



Leadership Policies and Personal Competence of Sports Leaders in Aceh Province: A Qualitative Study

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ARTICLE INFORMATION	A B S T R A C T
Received: February 28, 2025 Revised: July 22, 2025 Available online: July 30, 2025	This study aims to analyze the leadership policies and personal competencies of sports officials in Aceh Province, Indonesia. The research adopts a qualitative descriptive approach, involving 10 key informants selected through purposive sampling, including deputy regents, heads of departments, and education officers with backgrounds in sports. Data were collected through observation and in-depth interviews, then analyzed using data reduction, data display, and verification techniques. The findings reveal that sports community members who occupy leadership positions in Aceh demonstrate strong cognitive, affective, and psychomotor competencies. Their leadership styles are a combination of various models, including democratic, participatory, administrative, and charismatic approaches. Respondents emphasize discipline, teamwork, and alignment with institutional goals while also integrating local cultural values in decision-making and leadership behavior. The study concludes that sports-based leadership in Aceh is shaped by both educational background and sports experiences, which enhance strategic thinking, policy-making skills, and leadership effectiveness. This finding challenges the public perception that such leaders attain positions through favoritism or coincidence. The study contributes to the understanding of how sports experience can foster effective leadership in public administration.
KEYWORDS	
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INTRODUCTION

Leadership and competence are critical factors in determining the success of individuals and institutions, particularly within public service. In recent decades, global research has emphasized the need for effective leadership that combines cognitive, affective, and psychomotor competencies to navigate the complexity of organizational challenges (Palan, 2007; Thoha, 2010). While much literature has explored leadership in business and education sectors, little attention has been given to how leadership emerges from non-traditional pathways such as sports.

In the context of Aceh Province, Indonesia, several individuals from the sports community have risen to prominent public positions—such as vice regents, department heads, and institutional leaders. Organizational performance within the Aceh Government requires regional apparatuses to be adept at handling change (Safriyanti et al., 2021). Organizational performance within the Aceh Government requires regional apparatuses to be adept at handling change (Safriyanti et al., 2021). The implementation of special autonomy status in Aceh provides both opportunities and challenges for local governance. The potential of environmental and socio-cultural resources are major factors in the development of sports (Moelyadi, 2020). However, public perceptions often underestimate the legitimacy of these leaders, attributing their rise to political proximity rather than competence. This perception raises a critical research problem: *To what extent do sports-based leaders demonstrate measurable leadership competence and policy application in public service?*

This study aims to investigate the leadership policies and personal competencies of sports community members who hold strategic roles in public institutions in Aceh Province. By focusing on their educational background, professional experiences, and applied leadership styles, the research seeks to determine whether these individuals exhibit traits of effective and credible leadership.

The significance of this study lies in its contribution to the broader understanding of alternative leadership development pathways. Internationally, studies have shown that sports participation can foster leadership qualities such as discipline, resilience, and strategic decision-making (European Commission, 2016; Gould & Voelker, 2012). However, empirical studies in the Southeast Asian context remain limited, especially those that link sports backgrounds with public leadership.

Moreover, bibliometric mapping using tools such as VOSviewer reveals that while "sports leadership" and "competence" are growing themes globally, there is a research gap in connecting these terms with public policy implementation—particularly in Indonesian settings. This study therefore offers a novel contribution by filling this gap with localized yet generalizable insights.

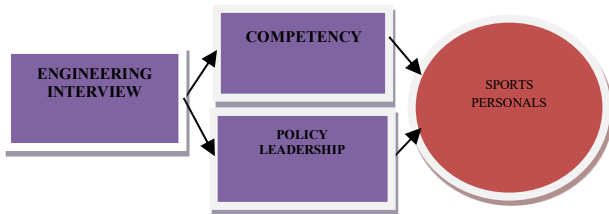
In summary, this research explores an under-studied phenomenon: how sports experience shapes the leadership competencies and policy approaches of individuals in government positions. By doing so, it challenges existing stereotypes and provides evidence-based perspectives that can inform leadership development strategies across sectors.

METHOD

This study employed a qualitative descriptive approach to explore the leadership policies and personal competencies of sports-based public officials in Aceh Province, Indonesia. This methodological choice aligns with the recognition that the measurement of quality of sports organizations is a social phenomenon that is so unique that it is difficult to standardize based on certain measurements (Soedjatmiko et al., 2019). Qualitative methods are considered appropriate when the researcher themselves is the primary instrument for data collection (Saliman et al., 2021). A qualitative design was selected to allow an in-depth understanding of participants' experiences, perceptions, and leadership behavior in their institutional contexts.

This method is suitable for uncovering complex, socially constructed realities, particularly in leadership studies. In accordance with the opinion of Arikunto (2006: 105) which explains that: "The research design is a plan made by the researcher as a pre-design of the activities to be carried out". This research design can be seen in the picture below:

Image 1. Research Design



The primary data were collected through in-depth interviews and non-participant observations. Ten respondents were selected using purposive sampling, based on their current or former leadership roles in government institutions and their background in sports. These respondents included deputy regents, department heads, and mid-level officials. Secondary data were gathered from institutional documents, government publications, and relevant reports to complement primary findings.

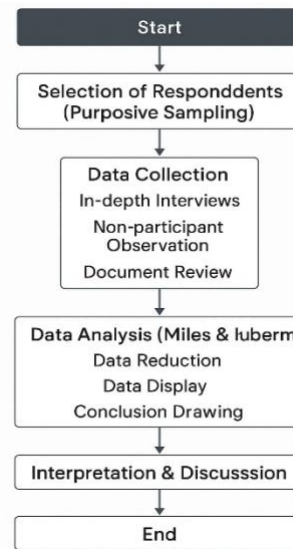
Table 1. Subjects that are the Focus of Research

NO	SUBJECT	JOB	AMOUNT
1	Drs. M.Jamil M.Kes	Vice Regent of North Aceh elected	1 person
2	Drs. Samsul Rizal, MKes	Vice Regent of Aceh Besar Elected	1 person
3	Zulkifli Saidi, S.Pd	Secretary of the Aceh provincial education office	1 person
4	Drs. Hasan Basri, MM	Kadispora aceh	1 person
5	Drs. Nuzuli.MS	Head of Sports Achievement	1 person
6	Drs.H.Hasbi	Head of Youth and Sports of Banda Aceh City	1 person
7	Saifuddin.S.Pd, M.Pd	Head of sports in Pidie Jaya	1 person
8	Syafruddin.S.Pd	Head of education in Lhokseumawe City	1 person
9	M.Daud Abdullah.S.Pd	Pidie's Head of Youth and Sports	1 person

10	Asnawi.S.Pd M.Si	Head of the Department of Industry and Cooperatives of Bireuen Regency	1 person
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The use of observation and in-depth interviews with key informants, accompanied by documentation, can offer a comprehensive understanding of the dynamics at play (Moelyadi, 2020). Interviews were semi-structured, enabling flexible yet focused discussions on respondents' leadership styles, policy-making behavior, and competency development. All interviews were recorded, transcribed, and coded manually to identify recurring themes and patterns. Observations were conducted at respondents' offices to examine leadership behavior and interaction with subordinates.

The data analysis followed Miles and Huberman's (1994) three-step model: data reduction, data display, and conclusion drawing/verification. Through triangulation between interview, observation, and document analysis, the study ensured validity and credibility. The resulting insights were then synthesized to determine how the sports background influenced leadership competency and policy decisions.



RESULTS AND DISCUSSION

Based on the research results obtained through observations and in-depth interviews with the subject, the research data can be described as follows:

1. Competency Interview Results

The results of interviews conducted on research subjects can be described in several stages, namely;

a. Cognitive Competence.

The results of interviews conducted on research subjects can be explained that in terms of mastering the science of sports management, the respondents answered yes in mastering the science of sports management. The educational background of the research subjects, namely the sports community, is at least Strata 1 higher education level and generally Strata 2. In addition to formal education, some respondents, namely the sports community, have participated in non-formal education such as attending courses or other training related to leadership management. Training or non-formal education that has been attended is in various places, one of which is the first time in Aceh

or Aceh province and even at the international level. Understanding of management concepts consisting of planning, organizing, movement and supervision of the sports community varies, one of the respondents suggested that the concept of management as a whole must be understood and carried out properly, because planning consists of planning, organizing, namely implementing functions and new movements motivating the nature to work and supervision must be carried out properly.

The steps taken in creating a concept, idea or idea for the progress of the organization/institution led by one of the sports communities or respondents answered that the first thing to do is to unite employees to always make decisions so that what we expect, God willing, will succeed. Understanding the scope of the institution being led is in accordance with the discipline. In leading each respondent answered that they had certain tips for running an institution that first prospered subordinates and then others. Organizing in institutions led by the sports community is based on each other's job descriptions or based on their respective fields. At the last point, the process of translating ideas into a concrete work plan is referred to as a work planning process that has gone well.

b. Effective Competency

The results of interviews with the sports community or respondents on effective competence can be described that; regarding the rules applied in running the wheels of leadership at the institution being led, especially discipline at work. If the respondent gets a job that is not expected, generally the first thing to do is to coordinate with subordinates. In responding to various criticisms and unpleasant issues directed specifically at work performance, respondents answered that they would respond positively to criticism and issues. Actions taken against staff performance that is not in line with the concept of leadership is to redirect and as other respondents answered that it will be given and continue to the level of giving sanctions and punishments.

Commitment in running the institution led by one of the respondents found that in whatever form financial or other conditions to advance government programs are always prioritized and are always consistent in carrying out their leadership in accordance with existing rules. The mechanism taken in making and determining a very important decision in general, the respondent does not take it seriously, but the point is that everything that happens is still coordinated by holding a brief meeting with subordinates or confidants and a wise decision is made for the progress of the organization / institution he leads. In general, respondents have worked under pressure, in response they work seriously with the help of subordinates so that it can be resolved perfectly. In general, respondents are interested in leading the institution they lead now because it is in accordance with the design of science and advances sports. If faced with two tasks that must be completed at the same time what is done is to use the organizational structure by itself can be represented by others, the essence of the answers to the interview results is to work together according to the field held and work hand in hand or help each other in completing the work on time with good and satisfying results.

c. Psychomotor Competency

The results of the interview on psychomotor competence are the first point interviewed, namely the results of the work that has been achieved with the question of the level of the

management process consisting of planning, organizing, mobilizing and supervising has been running in the institution that has been led is generally stated that the management process that has been carried out so far has been running well and as expected. The best work achievement that can be supported by the current leadership is to support all existing programs from the government and also implement all programs from the regional and national governments every year. Regarding awards in general, they have received awards from both government and non-government for their good work performance. Position is not an obstacle for every human being in establishing good cooperative relations, as well as those carried out by respondents or sports communities so that in an organization / institution they lead in establishing good cooperation. The experience gained while leading in managing good cooperative relationships is to regard subordinates as good coworkers who help each other in the work and maintain the trust given. When some coworkers are less sympathetic, what is done is to find solutions by establishing kinship so that the staff understands or knows each other. The impact obtained in establishing relationships for smooth work is very good. Communication established with superiors is relatively frequent and according to the needs in terms of work in the organization / institution being led. Relationships outside of work with subordinates are well established and harmonious. The policy taken in building cooperative relationships with various other sectors, especially the sports community sector, is that there is good coordination between various sectors, especially in the field of work and sports.

2. Leadership Policy Interview Results

The results of interviews conducted with respondents about leadership policies can be described as follows:

a. Charismatic Leadership Policy

In general, respondents suggested that they have certain tips in leading the institution, so that staff consider that they have attractiveness in appearance. As a leader who leads subordinates/staff in the institution where they work, respondents found that appearance is not important but only as a passenger for success in a leadership, the most important thing is to be able to work well and perfectly. Maintain polite attitudes and behavior well so that it looks very authoritative in the eyes of the staff by not being selfish and always being friendly and not putting forward negative thoughts. When going to the office, official clothing is something that must be worn. The attitude faced if there are staff who do not have responsibility and discipline at work is to be called into the room and directed to positive things. In addressing every problem that exists in the office, it is always carried out with a calm soul. A reliable personality so that in carrying out work can be addressed properly and can be completed perfectly. In working never get tired, no matter how heavy the work is done slowly but surely the results will be very satisfying. The main key to success is tenacity in working so that no matter how heavy the work obtained will be completed on time. Politeness is very important to be prioritized as a superior, so that subordinates become more polite to the leader. Maintaining authority is important but right in position or place so that every subordinate appreciates as a leader not as something to be feared.

b. Leadership Policy Paternalistic Type

Trust in an organization/institution is very important, but if the trust given is not cared for then the staff should not be given full trust again. The attitude and mindset of the staff is very diverse in responding to all situations that occur in the institution, this is due to different educational backgrounds and mainly because each person has a different way of thinking. Leading an institution, assertiveness is needed so that targets are achieved, but not coercion is carried out so that staff do not work sincerely and the results will be less satisfying. Staff who have been led have developed a creation or innovation so that the institution they lead is more developed than before.

The policies that have been set must be obeyed by all staff, policies that are taken based on mutual agreement from the results of joint deliberations. Problems that occur in an institution are not all known, only problems about work are all known. For a leader does not have to have an over acting nature, because without this nature a leader is still a good leader in an institution/organization. Creating concepts, ideas or ideas for the progress of the organization/institution being led, the steps taken vary, one of which is compiling a meeting agenda with various studies discussed so that it becomes the most important guide to run.

c. Militaristic Leadership Policy

The results of the interview regarding the militaristic leadership policy are the first matter of giving tasks not always the command system is carried out. The benchmark in giving certain tasks to staff in the institution being led is in accordance with their respective fields. Formalities in work are important, but formalities are not always the main thing done in every job. If the staff in the institution led by the respondent provide criticism or suggestions for the work performance that has been carried out so far, it is well received. The ceremony is an obligation in an institution, if the event is something that must be done then it will still be carried out properly without any exceptions.

d. Autocratic Leadership Policy

The results of the interview regarding the autocratic leadership policy are that the organization/institution is joint property but as a leader has the right to make more decisions with various considerations. Work that cannot be completed at the office, does not always become a burden of work at home, it's just that some work is considered urgent, then the work is completed at home. Apart from the car, there are no other office facilities that are used to help complete work at home. As for if there are more funds, for employees who are led to get a bonus outside the basic salary if there is work outside of official hours, the standard given is in accordance with the funds obtained, if they do not get funds then they are not given even though they have worked outside of official hours. While working as a leader in the institution they lead, respondents have never told staff to pick up their children from school. The work ordered to staff is not in accordance with the educational background taken, depending on their respective fields.

e. Laissez Faire Leadership Policy

The results of the interview regarding the laissez faire leadership policy are if there are staff in the institution that is led if they make mistakes or violate discipline then as a leader the respondent reprimands. Giving appreciation and appreciation to staff who have good work performance is important so that their work enthusiasm becomes a high motivational value for the

progress of the institution. Activities carried out by staff in the office that are of positive value are always followed or participate in participating in these activities. The positions obtained are positions purely because of their abilities, not because of the success team or support team of a party.

f. Populist Leadership Policy

The results of the interview regarding populist leadership policies are that the respondent in his leadership adheres to the values of local traditions and culture in leading the staff in the institution he is currently leading. The attitude of patriotism and nationalism is very thick and is always applied in leading an institution. Respondents also never give the staff in the institutions they lead a lot of work to do. During their tenure, respondents have also never given punishment to staff who violate the rules and discipline in the institutions they lead. In their leadership, they also strongly emphasize the spirit of nationalism and togetherness in solving all problems in the institutions they lead.

g. Administrative Leadership Policy

Based on the results of the administrative leadership policy interview, it can be explained that in compiling everything related to correspondence, respondents are neat and meticulous people. Respondents in general have not been able to fully modernize the administrative process, especially those related to organizing, planning, mobilizing and evaluating in the institutions they lead. Respondents have innovative ideas or concepts in the administrative process at the institutions they lead. The bureaucratic system applied in the institutions they lead is based on the existing system in the government and based on Qanun no. 4 of 2008.

h. Democratic Leadership Policy

The results of interviews regarding democratic leadership policies are the results of the study obtained according to the respondents, they always pay attention to all the difficulties of the staff in the institutions they lead. Giving appreciation to staff who have worked with full discipline even though sometimes their work results are not satisfactory. Respondents also often socialize with staff in the institutions they lead outside of official hours. Often involves staff in formulating policies that are decided. According to the assessment conducted, the staff in the led institution feel comfortable working under the leader.

3. Sports Community Personal Profile Observation Data

The personalities of the sport community in the province of Aceh have shown a remarkable level of success when compared to the personalities of the sport community in the past five years. In almost every district in Aceh province, there are sports people who have important positions in the government, and even two sports community members have served as deputy regents. They are Drs.M.jamil, M.Kes who is currently the Vice Regent of North Aceh and Drs.Samsulrizal M.Kes as the Vice Regent of Aceh Besar.

The sports community who have served as Head of Service are (1) Drs Hasan Basri. MM who is now the Head of the Youth and Sports Office (KADISPORA) of Aceh Province, (2) Syafruddin S.Pd served as Head of Education of Lhokseumawe City, (3) M.Daud S.Pd served as Head of Sigli District, (4) Asnawi, S.Pd, M.Si served as Head of Industry Trade and Cooperatives of Bireuen District.

Furthermore, one person served as secretary of the Aceh Provincial Education Office, namely Zulkifli Saidi.S.Pd (Zol 60) and several other sports communities who became echelon III officials, who were still active according to the results of the author's observation were (1) Drs.Nuzuli, MS as Head of Division (KABID) of sports at DISPORA Aceh, (2) Drs.Hasbi served as KABID Youth and sports at the Banda Aceh City Education Office, (3) Saifuddin, S.Pd, M.Pd KABID sports at DISPORA Pidie Jaya. All Echelon II and III officials mentioned above are sports communities that are the subject of this research so it is worth describing. For a clearer picture of the profile of the sports community who occupy positions both political positions and echelon positions can be described in the table below.

4. Personal competence Sports community

The results of interviews with sports community personnel in Aceh Province totaling 10 people can be described by the author that the competencies possessed by sports community personnel in Aceh Province have different levels but in general they have good competence, this can be proven from the results of interviews that the author conducted with respondents when answering questions convincingly related to competence and leadership policies. The summary of the interview results has been described by the author as follows;

a. Cognitive competence

The education level of the sports community has at least a bachelor's degree in sports, both of which they have taken at state and private universities, in addition to formal education they have also experienced non-formal education in the form of training in sports management and office management so that the concept and understanding of management they have mastered. This can be seen during the process of preparing work plans, placement and division of tasks and functions (tukpoksi) of staff under them, including the process of mobilization and supervision that they always apply in running the wheels of government.

The sports community also realizes that in running the government, it must have a strong commitment, including making careful plans so that the vision and mission that have been set and the targets set are well achieved. The position they have now is a combination of ability and trust so it needs to be continuously improved to achieve a higher vision. The planning process that is carried out does not only look at human resources, but emphasis on natural resources including technology also gets a priority portion so that it can reduce the challenges faced in the future.

b. Affective Competence

The rules that are carried out in running the wheels of leadership are firstly the concept of discipline is always applied at all levels, secondly always communicating with subordinates and superiors in work, thirdly carrying out tasks according to tukpoksi and demanding high responsibility. With regard to criticism and negative issues the sports community always responds, scrutinizes and evaluates and makes observations on developing issues both aimed at themselves, their subordinates, and the institutions they lead in the hope of making new changes and innovations in the future.

Actions taken against the performance of staff or subordinates who are not in line with the leadership concept applied, some said they would call the person concerned to be given an understanding and some answered that they would send

a delegation to the staff to ask about the concept that they did not like. The majority of the community said they would provide understanding and understanding in a meeting so that meeting participants or staff who felt that they were not in accordance with the concepts applied could provide information and criticism directly to the leadership.

Always nurture their subordinates and always provide examples in all fields including providing an understanding of the importance of maintaining good relationships between superiors and subordinates, subordinates and superiors and relationships with peers and related agencies so that good communication relationships can be created with all elements.

The sports community has a very high commitment in running the wheels of government in the institutions they lead, love to work and always try to maintain discipline, mobilize all abilities to advance the institutions they lead even if necessary will use experts in solving a very critical problem. In essence, they will exert all their power and efforts to the maximum in carrying out a job related to the institution they lead.

In making an important decision related to the institution, the mechanism that will be taken will first study the problem, then consult with superiors and experts, then hold a special meeting with staff and subordinates to provide suggestions and opinions, then make conclusions and decide on issues that will become a collective decision.

5. Personal leadership policy Sports community

In response to questions related to the leadership policies of the sports community, I will describe them based on the summary results that the author has chosen based on the relevance of the questions to the answers given by the respondents. The purpose that the author wants to describe here is to clarify and emphasize the leadership policies played by all sports communities. In assigning tasks to subordinates they do not always apply the command system, meaning that sometimes the perinyah system is forced to be applied to staff who are undisciplined and less responsible for the work that has been assigned to their staff, depending on the situation and circumstances.

The benchmark in assigning tasks to staff and subordinates by looking at their educational background and then assessing the results of the work they do and then will provide separate guidance and assessment to staff who do the work, if the results of the work are satisfactory then the staff is entitled to a promotion, but if the results of the work are less satisfactory then special technical guidance will be given to the staff so that the work can be done well in the future. With regard to formality and discipline, leaders from the sports community do not always prioritize formality even though it is important in an institution, but discipline is a fixed price in running the wheels of government in the institutions they lead. Suggestions and criticisms that are constructive in nature they will always accept gracefully with the hope that these suggestions and criticisms can bring a change in the institution they lead.

Giving reprimands to subordinates has also been done if deemed necessary to warn low-performing staff by calling the person concerned to the leadership room and also giving a warning letter if they have violated the discipline of working hours. Forms of appreciation are also often given in the form of congratulations and bonuses specifically given to motivate other employees. In addition, he has also visited several activities carried out by staff both in the office and outside the office including parties and thanksgiving events made at the homes of

his subordinates. Positions held by the sports community are a trust given by superiors and are not due to closeness or family relationships, but are purely obtained due to the assessment of regional leaders, in other words, those who are selected as performers and abilities who deserve to get the position.

In leading an institution, traditional values and local culture are always upheld, including the value of patriotism. Staff or subordinates are always given work in accordance with their respective tukpoks, but if there is heavy work they usually form a special team directly headed by the relevant field. Punishment will never be given to subordinates, if subordinates fail to complete a task, but punishment will be given to employees who violate discipline and have violated the provisions that have been determined together. The punishment given is aimed at coaching. If the punishment given has not changed the attitude of the employee, it will be reported to higher leadership so that the staff is transferred to a more appropriate position.

The attitude of nationalism is still emphasized in every attitude and daily behavior to provide a spirit of kinship, mutual cooperation, togetherness with consideration of one for all. Attitude in dress must also reflect a person who has an eastern culture. In terms of accuracy and neatness in compiling letters, they almost simultaneously answered that they were not meticulous and neat people in that regard, but to help with the work they used assistants or staff who specialized in office administration issues and compiled all forms of correspondence. For the office administration process, they leave the work to the experts, although the control remains with the leadership. Innovations and new ideas and concepts are certainly carried out, but these innovations are related to activities, for policy matters remain with the top leadership. The bureaucratic system is always open in general to every staff who wants to develop new innovations by providing the widest possible opportunity for staff to work according to their respective disciplines, respecting and helping fellow staff in the office.

Furthermore, based on the results of the research and analysis of the data collected, it can be seen that:

1. Personal Competence of the Sports Community

Sports community personnel in Aceh Province have ideal leadership competencies and policies, this can be seen in the success rate of the sports community in occupying strategic positions both political positions and echelon positions in the government in Aceh Province. The sports community's understanding of the problems that occur in the institutions they lead and the leadership policies applied in running the wheels of government also run in accordance with the applicable mechanisms. Leaders who come from the sports community have also carried out the management of an institution they lead. In carrying out work activities to achieve goals in the tasks they carry out, sports community personnel in Aceh province have good competence, this can be seen based on the results of the interviews below:

First, having a clear visualization, meaning that the sports community personal as a leader has a clear picture of what is to be achieved and has a clear picture of when the vision will be achieved. Secondly, having Futuristic Thinking means that sports community personal as leaders do not only think about where they are at the moment, but rather think about where they want to be in the future. Third, Showing Foresight means that sports community personal as leaders are planners who can predict the future. In making plans not only consider what you want to do,

but consider technology, procedures, organization and other factors that might affect the plan.

Fourth, having Proactive Planning means that the sports community personal as a leader sets specific goals and strategies to achieve those goals. Leaders are able to anticipate or consider potential obstacles and develop contingency plans to overcome those obstacles. Fifth, Creative Thinking means that sports community personal as leaders in facing challenges try to find new alternative solutions by paying attention to issues, opportunities and problems. Leaders will say 'If it ain't broke, BREAK IT!'. Sixth, Taking Risks means that sports community personalities as leaders dare to take risks, and consider failure as an opportunity rather than a setback. Seventh has Process alignment, meaning that the sports community person as a leader knows how to connect his or her goals with the goals of the organization. He can immediately align the tasks and work of each department throughout the organization.

The eighth has Coalition building, meaning that the sports community personal as a leader realizes that in order to achieve his goals, he must create harmonious relationships both inside and outside the organization. He actively seeks opportunities to cooperate with various individuals, departments and groups. The ninth is Continuous Learning. This means that sports community personnel as leaders must be able to regularly take part in training and other types of development, both inside and outside the organization. Respondents are able to examine every interaction, negative or positive, so as to learn from the situation. Respondents are able to pursue opportunities to collaborate and take part in projects that can expand knowledge, challenge thinking and develop imagination. Tenth has Embracing Change, meaning that sports community personalities as leaders recognize that the community is an important part of growth and development. When unwanted or unanticipated changes are encountered, respondents actively investigate avenues that can benefit the change.

Based on the results of research and data analysis that has been carried out on personal leadership policies, the sports community also has an interesting personality attitude and is ideal for leading an institution, this can be proven from the results of research that the sports community does not only have one particular policy, they apply a combination of all positive leadership policies from eight leadership policies expressed by several experts such as Kartono (1991: 69) that the type of leadership consists of: '1) Charismatic type, 2) Paternalistic type, 3) Militaristic type, 4) Autocratic type, 5) Laissez Faire type, 6) Populistic type, 7) Administrative Type and 8) Democratic Type.'

The ten sports community personalities who were subjects in this study combined all leadership policies, in other words, they did not adopt one particular policy because a particular policy must have its shortcomings, so it is not ideal to be adopted as a whole.

2. Sports Community Personal Leadership Policy

Based on the results of interviews and observations obtained, in general, the personal leadership policies of the sports community use several leadership policies following the description; Participation Policy, Democratic Policy, The two leadership policies are leadership policies as stated by Lucky (2000: 21), namely Situational policy, where a leader informs subordinates about what, how, when, and where work activities are carried out. Goal-oriented policy, the leader is seen as

someone who gives orders and can demand. Satisfaction is in the hands of the leader.

Participation policy, where a leader in this case only invites subordinates to play an active role in the decision-making process and the leader only acts as a facilitator to expedite the tasks of subordinates which, among others, is done by using existing communication channels effectively. Democratic policy, the leader acts in a social role. Employees are informed by leaders about conditions affecting their work and are encouraged to express ideas and make suggestions. The general trend is towards wider adoption of democratic practices as they are consistent with supportive and collegial models of organizational behavior. Autoeratic policy, where a leader limits his influence and leaves the execution of work to subordinates without much interference.

The five policies are often used by leaders in an organization or in an office. As explained earlier that the leadership policy used by sports community personnel is a Participation policy, where a leader in this case only invites subordinates to play an active role in the decision-making process and the leader only acts as a facilitator to facilitate the tasks of subordinates which, among others, is done by using existing communication channels effectively and democratic policies, leaders act as a social. Employees are informed by the leader about conditions affecting their work and are encouraged to express ideas and make suggestions. The general trend is towards wider adoption of democratic practices as they are consistent with supportive and collegial models of organizational behavior.

CONCLUSION

The study revealed that members of the sports community in Aceh Province who hold leadership positions demonstrate strong cognitive, affective, and psychomotor competencies. These competencies are reflected in their ability to plan, organize, lead, and supervise effectively in government institutions. The research also found that their leadership styles are not limited to a single model, but rather combine elements of democratic, participatory, administrative, and cultural leadership approaches. This suggests that sports experience plays a significant role in shaping flexible and adaptive leadership qualities suitable for public administration. These findings challenge the prevailing perception that sports figures reach leadership positions solely through political ties or coincidence. Instead, the study underscores the value of sports-based leadership pathways and highlights the potential for integrating sports experiences into leadership development frameworks in the public sector.

This study was limited to a small group of ten respondents within the Aceh Province government, all selected through purposive sampling. As a result, the findings may not be generalizable to other regions or leadership contexts. Additionally, the qualitative nature of the study provides in-depth insights but lacks quantitative measurement or cross-sectional analysis. Future research is encouraged to expand the sample across multiple provinces or include comparative studies between sports-based leaders and non-sports leaders. Moreover, integrating mixed-method approaches or bibliometric analysis can enrich understanding and provide more measurable insights into leadership competence development from diverse backgrounds.

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