, the military, and do not know with an average of 86%.

Keywords: Political Leadership; Performance Analysis; Effectiveness; Political Strategy; Civil Society

INTRODUCTION

This leadership performance focuses on three main aspects of economy, social, and policy. The economic aspect includes the leadership's ability to drive economic growth, reduce unemployment, and improve public welfare. In the social aspect, leadership is assessed on how they overcome inequality, maintain social harmony, and promote inclusion. The policy aspect focuses on the leader's ability to formulate and implement effective, responsive, and transparent policies. This evaluation is important to see how leadership can create positive change and face development challenges in Indonesia. In evaluating leadership performance, there are several important aspects that must be considered, including the economic, social, and policy aspects. The economic aspect focuses on the extent to which leadership is able to drive economic growth, create jobs, and improve public welfare. Indicators of success in this aspect include increased investment, productivity of the economic sector, and reduction of poverty levels.

The social aspect includes leadership capabilities in managing community diversity, reducing social disparities, and creating social justice. This includes efforts to advance education, health, and maintain social stability through inclusive and sustainable programs. The policy aspect relates to leadership capacity in formulating and implementing effective, responsive, and transparent public policies. Leadership performance is measured by how policies made are able to answer community needs and solve existing problems, both at the local and national levels. By evaluating performance in these three aspects, we can get a more holistic picture of leadership effectiveness and its impact on development and community welfare as a whole.

Currently, the condition of leadership in Indonesia faces various challenges and dynamics. Empirically, leadership in Indonesia is often influenced by cultural, political, and social factors. Leadership styles can vary from authoritarian to participatory, depending on the context of the organization or institution. In many cases, leaders face difficulties in implementing policies effectively, often due to complex bureaucracy, a lack of coordination between institutions, or resistance from various parties and Political factors and corruption often affect leadership at various levels, from government to the private sector. This can have an impact on transparency, accountability, and the quality of decision-making.

Previous research on leadership in Indonesia provides additional insights into existing challenges and developments. Research on millennial perceptions of presidential candidate leadership styles shows that millennials want presidential candidates who have a populist, democratic, communicative, motivating, and dynamic leadership style (Pramelani & Widyastuti, 2021). And the National Research and Innovation Agency (BRIN) held a seminar on "Democratic Disruption and Leadership Challenges," which highlighted the importance of strong leadership in facing global and domestic challenges (Kementrian Riset, 2024). This leadership must have the character of leading, inspiring, and motivating (leading-inspiring-motivating) as well as leadership competency and wisdom (R Siti Zuhro, 2024).

Research shows that transformational leadership, which emphasizes inspiration and motivation, is often more successful in improving organizational performance than transactional leadership, which focuses more on rewards and punishments. This assertion highlights the need to adapt and develop leadership practices that are more responsive to

existing challenges, as well as to improve the quality of leadership through training and systemic reform. Strategic political leadership plays a very vital role in the development of a country, including Indonesia. An analysis of the performance and effectiveness of this leadership is important to assess the extent to which political leaders have succeeded in achieving strategic goals, overcoming existing challenges, and meeting public expectations.

Given the complexity and dynamics of politics in Indonesia, a comprehensive and data-based evaluation is crucial to producing a deep understanding and accurate recommendations regarding various issues, one of which is administration. In this context, governments around the world are currently proposing, designing, and implementing administrative reforms to address existing challenges (Seno, 2020).

Indonesia's political history is marked by various leadership phases, each of which made a significant contribution to the country's development. Starting from the leadership of President Soekarno with a focus on national unity and the Pancasila ideology, continuing with the Soeharto era, which emphasized stability and economic development through an authoritarian approach, to the Reformation era, which began in the late 1990s and emphasized democratization and decentralization. Each of these phases presents valuable lessons about the effectiveness and shortcomings of strategic political leadership.

In the modern era, political leadership in Indonesia is faced with various challenges that affect their performance and effectiveness. Corruption is still a major issue that hampers government effectiveness. High levels of corruption undermine public trust and administrative efficiency. Regional autonomy requires local leaders to have strong capacity for managing resources and formulating effective local policies. Global dynamics influence domestic policies, requiring political leaders to be more adaptive and responsive to rapid changes at the international level. Technological advances are changing the way people interact and participate in politics, requiring leaders to be more open and responsive. In the future, modern leadership in the political context of Indonesia must pay attention to several key aspects of long-term vision and strategy. Modern leaders must be able to establish a clear vision and effective strategies to achieve it. Ability to adapt to rapidly changing political, social, and technological environments. Capacity Development, developing the managerial and strategic capacity of political leaders through continuous education and training. By understanding and implementing these aspects, political leadership in Indonesia can be more effective in achieving national development goals

and meeting societal expectations. It should be noted that e-government, or in some contexts, government transformation, is the use of information technology by the government to provide information and services for its citizens, business matters, and other matters related to government, (Arman, 2022).

Analysis of the performance and effectiveness of political strategic leadership in Indonesia faces several specific problems, namely rampant corruption and corrupt practices at various levels of government that hamper the effectiveness of policies and the implementation of development programs. There is a significant gap between urban and rural areas in terms of development and public services. Low levels of public participation in political and decision-making processes are often caused by a lack of transparency and accountability. Frequent political instability, such as inter-party conflict and sudden policy changes, hinders long-term planning. Decentralization gives greater power to local governments, but many local leaders lack sufficient managerial and strategic capacity. So the focus of this research problem is the performance and effectiveness of political strategic leadership in Indonesia. Digital transformation has become a global trend that has changed the way businesses and governments operate throughout the world, (Suryawijaya, 2023), plays an important role in driving green growth and innovation progress, (Zheng et al., 2023). So that analysis of the performance and effectiveness of political strategic leadership in Indonesia requires the functions of educator, manager function, administrator function, supervisor function, leader function, innovator function, and motivator function (Ismaya et al., 2023).

Research on leadership performance is urgently needed at this time due to several important interrelated factors. The dynamic political changes in Indonesia, including the transition of power, the growing democracy, and the challenges of effective governance, make leadership evaluation very relevant. The emergence of dynastic politics and corruption are urgent issues to be addressed, because both have created obstacles in creating a clean and just government. In addition, the need for reform in various sectors, including the bureaucracy and legal system, requires visionary leadership that is able to make significant breakthroughs. The ever-evolving social dynamics, such as increasing public participation in politics, the need for transparency, and access to information technology, further strengthen the urgency of this research.

Several empirical data reinforce the importance of this study, for example, Indonesia's Corruption Perception Index (CPI) which showed a figure of 34/100 in 2023, placing Indonesia in 110th position

out of 180 countries. In addition, according to the Central Bureau of Statistics, the level of public participation in the 2019 election reached 81.93%, indicating the high enthusiasm of the community that needs to be responded to with better leadership. This study is expected to provide real recommendations to face these challenges.

Even though there has been a lot of research on political leadership in Indonesia, there are several research gaps that still need to be filled, namely the lack of integrated empirical studies. Many studies focus on certain aspects of leadership without integrating various factors that influence overall leadership effectiveness. There is a lack of longitudinal research; most research is only cross-sectional and does not examine changes in performance and leadership effectiveness in the long term. Many studies focus more on national leadership and pay less attention to leadership dynamics at the local and regional levels. Little research has explored the role of information and communication technology in improving the performance and effectiveness of political leadership.

The novelty of this research lies in using an approach that integrates various political, economic, social, and technological factors in analyzing leadership performance and effectiveness. It is necessary that government institutions have a goal, namely providing excellent service to the community, in addition to good governance, (Aini, 2019). By examining the performance and effectiveness of political leadership over a long period of time, we can see changes and trends that occur. Expanding the research focus to include leadership analysis at the local and regional levels, providing a more comprehensive picture. Explores the role of technology in increasing transparency, public participation, and efficiency in political leadership.

The variables in this study are stated as novelty in the analysis other performance the performance and effectiveness of strategic political leadership in Indonesia. Indonesia. A total of 1200 respondents' Scientific selection and training of workers, the role of civil society and political parties Military Do not know with an average of 86%. Along with the rapid development of research in various fields, there have been many studies that discuss similar themes and topics. However, although the topic has been widely explored, there are significant differences in terms of the methods used and the margin of error reported in these studies. Variations in methodological approaches and limitations in the scope of respondents often affect the final results and conclusions obtained.

This study seeks to answer this challenge by investigating the same theme but with a more comprehensive approach. Unlike previous studies,

this study involved respondents from all 38 provinces in Indonesia, providing a broader and more representative coverage. This approach is expected to minimize the margin of error of 5% and provide more accurate and generalizable findings.

Hypothesis of Analysis of Performance and Effectiveness of Strategic Political Leadership in Indonesia where first Effective strategic political leadership is directly correlated with increased national economic performance, which is marked by the growth of Gross Domestic Product (GDP) and a decrease in the unemployment rate. Second, Transparent and accountable strategic leadership has a positive effect on reducing the level of corruption in Indonesia, which is reflected in the increase in the Corruption Perception Index (CPI) score and improved governance. Third, Political leadership that is responsive to social dynamics has a significant effect on increasing public participation in politics, as well as strengthening democracy and social stability in Indonesia. Fourth, Strategic political leadership that is oriented towards public policy reform is more effective in advancing critical sectors such as education, health, and infrastructure, which has an impact on improving the quality of life of the community. And fifth, Dynastic politics and exclusive leadership have a negative impact on policy innovation and acceleration of regional development, exacerbating social and economic inequality between regions in Indonesia.

The limitations in the methods and variability in the results of previous studies sparked the curiosity and motivation of researchers to conduct this study. By applying a more structured and systematic methodology, this study aims to how effective political leadership is in achieving certain strategic goals in Indonesia.

Some relevant previous research included studies on corruption and government effectiveness. This research shows how corruption has a negative impact on government performance and efforts to eradicate corruption or political stability, (Hanan, 2020). Identity politics is a significant thing in the 2019 Indonesian election. Apart from that, the results of research conducted (Athahirah, 2022), show that novice voters themselves have an important role in increasing their political literacy through wise use of social media and building social networks that contribute positively to increasing manifest political participation in Purwakarta.

Although this topic has been widely discussed in academic circles and is still hotly debated, researchers are committed to exploring it further in order to make significant contributions, especially in the Analysis of Performance and Effectiveness of Strategic Political Leadership in Indonesia.

Also, the Political Organizational Culture Leadership Model (LCOP) Organizational Capability Strategy to Improve Organizational Performance in Indonesia (Daryono et al., 2019). And the current government emphasizes the priority agenda of strengthening the global health architecture, switching to green and renewable energy, and promoting the digital economy (Al-Fadhat, 2022), and digital era communication strategy very influential (Majid, 2023).

Leadership effectiveness requires innovation in transformational leadership, which is very much needed in today's era. The existence of a leader who can understand subordinates is highly expected (Sofiah Sinaga et al., 2021). The effective effectiveness of strategic political leadership in Indonesia has given rise to conflicts of interest that seriously threaten the independence of the functions of public institutions and the ethical reputation of the public sector as a whole. The influence of specific Indonesian cultural values and norms only strengthens these ethical challenges in building public sector integrity (Eryanto et al., n.d.).

Government performance proven in pandemic cases many argue that the pandemic has exposed the decline of this country's democracy (Honna, 2020). Thus, it is highly recommended for the central government to appoint a crisis leader with transactional characteristics who can assist the President in leading the response to the crisis, both the health crisis and the economic crisis caused by the COVID-19 pandemic, so that it can maintain national resilience (Doni Wino Fajar Utomo & Margaretha Hanita, 2022)

The performance and effectiveness of strategic political leadership in Indonesia are far from Dynasty Politics in Indonesia. This will not only strengthen political parties as democratic institutions but will also maintain the sustainability and stability of democracy in Indonesia (Syanur et al., 2023), and The emergence of this identity politics phenomenon will disrupt the future of democracy in Indonesia. Moreover, the actors who use identity politics are carried out by a number of elites and civil society, who are actually the main actors in the consolidation of democracy in Indonesia (Romli, 2019). Thus, the analysis of the performance and effectiveness of strategic political leadership in Indonesia requires the scientific selection and training of workers, the role of civil society, political parties, and the military.

METHOD

This study is a quantitative approach study with a cluster sampling technique because it is more suitable for a wide target population. Cluster sampling

allows proportional mapping of respondents in various regions. With the data analysis method used descriptive statistics. The statistical method used to analyze the relationship between variables is Regression which is used to analyze the relationship between variables. The type of data used is primary data using a sampling technique called snowball sampling (Elfia & Duhriah, 2022). With snowball sampling, the confidentiality and trustworthiness of the data are ensured, and the population is dynamic. Using an online survey method because of its efficiency and lower costs. Respondents were invited via email or social media links to fill out the survey. However, it should be noted that online surveys may not include people who do not have internet access or who are less proficient in technology. The problem is the analysis of the performance and effectiveness of strategic political leadership in Indonesia. The technique used to collect data (Simangunsong & Hutasoit, 2018) is a study of publication materials in the field of analyzing the performance and effectiveness of strategic political leadership in Indonesia. In line with this research, the ethical method used to analyze two research questions by describing and analyzing (Wijaya et al., 2021).

From the results of this study where from the hypotheses, it is clear that there is a strong relationship between the analysis of performance and the effectiveness of strategic political leadership in Indonesia. Each hypothesis shows a direct link between the quality of leadership and the results achieved in various aspects of national development, such as first Economic performance Effective strategic leadership has been shown to increase GDP and reduce unemployment, indicating that leadership plays an important role in economic stability and growth. Second, Transparency and accountability. Transparent and accountable leadership has a significant impact on reducing corruption and improving governance, as reflected in the Corruption Perception Index (CPI) score. Third, Social responsiveness. Leadership that is responsive to social dynamics increases public participation in politics, strengthens democracy, and maintains social stability, which are important indicators of successful political leadership. Fourth Public policy reform. Leadership that focuses on policy reform can advance important sectors such as education, health, and infrastructure, which directly improve the quality of life of the community and fifth, Dynasty politics. Political dynasties and exclusive leadership actually hinder policy innovation and regional development, which exacerbates social and economic inequality among regions in Indonesia.

Overall, these hypotheses assert that strategic political leadership in Indonesia plays a crucial role in determining the direction and outcomes of development, both in terms of economic, social, and governance.

In line with the explanation of this in the study to ensure that data analysis and interpretation are carried out with ethical principles that prioritize integrity, honesty, and social responsibility. democracy and authoritarianism have an impact on quality of life and happiness (Woodside et al., 2023). This survey was conducted face-to-face with a sample of 1,200 respondents from 38 provinces. The margin of error is approximately 5 percent at a 95 percent confidence level with a period of 2 years. The distribution of respondents is 38 provinces, with the proportional number of respondents from each province adjusted to the proportion of the population of the province compared to the total population. In other words, if a province has a certain percentage of the total population, then the province will contribute the same percentage of the total respondents. Reflecting the right proportion of the population in each province, so that the survey results are more representative of the overall population and the generalization of survey results to the entire population more accurately.

With its population 1. Political leaders, including governors, regents, and mayors, are those who hold executive positions at the provincial and district/city levels. Members of the DPR/DPRD are legislative officials involved in policymaking and supervision at the national and regional levels, With a total of 200 respondents. 2. Political Party Members, where Party Cadres and Administrators are individuals who are active in political party structures, both at the central and regional levels. Politicians, political candidates, and prospective leaders involved in the election process, With a total of 200 respondents. 3. Civil society parties where non-governmental organizations (NGOs) are involved in policy monitoring and advocacy. Civil society activists are individuals who are active in promoting transparency and accountability, With a total of 200 respondents. 4. Military members are high-ranking military leaders who play a role in strategic decision-making that affects security and political stability, With a total of 200 respondents. 5. Academics and Political Observers, where Researchers and Lecturers Academics who conduct research on political leadership and policy analysis. Political observers are individuals or institutions that analyze and comment on political developments, With a total of 200 respondents. 6. General Public, where citizens are individuals who are part of society and are affected by policies and political leadership, With a total of 200 respondents.

With the sampling determination procedure with a sample of 1200 respondents from a representative population using the appropriate formula, namely the sample formula for proportions.

$$n = \frac{Z^2 \cdot p \cdot (1-p)}{E^2}$$

Where:

n = Sample size

Z = Score for 95% confidence level

p = Expected proportion 0.5 as a conservative estimate

E = Desired margin of error 5%

With the Sampling technique, namely cluster sampling, where the population is divided into groups (clusters), several clusters are selected randomly, and all individuals in the selected clusters are sampled randomly and taken from all selected provinces. The Data Analysis Technique is Descriptive Statistics, where data analysis is used to describe or summarize the main characteristics of the Analysis of Performance and Effectiveness of Strategic Political Leadership in Indonesia. The data analysis tool uses SPSS Statistics version 26.

RESULT AND DISCUSSION

Analysis of Strategic Political Leadership Performance

Strategic political leadership performance is a crucial topic in understanding how a leader carries out his duties in formulating policies and strategies that influence the direction of a country's development. Strategic political leadership refers to a leader's ability to think long-term, plan carefully, and make decisions that have a broad impact on the progress of the country and the welfare of society. Analysis of strategic political leadership performance includes evaluation based on actual performance findings in the field and comparing them with relevant leadership theories and models.

This performance evaluation begins with identifying the real results produced by a strategic political leader. Performance findings can be measured through various indicators, such as how successful the leader is in formulating policies that have a positive impact on economic growth, political stability, and social welfare. In addition, the effectiveness of policy implementation is also an important factor in assessing performance. Often, good policies on paper cannot be successfully realized due to limited resources or bureaucratic obstacles. Therefore, the leader's ability to overcome these challenges is an important part of his performance evaluation.

A real example that can be seen is the massive infrastructure policy implemented in Indonesia

under the leadership of President Joko Widodo. The construction projects of toll roads, airports, and ports aim to improve connectivity between regions and encourage economic growth. This policy shows the performance of strategic leadership in building a foundation for the future, even though in the process it faces challenges such as land acquisition or budget constraints.

In addition, one of the big tests for a strategic political leader is how they deal with a crisis. A crisis is a moment when a leader's ability is tested directly. The ability to respond quickly, make the right decisions, and maintain stability during a crisis determines how well a leader manages unexpected situations. The COVID-19 pandemic, for example, is a big test for world leaders. Their success in responding to this health crisis, managing vaccine distribution, and driving economic recovery reflects the quality of their leadership.

After identifying performance findings, the next step is to compare the leader's performance with existing leadership theories. One relevant theory is the theory of transformational leadership. Transformational leaders are those who bring about major and positive changes in society through long-term vision, the ability to motivate, and move people to work towards common goals. They not only think about short-term solutions but also the long-term impact of the decisions taken. In the context of strategic political leadership, transformational leaders are able to create changes that have a broad impact, such as improving the quality of education, health, and sustainable infrastructure.

In addition, transactional leadership theory is also often used as a reference to assess a leader's performance. Transactional leaders tend to focus on the exchange relationship between leaders and followers, such as rewarding good performance and punishing failure. Leaders who are more oriented towards stability and day-to-day administrative management often exhibit transactional characteristics. In political leadership, this leadership style is more visible in the context of maintaining government stability and ensuring compliance with existing policies.

Situational leadership theory is also important in analyzing the performance of strategic political leadership. This theory states that there is no one leadership style that fits all situations. Successful leaders must be able to adapt their style to the specific context, for example by using a different approach in a crisis situation than in normal conditions. Flexibility in leadership style is essential to deal with diverse challenges, from global economic changes to the climate crisis.

In making this comparison, the performance of a strategic political leader can be judged based on whether they are closer to the transformational model that encourages major changes, or more oriented towards the transactional model that focuses on stability and rewards and punishments. Leaders who are able to balance these two aspects, and show flexibility in the face of change, are often considered more successful in the long run.

Finally, this analysis does not only evaluate the performance of leaders based on the actual results seen today, but also looks at the long-term impact of the policies implemented. The performance of a strategic political leader is not only about how they respond to current challenges, but also how they prepare the country to face future challenges. Sustainable development, political stability, and innovation in policy are the main measures in assessing the success of a strategic political leader. This analysis also helps to understand how the performance of current political leadership can be an important lesson to improve and strengthen leadership in the future.

Strategic political leadership plays a crucial role in determining the direction and effectiveness of governance in Indonesia, a country known for its diversity and complex political dynamics. In this context, analyzing the performance and effectiveness of political leadership in Indonesia involves evaluating various levels of leadership, including the president, regional heads, and political parties, each with significant responsibilities and impacts on national policy and development.

The president, as head of state and government, has the primary responsibility for formulating and implementing national policies. The president's performance can be assessed based on his or her ability to solve strategic problems, manage resources, and coordinate various ministries and institutions. The president's effectiveness in dealing with economic, social, and political challenges is a key indicator of successful leadership at the national level. Where the president can formulate and implement national policy, he has the primary responsibility for designing policies that can meet the needs of the people and drive the country's progress. This process involves an in-depth analysis of the national situation, including the state of the economy, social problems, and political dynamics. The policies formulated must be able to address strategic issues such as natural resource management, infrastructure development, education, and health. Policy implementation requires efficient coordination between various ministries and state institutions to ensure that government programs run smoothly and achieve their goals.

Managing Resources, the president's ability to manage resources both human and financial is a key aspect of leadership performance. The management of the state budget must be carried out wisely to ensure that public funds are used effectively and efficiently. In addition, the president must ensure that government officials work professionally and competently and that the policies taken support the development of the capacity of government institutions. Natural resource management is also a major concern, especially in the context of sustainability and long-term prosperity.

Coordination between ministries and institutions is a major challenge in governance, especially in a country with a complex government structure such as Indonesia. The president must be able to integrate the various interests and priorities of various sectors to create effective synergies. This includes leading cabinet meetings, setting national priorities, and ensuring that each ministry carries out its duties in accordance with the established policy direction.

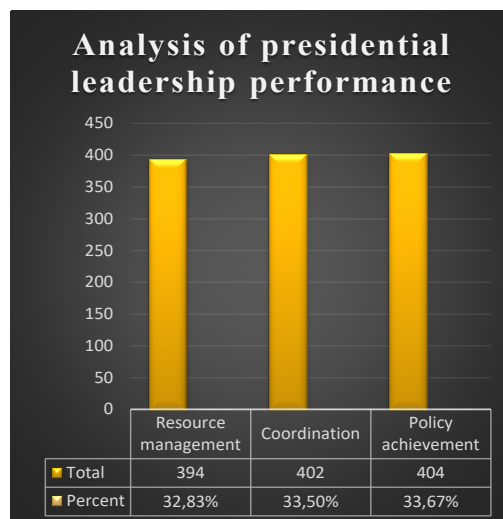
The effectiveness of the president can be measured by his ability to face economic, social, and political challenges. In the economic aspect, the president must be able to handle problems such as inflation, unemployment, and social inequality. Effective economic policies not only encourage economic growth but also ensure that the benefits are felt equally by all levels of society.

On the social side, the president must address issues such as poverty, education, and health. Good social policies must lead to improving the quality of life in the community and reducing social inequality. At the political level, the president must face various domestic political dynamics, including relations with political parties, the opposition, and civil society. The ability to build consensus and resolve political conflicts is an important indicator of successful leadership.

The president's performance can be assessed through various indicators, including the results of the policies implemented, the level of public satisfaction, and political stability. Objective and data-based evaluation is essential to understanding how well the president is carrying out his duties and overcoming the challenges faced. Overall, presidential leadership in Indonesia requires a combination of strategic vision, managerial ability, and diplomatic skills. By formulating and implementing effective policies, managing resources well, and overcoming various challenges, the president can play a key role in advancing the country and improving the welfare of the people. Results of the analysis of the president's leadership performance in Figure 1.

In a survey involving 1,200 respondents, the data collected can provide a comprehensive picture of the strengths and weaknesses of the leadership being evaluated. Surveys like this are often designed

to measure various aspects of leadership, from effectiveness in making decisions to the ability to build trust and relationships with the people they lead.



Source: primary data, 2024.

Figure 1. Analysis of Presidential Leadership Performance

From the perspective of leadership strength, surveys can show how much trust the public or followers have in their leaders. If the majority of respondents give positive assessments on aspects such as clear vision, communication skills, and capacity to inspire, this indicates that the leader has advantages in terms of strategic and charismatic leadership. Leaders who are considered good in this regard are usually able to create a clear direction for the future and gain broad support from those around them. This can be seen in the survey results when the majority of respondents stated that they felt confident in the direction of the leader's policies and felt that there was progress in social and economic life.

In addition, surveys can identify leadership strengths in crisis management or complex problem solving. If most respondents feel that the leader is able to act quickly and decisively in the face of challenges or crises, this indicates that the leader has strong managerial skills. This strength is important, especially in stressful situations, because a leader who is able to manage a crisis well will tend to get greater support from the public.

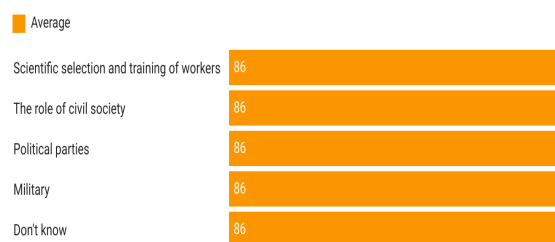
However, surveys also serve to reveal weaknesses in leadership. For example, if a large percentage of respondents feel that the leader is not open to criticism or input, or if they perceive a lack of transparency in decision-making, this indicates weaknesses in the participatory and collaborative aspects of the leadership. These weaknesses could indicate that the leader is leaning more toward an authoritarian leadership style, which may not be appropriate in situations where involvement and input from multiple parties is essential.

In addition, survey respondents can also show leadership weaknesses in terms of policy implementation. If many respondents feel that the policies planned by the leader are not implemented well, or do not provide real results for the community, this indicates weaknesses in the leader's executive abilities. These weaknesses can be caused by various factors, such as lack of coordination between the leader and related institutions, or failure to manage existing resources.

On a more personal level, surveys can also highlight weaknesses in a leader's interpersonal relationships. If respondents feel that a leader lacks communication skills or seems indifferent to the needs of a particular individual or group, this indicates weaknesses in empathy and social skills. This is important because a leader who is unable to build good relationships with his or her followers often loses moral and emotional support, which can ultimately undermine his or her overall leadership effectiveness.

In line with that, this study looks at the scientific selection and training of workers carried out by political parties in Indonesia by looking at this survey carried out with a sample of 1,200 respondents from 38 provinces. While the strategic political theory in Indonesia approaches the democratization theory where the analysis of Indonesia's transition process from authoritarianism to democracy after the fall of Soeharto in 1998. This theory explores the challenges in building a stable democracy, including the role of civil society, political parties, and the military.

So we can see the average value of the Analysis of Performance and Effectiveness of Strategic Political Leadership in Indonesia in Figure 2 below:



Source: Primary data, 2024

Figure 2. Analysis of Performance and Effectiveness of Strategic Political Leadership in Indonesia

The image above is about the average number and percentage of respondents to the analysis of the performance and effectiveness of strategic political leadership in Indonesia. A total of 1200 respondents, where scientific selection and training of workers, the role of civil society, political parties, the military do not know with an average of 86%.

Analysis of Performance and Effectiveness of Strategic Political Leadership in Indonesia

Scientific selection and training of employees.

Amidst the complex dynamics of Indonesian politics, the scientific selection and training of employees emerge as important foundations for creating effective and strategic leadership. Proper selection and training not only affect individuals but can also strengthen the overall leadership structure in an often-challenging political context.

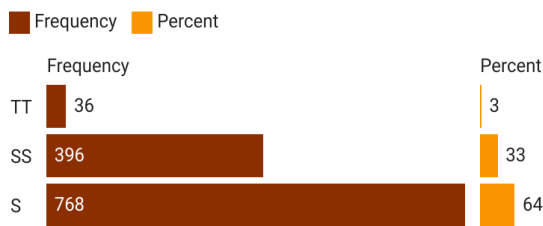
Imagine a process where prospective political leaders are selected not only based on academic background or work experience but also through an in-depth scientific approach. Scientific employee selection integrates data-based tools and methods to assess the suitability of individuals for the positions they are applying for. For example, prospective leaders will undergo psychological tests to measure their emotional intelligence, which is crucial in dealing with political and social pressures. Competency assessments are also used to ensure that candidates have the specific skills needed, such as the ability to formulate policies or lead a team. Structured interviews provide an opportunity to explore more deeply the candidate's experience and understanding of relevant strategic issues.

The next step is training. Here, scientific employee training plays a role in preparing individuals for the challenges they will face. Imagine a carefully designed training program based on an in-depth needs analysis. Leadership training teaches crucial skills such as decision-making and conflict management, which are essential in the world of politics. In addition, public policy training equips participants with a deep understanding of the policy-making process and how to implement it effectively. Strategy and analysis training programs teach participants how to formulate political strategies and analyze data to make better decisions.

The implementation of scientific employee selection and training has had a significant impact on the performance of strategic leadership in Indonesia. When selected leaders have the right skills and have undergone relevant training, they are better prepared to handle complex political challenges. Well-designed public policies and effective implementation can be a direct result of well-trained leaders. They are also better able to handle crises quickly and appropriately, thanks to the decision-making skills honed during training.

This entire process not only enhances individual capabilities but also strengthens the entire leadership system. With scientifically trained leaders and staff, political and government organizations can function more efficiently and responsively to the needs of the community. So,

we can see the scientific selection and training of workers in Figure 3 below:



Source: Primary data, 2024.

Figure 3. Scientific Selection and Training of Workers

The data about the scientific selection and training of workers from 1200 respondents who Answered do not know 36 with a percentage of 3%; strongly agree 396 with a percentage of 33%; agree 768 with a percentage of 64%. The data shows that the majority of respondents have a positive view of scientific selection and training of workers, with most stating that they agree or strongly agree. Only 3% of respondents do not know or have no opinion on this.

The role of civil society. Amidst the complexity of Indonesia's political landscape, civil society has emerged as an important pillar in maintaining the balance of power and strengthening the democratic system. From the perspective of the 773 respondents who expressed their belief in the role of civil society, it is clear that their contribution is very influential in guiding and supporting strategic leadership.

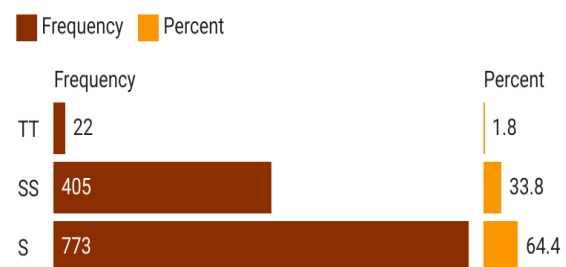
Civil society as a watchdog and driver of change Imagine a community that lives and thrives amidst busy political activity. Civil society, in its most diverse forms, acts as a watchdog that ensures that the government and public institutions remain accountable. They carry out their oversight duties diligently, scrutinizing the policies and actions taken by public officials and ensuring that the principles of transparency and accountability are not just jargon but are implemented in practice. These organizations not only scrutinize policies but also act as drivers of change. They identify pressing social issues such as human rights, gender equality, or environmental protection and campaign to push for policy reform. Through advocacy focused on change, they raise public awareness and influence decision-making, making policies more responsive to the needs of the people. Representation and community engagement in often-centralized and sometimes exclusionary political systems, civil society provides a platform for groups that may not have direct access to formal political channels. They act as a bridge connecting the voices of marginalized and minority communities to decision-making processes at the government level. In this way, they ensure that the interests of all segments of society are taken into account in shaping public policy.

Education and capacity building the importance of education in strengthening community participation cannot be overstated. Civil society organizations implement educational programs that equip community members with knowledge about their rights, the political process, and how to participate effectively. This training not only empowers individuals to engage in democratic processes but also builds the collective capacity of communities to effectively voice their interests, networking and collaboration.

Through strong partnerships between various actors from NGOs and community groups to the private sector civil society builds networks that support joint solutions to complex problems. These collaborations often result in innovative approaches that integrate different perspectives and resources, facilitating more holistic and coordinated problem-solving.

Impact on strategic leadership in Indonesia for Indonesia, the role of civil society is not merely complementary but an essential component of strategic leadership. With their contributions, the decision-making process becomes more inclusive and transparent. Civil society helps create a government that is more accountable and responsive to the needs of the people.

With the active involvement of civil society, Indonesia's political system can develop to be more adaptive and effective in facing new challenges. Support for civil society and their capacity-building will strengthen political leadership, bringing positive impacts to the entire structure of government and society. Ultimately, the role of civil society proves that in a dynamic political world, the voice of the people and collective efforts have the power to shape a better and more just future. So we can see the role of civil society in Figure 4 below:



Source: Primary data, 2024.

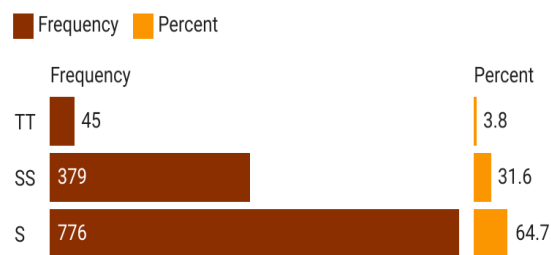
Figure 4. The Role of Civil Society

The data about the role of civil society among 1200 respondents WHO answered do not know 22 with a percentage of 1.8%, strongly agree 405 with a percentage of 33.8%, and agree 773 with a percentage of 64.4%. This shows that the role of civil society is considered very important by most respondents. The large percentage of those

who agree or strongly agree shows that civil society is considered a key factor that contributes significantly to the analysis of the performance and effectiveness of strategic political leadership in Indonesia today.

Political parties. In the political map of Indonesia, political parties stand as the main force that shapes the direction and dynamics of government. With 777 respondents (64,7%) assessing their role as significant, it is clear that political parties have a central role in strategic leadership. Political parties not only prepare prospective leaders through careful selection and training processes but also set political agendas that reflect the priorities and aspirations of the community. They mobilize voters and community involvement, ensuring that proposed policies receive broad support.

Once elected, political parties function in the formulation and implementation of policies, influencing laws and government programs that have a direct impact on people's lives. In addition, political parties supervise and evaluate the policies implemented, ensuring that campaign promises are carried out as expected. With this ability, political parties not only contribute to effective policy formulation but also play a role in creating responsive and responsible leadership. Overall, political parties play a crucial role in shaping strategic leadership in Indonesia, influencing policy direction, and improving the quality of government for the welfare of the community. So we can see political parties in figure 5 below:



Source: Primary data, 2024.

Figure 5. Political Parties

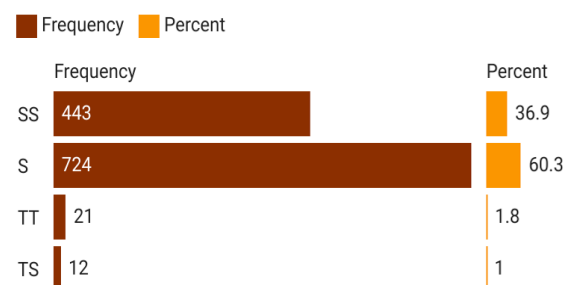
The data above Political parties from 1200 respondents who answered do not know 45 with a percentage of 3.8%, strongly agree 379 with a percentage of 31.6%, and agree 776 with a percentage of 64.7%. This shows that the role of political parties is considered very important by the majority of respondents. The large percentage who agrees or strongly agree indicates that political parties are considered a key factor in relevant contexts, such as policy development, social influence, or government structure.

Military. Amidst the complexity of Indonesia's political landscape, the military plays a crucial role in strategic leadership. With 743 respondents

(60,3%) highlighting the importance of the military's contribution, it is clear that they hold a strategic position in shaping and influencing the direction of state policy. The military not only functions as a defense and security force but also plays a role in political and social stability. In situations of crisis or political tension, the military can be a counterweight that maintains national security and prevents the escalation of conflict. With their expertise in crisis management and security strategy, the military ensures that the country remains stable and secure, providing a solid foundation for the political leadership to carry out its duties.

In addition to its role in security, the military is also often involved in national development programs, especially in areas experiencing instability. Through programs such as infrastructure development and humanitarian assistance, the military contributes to social and economic development that supports strategic leadership.

Overall, the military in Indonesia plays an irreplaceable role in maintaining political stability and supporting the development process, making it a vital component of sustainable strategic leadership. So we can see the Military in picture 6 below.



Source: Primary data, 2024.

Figure 6. Military

The above data is from 1200 respondents who answered: do not know 21 with a percentage of 1.8%, strongly agree 443 with a percentage of 36.9%, and agree 724 with a percentage of 60.3%. And disagree 12 with a percentage of 1%. This shows that the role of the military is considered very important by most respondents. The large percentage who agrees or strongly agree indicates that the military is considered a key factor in the relevant context, perhaps in terms of national security, stability, or social and political influence.

Don't know. On the Indonesian political map, uncertainty about the role and impact of various factors in strategic leadership is a striking challenge. Of the 425 respondents (34.5%) who chose the option "strongly agree," a picture emerged of how ignorance can affect the understanding and effectiveness of the political system.

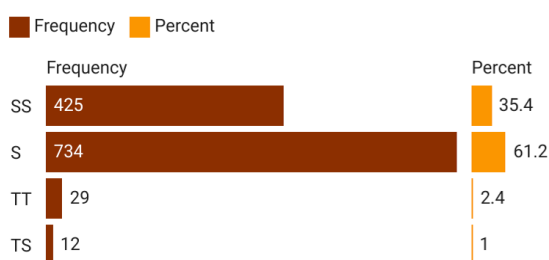
This uncertainty is often rooted in a lack of adequate political information and education.

Many people may feel they do not have enough access to understand how political parties, civil society, the military, and other sectors play a role in the leadership system. The lack of comprehensive political education makes it difficult for individuals to follow the dynamics of politics and the role of each actor in the decision-making process.

The complexity of the political system can also exacerbate this uncertainty. With various actors and interests interacting with each other, it is difficult for many people to understand how everything works together to influence government policies and strategies. This ignorance is not only about a lack of information but also about how the information that does exist is often not easy to understand or access. Limited access and transparency in the political system also make the situation worse. Unclear or difficult-to-reach information makes it difficult for people to follow political developments and understand the roles of various actors. This lack of transparency prevents the public from better understanding how political decisions are made and how various factors contribute to strategic leadership. Uncertainty can also affect public participation. When people do not understand how the political system functions or how they can get involved, they may feel less motivated to participate in the political process. This lack of participation can reduce the government's accountability and responsiveness to the needs of the people.

To address this uncertainty, important steps need to be taken. Improving political education can help the public understand the roles and functions of various actors in the political system. Providing better access to and transparency of information can reduce information gaps and increase understanding. Mobilizing public participation and providing training for all stakeholders can ensure that individuals have a clear understanding of the political system and their role in strategic leadership.

With the right efforts, uncertainty can be reduced, and the public can become more engaged and understand the political process, improving the quality of decision-making and the effectiveness of strategic leadership in Indonesia. So we can see Don't know respondent's answer in figure 7 below:



Source: Primary data, 2024.

Figure 7. Don't Know Respondent's Answer

Don't know. Meaning Analysis of Performance and Effectiveness of Strategic Political Leadership in Indonesia respondents do not know In the political map of Indonesia, uncertainty about the role and impact of various factors in strategic leadership is a striking challenge. of the 425 respondents (34.5%) who chose the option "strongly agree," a picture emerges of how ignorance can affect the understanding and effectiveness of the political system.

Apart from that, analysis of the performance and effectiveness of political strategic leadership in Indonesia is influenced by the institutional environment, which influences actor characteristics and strategic choices and also has a direct impact on the level of social and sustainable impact, (van Lunenburg et al., 2020)we conceptualize impact as the result of two different pathways: 'scaling out' (extending geographical space or volume. By considering four elements: work programs, political parties, Islamic boarding school politics, and support from the contemporary Muslim community, (Anshori et al., 2024), that servant leadership is a form of self-will in running an organization. Leaders in non-profit organizations are passionate about developing teams and meeting the needs of members in organizations who have no interest, not for the personal needs of a leader, (Hasanah et al., 2023)both profit and non-profit, requires a leader who can show his political will to run the organization. A leader in a non-profit organization still needs to pay attention to the interests of the members and those served. This study discusses servant leadership as political will in running non-profit organizations in South Tangerang City, Banten, Indonesia. The method used is qualitative, with a case study in a non-profit organization in the South Tangerang area. The study involved four informants with focus group discussions. Each informant stated the questions submitted. This study looks at five categories of servant leadership or servant leadership as the political will to run non-profit organizations, through the categories of servant leadership namely (1, and the need for digital political communication strategies implemented in campaigns against hoaxes can be seen from how digital presence with a politician's identity, authentic character, and having intellectual and social capital as a scholar is indirectly attached to scientific authority who is bound by the responsibility of conveying information (Widjayanto et al., 2022) and we must understand that transformational leadership has a direct and significant influence on job satisfaction and organizational commitment, (Eliyana et al., 2019)analysis model used is structural equation model (SEM).

In line with that, we see in the "Casewise Diagnostics" table the output of the regression analysis used to diagnose and identify the analysis of

performance and effectiveness of strategic political leadership in Indonesia below in Tabel 1 and below:

Table 1. Casewise Diagnostics^a

Case Number	Std. Residual	Strategis Politik di Indonesia	Predicted Value	Residual
12	-3.784	21.00	26.4928	-5.49285
16	-3.163	22.00	26.5915	-4.59154
112	-3.778	21.00	26.4830	-5.48299
116	-3.005	22.00	26.3610	-4.36103
212	-3.778	21.00	26.4830	-5.48299
216	-3.032	22.00	26.4005	-4.40046
312	-3.771	21.00	26.4731	-5.47313
316	-3.032	22.00	26.4005	-4.40046
412	-3.778	21.00	26.4830	-5.48299
416	-3.018	22.00	26.3807	-4.38074
512	-3.778	21.00	26.4830	-5.48299
516	-3.018	22.00	26.3807	-4.38074
612	-3.778	21.00	26.4830	-5.48299
616	-3.025	22.00	26.3906	-4.39060
712	-3.778	21.00	26.4830	-5.48299
716	-3.018	22.00	26.3807	-4.38074
812	-3.778	21.00	26.4830	-5.48299
816	-3.032	22.00	26.4005	-4.40046
912	-3.778	21.00	26.4830	-5.48299
916	-3.018	22.00	26.3807	-4.38074
1012	-3.778	21.00	26.4830	-5.48299
1016	-3.032	22.00	26.4005	-4.40046
1112	-3.778	21.00	26.4830	-5.48299
1116	-3.005	22.00	26.3610	-4.36103

a. Dependent Variable: Political Strategy in Indonesia

Source: Primary data, 2024

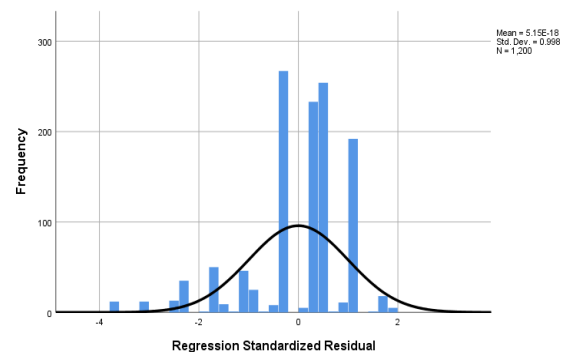
The table above, “Casewise Diagnostics,” is the output of a regression analysis used to diagnose and identify cases that have large residuals, which could indicate outliers or data that does not fit the regression model used. In the context of political leadership performance analysis, each “case” may represent a respondent or group of respondents. Large residuals (positive or negative) indicate that the performance or effectiveness prediction model does not match the perceptions of certain respondents. with Std. Residual -3.784 and Residual -5.49285 indicate that the model predicts performance perceptions that are much higher than those actually perceived by these respondents. This could indicate significant dissatisfaction that is not captured by the model as a whole.

The results of this residual analysis can be used by policymakers to identify areas that require improvement or more attention. For example, if some cases show large negative residuals, this could indicate that the policies adopted were ineffective or not well received by certain communities. Policies can be adjusted or targeted more specifically to address identified problems.

Through a deeper understanding of outliers, performance and effectiveness prediction models

can be improved. For example, adding new variables or improving the methodological approach can improve the accuracy of the model in reflecting reality. In political leadership performance research, the data provided shows the public’s perception of leadership effectiveness in areas such as education, health, security, etc. Prediction models can be created based on factors such as education level, income, geographic location, and others. If Case Number 12 shows predictions that are significantly higher than reality, it is worth looking at whether there are location-specific factors (e.g., local security issues or poor health policies) that are causing dissatisfaction. Thus, this data can provide valuable feedback to improve leadership strategies and create policies that better meet society’s needs.

Using case-wisecase-wise diagnostics in analyzing the performance and effectiveness of political leadership in Indonesia helps identify and understand the mismatch between prediction models and reality. This provides important insights for the development of more effective and adaptive policies, as well as assisting in evaluating and improving existing leadership strategies. So the histogram can be seen in salt 1 below:



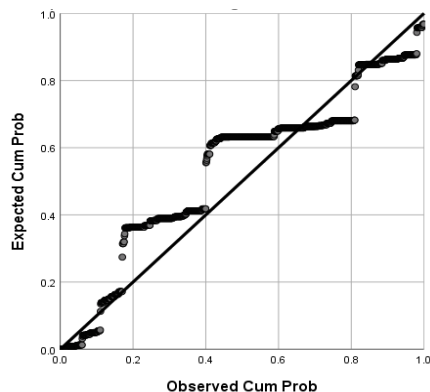
Source: Primary data, 2024.

Figure 8. Hologram Dependent Variable: Strategic Politic in Indonesia

This residual histogram is important in the context of analyzing the performance and effectiveness of political strategic leadership in Indonesia. It can be seen that good leadership performance or effectiveness should produce residuals that are normally distributed around zero. From this histogram, we can see that most residuals are indeed close to zero, indicating that the model predictions are generally correct, with large residuals (either negative or positive) indicating observations that do not fit the model. In the context of political leadership, this can indicate groups or areas where leadership policies or strategies are not working as expected. For example, outliers on the negative side may indicate significant dissatisfaction or policy implementation problems.

This residual histogram shows that the performance and effectiveness of political leadership generally corresponds to the actual data, although

there are some outliers. This indicates that there are specific areas or groups that require further attention to understand and correct the discrepancy. Analysts and policymakers can use this information to improve leadership strategies and public policy in Indonesia. So we see the figure 8 input from the Normal P-P Plot of Regression Standardized Residual below.



Source: Primary data, 2024.

Figure 9. Normal P-P Plot of Regression Standardized Residual
Dependent Variable: *Statgis Politic in Indonesia*

Looking at the image above, it is an input image from the Normal P-P Plot of Regression Standardized Residual so that there is a distribution of points. The Normal P-P Plot is used to see whether the data has a normal distribution or, conversely, not a normal distribution, so the results of this graph show the distribution of points close to the vertical line. or parallel to a straight line so that the data is properly distributed normally. Well-available data can support government transparency, allowing citizens to easily access information about policies, government spending, and social programs.

This is an important principle in the transformation of a more open and responsible government, and better decision-making with good data can help leaders and policymakers make better decisions. Overall, the results of the analysis of the performance and effectiveness of political strategic leadership in Indonesia are supported by the residual histogram and normal P-P plot, which are positive. The regression model used in this analysis was proven to be valid and accurate, allowing policymakers to formulate more appropriate and effective strategies. Identification of problem areas through outliers also provides important insights for policy improvement. Thus, this analysis plays a key role in improving the performance and effectiveness of political leadership in Indonesia.

Analysis of the performance and effectiveness of political strategic leadership in Indonesia involves an in-depth process of evaluating how political leaders manage and lead the country towards achieving strategic goals effectively. In this context, the evaluation not only considers the achievement of

concrete results such as infrastructure development and increased social welfare but also explores the effectiveness of the public policies implemented and their impact on society. This involves assessing transparency in the use of public budgets and efforts to eradicate corruption, which remains a major challenge at various levels of government. The evaluation also looks at achievements in infrastructure development, which includes transportation, energy, and telecommunications networks, as well as efforts to meet people's basic needs, such as education and health.

In addition, the effectiveness of political leadership is evaluated through the relevance of the policies formulated to the actual challenges and needs of society. Policies that are consistent with the long-term vision of national development and able to accommodate people's aspirations are the main focus. The evaluation also considers public participation in the decision-making process to ensure the resulting policies truly reflect the interests and needs of the people. Another aspect that is no less important is the managerial and leadership abilities of political leaders. This includes their ability to manage bureaucracy and design effective policy implementation strategies.

In addition, the ability to adapt to changes in the dynamic political, social, and economic environment is also an integral part of this evaluation. However, in carrying out this analysis, there are several challenges that must be faced, such as limited accurate and objective data as well as the potential for subjective interpretation from the party carrying out the evaluation. Complex political dynamics can also influence the evaluation process, with particular political interests possibly influencing the results. The results of the analysis of the performance and effectiveness of strategic political leadership in Indonesia do not only have an impact on assessment but also have significant implications for policymakers and society at large. Recommendations for improvement, increasing leadership capacity, and implementing policy reforms are strategic steps proposed to improve the quality of political leadership and ensure the achievement of sustainable national development goals.

In the context of evaluating the quality of political leadership and efforts to ensure the achievement of sustainable national development goals, so that we can see the analysis of the performance and effectiveness of strategic political leadership in Indonesia, the results of table 2 of the summary model in the summary model below:

Looking at the table above, the summary model is the correlation coefficient between the dependent variable and the independent variable. The value of

the R relationship is .063, which means that there is a very weak relationship between the dependent variable and the independent variable as a whole.

Tabel 2. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.063 ^a	.004	.001	1.45144

a. Predictors: constant, don't know, Role of civil society, Scientific selection and training of workers, Military

Source: Primary data, 2024.

However, to assess whether this effect is statistically significant, we must look at the results of the ANOVA section of the ANOVA model below:

Table 3. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.183	4	2.546	1.208	.305 ^b
	Residual	2517.497	1195	2.107		
	Total	2527.680	1199			

a. Dependent Variable: Political Strategy in Indonesia

b. Predictors: constant, don't know, Role of civil society, Scientific selection and training of workers, military.

Source: Primary data, 2024.

The output of the ANOVA section explains whether there is a real (significant) influence of the variables, leadership effectiveness and performance analysis, on political strategy in Indonesia, as seen in the calculated $F = 1.208$ with a significant/probability level of 305. The regression model can then be used to predict the political strategy variable in Indonesia.

The coefficient table provides more detailed information about the contribution of each independent variable in the regression model. From the table, we can see the coefficient values for leadership effectiveness and performance analysis, as well as the standard errors, beta coefficients, t values, and significance levels of each variable.

With the regression coefficients that show the individual contributions of the independent variables, we can evaluate how much influence leadership effectiveness and performance analysis have on the dependent variable, namely political strategy in Indonesia. However, if the regression coefficients for both independent variables show small or insignificant values, this will be in line with the ANOVA results, which indicate that this model may not have strong predictive power. With an insignificant F value and a low or insignificant coefficient, this regression model shows that although in theory we can use this model to predict political strategy in Indonesia, the results of the analysis show that the measured variables do not make a significant contribution. Therefore, to improve the accuracy of the model, it may be necessary to consider including

additional relevant variables or making adjustments to the existing model. so that the table below can be:

Table 4. Coefficients^a

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Std. Error Beta		
1	(Constant)	25.462	1.304	19.530	.000
	Scientific selection and training of workers	.024	.017	1.444	.149
	The role of civil society	.010	.018	.539	.590
	Military	-.096	.055	-1.740	.082
	Don't know	.093	.052	1.798	.072

a. Dependent Variable: Political Strategy in Indonesia

Source: Primary data, 2024.

Table 5. Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
1	Political parties	. ^b	.	.	.000

a. Dependent Variable: Political Strategy in Indonesia

b. Predictors in the Model: (Constant), Don't know, Role of civil society, Scientific selection and training of workers, Military.

Source: Primary data, 2024.

The constant value of 25.462 Gives the baseline value of the dependent variable when all independent variables are zero. This is the starting point of the regression model. Performance analysis has a small positive effect on the dependent variable, meaning that an increase in performance analysis is expected to slightly increase the value of political strategy in Indonesia. Leadership effectiveness has a small negative effect on the dependent variable, indicating that an increase in leadership effectiveness is expected to slightly decrease the value of political strategy in Indonesia.

However, it is important to note that the coefficients for both independent variables are not statistically significant, meaning that although a relationship is identified, there is no strong evidence that this relationship is significant in this model.

To compare the survey findings on leadership effectiveness with strategic leadership theories and models, there are several steps that can be taken to ensure a comprehensive analysis. These steps will help link the empirical data from the survey to relevant theoretical concepts, thereby illustrating how actual leadership aligns with or deviates from strategic leadership theory.

The first step is to collect and categorize the survey data. After data from 1,200 respondents were obtained, it was important to group the survey findings

based on key aspects of leadership. For example, the data could be categorized into several key dimensions, such as the leader's ability to formulate a strategic vision, effectiveness in policy implementation, communication skills, and how the leader manages a crisis. By doing this categorization, it will be easier to relate each aspect of the survey findings to existing theories.

After the data has been grouped, the second step is to compare the survey findings to relevant leadership theories and models. Strategic leadership theories such as transformational leadership theory and transactional leadership are often used as references. Transformational theory focuses on leaders who are able to inspire and drive major changes, while transactional theory places more emphasis on the reciprocal relationship between leaders and followers that is operational on a daily basis. In this context, the survey results can be analyzed to determine whether the observed leadership is more transformational, such as innovation and long-term vision, or more transactional, with a focus on fulfilling obligations and stability.

In addition, situational leadership theory is also important to compare. According to this theory, effective leaders are those who can adapt their leadership style based on the specific situation. By looking at the survey results, it can be analyzed whether the leader being assessed is able to adapt his or her approach depending on the challenges faced, such as crisis management or development policies. Survey data can show how leaders react to different situations and whether they succeed or fail to adapt to these conditions.

The next step is to analyze the strengths and weaknesses that emerge from this comparison. From the survey data, it may be indicated that the leader has certain strengths, such as a clear strategic vision or strong communication skills. These strengths can then be compared to the principles of strategic leadership theory, which emphasizes the importance of a strong vision and the ability to motivate others. Conversely, weaknesses found, such as a lack of openness to input or problems in policy implementation, can be analyzed as deviations from leadership theory that emphasizes collaboration and effective execution.

The final step is to draw conclusions and recommendations based on the comparison. After analyzing how the survey findings do or do not align with theory, the researcher can conclude where the strengths of good strategic leadership lie and where improvements are needed. If the survey results indicate that the leader tends to have a more authoritarian and less participatory leadership style, then recommendations can be made to encourage the leader to be more open to collaboration and

input from various parties. If the findings indicate weaknesses in policy implementation, then the leader may need to improve coordination with the team and focus on more effective strategy execution.

By following these steps, the comparative analysis between the survey findings and strategic leadership theory not only provides a clearer picture of leadership performance but also provides guidance that the leader can use to improve his or her effectiveness in the future.

Evaluation of leadership effectiveness

Evaluation of leadership effectiveness in the Indonesian context requires an in-depth analysis of various aspects that reflect the quality and impact of the leadership. First of all, the quality of leadership is the main factor. This quality is seen from how a leader makes decisions, motivates the team, and communicates effectively with various stakeholders. A leader with good quality will be able to create an environment that is conducive to innovation and increase community participation. This includes the ability to project a clear vision and guide the community and their team to work towards a common goal.

Community participation is also an important component in evaluating leadership effectiveness. Inclusive leadership is characterized by community involvement in the decision-making process. A high level of participation not only encourages accountability but also increases the community's sense of ownership of the policies and projects being implemented. In Indonesia, leaders who are able to actively involve the community usually get greater support, because the community feels that their voices are heard and taken into account in the governance process.

Furthermore, the social impact of leadership must be evaluated through a real influence on community welfare. Indicators that can be used to measure this social impact include reducing poverty levels, increasing access to quality education, and improving health services. Effective leaders will ensure that the policies they implement have a significant and positive impact on all levels of society, especially those in remote areas or vulnerable groups.

In addition to social impacts, the evaluation of leadership effectiveness must also include economic development. In Indonesia, strong leadership often focuses on economic development through job creation, increasing investment attractiveness, and developing infrastructure such as roads, ports, and other transportation facilities. Effective leaders in this area will strive to create a conducive business climate and encourage inclusive economic growth, so that the benefits of development can be felt by various groups, from rural to urban.

In addition to focusing on economic development, the evaluation must also consider the sustainability of the policies implemented by a leader. In the modern context, the aspect of sustainability is becoming increasingly important, especially in relation to the long-term impact on the environment and natural resources. In Indonesia, which has abundant natural resources, wise leaders will prioritize development policies that not only provide short-term economic benefits, but also consider the impact on the ecosystem and sustainability for future generations.

Finally, the cultural and political context plays an important role in evaluating leadership in Indonesia. Leadership in this country is heavily influenced by local cultural values that vary from region to region, as well as ever-changing political dynamics. Effective leaders are those who are able to understand and respect local cultural values, while navigating complex national and regional politics. In this context, leaders must be able to adapt their style and approach to remain relevant and acceptable to a culturally and politically diverse society.

By evaluating leadership based on these aspects, we can gain a clearer picture of the effectiveness of a leader in Indonesia, both in terms of decision-making, community engagement, social and economic impact, and the sustainability of policies implemented.

CONCLUSION

The results of the study revealed the importance of the "Don't Know" category, which reflects respondents who felt they did not have enough information to assess leadership. The analysis suggests an information gap in the community that can be addressed through better public communication. Factors such as Scientific Selection and Worker Training improve leadership performance by strengthening the professionalism and competence of staff, allowing for effective policy implementation. The role of Civil Society is crucial in increasing transparency and accountability of leaders. Meanwhile, the Role of Political Parties can support policies, but excessive dependence can hinder autonomy. The role of the military is also crucial, with professionalism maintaining stability. The average of 86% needs further explanation to understand community satisfaction. Recommendations for further research include increasing the role of civil society, increasing transparency, training programs for local leaders, and regular monitoring to measure community satisfaction with policies.

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