

The Natuna Regent's Leadership Style in 2021-2024 Period: A Leadership Characterized by Archipelagic Region

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Abstract

This research analyzed and described the leadership style of the Natuna Regent during the 2021-2024 period, which is characterized by the archipelagic regions. To achieve this, the Thoha theory comprising four types of leadership styles, namely directive, consultative, participative, and delegation, was employed. Furthermore, a qualitative approach with a descriptive design was employed, with data collected through interviews, observations, and documentation. The collected data were subsequently analyzed through data reduction and by drawing conclusions. The results showed that the Natuna Regent exhibits a collaborative leadership style that encompasses all four styles tailored to the specific needs of the organization. Supporting factors include the Regent's in-depth understanding of governance issues, non-authoritarian approach, welcoming attitude, strong communication skills, and encouragement of innovative ideas from all individuals. However, inhibiting factors include certain Regional Apparatus Organizations (RAO) that have not fully fulfilled their responsibilities, subordinates or RAO displaying unresponsiveness towards directives, and program implementation lacking sufficient support from the regional budget. Efforts to overcome these inhibiting factors in the leadership style of the Natuna Regent include encompassing consolidating relationships with all regional apparatus, establishing a shared mission and vision, fostering innovation among the regional apparatus and RAO heads, promoting collaboration through the Regional Leadership Coordination Forum (Forkopimda), and ensuring seamless task execution without obstacles.

Keywords: Archipelagic Region; Leadership Style; Leadership; Leadership Novelty

INTRODUCTION

Indonesia is known as the largest archipelago globally (Idris, 2020; Mahmudiono & Laksono, 2021; Rochwulaningsih et al., 2019; Syahtaria, 2022), comprising 17,508 islands and boasting an extensive coastline spanning 95,191 kilometres. Its ocean area covers a staggering 6 million square kilometers. Great kingdoms such as Kutai (4th century), Srivijaya (600 to 1000), Majapahit (1293 to 1500), Ternate (1257), Samudera Pasai (1267 to 1521), and Demak (1475 to 1548), served as a testament to the esteemed maritime leadership, widely respected worldwide (Sinurat, 2016). The leaders from that era served as inspirational prototypes and led the country as an archipelagic state. This concept acknowledged and appreciated the inherent geographical, economic, and political unity of the nation (Article 46 of the 1982 UNCLOS).

Colonialism in Indonesia had a significant and detrimental effect on its identity and maritime essence (Rakhmani & Sakhiyya, 2023; Seleky et al., 2023). Therefore, a paradigm in maritime policy was needed to boost maritime activities in the country. Following the attainment of independence, Indonesia embarked on a journey to reorganize itself, focusing on revitalizing its maritime legacy and implementing comprehensive development strategies. This is driven by the awareness of potential threats stemming from the vast and open seas, where valuable marine resources could be exploited by other nations, putting

Indonesia at risk without adequate means to safeguard and protect their interest (Supandi, 2018).

Historically, nations with maritime traditions and past naval prowess, such as Indonesia and Britain with the slogan *Jalasveva Jayamahe* and Britain Rules The Waves, respectively, had experienced varying degrees of longevity in their maritime prominence. For Indonesia to fully harness its vast marine resources and transform them into a thriving and competitive economic sector, significant time and effort would be required. This transformation held the potential to become a genuine source for enhanced social welfare (Chapter XIV of the 1945 Constitution) in the future (Labolo, 2011). In the realm of national and state affairs, leadership plays a pivotal role of strategic importance. Leadership function is a social phenomenon realized through interactions among individuals within the social context of a group or organization (Bohl, 2019; Cortellazzo et al., 2019). It exerted a profound influence on the progress or regression of an organization (Li et al., 2019). Without a clear understanding of the leadership function, the effective division of labor within an organization becomes challenging to achieve (Al-Makassari, 2013).

This research drew inspiration from previous ones conducted by Djuariati, which explored the Influence of Visionary Leadership, Learning Organization, and Innovative Behavior on the Performance of Employees at

the Center for Development and Empowerment of Business and Tourism Educators of the Indonesian Ministry of Education and Culture. A unit-level leadership was examined, compared to the present research that mainly focused on the leadership styles of regional heads (Djuariati, 2018). The present research was also inspired by the one conducted by Al Haris (2017) on Government Leadership in Improving the Performance of Apparatus in Merangin Regency, Jambi Province (Al Haris, 2017). It differs from this research, which emphasized exploring the leadership styles of regional heads in regions with an archipelagic character. Subsequent research on the influence of government leadership, organizational culture, and government bureaucracy on the performance of regional work units managing local revenue in Jambi City by Fasa found that Government Leadership has a positive and significant effect at a 95% confidence level on the Organizational Performance of Revenue Managers in Jambi City (Fasa, 2017). Next research by Mochklas on analysis of south korean expatriate leadership styles in leading companies in Indonesia (Mochklas, 2017), research by Agarwal leadership style and performance of employees (Agarwal, 2020), research by Setiawan et al about the study of situational leadership style on an Indonesian construction company (Setiawan et al., 2019).

This research is a new study and has not been carried out by previous researchers because the researcher

discusses maritime leadership styles in the research object of Natuna Regency located in an archipelago area that also became the outermost island directly bordering Malaysia, Vietnam and Cambodia. Researcher analyzes the leadership style of the Natuna Regent an analysis of instructive, consultative, participatory, and delegative styles.

Based on the background, this study aims to analyze and describe the leadership style of the Natuna Regent for the 2021-2024 period characterized by an archipelago.

METHODS

This research employed an analytical-qualitative approach to present evidence obtained through in-depth investigation. Qualitative analysis is a valuable technique for comprehending the context of individuals or communities affected by social or humanitarian issues. Numerous critical activities are incorporated in qualitative analysis, such as formulating research questions and methods, gathering relevant data from informants, summarizing and interpreting it from specific to broad subjects, and elucidating the significance of the findings (Creswell, 2018).

According to Denzin et al, qualitative methods involve various activities through which data are represented, such as field notes, interviews, conversations, images, sounds, and memos (Denzin et al., 2023). These activities are essential for interpreting the studied phenomenon. In qualitative methods, in-depth

interviews served as a primary strategy, comprising open-ended questions and responses from participants to obtain desired data, specifically for explanations regarding the phenomena under investigation. One of these effective strategies was the integrated interview, where topics were initially outlined, and those conducting the research were free to select and structure sentences during the process (Denzin et al., 2023).

This study uses a descriptive qualitative research method by collecting data using interviews, documentation and observation with data analysis techniques namely data reduction, presentation or presentation of data and drawing conclusions. The researcher determined the informants based on purposive sampling with a total of 30 informants. For the validity of the data, the triangulation techniques used were theoretical triangulation, method triangulation, and data source triangulation.

RESULTS AND DISCUSSION

Leadership Style of Natuna Regent

Researcher analyzes the leadership style of the Natuna Regent an analysis of instructive, consultative, participatory, and delegative styles.

The results of interviews and observations on indicators of **instructive leadership style** show that the Regent of Natuna does not characterize an instructive leadership style, because the regent always directs his subordinates clearly, the authority given makes the Regional Apparatus Organizations (RAO) capable of making

service innovations, placing someone in his position. The Regent wants everything fast. The Regent of Natuna can adjust to the situation. Activities are sometimes incidental and unscheduled. The regent's directives are general in nature and require the initiative of the RAO to elaborate and carry out the general directives to become technical in accordance with procedures and mechanisms.

The Consultative Style Analysis shows that the Regent of Natuna is a leader who uses a consultative leadership style. The Regent of Natuna is very friendly. This is shown from the experience of the district head who held the position of village head to regional secretary. The Regent always builds friendly relations with the community and government officials, and does not need special escort. This indicates that the regent does not want to distance himself from his people. The Regent of Natuna pays attention to his subordinates. This can be seen from efforts to improve their welfare, as well as trying to choose officials according to their competence. Meanwhile, the community is very concerned, because many basic needs are fulfilled by the regent, such as building a reservoir to provide clean water, increasing the community's electricity capacity, and sharing programs.

The Participatory Style Analysis shows that the Regent of Natuna has a participative leadership style, in which he consults with his subordinates. For example, after the ceremony, officials gathered for sharing and reciprocal consultation on the problems that

occurred at RAO. The issues discussed are usually about the budget or other RAO problems. If a problem is resolved at the Regent's level, the problem is taken over by the regent. If not, He provides strategic direction to resolve the issue. Before taking strategic decisions, the RAO gathered for discussion. The principle put forward by the Regent is the principle of deliberation, discussion to examine the good and bad impacts of a policy taken. The district head often receives input, usually at meetings, meetings with forkopimda, even at places of worship after prayers at the grand mosque for example. The district head does not hesitate to follow suggestions from below as long as these suggestions do not violate applicable laws and regulations. He already knows which policies must be implemented, which policies can be tolerated. The Regent gives the opportunity and trust to his subordinates to carry out their duties and responsibilities according to their functions.

The Delegative Style Analysis shows that the leadership style of the Regent of Natuna is a delegative leadership style. The Regent provides opportunities for his subordinates to optimize their abilities. This shows the opportunity given to the sub-district head to solve problems and tasks. However, coordination must still be carried out with the leadership of the Regency Government. The space given by the Regent to his subordinates is quite wide. At a certain point, if the problems faced by his subordinates have obstacles, the Regent helps find

solutions. But if the problem can be handled by RAO, he entrusts his subordinates to solve the problem. This value is important, where in an organization, subordinates need the trust from the leader. The Regent of Natuna allowed his subordinates to make decisions. If the problem has been handled at the Regent's level, he will take over and consult with the RAO. All RAO directed to optimize the Regent's duties, the Regent will evaluate the extent of the steps taken by RAO in response to the Regent's program.

The leadership style of Natuna Regent was characterized by a collaborative approach that skilfully combined elements from the four existing styles, tailored to suit the specific needs of the organization. The Regent consciously avoided adopting an authoritarian leadership style. This was proven by the Regent consistently providing clear directives to subordinates and assigning responsibilities that encouraged innovation and improved service to the community through the Regional Apparatus Organizations (RAO). Furthermore, the Regent took great care in placing individuals in positions that matched their strengths, providing them with opportunities and authority to discharge the assigned duties effectively. The ultimate aim was to ensure swift and efficient execution, thereby emphasizing the need for everyone to be prepared to follow the directions of the Regent and embrace the collaborative leadership style.

The Natuna Regent employed a consultative leadership style characterized by their friendly and attentive manner when carrying out their responsibilities. The Regent placed great importance on the well-being of subordinates and diligently selected officials who possessed the necessary competencies for their respective positions. Furthermore, the Regent paid close attention to the needs of the community and actively worked towards fulfilling urgent and fundamental requirements, such as improved access to clean water through the construction of reservoirs, enhanced electricity capacity, and organized programs for sharing resources among State Civil Apparatus, alongside other initiatives.

The leadership style of the Natuna Regent was characterized by a participative approach involving regular consultations with subordinates. After the morning assembly, specifically with the officials from echelons II and III, the Regent initiated discussions to address issues faced by the Regional Apparatus Organizations (RAO). These discussions typically revolved around budgetary concerns and challenges encountered by the RAO, including any difficulties involving external parties outside the Local Government that needed to be brought to the attention of the Regent. However, assuming an issue needs to be addressed at this level, it is directly handled by the Regent. For matters within the echelons II or III level, the Regent employed strategic guidance to resolve the issues. Before making strategic or urgent decisions for the

local government and the community, a meeting was usually held with the Vice Regent, the Regional Secretariat, and several RAOs representing key program or policy sectors. Deliberation is a principle emphasized by the Regent, with discussions held to consider the positive and negative impacts of policy decisions carefully. The Natuna Regent sought input from subordinates before making decisions that impacted the collective welfare. This participatory approach was consistently employed during feedback-receiving moments, such as meetings, specific gatherings with the Regional Leadership Coordination Forum (*Forkopimda*), and even informal discussions held at worship places after prayers at the grand mosque. The Regent was open to following suggestions from subordinates as long as they complied with relevant laws and regulations. They were also aware of the policies that should be implemented and those that could be tolerated. The Regent offered opportunities and trust to subordinates to discharge their duties and responsibilities according to the designated functions.

The leadership style of the Natuna Regent was characterized by a delegation approach, which provided subordinates with opportunities to leverage their abilities. This is evident when the Regent allowed the Sub-district Heads to solve problems and carry out their duties in the field while still maintaining coordination with the leadership of the Regency Government. The Regent ensured that subordinates

had sufficient autonomy to perform to the best of their abilities. In situations where subordinates encountered difficulties, the Regent or the Vice stepped in to assist in finding solutions or facilitated their resolution. However, when the RAO handled problems, the Regent delegated the responsibility to their subordinates. This value is essential as subordinates heavily relied on the trust of their leader. The Natuna Regent actively encouraged them to participate in decision-making processes. This individual also paid close attention to the challenges faced by the RAO. Whenever a problem needed to be resolved at the Regent level, they would take charge and consult with the Vice, the Regional Secretariat, and other leadership elements. Supposing it could be resolved at the subordinate or RAO level, the Regent entrusts them to make the necessary decisions. This value was important, specifically in an archipelago with a vast territory, as it allowed decision-making to be delegated to the Sub-district Heads, enabling the implementation of policies that promoted the welfare of the community. The Regent always provided space for the RAO heads to follow up on programs advocated by the ministry. All RAOs were directed to optimize the programs initiated by the Regent, and periodic evaluations were conducted to assess how each had responded to these initiatives.

Supporting and Inhibiting Factors of the Natuna Regent Leadership Style (2021 to 2024) Characterized by Archipelagic Regions

1. Supporting Factors

The leadership style adopted by the Natuna Regent (2021 to 2024) in the archipelagic regions was characterized by various supporting factors. Firstly, the Regent deeply understood governance issues and avoided authoritarian practices. They were known for their welcoming demeanor, effective communication skills, and openness to innovative ideas from anyone. Secondly, the Regent benefitted from the support of competent heads of RAO and their respective agencies. This lightened the workload and allowed for optimizing their role as the Regional Head. The discipline of civil servants in Natuna and the harmony in the Malay community also contributed to the favourable conditions for the leadership style adopted. As approximately 70% of the population belonged to the Malay ethnicity, the shared cultural values and unity further enhanced the leadership environment. Furthermore, the strategic development policies implemented by the government in Natuna fostered a conducive atmosphere that supported the leadership style of the Regent. This individual actively communicated and advocated with various ministries to expedite development in the region. The positive responses from the ministries served as a strong motivation for the Regent to continuously work diligently, ensuring that the community realized and felt the benefits of their efforts over the past two years. The Special Allocation Fund (SAF) provided crucial support for the development of

Natuna. Despite the limitations in the regional budget, the availability of SAF from the central government ensured the smooth progress of development initiatives in Natuna.

2. Inhibiting Factors

The leadership style of the Natuna Regent (2021 to 2024) in the archipelagic regions encountered certain inhibiting factors. These factors included the suboptimal maximization of duties by some Regional Apparatus Organizations (RAO) and other regional apparatus. There were instances where certain subordinates or RAOs became unresponsive to directives or orders. The implementation of programs could be hindered by insufficient support from the regional budget. The Regent also faced challenges with the slow response of RAOs in addressing or following up on lobbying efforts with the ministries, which could impede the realization of their duties. Furthermore, several officials had not yet fulfilled the required competence for their positions, perhaps due to political obligations or the delegation of authority over fisheries and resource management to the regency rather than the province. This led to the suboptimal implementation of programs by the Local Government, thereby affecting the acceleration of community welfare. Another inhibiting factor is the relatively short timeframe of the Regent first term, which is approximately 3.5 years. With limited time pressure, the Regent was fully committed to achieving their targets, which motivated the Sub-district Heads

to accomplish these goals in their respective areas. The current focus of the Central Government on defense or military development might divert attention and resources away from the efforts of the Regent to accelerate economic improvement and welfare in the community, making it challenging to achieve optimal results within two years.

Efforts to Overcome the Inhibiting Factors of the Natuna Regent Leadership Style (2021 to 2024 period) Characterized by Archipelagic Regions

1. Direct Efforts

In order to address the inhibiting factors of the leadership style adopted by the Natuna Regent, proactive measures were taken. They recognized that their current position was an extraordinary trust from the community, and this internal willingness drove them to strive for the future of Natuna. Working diligently alongside officials and RAO heads, the Regent was committed to overcoming certain challenges. Supporting the RAO and Sub-District Heads, the Regent encouraged and facilitated the implementation of government programs aimed at improving the welfare of the community. They also conducted performance evaluations of the RAO heads to ensure optimal work under their leadership. Leveraging their strong communication skills and networking abilities, the Regent actively lobbied the Central

Government through various ministries. The essence was to secure the disbursement of funds, such as the SAF, to support the development of essential infrastructure in Natuna. Although some officials or RAO heads had not fully optimized their duties, the Regent believed they would strive to translate the ongoing efforts to Jakarta in order to expedite development in Natuna. The Regent collaborated with the Forkopimda and maintained effective communication with the Central Government through the relevant ministries to bring their programs to fruition. The mechanisms and applicable regulations were explained, and it was acknowledged that negotiation and bargaining were sometimes necessary due to the political nature of the position. The Regent remained committed to finding common ground and pursuing the best outcomes for the welfare of the Natuna community.

2. Indirect Efforts

Indirect efforts to overcome the inhibiting factors of Natuna Regent leadership style involved various strategies. Firstly, the Regent emphasized the importance of collaboration and communication with all regional apparatus. By providing space for innovation and fostering relationships with the Forkopimda, the Regent ensured the smooth implementation of duties. Periodic coordination meetings and

gatherings were platforms to issue performance warnings and address concerns. Additionally, the Regent prioritized the selection of competent officials for key positions within the cabinet, promoting efficiency and effectiveness in governance. Lobbying and coordinating ministers became a key task for the Regent as they strived to garner support for the development of Natuna. This was achieved by encouraging the RAO heads to create well-crafted proposals to be presented in Jakarta, allowing for technical follow-up with relevant ministries. The Regent actively addressed issues related to the division of authority in marine and fisheries management through diplomatic or legislative channels. They recognized the need for localized control and advocated revising relevant legislation to grant Natuna Regency greater authority in this domain. The Regent also employed political approaches by collaborating with the political party that supported them during the election as the regional head. This collaboration ensured a cohesive and unified effort in achieving the mission and vision of the Regent for Natuna.

Novelty of Leadership Style

1. Theoretical Novelty

The effective and excellent leadership style of the Natuna Regent, characterized by archipelagic regions, incorporating

a combination of four styles, namely giving instructions, consulting with colleagues and subordinates, participating in activities or programs, and delegating duties. These styles are balanced and interconnected, ensuring a comprehensive leadership approach. However, given the unique challenges posed by archipelagic regions, the Regent needed to avoid prioritizing certain areas for development while neglecting others. In order to achieve this, there is a need to focus on building interactions, fostering effective communication, and establishing networks with ministries, domestic stakeholders and foreign investors. These efforts aimed to accelerate the overall development of Natuna.

The leadership style of the Natuna Regent is a unique and innovative approach that combines the insights of three leadership theorists, namely Miftah Toha, Kartini Kartono, and Matulada in Wahyono. This synthesis has resulted in an excellent and effective leadership style characterized by a maritime spirit. It encompassed collaborative, consultative, open, nurturing, and adaptable dimensions, all rooted in the core values of mutual cooperation.

2. Legalistic Novelty

The effective and excellent leadership style of the Natuna Regent, characterized by archipelagic regions, brought forth

a novel approach to central and regional legalistic aspects. The Regent focused on improving the central legal framework, specifically Law Number 23 of 2014. This law delineates the authority over forests and mines, which belonged to the Central Government, while the authority over the sea was vested in the provincial government from the coastline up to 12 nautical miles. However, issues emerged when the capture of fish by Malaysian, Vietnamese and other foreign fishermen occurred within the 12-mile zone, as it became the responsibility of the Regent rather than the Governor. This discrepancy highlights the need to realize the Law on the Establishment of Natuna Province. In circumstances where this law was implemented, it provided strategic policies for Natuna and aligned its defense and development priorities with approaches that support community welfare. For regional legalistic matters, existing regulations were upheld in line with the development and needs of the region. Supposing the Central Government development policies necessitated regional regulations, they would be implemented to support such rules. Despite potential clashes with certain rules, such as the appointment of officials, not all the demands of the State Civil Apparatus Commission could be

fulfilled because determining the eligibility of candidates based on their chemistry and suitability for leading the region required discretion. The issue of authority over Non-Permanent Employees (NPE), particularly in the education and healthcare fields, was crucial. While Natuna Regency had produced doctors who later became NPEs, it would be more beneficial for such authority to rest on the region. This way, the region could address its specific needs more effectively and efficiently.

3. Empirical Novelty

The effective and excellent leadership style of the Natuna Regent, characterized by archipelagic regions, leads to empirical advancements in personnel, equipment, financing, and documentation. The key points included that despite the personnel being faced with constraints in certain competencies, efforts were made to address the shortage of human resources, specifically in areas such as engineering and government expertise. The Regent focused on enhancing personnel capabilities to support effective governance. There was also an ongoing endeavor to improve the availability of equipment to facilitate innovative and efficient service delivery and administration within the community. Concerning financing, the regional budget has been insufficient since 2021, which has posed challenges in funding

various initiatives. Efforts were being made to address this issue, including advocating for the retention of Non-Permanent Employees (NPE) in specific areas, such as healthcare. The main issue is specific expenses with certain RAO that could not be reduced. Initially, there was no need for a Disaster Agency, but its establishment is now essential, which unavoidably requires financing. There are plans to establish BRIDA (Regional Indonesian Research Agency), previously known as the Regional Research and Development Agency. The provincial directive indicated that establishing an independent BRIDA might face budget constraints. The travel expenses were reduced through Zoom meetings with archipelagic regions, eliminating the need for field visits and making financing more efficient. Regarding personnel, the Natuna Local Government produced long-term human resources by collaborating with several universities to issue scholarship programs. In terms of equipment, the regional budget falls short of expectations in providing the necessary resources for managing the Local Government, healthcare services, etc. Therefore, with the support from the Central Government through the SAF, the burden of procuring equipment in the Natuna Local Government could be gradual. Regarding documents, the

Regent acknowledged the need for legal foundations to support local and central programs. The establishment of regional regulations addressed this according to the specific needs of Natuna.

4. Innovative Novelty

The leadership style of the Natuna Regent, characterized by effective and excellent governance in the archipelagic region, had brought about 35 innovative advancements in service delivery implemented by the Local Government. These innovations aimed to simplify and expedite processes for the benefit of the community. For instance, the Population and Civil Registry Office has introduced a home visit service to facilitate the acquisition of identification cards (KTP). Additionally, implementing a digital signature model replaced manually scanned signatures, eliminating the need for physical meetings. The directive issued to the RAO heads emphasized the importance of innovation in service facilitation rather than complicating them. The Natuna Local Government had also purchased fast boats capable of transporting agricultural and fishery commodities in the Keprilah region. Collaborations with the Mayor of Batam and local companies had been established through memorandums of understanding to optimize the use of commodities from Natuna. The region also demonstrated

promising prospects in animal farming, with a remarkably low prevalence of livestock diseases. Fishermen in Natuna had also not encountered any major fish crisis. While the ability to innovate is vital and could be further enhanced, it is crucial to recognize the limitations of technology. When there might be energy shortages or delays in technology-dependent processes, it became imperative to rely on the manual capabilities of dedicated and integrity-driven public servants. These values are instrumental ensuring that the implemented innovations by Natuna Regency truly benefit the various social environments at small, medium, and macro levels.

CONCLUSION

In conclusion, the leadership style of the Natuna Regent is characterized by a collaborative approach, integrating four different elements to meet the specific needs of the organization. This style is supported by various factors that contribute to its effectiveness. Firstly, the Regent demonstrates a deep understanding of governance issues, fostering and maintaining a non-authoritarian approach and a welcoming attitude. Effective communication skills and an encouraging environment for innovation were also key aspects of the leadership style. Secondly, the Regent receives support from competent RAO heads and their respective agencies, which alleviates the workload and

optimizes their performance as the Regional Head. The disciplined civil servants in Natuna and the harmonious Malay community further contribute to leadership by fostering a conducive environment. This is because 70% of the Natuna population belonged to the Malay ethnicity. However, certain inhibiting factors posed challenges. Some RAO and regional apparatus had yet to fully maximize their duties, leading to unresponsiveness in discharging directives or orders. Limited support from the regional budget hindered the realization of programs. The Regent also faces challenges in slow responses to certain RAO in addressing or lobbying efforts with the ministries. The competence requirements of some officials were not fully met, possibly due to political obligations or the delegation of authority over fisheries and resource management to the regency rather than the province.

Efforts are made to overcome the inhibiting factors of the Natuna Regent leadership style through various approaches. One approach involves consolidating with all regional apparatus to foster collaboration and unity. The Regent provided ample opportunities for innovation within the regional apparatus and RAO heads while prioritizing establishing strong relationships with the *Forkopimda* to ensure the smooth implementation of duties. Regular meetings and coordination sessions were held to evaluate and provide warnings regarding performance and create a culture of accountability. Furthermore,

the Regent emphasized the importance of selecting officials based on their competence and qualifications, ensuring that the right individuals were appointed to key positions.

The Natuna Regent innovative leadership style is a unique blend of three prominent leadership theories, namely Miftah Toha (2010), Kartini Kartono (2004), and Matulada in Wahyono (2017). This leadership style is characterized by a strong maritime spirit and encompasses collaborative, consultative, open, nurturing, and adaptable dimensions, all rooted in the core values of mutual cooperation.

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