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## **The Analyze of Nation Leader's Decision-Making Based on Young Generation Perception**

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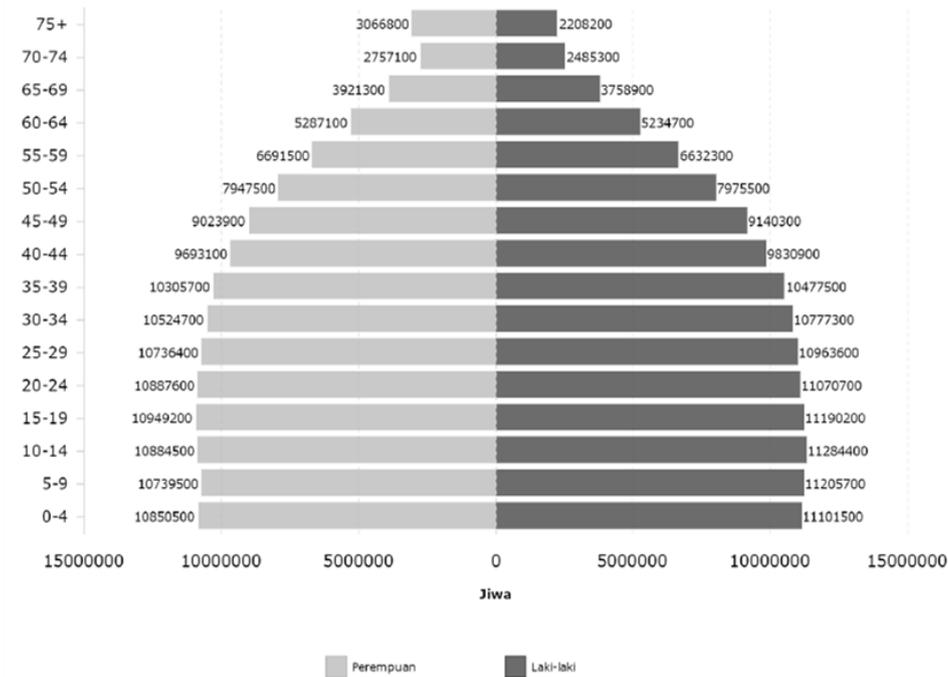
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**Abstract.** The objectives of this study to examine the significance of relationship between the characteristics of the president of the Republic of Indonesia, the president's decision making and the president's changing responds on development performance in Indonesia based on young generation cohort. Through this research, will be obtained the recommendation for the formulation of an ideal national leader model according to the times. This research implements a descriptive method. The datas were analyzed using structural equations. The character of the president is not confirmed that it have a significant direct and indirect correlation with development performance. There decision making pattern corelated with development performance at the 10 percent significance level. Decision making by the president is based on successive factors, they are as follow: group decision making, decision making with Delphi techniques and participatory decision making. The analysis of the changing response was confirmed to have a relationship with the development performance at a significance level of 10 percent. Sensitivity factors that have a substantial influences are: technological changes respond, sensitivity to national & global economic changes respond, and sensitivity to social respond change and sensitivity to respond change in general.

**Keywords.** Young generation, Nation leader, Decision making, Response to change.

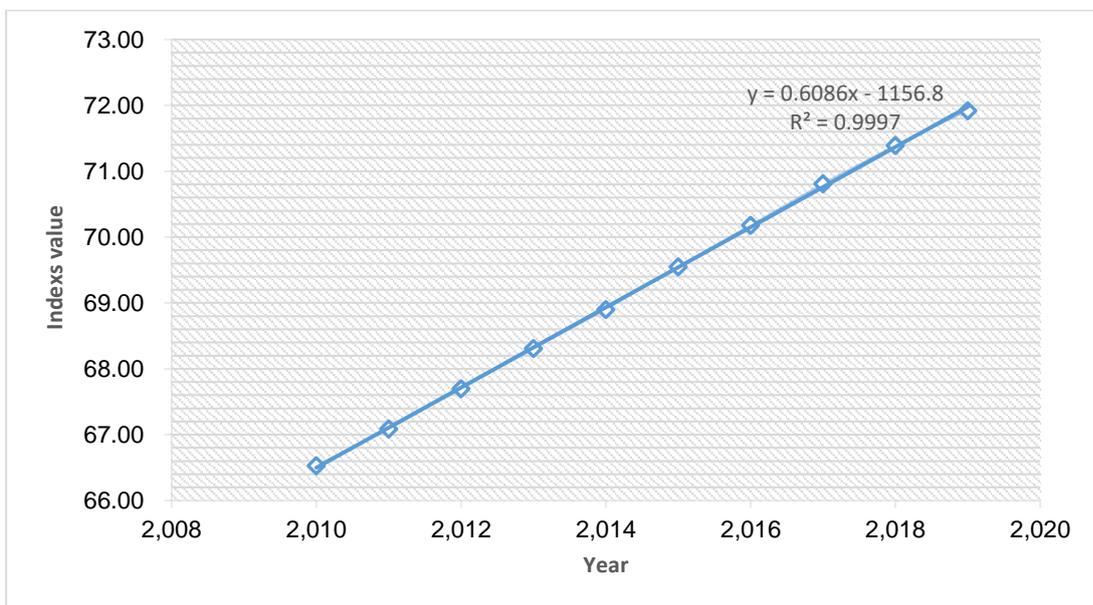
### **1. The Introduction**

Indonesia is a country with a potential population of 269 million people. The demographic bonus is obtained from the population growth as a productive population (aged 15-59 years) of 185.34 million people. The complete data is shown in the following figure:



**Figure 1.** Total population of Indonesia by age group in 2019.  
Source: BPS RI (2020).

This is a big bonus for Indonesia's development. This bonus was followed by a linear increase in Indonesia's development index figures from 2010 to 2019. Data on the development of Indonesia's development index can be seen in the following figure:



**Figure 2.** Trend of Republic Indonesia's human development index in 2010-2019  
Source: BPS RI (2020).

Based on the information above, it cannot be denied that Indonesia should be a developed country in the future. Directing Indonesia's development to become a triumphant nation requires leaders who can direct all resources effectively and efficiently. With natural resources, human

resources, economic resources, social resources, diversity resources, cultural resources and other resources, Indonesia requires a leader with strong, dedicated, integrity, visionary and oriented of Pancasila and the 1945 Constitution. As the supreme leader in Indonesia, the president plays a heavy role. Leadership will always be related to decision making. In the future, the president of the Republic of Indonesia will always be in an uncertain national, regional and global environment so that decisions must be taken effectively and efficiently. These decisions must be taken among various decision choices that sometimes are very risky to national resilience.

In national, regional, global and high risk changes, a president of the Republic of Indonesia must be able to make the right policies and prioritize the interests of all Indonesian people. As the leader of the nation, the president must have a strong personality, be dedicated, have integrity, visionary and be oriented on Pancasila and the 1945 Constitution. In the managerial decision-making model, the general model that is developing is the rationalist model. This model explains the relationship between the logic of decision making and the achievement of the goals of an organization. In this model, various decision making techniques are developed. There are not many studies that analyze decision making in public organizations such as state organizations, some experts argue that public sector decision making has a slightly different paradigm, however, experts agree to state that public organization decision-making must be rational. Thomson's theory explains that rational decision making must be taken on the condition that technical knowledge is needed, agreement on high goals, the need to satisfy constituents, the existence of high political bargaining, then intuitive decision making[1]. An analysis is needed regarding the phenomenology of decision making taken by the president of the Republic of Indonesia from time to time based on the type of decision making. The characteristics of the leader and the response to changes related to the president's performance in the field of Indonesia people's welfare. The first research objective is to examine the significance of the relationship between the characteristics of the president of the republic of Indonesia on development performance in Indonesia. The second objective is to test the significance of the relationship between decision making by the president of the republic of Indonesia on development performance in Indonesia. The third objective is to determine the significance of the relationship between the president's ability to respond the changes to development performance in Indonesia. The benefit of this research is to recommend information about the concept of reliable national leadership for future generations.

## **2. Literature Review**

### **2.1. Leadership and development performance**

Talking about the leader of a state, it will be closely related to the discussion of political science. The person becomes the highest leader in running the "country". Aristotle explained "politics" as a country or city that offers virtue and prosperity to its people. So that according to him "democratic" will be better than "oligarchic". As a prosperous entity, the state must have reliable leaders. Reliability is assumed through rationality in all decision-making processes relating to the people. The basic analysis of this research is leaning towards rationality theory. Where in the development of a nation, leaders often have incomplete and inaccurate information and knowledge. The leader's role in decision making is important. Especially in relation to the creation of an effective government system. Effective leaders will motivate their people to achieve collective effort [2]. A good leader will serve his society and advance his nation. So they have to develop leadership and managerial skills [3][4][5][6][7] especially in turmoil economic conditions [8]. Research related to the role of leaders in national growth after the second world war was reviewed by Jones and Olken in year 2005, which stated that there was

a high causative relationship between the role of the leader and the economic development of the country [9]. Research related to the role of government in people's welfare was carried out by Bepapour et al in year 2021. This study recommends that a stable government will increase GDP through the export of agricultural products [10]. The government's role in reducing social inequality is also important [11][12]. However, in the Nigeria, the role of the leader in fiscal policy is more inclined towards a political and socio-cultural balance than a healthy economic balance [13].

## **2.2. Leader Characteristics**

Many studies have been conducted about the characteristics of leaders for the younger generation [14][15][16][17][18][19][20]. Information about the characteristics of the ideal leader for the younger generation is important in determining future leaders. Because the younger generation are powerful development agents if they are led by great leaders [14][21][22]. The main characteristics that become the standard for a leader are honesty, competence, have a clear and realistic future vision, inspire people, smart, fair, courageous and have broad insight and can become the image of the nation in the international forum [23][16][17][21][22][23][24]. Badriawan's research states that a leader must have intrapersonal skills, especially related to emotional intelligence and ethical issues, communication skills, thinking skills and problem solving skills, and leadership skills [25]. In the 21st century, the character of a leader will become clear in its role in creating a vision, clarifying images, designing strategies, communicating their goals, and serving the people [26][27].

## **2.3. Leader Decisions Making**

The Indonesian government system adheres to a presidential system of government, where the president is the head of state and head of government according to the 1945 Constitution [28]. The President of the Republic of Indonesia, is the supreme leader of the Indonesia. In general, effective leaders are analyzed from the conceptual dimension and the dimension of technical skills. However, leaders must also be sensitive to organizational conditions in order to influence organizational performance and to achieve the stated goals [29]. Organizational leaders must be able to make rational decisions effectively and efficiently based on rationality [30][31][32][33][34][35]. Decision making in state organizations tends to be subject to high uncertainty, high risk, and at the same time it must have clear objectives. Its impact is that leaders must be able to empower organizational performance [36]. In the rational decision-making model can be analyzed based on participatory decision-making techniques, group decision making, Delphi techniques, and group approach techniques [29]. Other decision-making techniques are intuitive and transcendent decision making. Good decision making relates to a leader with character. A leader must be tough in facing obstacles, have a great capacity to work with far-reaching goals, have the will and determination to continue to fight for the ideals of the nation [15][21].

## **2.4. Leader's Response to Change**

The leader's response to change is proxied by Kotter and Cohen's theory of change management. A leader must be responsive to changes in the internal and external environment [37][38][39][40]. The speed of response will affect the ability of an organization to block or overcome the threat of a crisis [41]. The response to change will increase the role of the younger generation in political socialization as well as their desire to become agents of the development of a nation [18]. Changing management in this study is conceptualized as how a leader accepts and brings the people through managing the hearts/emotions of each individual to commit to

accept, follow and win over the changing itself. It will help his people to be able to win changes that continue to occur in the internal and external environment of the organization (42).

### 3. Research Method

This research applied a descriptive method. Determination of respondents conducted coincidentally to the young generation cohort in the age among 20-25 years as many as 100 respondents. Data sources are primary and secondary. The data collection technique is a structured interview with the help of a questionnaire. The level of respondent's perception measurement was designed with a positive Linkert scale. The obtained data was analyzed by multivariate analysis through structural equation modeling. Structural equations are constructed to obtain results for research objectives. Basically, the structural equation can confirm the correlation among the analyzed variables [43][44][45]. The structural equation that is built consists of an outer model and an inner model, with the mathematical formula for the inner model as follows:

$$\eta = \tau_1 \xi_1 + \tau_2 \xi_2 + \tau_3 \xi_3 + \zeta_1$$

where:  $\eta$ =Indonesia development performance;  $\tau_1$ = the coefficient of presidential characteristics;  $\xi_1$ = Presidential characteristic factors;  $\tau_2$ = the coefficient of decision making by the president of the Republic of Indonesia ;  $\xi_2$ = the decision making by the president of the Republic of Indonesia factors;  $\tau_3$ = the president's response coefficient to change;  $\xi_3$ = the president's response factors to change ;  $\zeta_1$ = the error value of the exogenous latent variable.

The outer model was formed by the following mathematical equation :

#### 1. Exogenous latent variables

$$x_1 = \text{honesty} = \lambda_{x1} \xi_1 + \delta_1$$

$$x_2 = \text{inspire the people} = \lambda_{x2} \xi_2 + \delta_2$$

$$x_3 = \text{fair} = \lambda_{x3} \xi_3 + \delta_3$$

$$x_4 = \text{broadminded} = \lambda_{x4} \xi_4 + \delta_4$$

$$x_5 = \text{become the image of the Indonesian nation in the international forum} = \lambda_{x5} \xi_5 + \delta_5$$

$$x_6 = \text{participatory decision making} = \lambda_{x6} \xi_6 + \delta_6$$

$$x_7 = \text{group decision making} = \lambda_{x7} \xi_7 + \delta_7$$

$$x_8 = \text{Delphi decision making} = \lambda_{x8} \xi_8 + \delta_8$$

$$x_9 = \text{sensitivity to change} = \lambda_{x9} \xi_9 + \delta_9$$

$$x_{10} = \text{Sensitivity to social change} = \lambda_{x10} \xi_{10} + \delta_{10}$$

$$x_{11} = \text{Sensitivity to national \& global economic changes} = \lambda_{x11} \xi_{11} + \delta_{11}$$

$$x_{12} = \text{Sensitivity to technological changes} = \lambda_{x12} \xi_{12} + \delta_{12}$$

$$x_{13} = \text{Consolidation with all elements of the nation to respond to social changes} = \lambda_{x13} \xi_{13} + \delta_{13}$$

$$x_{14} = \text{Consolidation with all elements of the nation to respond to economic changes nationally \& globally} = \lambda_{x14} \xi_{14} + \delta_{14}$$

$$x_{15} = \text{Consolidation with all elements of the nation to respond to technological changes} = \lambda_{x15} \xi_{15} + \delta_{15}$$

$$x_{16} = \text{build a clear development vision to respond to social change} = \lambda_{x16} \xi_{16} + \delta_{16}$$

$$x_{17} = \text{build a clear development vision to respond to economic changes} = \lambda_{x17} \xi_{17} + \delta_{17}$$

$$x_{18} = \text{build a clear development vision to respond to technological changes} = \lambda_{x18} \xi_{18} + \delta_{18}$$

#### 2. Endogenous latent variables

$$y_1 = \text{perceptions of the development of Indonesia's economic growth} = \lambda_{y1} \eta_1 + \varepsilon_1$$

$$y_2 = \text{perceptions of the development of people's welfare} = \lambda_{y2} \eta_2 + \varepsilon_2$$

$$y_3 = \text{Perception of justice and equality for all people} = \lambda_{y3} \eta_3 + \varepsilon_3$$

All data were analyzed with the SmartPLS version 3.3.2 software. Based on the results of the validity and reliability test using the factor loading value on the research data, it showed that all the manifest variables were valid..

#### 4. Results and Discussion

##### 4.1. Analysis of Important Characteristics of the President of the Republic of Indonesia based on the Perceptions of the Young Generation

The results of the analysis, it concluded that there are 5 important characters. A president must be honest. It is stated that in terms of weight, this factor has the greatest importance. The second important character is fair to all important people. The weight of the importance factor was 12 percent. The third important character is that the president must be a smart person. The importance of this factor reached 11 percent. The fourth important factor is that the president of the Republic of Indonesia must be competent, have a clear vision, have a broad perspective, be brave and can become the image of the Indonesian nation in the international world. These factors had an important weight of 10 percent. The fifth important factor is that the president of the Republic of Indonesia must be able to inspire the people, with an important weight of 9 percent. Detailed data regarding the tabulation analysis of the characteristics of the president of the Republic of Indonesia according to the young generation can be seen in the following table:

**Table 1.** The tabulation datas of the characteristics of the president of the Republic of Indonesia that are important according to the young generation.

No.	The important Attitude Factors	value		
		Mean	Max	Min
1	Honesty	18%	55%	5%
2	Competence	10%	20%	0%
3	Have cleared vision	10%	20%	0%
4	Inspire the people	9%	20%	1%
5	Smart	11%	20%	5%
6	Fair	12%	35%	0%
7	Broadminded	10%	20%	2%
8	Brave	10%	20%	0%
9	Become an icon in international forum	10%	20%	1%

Source : Processed primary datas (2021).

##### 4.2. Significance of the correlation between characteristics, decision making and ability to respond to changes on development performance in Indonesia

Confirmation analysis of related latent variables: the President of the Republic of Indonesia's characteristics, decision making and ability to respond to changes on development performance was analyzed by structural equation analysis. Analysis of the validity of the resulting variables was conducted by testing of Cronbach's Alpha, rho A, composite reliability and the mean value of the extended variant. The detailed datas can be seen in the following table:

**Table 2.** The latent variables construct reliability & validity value

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Characteristics	0,842	0,967	0,871	0,578
Development performance in Indonesia	0,816	0,873	0,882	0,714
Decision making	0,807	0,835	0,885	0,720
Respond to changes	0,941	0,951	0,950	0,656

Source : Processed primary datas (2021).

By using the composite reliability value, it stated that all exogenous latent variable values are above 0.5 which indicated that all latent variables in the model were good.

The modeling test performed based on the fitted model test by the Standardized Root Mean Square Residual and the Normed Fit Index value. The results on the estimated model showed that the SRMS was in the range of 0.08 which indicates that the model was quite fit. The NFI value which it close to 1. It indicated the match value was getting higher. Detailed data regarding the fit model test can be seen in the following table:

**Table 3.** Model fit test results

	Saturated Model	Estimated Model
SRMS	0,081	0,081
d_ULS	1,527	1,527
d_G	1,00	1,00
Chi-Square	436,684	446,684
NFI	0,678	0,678

Source : Processed primary datas (2021).

Testing of the f-square value showed that all exogenous latent variables simultaneously have a significant relationship (at 5 percent significance level) to the endogenous latent variable in the structural model. Detailed data showed in the following table:

**Table 4.** F-Square value.

Latent variables	<i>P Values</i>
Characteristics → Development performance in Indonesia	0,023
Decision making → Development performance in Indonesia	0,029
Respond to changes → Development performance in Indonesia	0,048

Source : Processed primary datas (2021).

The analysis between the variables in this research model was analysed by path analysis. Based on the research results, it was shown that the direct relationship between the decision-making patterns and the respond to change confirmed that both latent variables correlated with development performance in Indonesia at the 10 percent significance level. Meanwhile the president's characters have insignificant correlation with development performance in Indonesia. Detailed data regarding the above information shown in the following table:

**Table 5.** *Path Analysis.*

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Characteristics → Development performance in Indonesia	-0,146	-0,139	0,169	0,861	0,195
Characteristics → Decision making	-0,092	-0,066	0,165	0,555	0,289
Decision making → Development performance in Indonesia	0,168	0,164	0,122	1,369	0,086
Respond to changes → Development performance in Indonesia	0,213	0,205	0,156	1,367	0,086

Source : Processed primary datas (2021).

Analysis of the indirect relationship specific in the two models showed that both were insignificant at the 5 and 10 percent levels. It indicated that the character of the president of the Republic of Indonesia was directly nor indirectly has no significant relation to the development performance in Indonesia. Data regarding the analysis of specific indirect effects can be seen in the following table :

**Table 6.** Results of the analysis of specific indirect effects

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Character → Decision Making Patterns → Development performance in Indonesia	-0,015	-0,012	0,033	0,460	0,323
Response to change → Decision making patterns → Development performance in Indonesia	-0,033	-0,032	0,040	0,832	0,203

Source : Processed primary datas (2021).

The suspicion arose because in the government system applies for collaborative work among all parties around the president. This is what allegedly made the president's character insignificant. Ohr and Oscarsson in Schmitt stated that in general, the characteristics of leaders related to their performance are leadership qualities, trustworthiness, reliability, and empathy which clearly have a visible effect on voting. On the other hand, recent empirical study in Germany suggests that non-political traits, such as the physical attractiveness of political leaders, are of little importance to society. So that the character of a leader is only important during general elections in a democratic area [46]. While Gastil in Choi states that the characteristics of democratic leadership are as distributing responsibility among members, empowering group members, and helping the group decision-making process so that it seems that personal character becomes insignificant in the group [47]. Good governance does not depend on the country or a leader. This condition requires the participation of the state government, political parties, civil society, the private sector and all citizens. The role of a democratic leader must consider all parties [48]. A democratic leader will be able to overcome

the obstacles in front of him with the support of his constituents [49]. Leaders such as Mandela (South Africa), Walesa (Poland), and Kim (South Korea) who were considered democratic leaders and have the characteristics of democratic leadership; was not invulnerable to the return of autocratic leadership systems as a result of democracy itself. This is paradox [47]. Research by Beasley *et al.* recommended surprising results, that there was no relationship between leader education and the quality of policy making [50].

Analysis of the president's character was strongly influenced by the fact that the president must be able to become the image of the nation in the international stage. Another influencing factor were he must have broad insight, be honest, inspire the people, and have a fair character. The 2015 papers that examined political leaders and government studies in Russia also stated the same results. The image of a leader in a state is an inseparable between his personal qualities and psychological characteristics as well as the socio-cultural-economic life conditions of the leader and his environment. A leader must be in line with the image of his country's traditions and the social culture of society. Those conditions will affect public opinion on his leadership. The image of a leader is an important factor in the development of politics, culture and the image of the country itself [51].

The exogenous latent variable of decision making by the president of the Republic of Indonesia is generally based on group decision making. Another factor was the Delphi technique decision making. The next factor was participatory decision making. In state level, all judgments and decisions will be strongly influenced by the people involved in it [52]. The strategic decision-making process must be followed by a rational, information-based process that is relevant to society. However, in state affairs, political behavior plays a more important role in decision making. The solution is for a leader to focus on open goals to group members [53].

The RI president's response to change, as a whole were significant at the 1 percent level. The sensitivity factors that have a big influence are sensitivity to technological changes, sensitivity to national & global economic changes, sensitivity to social change and sensitivity to changes in general. Meanwhile, in relation to the statement that the president must have a strong vision to respond to change, it influenced by factors: building a clear development vision to respond to social change, building a clear development vision to respond to technological changes and building a clear development vision to respond to economic changes. national and global. According to the younger generation opinion, the president must also build a consolidation with all elements of the nation to respond to social changes. Then he must build a consolidation with all elements of the nation to respond to economic changes nationally and globally and then build a consolidation with all elements of the nation to respond to very fast technological changes. The development performance in Indonesia was more influenced by factors in the development of Indonesia's economic growth. The second factor was the existence of justice and equality for all people and the third factor was the development of the welfare of the Indonesian people in general. Detailed data regarding the value of the manifest variable analysis based on outer loading analysis can be seen in the following table:

**Table 7.** *Outer loadings result.*

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Fair → Character	0,670	0,643	0,328	2,044	0,021
Image of the Republic of Indonesia → Character	0,901	0,734	0,268	3,366	0,000
Honest → Character	0,734	0,624	0,222	3,299	0,001

Broad insight → Character	0,795	0,688	0,239	3,320	0,000
Inspiring people → Character	0,677	0,636	0,330	2,051	0,020
Participatory decision- making patterns → Decision making	0,805	0,761	0,168	4,789	0,000
Decision making based on groups patterns → Decision making	0,912	0,888	0,082	11,149	0,000
The pattern of decision making with the Delphi technique → Decision making	0,826	0,813	0,123	6,691	0,000
sensitivity to common change → response to change	0,754	0,731	0,129	5,862	0,000
Sensitivity to social change → response to change	0,762	0,746	0,111	6,887	0,000
Sensitivity to national & global economic changes → response to change	0,863	0,845	0,113	7,626	0,000
Sensitivity to technological change → response to change	0,864	0,845	0,105	8,230	0,000
build a clear development vision to respond to social change → response to change	0,881	0,857	0,116	7,579	0,000
build a clear development vision to respond to economic change → response to change	0,807	0,786	0,102	7,873	0,000
build a clear development vision to respond to technological change → response to change	0,744	0,719	0,119	6,230	0,000
Consolidation with all nation elements to respond to social change → to respond to change	0,874	0,851	0,102	8,570	0,000
Consolidation with all nation elements to respond to economic	0,796	0,777	0,123	6,475	0,000

changes nationally & globally → to respond to changes					
Consolidation with all nation elements to respond to technological changes → to respond to changes	0,737	0,724	0,160	4,610	0,000
development of Indonesia's economic growth → development performance	0,869	0,824	0,134	6,480	0,000
development of people's welfare → development performance	0,821	0,813	0,155	5,313	0,000
Enforcement of justice and equality for all people → development performance	0,845	0,828	0,156	5,407	0,000

Source : Processed primary datas (2021).

## 5. Summary

The character of the president was confirmed insignificant direct and indirect relationship with development performance in Indonesia. The factor analysis showed a recursive relationship that president must have factors: being the image of a nation in the international forum, having broad insight, being honest, inspiring the people, and having a fair character. The pattern of decision making was confirmed, corellated with the development performance in Indonesia at the 10 percent significance level. The common decision making was made by group decision making pattern. The other decision making was made through the Delphi technique and another factor was participatory decision making. The analysis of the response to change variable was confirmed to have a significant correlation with the development performance in Indonesia at the 10 percent significance level. The sensitive factors that have a big influence on the response of an Indonesian president to change were sensitivity to technological changes, sensitivity to national & global economic changes, sensitivity to social change and sensitivity to change in general.

## 6. Implication

Based on the findings of the research, it showed that there was no relationship between the character of a president and his development performance in Indonesia. In theory, good character will certainly support the performance of a leader in development. However, this study shows the opposite. This was presumably because currently the Indonesian leader tends to be collaborative with many parties and many interests. Its probably explained why the character of the president was insignificant. The limitation of this research is the limited number of samples. Further research should be conducted to re-set the relationship between the leader character and its performance through the mediation of decision-making variables

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