

## Democratization and Populism in the Era of Susilo Bambang Yudhoyono's Leadership

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### ABSTRACT

This research explores democratization and populism in the leadership of Susilo Bambang Yudhoyono (SBY) as the 6th President of the Republic of Indonesia. With a qualitative approach based on literature review, this study discusses SBY's leadership style which includes democratic, transformational, and moderate characteristics, as well as the implementation of national policies that focus on state defense, people's welfare, and political stability. The findings show that in the SBY era, Indonesia experienced a strengthening of democracy through direct elections, although it was still faced with the challenges of populist politics and power transactions. The main policies include increasing the defense budget, modernizing defense equipment, and handling conflicts in Aceh. On the other hand, this period was also marked by controversies such as the Century Bank case which affected SBY's political image. The study offers insights into leadership that seeks to balance democracy with national stability amid complex political dynamics.

**Keywords:** Democratization; Populism; SBY's leadership; National Policy; Political Stability.

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## INTRODUCTION

The concept of leadership is rooted in the word "lead," which means to guide or guide, as well as the word "leader," which refers to someone who is in charge of leading or guiding. Leadership itself is a person's ability to influence others in achieving goals. Leadership involves using a non-coercive style of influence to motivate individuals to achieve specific goals. Ralph M. Stogdill, quoted by Ambar Teguh Sulistyani, stated that "Leadership is the process of influencing the activities of organized groups in their efforts to set and achieve goals" (Sulistyani, 2008). Meanwhile, according to Joseph C., leadership is a mutually influencing relationship between leaders and followers who want real change that reflects a common goal.

In addition to the views of these experts, there are many other definitions related to leadership. Based on these definitions, it can be concluded that leadership is the ability of a leader to influence others to work together to achieve the goals that have been set (Mahyudin, 2009). Since 1945, Indonesia has officially declared war. Since then, Indonesia has begun to create its own system of government. Starting with the parliamentary cabinet system established by President Soekarno at the beginning of Indonesia's independence, Indonesia's government system has experienced several presidential changes and changes of positions. As a democratic country, Indonesia uses the concept of leadership that combines the market, civil society, and the state to ensure the stability of the country (Sarmiasih & Pratama, 2020).

In a country, it will definitely be led by a president and to make it a good country, the president must have good leadership skills because he holds all the power in the country. Leading the country requires a good leadership spirit to manage it. A good president must have a firm stance so that his country is not influenced by others. If a president is easily influenced by others, the country will not be organized because it is not in accordance with his vision and mission. The history of the Indonesian constitution has gone through various phases. At each stage, a certain model of constitution emerges. Until the idea of amending the 1945 Constitution arose due to past trauma, especially from the New Order's political practices that abused the constitution to gain its centralistic and authoritarian power.

In Indonesia, the development of the constitution can be divided into several periods. The first period of the enactment of the 1945 Constitution, the second period of the enactment of the 1949 RIS Constitution, the third period of the enactment of the UUDS1950, and the fourth period of the enactment of the 1945 Constitution with explanations. After that, the 1945 Constitution was amended again in 1999, 2000, 2001, and 2002. The version that took effect

from July 5, 1959 was used as a standard for making changes outside the text, which later became an inseparable appendix to the text of the 1945 Constitution (Pakazeni & Cindy Nabilla, 2020). Indonesia began to implement real democracy during the Reformasi, electing the president, legislators, and regional heads directly.

In addition, the central government can change the status of regions and divide regions to meet the wishes of the people. Has this metric allowed Indonesian democracy to run fully? What exactly determines the success or failure of the implementation of democracy? To date, this question is still the subject of research, but political scientists generally agree on several criteria that determine whether a country has implemented democracy well. In reality, each country is unique because it is influenced by many factors, including historical, cultural, social, and economic, as well as the values of beliefs held by its inhabitants (Hanna et al., 2016). The presidential system is a system of government in a republican country where the executive power is elected through elections and is separate from the legislative power.

In this system, the president has a relatively strong position and cannot be brought down only for subjective reasons such as low political support. However, the government of Susilo Bambang Yudhoyono (SBY) in the 2004-2009 period was not fully able to implement the presidential system. This is due to the low vote of the Democratic Party in the 2004 legislative election, which only reached 7.45%, so it requires a coalition with other parties to nominate the president. Based on Article 5 of Law No. 23 of 2003, a party must have 15% of the vote or 20% of the seats in the House of Representatives to propose a presidential candidate.

As a result, when SBY was elected, a political contract was needed in the preparation of the cabinet (Yuspitasari, 2012). Based on the 1945 Amendment to the Constitution, the president's authority is clearly more limited and smaller than the president before the reform. In reality, two Indonesian presidents who were elected through direct election by the people, namely President SBY and Jokowi, can both be elected for up to two terms. SBY successfully completed the first and second periods. The same thing also happened to President Jokowi who is currently serving the last two periods of his term. The success of both of them shows the strength of the presidential system strengthened by the 1945 Constitution Amendment which was carried out for four years, from 1999 to 2002. After the 1945 Constitution Amendment, there was great hope that the future president would have strong legitimacy, and the people

would be given a wide opportunity to choose and judge their own leaders. The direct election of the President (Pilpres) by the people has given strong political legitimacy to the president.

Therefore, the president should not be tied to political factions in the House of Representatives (DPR), because the arrangement in the 1945 Constitution Amendment also shows that the president is not easily overthrown by the DPR. With the Presidential Election, every citizen participates in assessing and choosing presidential candidates, so that the relationship between the president and the community is stronger because they need each other (Efriza & Suryadinata, 2022). SBY's leadership is known for its moderate and stable approach, as well as its efforts to maintain a balance between the demands of democracy and populism. On the one hand, SBY seeks to strengthen democratic institutions, such as direct elections and decentralization of power.

However, on the other hand, various challenges have emerged related to the wave of populism, where political narratives tend to lead to the fulfillment of populist needs and manage the expectations of the people directly. These efforts are based on the fact that the amendment of the 1945 Constitution actually adds many meeting points between these two institutions, even the balance of power tends to be heavier in the direction of the "dominant DPR." Therefore, the purification after the amendment of the 1945 Constitution did not succeed in completely eliminating the characteristics of the parliamentary system in presidential government in Indonesia. The option to combine a multiparty system with a presidential government proved risky to political and governance stability. Therefore, arguments have emerged that support the importance of a multiparty coalition to maintain the stability of political support in parliament. This is because parties that are not members of the coalition have the potential to form opposition blocs in parliament (Efriza, 2016).

Therefore, it is important for a president to have a good leadership spirit, which is based on a wise and intelligent mindset in managing and directing his people, nation, and country. Each leader has a different leadership style, including Susilo Bambang Yudhoyono (SBY). SBY, who is the 6th President of the Republic of Indonesia, served for two terms from October 20, 2004 to October 20, 2014. During his ten years of leadership, SBY implemented a proactive foreign policy with the motto "a thousand friends and zero enemies." Under his rule, Indonesia was very active in international relations, which had a great influence on the development of a country. Thus, SBY has brought positive changes to Indonesia.

## **METHODS**

The method used in this case method uses a qualitative approach with literature review analysis based on scientific articles and journals relevant to the topic of the problem. By using Article sources that can be accessed through the Google Scholar database with keywords such as "obstacles", "learning", "Leadership style", "constraints", "Issues", "performance" and "effectiveness." To select articles, authors are evaluated based on a number of criteria. This includes publications from recognized journals, the scope of topics occurs throughout Indonesia, there are no restrictions on education level, language use, and research methodology.

The analysis is carried out in stages. First and foremost, regulating various issues that arise at different levels of government. Indonesia is a pluralistic country that has many diverse ethnicities, cultures, customs, languages, and religions. To add to the discussion about the value of tolerance and presidential performance, this article collects relevant research and then explains the findings. Articles are selected by the authors based on the following criteria: (1) publications from recognized journals, (2) the scope of the topic occurs in the territory of Indonesia, (3) there are no restrictions on the level of civic and monetary leadership styles, (4) there are no restrictions on the use of language, and (5) there are no restrictions on research methods.

The analysis is carried out in several steps. First, classify the various challenges that arise at various levels of governance. The results of this mini research will show about the condition of the Indonesian people during the leadership of the 6th president of the Republic of Indonesia "Susilo Bambang Yudhoyono" who emphasized the importance of peaceful and heterogeneous diplomacy that can create cultural and economic wealth of the nation, but also this can cause potential conflicts and divisions at that time. During his leadership period, SBY used various leadership styles such as authentic leadership, democratic leadership, and charismatic leadership where the leadership style is in accordance with the democratic era, here will also discuss how the leader can image himself in front of the public, so that the public sympathizes with the leader and gives his loyalty to the leader and if you go back to the past, SBY's leadership style takes a little style The leadership of the New Order regime and the two

are relatively similar, even though if we look at the election process, the two are different where SBY uses a direct election system and Suharto rises through a crawling coup process.

Then how this leader is able to influence the community to follow his wishes and the political issues that occurred during the SBY administration will be discussed in this mini research. The design of this study was chosen because it is very effective in capturing empirical data from various sources. The collected data is then analyzed qualitatively following the analysis steps. This stage is needed so that the data obtained is really valid according to the actual conditions.

## **RESULTS AND DISCUSSION**

The sixth President of the Republic of Indonesia who was directly elected by the people was Dr. H. Susilo Bambang Yudhoyono. SBY was elected president in 2004 with vice president Drs. M. Jusuf Kalla with the agenda of "a fairer, more peaceful, prosperous, and democratic Indonesia". SBY spent two terms of government before Susilo Bambang Yudhoyono was re-inaugurated as president of the Republic of Indonesia for the period 2009–2014 with vice president Prof. Dr. Boediono on October 20, 2009. Susilo Bambang Yudhoyono is a great scientist. In 1991, he earned a Master of Management degree from Webster University in the United States. Then he continued his education at the Bogor Agricultural University and obtained a Doctorate in Agricultural Economics in 2004.

In addition, he was awarded the Doctor Honoris Causa in 2005. In 1973, SBY graduated as the best graduate from AKABRI Darat and became a TNI officer for 27 years. In 2000, SBY himself was appointed General of the TNI. SBY himself was once the Command and General Staff of Collagen in the United States. SBY has also been conducting education and training in Indonesia and abroad for quite a long time, such as Seskoad. SBY has served in the military as Commander of the 17th Kostrad Airborne Infantry Brigade, Commander of the Sriwijaya Military Command, and Chief of Territorial Staff of the TNI. He also served as a Staff Officer, Training, and Lecturer in the operations area and headquarters.

In our opinion, the leadership period of the Susilo Bambang Yudhoyono (SBY) era had pluses and minuses, but at the end of his reign there were many demonstrations everywhere, even though SBY is remembered as a figure who has succeeded in maintaining democracy in Indonesia. SBY issued Presidential Regulation Number 7 of 2008 concerning the General Policy of State Defense, which was then amended and equipped by Presidential Regulation Number 41 of 2010 concerning the General Policy of State Defense for the years 2010–2014.

Thus, the regulation is only valid during the SBY administration, which means that the country's defense policy is only valid during the SBY administration.

Indonesia's protection policy includes the following ten national policies.

1. Integrative Defense Policy: This policy aims to unite the three dimensions of Indonesia's military defense force. It also aims to unite all the country's defense forces, both military and non-military
2. National Policy on the Management and Utilization of National Resources: This policy is designed to transform resources into protection resources. The Integrative Defense Policy aims to unite the three dimensions of Indonesia's military defense force. In addition, the policy aims to provide regulations for implementing the Law on Reserve Components and Supporting Components, which will be implemented soon thereafter. While regulations related to the transformation of national resources for the benefit of national defense are ongoing, the policy also encourages sectoral cooperation between the Ministry of Defense and other agencies. To prepare human resources for conservation, this policy encourages various programs for National Defense Awareness Development from various ministries and elements of society. The focus of the Military Defense Posture Development Policy is the Minimum Essential Force (MEF) Policy. This policy focuses on improving the ability to quickly react (striking force) and the readiness of standby forces (standby forces) to deal with natural disasters, global peace missions, or other emergencies. The Indonesian Air Force, the Indonesian Navy, and the Indonesian Army are the construction centers of the Indonesian army.
3. The Non-Military Defense Empowerment Policy encourages several ministries to strategically anticipate non-military defense to deal with non-military threats. In addition, the government is also trying to improve the performance of the existing cross-sectoral coordination body. These include the National Natural Disaster Management Agency (BNPB), the Maritime Security Coordinating Agency (Bakorkamla), and the National Border Management Agency (BNPP).
4. Military Defense Force Deployment Policy: The deployment of military defense forces must obtain the approval of the Indonesian legislature before it can be carried out. However, from 2010 to 2014, the TNI was tasked with dealing with real threats such as conflicts in border areas, the security of the outermost small islands, and the threat of

separatism, terrorism, natural disasters, horizontal conflicts, and other illegal activities that could endanger state security. Thus, Indonesia's defense policy does not cause setbacks or conflicts with other countries.

5. **International Cooperation Policy in the Defense Sector:** Indonesia's International Cooperation Policy in the Defense Sector focuses on increasing cooperation with neighboring countries directly bordering Indonesia to encourage efforts to resolve border issues; increasing cooperation with friendly countries that are committed to improving Indonesia's preservation capabilities, especially in terms of disaster prevention and handling of terrorism; and increased cooperation with friendly countries that are committed to improving Indonesia's protection capabilities. Cooperation must be established in cooperation with the Ministry of Foreign Affairs and based on a one-stop policy.
6. **Defense Science, Technology, and Industry Policy:** This policy includes human resource development, program and excellence strategies, research and development cooperation in the fields of science, technology, and protection industry, and empowerment of potential protection industries throughout the country. The independence of the defense industry is one of the objectives of this policy. To achieve industrial wisdom, there are three pillars: industry, universities and research and development institutions, and users (TNI). The policy was created to incorporate this third pillar.
7. **The Border Areas and Outermost Small Islands Security Policy** is designed to deal with internal conflicts and actual threats occurring in the border areas. The policy priorities are to integrate the roles and functions of all stakeholders in the development of border areas and outermost small islands, ensure that the BNPP works better, and increase bilateral and/or multilateral diplomacy efforts to reach agreements.
8. **Budgeting Policy** To realize the MEF, Indonesia's defense budget is prioritized. This policy is aimed at meeting the needs of maintenance, operation, and modernization of defense equipment as well as improving the professionalism of the country's defense human resources through training and improving the welfare of soldiers. Meanwhile, relevant ministries and agencies are trying to allocate funds to empower non-military.
9. **Supervision Policy:** A policy that covers the entire national protection policy is called a supervision policy. Supervision policies govern how supervision is carried out internally and externally, as well as in the legislature and the public. Supervision is

carried out on the management function to ensure effective and accountable maintenance. Those are some of the policies implemented during the SBY administration.

During SBY's administration, there was a significant increase in the budget intended to increase the country's defense capacity and capabilities, especially in the military field. This will include the modernization of the main defense system (alutsista). In addition, the policies that support the maintenance policy show that the Indonesian government is working to establish a legal basis for building a national reserve and security section. All of these protection policies show that Indonesia is still looking inward. During the SBY period, the military force was also lyrical and given briefings in the form of participating in education and training out of Indonesian territory and also in the MAS SBY there was no sending of troops for problems related to terrorism in the Middle East such as the Ukraine conflict and would send troops if they received a mandate from the United Nations to declare PKO then he also negotiated to form cooperation with other countries.

Then during the SBY administration, there was an increase in fuel prices which had been demonstrated by many people, including students, but the change in gas did not have much impact on the community's economic turnaround due to the lack of response from the investors, even though if you remember this is bad news for investors, but because the amount of profit obtained is high or the price of fuel does not increase significantly in the sense that it only rises slightly resulting in a lack of response by investors to the policy and of course this is what benefits the community and the government (Anita & Veronica, 2016).

After previously discussing defense and security policies in the Jokowi era, now we turn to foreign debt and its handles, in obtaining economic improvements for sustainable development and as a developing country, of course there are obstacles in realizing development programs. Since independence, the Unitary State of the Republic of Indonesia (NKRI) has experienced seven changes of national leadership. Starting from Soekarno, Soeharto, BJ Habibie, Abdurahman Wahid, Megawati Soekarnoputeri, Susilo Bambang Yudhoyono (SBY), to Joko Widodo (Jokowi). To note, each Government Era certainly has a different vision and mission as well as policies and priority programs. Similarly, the policy in terms of its external debt. In the Harrod-Domar economic duo in the 1950s and 60s, foreign aid was considered to increase economic growth and people's savings as a follow-up effect.

This is due to the fact that aid from abroad has the ability to increase investment, which in turn can increase domestic income and savings, and so on. In other words, theoretically, foreign aid as a whole has a positive multiplier impact on the economy. However, the regime that followed, despite the correlation, was relatively insignificant. To explain this correlation in the econometric model, the measures taken in debt management during the early New Order and Reform periods can be traced. Whatever happens, this can be an interesting source of research for improving the current and future debt management of the country.

According to (Arsyad, 2010), during the Old Order era (Soekarno), the IMF and the World Bank were the main providers of foreign debt loans; Then, during the New Order Era (Suharto), additional loan providers emerged from ADB (Asian Development Bank), OECD (Organization for Economic Co-operation and Development), and IGGI (The Inter-Governmental Group on Indonesia, 1966-1991). , which later changed to CGI (Consultative Group on Indonesia, 1991-1998). Two other economists, Keith Griffin and John Enos, wrote the book *Foreign Assistance: Objectives and Consequences in the 1970s*, showing that foreign loans affect growth. They presented concrete evidence that economic growth and increased public savings were affected by negative debt by foreign countries.

The government has increased its spending as a result of international aid, which has reduced the push to increase tax revenues and so on (Moore & Prichard, 2020). Next, economists conducted research that supported the stated that the accumulation of foreign debt, also known as foreign debt, is a natural symptom. Investments cannot be made due to low domestic savings. Government regime. In terms of debt management as a driver of the economy and poverty, the Suharto Era and the Habibie Era tend to be different and better than the Soekarno Era. Meanwhile, the debt management of the Abdurrahman Wahid Era, the Megawati Soekarno Puteri Era, the Susilo Bambang Yudhoyono Era and the Jokowi Era is no different or better than the Soekarno Era. Although nationally it can increase GDP and reduce poverty, debt is not able to improve people's welfare (read per capita income).

Foreign debt even tends to lower the level of welfare (Junaedi, 2017). Human life is maintained and driven by communication, which serves as a driving force and a tool to describe the activities of society and civilization. In addition, communication has the ability to provide inspiration to explain, ask, organize, and supervise through various processes. Every aspect of life requires communication. Communication is not just about spreading information from one source to another. Communication shows the development of meaning.

Therefore, communication is not a reaction or interaction with something; It is a transaction that creates and gives meaning to understanding an individual's goals. During his first term of leadership, SBY formed the United Indonesia cabinet, which was formed on October 21, 2004 and ended in 2009. This cabinet is led by President Susilo Bambang Yudhoyono and Vice President Muhammad Jusuf Kalla. Both Presidents Yudhoyono reshuffled the cabinet for the first time on December 5, 2005. Third, for the second time, on May 7, 2007, President Yudhoyono reshuffled the cabinet. Then the public also suspected that there was leniency in co-ordinating during the SBY administration, there is a reason why public trust in the efforts of the Susilo Bambang Yudhoyono government in fighting corruption has decreased. Therefore, "what we experience, seen in everyday reality, cannot be considered as the actual reality (the final truth)." The reality is actually silence and invisibility. The surface looks orderly, clear, definitely, actually full of murky things, this corruption accusation case began with the existence of century bank bailout funds which were allegedly used by the Democratic Party to finance campaign financing and winning strategies in the 2009 election (Pancaningrum, 2017).

One of the characteristics of President SBY's leadership is to avoid direct disputes, especially with elite members of the coalition party and the House of Representative (Rahman & Elyta, 2020). This characteristic of leadership is seen in the case of Century Bank. On November 12, 2008, Bank Indonesia (BI) announced that Century Bank was under the supervision of Bank Indonesia (BI) because it lost the clearing. Bank Century received the Short-Term Funding Facility (FPJP) as a result of this BI component. Initially, the bailout fund amounted to IDR 632 billion, but then increased to IDR 6.7 trillion. President SBY formed a special team for Century Bank consisting of the Minister of Law and Human Rights (Menkumham), the Attorney General, and the National Police Chief. There is no need to contact Vice President Budiono and Finance Minister Sri Mulyani Indrawati on the recommendation made by the special team of Century Bank to the President of SBY. The special team is of the opinion that the deactivation should be carried out in accordance with legal procedures with the principle of presumption of innocence.

They also argued that state officials temporarily stopped after becoming defendants and permanently stopped from office after the court found them guilty. Some of President SBY's agreements with coalition party elites include:

- 1) agree to maintain the integrity of the Unitary State of the Republic of Indonesia;
- 2) agree to implement the presidential system;
- 3) The President will include political party cadres as ministers in the United Indonesia Cabinet II;
- 4) The President shall designate a number of names proposed to be ministers, and in other cases the political parties shall not reject the President's decision;
- 5) Ministers are obliged to carry out their duties in accordance with the work contract and behave in accordance with the integrity signed;
- 6) The President may dismiss a minister who does not fulfill the employment contract and integrity pact, the President shall notify the leaders of political parties to find a replacement;
- 7) The President, either directly or through the Vice President and ministers, may consult with the leaders of political parties, regarding special and strategic policies. Political parties that are members of the coalition must support the policies that have been decided by the President, either through factions in the House of Representatives or other channels;
- 8) In responding to decisions and carrying out duties in the House of Representatives, the coalition party faction always communicates with fellow coalition member factions;
- 9) without having to eliminate the critical power and supervisory function, the coalition party faction is obliged to support the government's policies as mentioned in points 7 and 8;
- 10) The leader of a coalition member political party cannot unilaterally withdraw his minister who has internal problems with his party. Political party leaders must first consult with the President to find a solution;
- 11) If the leaders of political parties officially and openly declare their withdrawal of support for the government of President Soesilo Bambang Yudhoyono, the coalition or the existence of ministers in the cabinet of President Soesilo Bambang Yudhoyono-Budiono will end" (Jalal, 2021).

In a political organization or political figure like the figure of SBY, political communication is one of the most important things. SBY's political journey cannot be separated from his political 'vehicle', namely the Democratic Party. The Democratic Party that brought SBY's career to RI I was inseparable from the existing political crisis. Several negative and contradictory things occurred in the Democratic Party. Starting from the existence of

Democratic Party functionaries who are also part of independent state institutions to corruption cases that entangle the party. Various problems related to the Democratic Party are of course a negative image for SBY even though SBY always loudly expresses "Say no to corruption". In addition to corruption cases, there are various government problems that then become problems for SBY which can also affect SBY's image (Pasolong, 2010).

As well as social, economic, and employment problems. The political communication carried out by SBY is certainly inseparable from the pros and cons of the public and the public. As conveyed by Effendi Gazali, "Now it is like eating simalakama fruit, eaten by dead fathers, not eaten by dead mothers. The government has indeed done something less anticipatory. This indicates that the political communication of the SBY government so far has actually been very ambiguous". SBY's rhetoric and actions in responding to and handling government problems and problems that befall him or his party are complicated.

Actions that are sometimes less anticipated, inappropriate, or surprising have become the most subtle colors in SBY's political communication. Of course, this creates its own image from the community. The image building of the political communication carried out forms a diverse public opinion (Sulistiyani, 2008). The presidential system of the Susilo Bambang Yudhoyono era was the first government created from a direct democratic election process. Therefore, the responsibility for the running of this government actually directly deals with the people as a mandate. In the government of Susilo Bambang Yudhoyono, there emerged a triumvirate, namely transactional, cattle trade politics, the main political cartel in the government of Susilo Bambang Yudhoyono as the mandate giver in the direct democratic government.

The power of these triumvirate indicates the existence of a democracy that is held hostage and trapped in the government of Susilo Bambang Yudhoyono (Siregar, 2018). As a leader, Susilo Bambang Yudhoyono is a thinking leader. His attitude that is always detailed, makes him always meticulous in solving every problem that exists. As a leader, he does not only give decisions or orders, but also gives directions and observes his subordinates directly. There are several aspects of SBY's leadership, including:

1. Leadership Style In leading, everyone must have different styles and styles from each other. The leader has his own unique traits, habits, temperament, disposition and

personality so that his own behavior and style distinguish him from others. His style or style of life will affect his leadership style

- a) Democratic, SBY prioritizes participation in decision-making. He often holds consultations with various stakeholders, including political parties, civil society, and regional leaders.
  - b) Transformational, it seeks to inspire and bring positive change by creating a clear vision for Indonesia's future, as well as encouraging the community to actively participate in development.
2. Values Embraced These values reflect SBY's leadership style that seeks to prioritize people's welfare, national stability, and integrity in politics. Susilo Bambang Yudhoyono (SBY), as the 6th President of Indonesia, is known for several outstanding leadership values:
- a) These values reflect SBY's leadership style that seeks to prioritize people's welfare, national stability, and integrity in politics. Susilo Bambang Yudhoyono (SBY), as the 6th President of Indonesia, is known for several outstanding leadership values
  - b) People's Welfare, one of SBY's main focuses is to improve the standard of living and welfare of the people. He encourages infrastructure development and a good investment climate to create new jobs.
  - c) Peace and Unity, SBY is known as a peacemaker, especially in his efforts to restore peace in Aceh after the tsunami. He tried to unite the hearts of the people and maintain national stability
  - d) Political Ethics and Morals, SBY always emphasizes the importance of ethics and morals in politics. He believes that leaders must show integrity and act in accordance with the values e) Courtesy and Patience, SBY is known as a patient and polite figure. He always tries to see every problem clearly and not confrontationally (Rahmah et al., 2024).

## CONCLUSION

The Indonesian constitution has evolved through various phases, leading to the 1945 Amendment, which addressed past abuses of centralized and authoritarian power during the New Order. The Reformasi era introduced real democracy, enabling direct elections for the president, legislature, and regional leaders. Presidents Susilo Bambang Yudhoyono (SBY) and

Joko Widodo (Jokowi), both elected through this system, successfully completed their two terms, showcasing the strengthened presidential system post-amendment.

During SBY's leadership, notable achievements included advancements in national defense policy, exemplified by Presidential Regulation No. 7 of 2008 and No. 41 of 2010, and significant budget increases for defense and security. However, challenges such as fuel price hikes and criticisms of transactional politics emerged. Despite these issues, SBY's tenure is remembered for maintaining democracy and introducing policies that supported sustainable development, including efforts to leverage foreign aid for economic growth. Today, his leadership is often nostalgically appreciated for its contributions to Indonesia's progress.

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