

## STRATEGIC LEADERSHIP IN INDONESIA'S COMMITMENT TO BUILDING A BLUE ECONOMY-BASED MARINE ECONOMY

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### Abstract

*Leadership can be seen as an instrument in an effort to influence and control a person or group of people to cooperate in achieving certain goals. The Blue Economy is expected to be able to answer the dependence between the economy and the ecosystem as well as the negative impacts of economic activities including climate change and global warming. The principles contained in the blue economy can be a golden key in national development planning. The purpose of this study is to find out how important strategic leadership is in Indonesia's commitment to building a blue economy-based marine economy. The approach used in this research is qualitative - descriptive with the researcher as the main research instrument and the design approach used is descriptive-explanative. the findings in this study found that the role of leadership is very crucial in realizing the success of development with a blue economy approach, Indonesia's abundant natural resources will be meaningless if there is no role of leaders who are able to manage and mobilize all their potential. It is important that all parties involved are involved in helping to create a prosperous marine economy based on a blue economy. The demand for marine and fishery resource-based development to be used as a driving force in national economic development.*

**Keywords:** *Strateigc, Leadership, Indonesia, Blue, Marine, Economy*

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## INTRODUCTION

The definition of organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization<sup>1</sup>. Organizational commitment is defined by Luthans as an attitude that shows employee loyalty and is an ongoing process of how an organization member expresses their concern for the success and goodness of the organization<sup>2</sup>. The high organizational commitment reflects: 1) affective commitment is the emotional attachment of employees, their identification, and involvement in the organization. Affective commitment is indicated by the strong desire of employees to carry out their work in the organization because they agree with the values and rules of the organization. 2) Continuous commitment is a commitment related to aspects of losses that will befall employees when leaving the organization. 3) normative

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<sup>1</sup> Umam, K. 2012. *Perilaku Organisasi*. Bandung: CV Pustaka Setia.

<sup>2</sup> Luthans, Fred, 2006. *Perilaku Organisasi*, Edisi Sepuluh, Penerbit Andi, Yogyakarta.

commitment is the desire to remain in the organization because it is the value of the belief that is held in him.

Leadership can be seen as an instrument in an effort to influence and control a person or group of people to cooperate in achieving certain goals. This leadership is one of the most important and decisive factors in an organization. Meanwhile, according to Sahadi, the ideal leadership character has at least 8 (eight) characters, namely; Intelligent, Responsible, Honest, Trustworthy, Initiative, Consistent and firm, Fair, and Straightforward<sup>3</sup>. For a leadership relationship to exist, there must be four essential elements present in the relationship: (1) the relationship is based on influence; (2) the leader and the follower are the people in this relationship; (3) leaders and followers want real change; and (4) leaders and followers develop common goals<sup>4</sup>. According to Hao and Yazdanifard, there are several leadership factors, namely; Trust, Organizational Culture, Learning and Teamwork, Communication and Leading<sup>5</sup>.

Leadership involves a deep influence relationship, which occurs among people who want change, and the change reflects the goals shared by the leader and his subordinates. In leadership there is a process of mutual influence. leadership and commitment are more widely adopted as important factors that affect employee performance. In addition to leadership, commitment is also widely believed to be an important factor that affects employee performance (Athar, 2020). Davies (2004) has suggested that strategic leadership is based on the conceptualization of strategic intelligence which can be summarized as three types namely; 1) People Wisdom 2) Contextual Wisdom 3) Procedural Wisdom. Furthermore, for People Wisdom or individual wisdom, it is based on participation, creative thinking, sharing of information, motivation, abilities (competence) and capabilities. Contextual Wisdom or Contextual Wisdom is based on the ability to understand and manage organizational culture, share values, share benefits, build relationships and understand the external environment. Meanwhile, Procedural Wisdom or Procedural Wisdom includes 4 processes, namely Learning, Alignment, Timing and Action.

In relation to the Blue Economy, Indonesia's reason for implementing the blue economy concept is based on the fact that Indonesia's geographical condition is an archipelagic country that has the second longest coastline in the world (after Canada), so it is necessary to think about how to conserve marine resources because of the preservation of marine resources. will have an impact on the community's reliable food source reserves. The Blue Economy approach model is expected to be able to answer the dependence between the economy and the ecosystem as well as the negative impacts due to economic activities, including climate change and global warming. The principles contained in the blue economy can be a golden key in national development planning. further suggests concrete steps from the implementation of the blue economy, namely: "First is a matter of a clearer understanding of the value of marine ecosystems. Second, by more effectively linking marine ecosystems with food security, this is related to material sustainability. food with an economic and social development strategy," while

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<sup>3</sup> Sahadi. 2020. Karakter Kepemimpinan Ideal Dalam Organisasi. Jurnal Moderat. Volume 6, Nomor 3 ISSN: 2442-3777.

<sup>4</sup> Rosari, Reni. 2019. Leadership Definitions Application for Lecturers' Leadership Development. Journal of Leadership in Organizations Vol.1, No. 1 (2019) 17-28.

<sup>5</sup> Hao Moo Jun and Yazdanifard, Rashad. 2015. How Effective Leadership can Facilitate Change in Organizations through Improvement and Innovation. Global Journal of Management and Business Research: A Administration and Management. Volume 15 Issue 9 Version 1.0 Year 2015

the third approach is with an economic transition in economic potential involving markets, industry, and communities towards a more equitable pattern of development<sup>6</sup>.

Through the policy of conserving marine resources as part of sustainable development planning in Indonesia, it will have a very broad positive impact on the growth and development of businesses that depend on marine resources and all their derivatives and by-products. Recently, the Government of Indonesia, through the Deputy for Coordination of Maritime Sovereignty and Energy at the Coordinating Ministry for Maritime Affairs emphasized that it would continue to be committed to realizing a sustainable marine economy. This was discussed at the 20th Sherpa Meeting, High Level Panel for a Sustainable Ocean Economy (HLP SOE). Indonesia has a consistent commitment to ensure that the 5 pillars (Sea Wealth, Health, Equity, Knowledge, and Finance) under SOE are implemented by all stakeholders and the results are enjoyed by all Indonesian people. This commitment is stated in SOE's HLP vision on managing marine areas under the jurisdiction of each country in a sustainable manner and guided by the Sustainable Ocean Plans by 2025<sup>7</sup>. An integrated and cross-sectoral blue economy strategy is the key to improving maritime development programs, equalizing opportunities for resource empowerment, marine resources, and improving the quality of life. From the above background, it is necessary to conduct further studies on how important strategic leadership is in Indonesia's commitment to building a blue economy-based marine economy.

## RESEARCH METHODS

The approach used in this research is qualitative - descriptive with the researcher as the main research instrument and the design approach used is descriptive-explanative. In this method, more in-depth and accurate information collection is carried out by using a literature review of research that has been done which is then collected by the researcher. Qualitative research can reveal subjective reality problems that occur, such as problems related to value systems, religion or cultural, political and other problems in depth. In qualitative research, the main characteristics come from the natural background/reality in society, using qualitative methods with observation, interviews, and document review<sup>8</sup>. Theories are built on data. The presentation and analysis of data in qualitative research is carried out in a narrative manner. Types of qualitative research such as descriptive, case studies, phenomenological, and historical. The data collection technique in this research is to use a literature study. Literature studies are carried out, namely by studying and collecting theories relevant to the topics discussed in order to obtain data and written information related to the problems raised<sup>9</sup>.

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<sup>6</sup> Nurhayati, Siti. 2013. Blue and Economy Policy And Their Impact To Indonesian Community Welfare. *Jurnal Ekonomi dan Bisnis*. Volume 12. Nomor 01. Maret 2013.

<sup>7</sup> Kementerian Koordinator Bidang Kemaritiman dan Investasi. 2021. Indonesia Tegaskan Komitmen Ekonomi Kelautan yang Berkelanjutan dalam Pertemuan High Level Panel for a Sustainable Ocean Economy (HLP SOE).

<sup>8</sup> Subandi. 2011. Deskripsi Kualitatif Sebagai Satu Metode dalam Penelitian Pertunjukan. *Harmonia*, Volume 11, No.2 / Desember 2011.

<sup>9</sup> Regiani, E., & Dewi, D. A. (2021). Pudarnya Nilai-Nilai Pancasila dalam Kehidupan Masyarakat di Era Globalisasi. *Jurnal Kewarganegaraan*, 5(1), 30–38. <https://doi.org/10.31316/jk.v5i1.1402>.

## RESULT AND DISCUSSION

Indonesia should prove that it is the best country in the utilization and management of archipelagic and marine potentials as strategic national assets for progress and prosperity. The dominance of the terrestrial perspective causes the sea to be seen as a separator between islands and a limiting factor for national development. As a maritime and archipelagic country, two thirds of Indonesia's territory is a marine area that has a very large and diverse marine economic potential, it should not make Indonesia a backward country compared to other countries.

Indonesia's commitment to the blue economy concept really needs to be done as an archipelagic country and has extraordinary marine resources. This is important because the marine and fisheries economic sector is an abundant resource that promises profitable businesses and can absorb large numbers of workers. Development planning in Indonesia must pay attention to the protection and management of the environment and biological resources in a balanced way so that they are sustainable (sustainable), can contribute to economic growth (economic growth), and in the end can improve the welfare of the Indonesian people (community welfare). In other words, the management of marine and fishery resources can overcome high unemployment and poverty. By developing the marine economic sector, it will create centers of prosperity spread throughout the archipelago

Coordinating Minister for Maritime Affairs and Investment, Luhut B. Pandjaitan said that Indonesia as a maritime country has a commitment to realize sustainable marine management, which balances food security and economic goals, promotes sustainability and long-term impacts for the sustainability of marine ecology<sup>10</sup>. Indonesia is developing a sustainable blue economy model, where the risks of environmental threats can be overcome, ecological damage can be reduced, and economic activities can be utilized to restore marine health. The marine economy must be able to provide food needs, empower coastal communities and various other innovative solutions.

The threat of the Covid-19 pandemic is also one of the challenges that are now being faced by the entire nation, so support from all relevant parties is needed to solve these problems. According to Coordinating Minister Luhut, the Indonesian government has initiated various efforts to encourage this, one of which is initiating the National Economic Recovery Program to restore an economy that is being shaken by innovations in the marine and fisheries sector. To realize Indonesia's commitment to the Blue economy, referring to the principles of Ocean Health, Ocean Wealth, Ocean Equity, Ocean Finance, and Ocean Knowledge in the SOE Transformation document, cooperation and support from various stakeholders is needed to be able to realize all these commitments. However, without the improvement and improvement of management technology, good utilization patterns as well as leadership insights and policies, all of these will not create much meaning for the prosperity of the people.

The future of Indonesia's vision in its existence as an archipelagic nation depends not only on all the ideas and policies of today's leadership generation, but also on our ability to prepare the next generation of leadership to continue and develop it productively and

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<sup>10</sup> Kementerian Koordinator Bidang Kemaritiman dan Investasi. 2021. Kuatkan Komitmen dalam Pengelolaan Laut Berkelanjutan, Kemenko Marves terus dukung Penerapan Sustainable Ocean Economy di Indonesia.

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innovatively. Therefore, leaders need ideas and insights regarding the development of a reliable, scientific and technological marine economy, as well as building a clear maritime law system and real enforcement of sovereignty. The demand for marine and fishery resource-based development should be used as a driving force for national economic development. If it is associated with elements of strategic leadership, the realization of Indonesia's commitment to building a blue economy-based marine economy can be done in several ways including:

1. Strategic Leaders must be consistent with the goals or vision of marine economic development based on a blue economy. Strategic leaders must be able to coordinate institutions related to their skills and arts. Because as we know that without an effective leader, the changes that occur will not lead to the strategic goals that have been set. The importance of a leader who is able to bring Indonesia to build a marine economy will lead to the welfare of the Indonesian nation, with the consistency of the goals and vision of marine economic development itself.
2. Strategic Leaders must use and maintain the main or core competencies in marine economic development. To achieve a blue economy-based marine economic development, it is not enough just to have a vision, mission and goals. One's leadership competence can be seen from the success in leading an organization. This leadership competence is seen from the success of a person in delivering organizational goals at the level of success/achievement of public sector organizational goals, where the organization has a goal to provide the best public services to the community. There are 3 main categories of strategic leadership competencies, namely: conceptual (conceptual), technical (technical), interpersonal (interpersonal). The competence of strategic leaders in realizing a prosperous maritime economy must always be maintained and improved. Because the development of increasingly modern times will bring problems / threats that are also increasingly complex. This is where strategic leaders are also required to be sensitive and able to adapt to be consistent with their goals.
3. Strategic leaders must develop their human resources. To be able to support the implementation of a blue economy that is oriented towards creativity and innovation, the government needs to improve the knowledge and skills of coastal communities so that they are able to "experiment" with waste, by-products, and by-products of marine products. By increasing innovation and socialization of agricultural and marine science and technology, it is expected to increase the efficiency of catching and cultivating marine products. Infrastructure that supports the efficiency of maritime activities, such as ports, aspects of processing and marketing fishery products also needs more attention. By maintaining the quality of marine biodiversity, the blue economy is expected to support sustainable development.
4. Strategic Leaders must maintain or maintain an effective organizational culture. Organizational culture is a characteristic that exists in an organization and is used as a guide for the organization or company so that it is able to distinguish it from other organizations. So, a leader in his leadership to realize the maritime economy must always maintain the organizational culture in this case the maritime culture effectively. Indeed, Indonesia as an archipelagic country should be a country that has a strong maritime economy. Coupled with very advanced infrastructure development, a strategic leader will be able to realize maritime economic prosperity.

5. Strategic Leaders must emphasize ethical practice. In addition to the elements mentioned earlier, another thing that is no less important to be able to become a strategic leader is the action he takes. The practice taken to execute the strategic plan will determine the success of a leader. The success or failure of a leader can be seen from the execution process. An excellent strategic plan is meaningless if its execution fails. In this practice process the skills of a leader differ depending on the art of leading that he has. But besides that, the execution of a leader must always be based on ethics. The importance of ethics here is as a reference whether or not the practice carried out by a leader is appropriate. Because a good leader must have good ethics.
6. Strategic Leaders must establish a balanced organizational control. The role of leadership becomes very crucial in realizing the success of development with a blue economy approach, Indonesia's abundant natural resources will be meaningless if there is no role for leaders who are able to manage and mobilize all their potential. Therefore, it is very important for all relevant parties to participate in helping to create a prosperous marine economy based on the blue economy. The success of a prosperous marine economy requires great leadership in the marine and fisheries sector, especially in dealing with threats to Indonesian seas. In this way, Indonesia will receive great economic benefits. The sustainable blue economy and various other action plans that have been launched are an effort to increase the economic benefits of the marine environment and prevent marine damage.

## **CONCLUSION**

The policy of conserving marine resources as part of sustainable development planning in Indonesia will have a very broad positive impact on the growth and development of businesses that depend on marine resources and all their derivatives and by-products. The Blue Economy approach model is expected to be able to answer the dependence between the economy and the ecosystem as well as the negative impacts due to economic activities, including climate change and global warming. The realization of Indonesia's commitment to building a blue economy-based marine economy can be done in several ways including: 1) Strategic Leaders must be consistent with the goals or visions of blue economy-based marine economic development, 2) Strategic Leaders must use and maintain main or core competencies in the development of marine economy, 3) Strategic Leaders must develop their human resources, 4) Strategic Leaders must maintain or maintain an effective organizational culture, 5) Strategic Leaders must emphasize ethical practice, 6) Strategic Leaders must establish effective organizational balanced controls. The role of leadership becomes very crucial in realizing the success of development with a blue economy approach, Indonesia's abundant natural resources will be meaningless if there is no role for leaders who are able to manage and mobilize all their potential. It is important that all parties involved are involved in helping to create a prosperous marine economy based on the blue economy..

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