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### DEVELOPING CREDIBLE GOVERNMENT LEADERSHIP: INDONESIAN PUBLIC POLICY VIEWS

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#### Abstract

*The Trusted Government Leadership Model: Public Policy Perspectives in Indonesia is the subject of this study's description and analysis. This paper is based on several ideas and earlier research findings that illustrate the dynamics and issues with government leadership specific to regional heads of state. A literature review, including a conceptual analysis of textbooks and earlier research findings pertinent to this study, is the methodology employed. The results demonstrated that competence, goodness, integrity, and policy are the four (four) factors that impact a trustworthy government leadership model. Government leaders must possess the following qualities: (1) competence, which includes knowledge, skills, personality, and managerial abilities; (2) kindness and compassion; (3) integrity, which includes ethics and adherence to the law; and (4) policy, which consists of ten main principles, including the following: (a) public interest; (b) planning; (c) qualified; (d) management; (e) morality; (f) integrated; (g) impact; (h) honour; (i) glorify; and (j) learning.*

**Keywords:** *Trusted governance, public policy, and government leadership.*

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#### Abstrak

Penelitian ini bertujuan untuk mendeskripsikan dan menganalisis tentang Model Kepemimpinan Pemerintahan dalam Implementasi Kebijakan Publik untuk mewujudkan pemerintahan yang terpercaya (Trustworthy Government) di Indonesia. Tulisan ini didasari latar belakang masalah adanya ketidakpercayaan masyarakat terhadap pemerintah yang disebabkan oleh beberapa permasalahan antara lain : masalah korupsi, kurangnya transparansi dan akuntabilitas, politisasi birokrasi, rendahnya partisipasi masyarakat, dan ketidakpastian hukum. Metode penelitian yang digunakan adalah studi

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pustaka dengan menggunakan berbagai literatur dalam menganalisis model kepemimpinan pemerintahan melalui kebijakan publik dalam mewujudkan pemerintahan yang terpercaya. Hasil penelitian menunjukkan bahwa model kepemimpinan pemerintahan melalui kebijakan publik dalam mewujudkan pemerintahan yang terpercaya dapat dilakukan melalui pemimpin pemerintahan yang memiliki karakteristik sebagai berikut : (1) Pemimpin yang memiliki tujuan yang mulia; (2) Pemimpin yang melayani; (3) Pemimpin yang berintegritas dan berfokus pada generasional; dan (4) pemimpin yang memahami dan mendalami kebijakan publik. Penelitian ini dapat dikembangkan lebih lanjut bagi penelitian berikutnya dengan menggunakan metode penelitian kualitatif dan kuantitatif atau metode campuran.

**Keywords:** Kepemimpinan Pemerintahan, Kebijakan Publik, Pemerintahan Yang Terpercaya (Trustworthy Government).

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## INTRODUCTION

The use of leadership theory in the context of government administration and its relationship to the workings of government comprise the field of government leadership. While governance refers to the formal framework for running the government, leadership pertains to the societal norms that guide the conduct of leaders (Taliziduhu, 2001: 26). According to this concept, the government's leadership has two roles: internal relations to maintain the formal system and external relations to uphold social values. According to Taliziduhu (2021: 26), government leadership shows symptoms. The government ensures that public services and civil rights are accessible when needed. The government can increase public confidence by providing targeted public and civil services to the community.

In Indonesia, leadership refers to the actions taken by individuals or

organizations with the authority to govern. Regional leaders at the province, district, and city levels are among the leaders of Indonesia's government. In 2021, Widdy conducted a theoretical study titled "Regional Head Leadership through the Aura Strategy: A Theoretical Study" and concluded that regional head leadership, which combines organizational needs with community aspirations, requests, and interests, is a critical component of efforts to enhance the community's welfare and quality of life. This study concludes that effective regional leadership requires paying attention to and acting on the community's desires.

Another study by Budi (2020) titled "Innovative Leadership of Regional Heads for the Public Sector in Banyuwangi Regency (Case Study of Regent Abdullah Azwar Anas)" demonstrates that phronesis, transactional, and transformational leadership are three factors that can

stimulate the innovativeness of regional heads. This study highlights how regional leaders can inspire and support the generation of innovative concepts and discoveries that drive the region's progress.

A study by Siti et al. (2022) titled "Analysis of Regional Head Leadership Style in Government Administration (Case Study of Former Surabaya Mayor Tri Rismaharini)" sheds light on local government leadership from the perspective of leadership style. The findings demonstrated that Tri Risma Harini's leadership as Regional Head can be described as democratic leadership, possessing great empathy for the community, and distinguished by a charismatic, democratic, and transformational leadership style, innovative and motivating qualities and several noteworthy reputations. Regional leaders can establish a solid reputation with democratic, transformative, charismatic, inventive, and empathetic leadership, according to the study.

According to Ednawan et al.'s (2019) study, "Dynamics of Government Leadership Based on Local Wisdom of Sundanese Culture (Study of Government Leadership of the Regent of Purwakarta for the 2008-2018 Period)," the perspective of local wisdom can shed light on regional leadership. The following conclusions can be drawn from the study's findings: (1)

Most people in Purwakarta Regency favour leadership based on the principles of local wisdom from Sundanese culture. (2) Despite the controversy surrounding his leadership, these dynamics can be resolved by conducting discussion forums and communicating effectively. Effective communication and local knowledge are crucial for government leadership in Purwakarta.

The gender-based leadership style, as examined in Lolita's research on "Leadership Styles of Women Regional Heads in Pematang Siantar City, North Sumatra Province" (2023), sheds light on another facet of regional head government leadership. According to this study, a regional leader must give all staff members more drive. The motivation must fit the leadership style of Pematang Siantar Mayor Dr. Susanti, who is renowned for her genuine leadership. This strategy can be implemented consistently to establish stable community welfare and efficient governance.

By placing limitations on the leadership of regional heads, some of the outcomes of the evaluation of some of the earlier research mentioned above can be used to identify some determining variables in the development of government leadership: (1) methods for understanding, addressing, and achieving community goals; (2) inspiration or drive for the

creation of creative concepts or inventions; (3) a democratic, transformative, charismatic, inventive, and compassionate leadership style; (4) an approach to local wisdom and effective communication; and (5) an authentic leadership style approach. The author aims to distinguish this study by focusing on the public policy component based on these determinants. The relationship between public policy and leadership has previously been demonstrated in writings by Robert and Anthony (2017: 276). In policy-making, leadership entails goal-oriented actions by leaders responding to society's social and economic conditions. However, prior studies have yet to address the issue. In order to provide a thorough study, the author will review the literature on "Building Trusted Government Leadership: Public Policy Perspectives in Indonesia."

## **LITERATURE REVIEW**

### **A. Leadership Government**

In their book, Sadu and Sulthon (2023) cite Koehler and Pankowski's (1997) assertion that government leadership influences and directs others while overseeing legally mandated programs. Koehler and Pankowski share Sadu's belief that government science includes lawful authority, power, and public services intended for public welfare. This perspective provides further evidence that

the vital element of effective government leadership is the implementation of formally regulated policies to improve the social system. The role of government leadership is to serve the public interest, i.e., to achieve public welfare by providing public services.

Each leader's abilities have a significant impact on leadership in the government of a region. These capacities include responding to the international community's demands and carrying out official duties in line with the needs of the nation's population. Furthermore, the leader's capacity is demonstrated by his comprehension of the people's goals and his awareness of the always-evolving times (Jayadi, 2015). According to Jayadi, a person in a leadership role in the government must possess two qualities: the capacity to respond to community needs and adjust to changing circumstances.

Regi (2018) concluded that the people of Indonesia require a trustworthy leader who represents the younger generation, approaches problem-solving democratically, and values diversity within the country's framework. As the cornerstone of our nation, the Unitary State of the Republic of Indonesia, leaders in various Indonesian organizations must base their decisions and actions on Pancasila values. Setting a good example for the community and invoking the principles of Pancasila are

two excellent ways to develop effective government leadership.

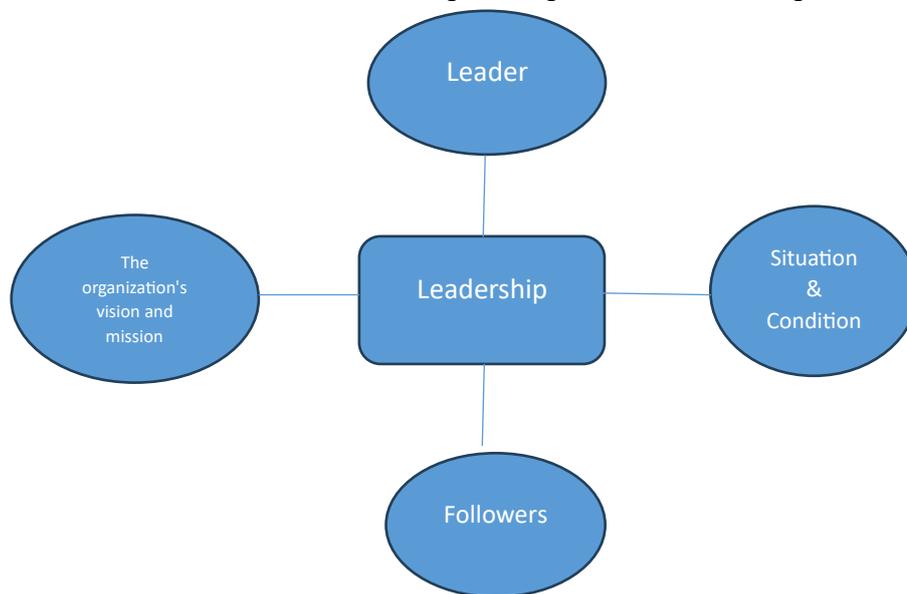
Pamudji (1989) states that the three variables that comprise Indonesian Government Leadership (KPI) are Leader, Follower, and Situation. Pamudji stressed the importance of taking into account the following variables when understanding KPIs: (1) Leader, which refers to individuals who hold leadership positions; (2) Followers, which comprises a group of individuals who have a role in adhering to or following leadership; and (3) Situations and Conditions, which refers to the

elements that surround them in the context of adherence and leadership.

The situational leadership model Hersey and Blanchard (2013) presented inspired Pamudji's above opinion, created by Sadu and Sulthon (2023: 130). By Wall, Solum, and Sobol's (1999) concept of visionary leaders, Sadu and Sulthon contend that the framework has to include a fourth variable, namely organizational vision. The four components of leadership—leaders, followers, situations, and organizational missions—can be examined from Sadu and Sulthon's point of view. These components are shown in the following figure:

Picture 1

Four elements that impact inspirational leadership



Source: Sadu dan Sulthon (2023).

According to Sadu and Sulthon (2023), the four variables in the figure have the following relationship: (1) The first component of leadership is the Leader

Variable, which consists of influences, procedures, and leadership qualities. Political leaders and other public figures are chosen through elections in today's culture; (2) Another element influencing the

accomplishment of organizational objectives is the follower variable. The concepts of management and organization impact the dynamic between a leader and their followers. First- and third-generation management models view leadership as a fundamental component, with leaders playing a significant role in an organization's success. Although the connection between a leader and a follower in the Four and Five Generation Management Models, sometimes referred to as Two Core Management, is heterarchical (parallel) rather than hierarchical; (3) Circumstance and State A leader must take into account variables which include both internal and external factors. If the leader still has authority over situations and conditions, then those circumstances are internal, enabling the leader to bring about change. On the other hand, circumstances and conditions are considered external if they are out of the leader's control, and they can only be predicted by the leader using presumptions; and (5) The Organization's Vision and Mission variables are taken into account in Regional Regulations (Perda) about Regional Medium-Term Development Plans and Regional Long-Term Development Plans in the context of local government. While the RPJMD outlines the medium-term development strategy for the next five years based on the regional head's

vision and mission, the RPJPD outlines the development path for the next twenty years.

### **B. Reliable Government Leadership**

In his work, David Carnevale (1995) lists the following as the crucial elements in creating a reliable organization: In addition to helping people lead themselves, trustworthy leaders also promote participation and engagement, develop effective communication, establish a fair performance appraisal and incentive system, manage power and politics, and resolve conflicts. All of these components are essential to building a trustworthy and effective corporation.

To understand how trust is influenced, Charis and Maureen's (2020) research conceptually draw on the ideas of Mayer et al. (1995) and Kong (2014). Specifically, they aim to understand perceptions of competence or the degree to which a person believes that other people or entities possess ability, effectiveness, expertise, and professionalism; perceptions of kindness, or the extent to which a person believes that another person or entity cares about his or her well-being; and perceptions of integrity, or the extent to which a person views another person or entity as sincere, keeps their word and abides by a set of principles acceptable to the trustee.

### **C. Policy of Local Leadership**

According to one of the public policy models presented by Van Metter and

Van Horn in Agustino (2008), implementing a policy consists of several acts taken by officials, private or public entities, or people. The purpose of these actions is to accomplish the objectives outlined in the policy decision. According to Van Meter and Van Horn in Agustino (2008), there are six factors that affect public policy performance as follows: (1) Policy size and objectives: The success of policy implementation can be measured if and only if the size and objectives of the policy are in accordance with sociocultural realities at the implementation level; (2) Resources: The success of policy implementation depends mainly on the ability to utilize available resources; (3) Characteristics of implementing agents: The performance of policy implementation is strongly influenced by the characteristics that are appropriate and suitable to those of implementing agents; (4) Attitudes or tendencies of implementers: The attitude of acceptance or rejection of implementers will have a significant impact on the success or failure of the implementation of public policy; (5) Communication between organizations and implementing activities: The better the coordination and communication between the parties involved in the implementation, the less likely to go wrong; and (6) Social environment.

The work of Robert and Anthony (2017) delves further into the relationship between local leadership and public policy, arguing that public policy has a significant impact on local administration and politics. The collaboration of many actors and institutions in a range of policy actions is necessary for the creation and execution of public programs. Policies are created and approved by elected officials, who perform a political role; administrators, on the other hand, carry out policy implementation and program delivery. The process of developing policies begins with leadership. A goal-oriented reaction to social and economic conditions by political authorities and administrators is known as policy leadership. Consistent with the perspective of Robert and Antonhoni, Eyestone (1971) delineated three prerequisites that trigger policy leadership: (1) a favourable circumstance or opening exists; (2) political leaders are cognizant of these favourable circumstances or openings; and (3) political leaders possess the legal and political autonomy to select from among the numerous options for action that consider these favourable circumstances or openings. Top of Form

## **METHOD**

The literature study approach was the research strategy used in this investigation. Zet (2004) defines *literature*

*study* as a strategy used to comprehend and examine theories in various literature pertinent to the research topic under investigation. This approach involves several steps, such as setting up the necessary tools, creating a bibliography, scheduling, reading assignments, and documenting pertinent data from the research literature.

Gathering primary and secondary literature sources was a process in conducting research using literature studies. The data were processed, and references were collected for study findings. Then, this data was abstracted to create a complete picture, and it was evaluated to generate knowledge that validates the findings (Wahyudin, 2020). Researchers collected secondary data from textbooks and research journals on government leadership and public policy to conduct the study. After obtaining secondary data, the data were processed and evaluated as research findings. The analysis findings were examined thoroughly to arrive at a fresh conclusion for this research publication.

## **RESULTS AND DISCUSSION**

### **Public Policy Views in Indonesia: Developing Government Leadership to Achieve a Trusted Government.**

The author conceptually draws on the ideas of Meyer et al. (1995) and Kong (2014) to construct a trusted government

leadership. These perspectives suggest that competence, kindness, and honesty impact the public's trust in leaders. According to Robert and Anthony's (2017) explanation of the relationship between leadership and policy, politics and administration are inextricably linked to policy. Eyestone's (1971) theory that policy leadership is innately impacted by three factors—political leaders' understanding of the issue, their choice of different strategies to address it, and the existence of problems—corroborates the opinions of Robert and Anthony.

The author incorporates policy elements into the components that influence public trust in the government, as outlined by Meyer et al. (1995) and Kong (2014), drawing on the perspectives of Robert, Anthony and Eyestone. Competency, goodness, integrity, and policy aspects all impact the variables that determine public trust in the government.

#### **1. Aspect of Competency**

According to Meyer et al. (1995) and Kong (2014), the competence component is a perception of competence that characterizes the degree to which a person believes other people or entities possess talents, efficacy, knowledge, and professionalism. A regional head must possess the skills, knowledge, and professionalism to establish an efficient government. According to research by

Roslianah et al. (2020), local and regional chiefs must be sufficiently competent to support their considerable authority to maximize local administration. Because regional heads do not fully comprehend their authority as Regional Heads in Bone Regency for the 2013–2018 term, some mandatory and optional authorities cannot be exercised to their fullest potential. The results demonstrated that the regional heads' leadership in Bone from 2013 to 2018 had complied with the competency standards. The basis for these findings is the knowledge, skills, personal traits, social roles, self-image, and motivation included in Shermon's (2014) competency theory.

Additionally, a managerial competency model of local heads has been developed based on research findings in the context of local government in the Bone District. The six components of governance management that this model defines are (1) Public Relations Management, (2) Personnel Management, (3) Budget Management, (4) Asset Management, and (5) Information Management. The findings of examining the Bone Regency regional head's competency throughout 2013–2018 are presented in detail.

The following describes the analysis's findings: Knowledge analysis (1). Regent Bone has the best knowledge or comprehension of government resource management, leadership, bureaucracy,

administration, and management. This opinion is supported by his 23 years of experience working as a civil servant, which includes positions as expert staff to the governor of South Sulawesi Province, assistant for economic and development at the Bone Regency regional secretariat, vice-regent of Bone, and head of the social section. Furthermore, Regent Bone has had important positions in several businesses; (2) Expert Evaluation. Regarding managing the administrative system and government administration, the Regional Head of Bone Regency was the principal manager and the highest-ranking administrator from 2013 to 2018. In addition to requiring prior expertise in planning, directing, and managing the operations and assets of government bureaucratic units, this job is enhanced by formal education leading to a doctorate and leadership development pertinent to structural roles; (3) Analysis of Traits. The Bone Regency's Regional Head demonstrates a steady loyalty in managing the local government, consistent loyalty in achieving the development's vision and mission, and dependable loyalty in managing, resolving, or anticipating various governance, development, and social challenges that arose between 2013 and 2018. This is an optimal achievement because it complies with norms, upholds local policies that reflect the traits and culture of the community, and is in line with

governance ethics. (4) From 2013 to 2018, the regional head of Bone Regency played a perfect social role within the framework of bureaucracy when interacting with the DPRD, dealing with stakeholders, and communicating with the community. This is because the regional head acted following government ethics, social norms, and customary procedures that reflected the social and cultural life of the local community; (5) Analysis of Oneself. Because the regional head of Bone Regency, South Sulawesi Province, operates in compliance with regulations and encourages community participation in reporting issues related to governance and corrupt practices, collusion, and nepotism, the regional head's self-image, which includes an appearance in front of the community, behavior in interaction with the community, and quality of management of local government during the period 2013-2018, can be considered very good. (6) Analysis of Motivation. The regional head of Bone Regency's motivation can be regarded as very good because he continues to engage with the community actively and has won 226 awards from the president, four awards from presidential ministers, 74 national awards from various ministries and institutions, and 138 provincial awards. These are in addition to the awards he received during 2013–2018 for his service, achievement, and filial piety. Furthermore,

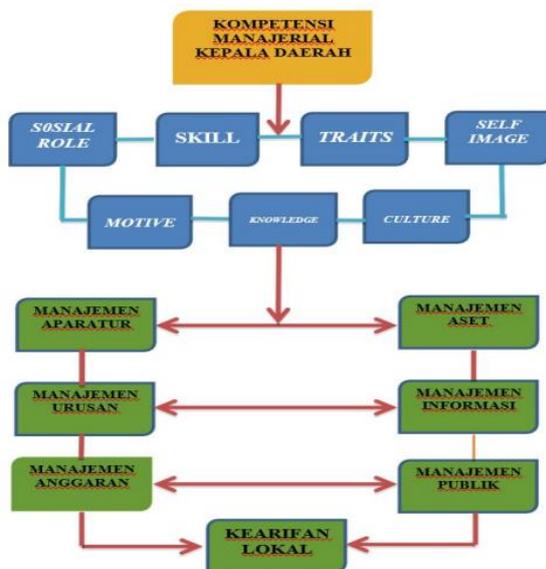
the community expressed satisfaction with the regional head's leadership.

Based on the previously described descriptive analysis of the Regent of Bone's knowledge, skills, traits, social roles, self-image, and motivation, it was determined that these dimensions' interconnectedness is a crucial prerequisite for a regional head to perform his duties in a highly dynamic society with a wide range of interests, perspectives, and life experiences. Nevertheless, Roslianah et al. contend that more than these characteristics are needed to guarantee the continuation of government initiatives in the future. That requires the addition of a level known as "civilized culture." This component pertains to the requirement that regional leaders possess a cultural disposition that prioritizes service grounded in local knowledge. This can be harmonized with the normative dimension of law and individualistic orientation. In light of this, the six competencies outlined in Shermon's competency theory—which will be employed as benchmarks to assess the managerial competence of regional heads—have value variations that fall into two categories: the contribution category of factors, which includes trait parameters and motivation (Motive), and the competency category of determinant factors, which includes the parameters of knowledge, skills, social role, and self-image. In Bone

Regency, South Sulawesi Province, the Shermom Competency Theory was used to assess regional heads' proficiency in local government administration from 2013 to 2018. By incorporating local cultural elements into the framework, regional heads may effectively lead local government administration and apply Shermom's six competency theories. Accordingly, the following image from Roslianah et al. describes the regional chiefs' leadership competency model:

Picture 2.

Regional Heads' Competency Model for Local Government Administration



Source: Roslianah, Tjahya Supriatna, Hyronimus Rowa, dan Rossy Lambelanova (2020).

## 2. The Aspect of Goodness

According to Meyer et al. (1995) and Kong (2014), the kindness component is a perception of kindness that characterizes the degree to which an

individual believes other people or entities are concerned about their well-being. The altruism displayed by Meyer et al. and Kong demonstrates a leader's concern for the community's well-being. Sutrisno (2017) used the Majalengka district in the province of West Java as a case study for his study on the leadership role of regional heads through fiscal decentralization to increase development and welfare. The theoretical foundation of this study is the idea that fiscal decentralization and regional autonomy policies—which give regional governments more power—cannot be isolated from one another. Nevertheless, issues with fiscal decentralization—a term used to describe the disparity between the delegation of power and the delegation of funds—occur when regional autonomy is imposed. Fiscal decentralization cannot fully produce the financial resources required for regional development to enhance the welfare of the populace when fiscal disparity exists and the initial source of local revenue is still low. In this situation, the Regional Head's leadership role is crucial in bridging the budgetary deficit without impeding community growth. Additionally, some specialists contend that leadership in Indonesia is crucial and even influences innovation in the current administration.

According to Sutrisno's research, the following outcomes are possible: (1)

progressive leadership roles based on entrepreneurial spirit, creativity, innovation, and vision become the primary capital to advance the region and improve the welfare of the population; (2) maximize fiscal decentralization by focusing on programs that improve community welfare and increase Local Original Revenue (PAD) through improved financial relations between the central and local governments; (3) develop resource-constrained regions by using funds obtained through fiscal decentralization authority and public participation in exercising regional autonomy; (4) an economic decentralization policy is required to assess the success of development.

Drawing from the findings of the aforementioned study, it can be inferred that regional leaders have a crucial role to play in optimizing fiscal decentralization to enhance development and well-being. The primary cornerstone for developing the area and enhancing the welfare of its citizens via development is the progressive leadership position of Regional Heads, which is founded on an entrepreneurial attitude, creativity, innovation, and vision. According to Meyer et al. (1995), Kong (2014), and Sutrisno (2017), a leader's concern for the welfare of the community is influenced by leadership that possesses an entrepreneurial, innovative, and visionary spirit to realize the community's welfare by

utilizing owned financial resources and regional potential. This means that the aspect of kindness describes the community's perception of trust in leaders.

### **3. The Aspect of Integrity**

According to Meyer et al. (1995) and Kong (2014), the integrity element is a sense of integrity that characterizes the degree to which a person believes that other people or entities are sincere, keeps his word, and upholds a set of values that are acceptable to those who believe. A government leader's commitment to keeping his political pledges and following the law defines their integrity. The issue of corruption committed by regional leaders—whether governors, regents, or mayors—is one of the issues with their leadership. Accordingly, the Operation Catch Hands (OTT) case in Arizka's (2020) essay on the Integrity Zone and Early Warning of Regional Leaders attacked the corruption case of regional leaders in Lampung Province. Political elites and voters participate in bargaining techniques, exchanging political votes for monetary sums due to the corruption problem brought on by high political costs, according to Arizka.

Moreover, there is a relationship between local politicians, capital owners, and candidates running for regional heads and voters. 429 Regional Heads from the

regional elections were found to be involved in corruption, according to data from the Corruption Eradication Commission (Luqman, 2021). According to this data, there have been almost as many corrupt regional chiefs in Indonesia since direct regional elections were implemented until 2020 as there are districts and cities in the country. There are as many as 416 regencies and 98 cities in Indonesia, according to the most recent statistics from the Central Statistics Agency (BPS) in 2023, which relates to the outcomes of data collection for the period 2018 to 2022 (Tari & Nibras, 2023).

In response to the corruption issue, Arizka (2020) offers the following advice in his writing to regional leaders in order to prevent corrupt behavior: (1) It is necessary to consider how bureaucratic nomenclature should adapt to global changes; (2) As is typical in industrialized nations, acts of corruption that affect the policies of regional heads can be monitored by minimizing direct connection between individuals; (3) While the introduction of electronic governance, such as e-procurement and e-budgeting, is intended to lessen this face-to-face interaction, we also think that these instruments still include manipulable weaknesses; (4) Ultimately, personal integrity plays a significant role in promoting governmental change and discouraging unethical actions by local

leaders. According to Meyer et al. (1995), Kong (2014), and Arizka (2017), a leader's moral ethics, which are demonstrated by their dedication to and compliance with law enforcement, are the primary determinants of the public's perception of their integrity.

#### 4. **The Aspect of Policy**

As previously said, public policy is created by political authorities and carried out by administrative officials. It is situated at the nexus of politics and administration (Robert & Anthony, 2017). The vision and mission of regional heads serve as the foundation for formulating the direction of regional development. Administrator officials, such as the regional secretary and regional officials' leaders, then implement the policy's administration. Eyestone's (1971) perspective states that policy leadership begins with the problem, and then the leader understands the problem. Then, the leader selects policy alternatives to address the problem and supports this interaction between policy, politics, and administration. The connection between public policy and government leadership is becoming increasingly apparent. In this instance, the author wishes to underline that, as previously indicated, the element of public policy is one of the three additional factors of the three aspects developed by Meyer et al. (1995) and Kong (2014). The content of policies portrayed in the vision,

mission, programs, and activities is referred to as policy aspects.

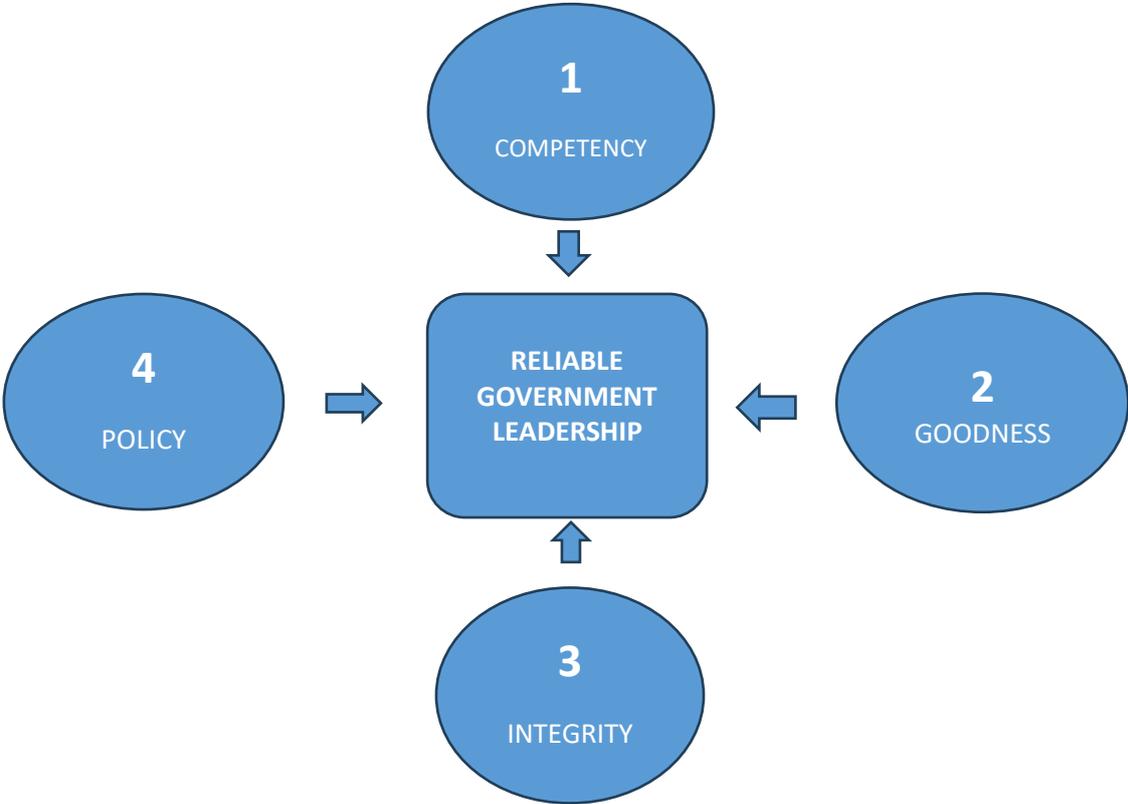
The content of public policy has an impact on its overall quality. This is consistent with a study on "Building Superior Public Policies in the Democratic Era" by Riant (2018). The premise of this essay is that a nation's capacity to create high-caliber policies is becoming increasingly important. Even though Indonesia entered a democratic age with the 1998 Reformation, its significant impact on public policy has not yet materialized. In this context, the question is how to improve capacities to create better public policies. The study's findings have led to the formulating of ten (10) Main Principles of Public Policy, which government leaders should understand. These include: First, public values. Since public policy aims to serve the public interest, it is prioritized over all other interests, including specific people or groups' commercial and political interests; (2) The no-return principle. Since public policy is an unalienable choice made by the government, it must be carefully considered: (3) Excellent values, not just decent ones. Making public policy is not just a good decision but an outstanding one. The objective is to raise the standard of living in the country, not merely to enhance it marginally; (4) Politics, not management principles. *Public policy* is a managerial choice to maximize value from all resources

accessible to all parties, not just one group of people; (5) Moral rather than technical concerns. (6) The concept of a system is not a single element; public policy is essentially concerned with government morality, not only technical difficulties. A framework of sectoral and regional public policies is known as public policy; (7) The Principle of Prize. The people receive public policy as a gift from their government. This policy should result in enjoyment rather than suffering as a reward; (8) The Honor Principle. For the government, public policy is an honor rather than merely a mandate. As a result, respectful decision-making and the creation of respectful practices are required in public policy; (9) The Ennobling Principle. The purpose of public policy is to protect, not to punish, the people. Public policy is formulated when a state transitions from a state based on the rule of law to a welfare state. (10) Foundational Knowledge. A good lesson for a country to live better than ever before is found in public policy. The following criteria, according to Riant (2018), must be included in the formulation and application of policies that establish the public's confidence in the leadership of the government: (1) Public; (2) Planning; (3) Qualified; (4) Management; (5) Morality; (6) Integrated; (7) Impact; (8) Honor; (9) Glorify; and (10) Learning.

The four factors that influence the leadership of a trustworthy government are depicted in the figure below based on the

investigation findings of the above aspects: competence, kindness, honesty, and policy.

**Four Influencing Variables  
Reliable Governmental Leadership**



Source: Processed by Author (2023).

**CONCLUSION**

Four factors are mentioned in Building a Trusted Government Leadership: Public Policy Perspectives in Indonesia. These factors include competence, kindness, honesty, and policy. The following are the findings from the examination of the four aspects: (1) Competence refers to the public's perception of government leadership based on the leader's knowledge, skills, personality, and managerial abilities; (2)

Goodness describes the public's perception of leaders based on their concern for the welfare of the community, which is influenced by leadership that is innovative, entrepreneurial, and visionary to realize community welfare; (3) Integrity refers to the public's opinion of a leader's dedication to and compliance with pledges and directives. The individual moral ethics of a leader, policy, and the uniqueness of this research are the factors that determine a leader's integrity. Ten significant principles

must be included in a policy, such as (1) Public, (2) Planning, (3) Eligible, (4) Administration, (5) Ethics, (6) Consolidated, (7) Influence, (8) Respect, (9) Exalt, and (10) Education.

The present study has limitations that require further investigation in future research projects that investigate trusted government leadership. The research methodology can be expanded to include field study methods, other approaches, and literature study methods.

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