



The Urgency of *Nusantara*-Oriented National Leadership

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Article Info:	Abstract
Keywords: Inclusivity Justice. National resilience. Nusantara leadership. Sustainability	Purpose: This study examines the characteristics of <i>Nusantara</i> -oriented national leadership and explains how inclusivity, justice, and sustainability collectively strengthen Indonesia's national resilience. Using the <i>Asta Gatra</i> framework as its analytical lens, the study explores how leadership informed by the <i>Nusantara</i> perspective reinforces institutional legitimacy, social cohesion, and long-term national resilience within Indonesia's pluralistic socio-political environment.
Article History: Received : 23-4-2025 Revised : 21-6-2025 Accepted : 30-6-2025	Study Design/Methodology/Approach: This study adopts a qualitative descriptive approach through a comprehensive review of academic literature, policy documents, and leadership and governance theories. The selected literature was synthesised to develop a conceptual understanding of <i>Nusantara</i> -oriented national leadership and its contribution to strengthening national resilience.
Article DOI : 10.55960/jlri.v13i2.1065	Findings: The findings indicate that <i>Nusantara</i> -oriented national leadership strengthens national resilience by integrating inclusivity, justice, and sustainability within a coherent governance paradigm. Inclusive leadership reinforces social cohesion and public participation; just leadership promotes institutional legitimacy, equitable development, and political stability; whereas sustainable leadership strengthens adaptive governance, responsible resource management, and long-term national resilience through the <i>Asta Gatra</i> framework. Originality/Value: Existing scholarship has devoted limited attention to explaining how the <i>Nusantara</i> perspective functions as an integrated leadership paradigm that connects constitutional values with national resilience. This study advances the literature by conceptualising <i>Nusantara</i> -oriented national leadership as a governance framework that integrates inclusivity, justice, and sustainability within the <i>Asta Gatra</i> framework, thereby providing a stronger conceptual foundation for leadership development and public governance in Indonesia.
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INTRODUCTION

Contemporary governance operates in an environment characterised by geopolitical fragmentation, technological disruption, climate change, economic uncertainty, and rapidly evolving societal expectations. These developments have fundamentally transformed the responsibilities of national governments, requiring leadership that extends beyond administrative competence towards strategic governance capable of sustaining institutional resilience, reinforcing public trust, and preserving national cohesion. Governments must reconcile competing political, economic, social, and environmental priorities while responding to increasingly interconnected domestic and international challenges. Consequently, leadership has emerged as a decisive determinant of national resilience because effective policymaking increasingly depends on the capacity to anticipate change, coordinate diverse stakeholders, and sustain institutional legitimacy under conditions of persistent uncertainty.

Indonesia presents a particularly complex governance environment. As the world's largest archipelagic state, comprising more than 17,000 islands and characterised by exceptional ethnic, cultural, linguistic, and religious diversity, the country combines considerable geopolitical advantages with equally demanding governance responsibilities. Geographic fragmentation, unequal regional development, demographic disparities, and uneven institutional capacity continue to complicate policy coordination, public service delivery, and equitable development across the archipelago (Marbun, 2023). Rapid digitalisation, expanding cross-border connectivity, demographic transformation, and evolving security threats have further intensified these governance pressures. Addressing these interconnected challenges requires national leadership capable of combining long-term strategic vision with adaptive governance while balancing territorial integration, regional diversity, constitutional values, and socio-economic development without compromising national unity (Riyadi et al., 2024).

Conventional leadership models provide only limited guidance for addressing Indonesia's distinctive governance realities. Most leadership theories have been developed within relatively homogeneous institutional settings and primarily emphasise organisational effectiveness, managerial capability, and individual leadership competencies. Although these perspectives offer valuable theoretical insights, they do not adequately explain how leadership should simultaneously integrate geographical fragmentation, cultural plurality, constitutional principles, and national identity within a coherent governance framework. Indonesia therefore requires a leadership paradigm rooted in its historical experience, territorial characteristics, and socio-political foundations while remaining sufficiently adaptive to contemporary governance challenges.

Among Indonesia's strategic governance concepts, the term *Nusantara*, derived from the Old Javanese words *nusa* (island) and *antara* (outer or across), refers to the Indonesian archipelago as an integrated territorial entity. Building upon this understanding, the *Nusantara* perspective offers a distinctive constitutional and philosophical foundation by conceptualising the nation as an interconnected geopolitical, socio-cultural, economic, and territorial system. Rather than viewing diversity as a source of fragmentation, it recognises geographical dispersion, cultural plurality, and regional heterogeneity as complementary strengths sustained through unity, mutual respect, and

shared responsibility (Susilowati & Masruroh, 2018; Santoso et al., 2023). Its intellectual foundations derive from *Pancasila*, the 1945 Constitution, the Unitary State of the Republic of Indonesia (NKRI), and Unity in Diversity (*Bhinneka Tunggal Ika*), all of which emphasise national unity while preserving cultural diversity (Binawan & Najicha, 2023). Within this perspective, effective national leaders require a holistic understanding of Indonesia as an integrated geographical, social, cultural, and political entity, enabling them to transform diversity into a source of national cohesion while consistently upholding the values of *Pancasila* and pluralism in governance and public decision-making (Wirapraja, 2015). Contemporary governance also requires leaders capable of combining local wisdom with global perspectives when formulating public policies, thereby ensuring that governance remains contextually relevant while advancing national interests within an increasingly dynamic strategic environment (Arafat et al., 2023). Leadership informed by the *Nusantara* perspective therefore performs a broader governance role by aligning constitutional values with public policy, institutional performance, equitable development, and enduring national interests.

Leadership scholarship has likewise evolved from leader-centred perspectives towards governance models emphasising collaboration, inclusivity, ethical responsibility, and sustainability. Inclusive leadership reinforces institutional legitimacy, broadens stakeholder participation, and enhances organisational adaptability within increasingly complex environments (Ghafa & Imtihanah, 2023; Shore et al., 2011). Justice-orientated leadership promotes public trust through equitable decision-making and reduced structural inequalities, whereas sustainability-orientated leadership strengthens institutional resilience by integrating environmental stewardship, economic responsibility, and intergenerational accountability into governance (Fauzi et al., 2024; Sedyowidodo, 2024). Collectively, these developments indicate that leadership effectiveness increasingly depends on balancing multiple governance priorities rather than relying primarily on administrative efficiency.

Despite these advances, several conceptual gaps remain. Studies examining the *Nusantara* perspective have predominantly focused on its geopolitical significance, constitutional foundations, philosophical values, and civic education functions, providing only limited explanation of how these principles shape national leadership within contemporary governance (Mukhlis & Padilah, 2023; Nurfatimah & Dewi, 2021; Saputri & Najicha, 2023). Leadership research, by contrast, has primarily investigated organisational effectiveness, transformational leadership, inclusive leadership, and public administration without systematically incorporating the *Nusantara* perspective as an integrated governance paradigm (Aini & Nugrohoseno, 2022; Ghafa & Imtihanah, 2023; Naibaho & Siregar, 2023). Existing studies have also tended to examine inclusivity, justice, and sustainability as independent leadership attributes rather than complementary governance principles. Furthermore, limited attention has been devoted to interpreting these dimensions through the *Asta Gatra* framework despite its longstanding role as the principal conceptual foundation of Indonesia's national resilience.

Addressing these limitations requires a broader understanding of leadership that extends beyond administrative capability or political authority. National leadership should instead be understood as an integrated governance mechanism that aligns constitutional values, territorial integrity, institutional effectiveness, social cohesion, and sustainable development within a unified strategic orientation. Viewing leadership through the *Nusantara* perspective therefore provides a coherent basis for explaining how

these interdependent dimensions collectively reinforce national resilience across Indonesia's diverse geographical, cultural, and institutional landscape.

Building upon this foundation, the present study conceptualises *Nusantara*-oriented national leadership as an integrated governance paradigm founded upon inclusivity, justice, and sustainability within the *Asta Gatra* framework. Rather than introducing a new leadership typology, the study explains how this complementary governance dimensions collectively reinforce institutional legitimacy, social cohesion, equitable development, and long-term national resilience. Accordingly, the proposed framework extends existing scholarship by repositioning the *Nusantara* perspective beyond its traditional geopolitical and constitutional orientation into a practical governance paradigm while integrating inclusive, justice-orientated, and sustainability-orientated leadership within a unified conceptual explanation.

Against this background, the study examines how *Nusantara*-oriented national leadership strengthens Indonesia's national resilience by integrating inclusivity, justice, and sustainability through the *Asta Gatra* framework. In doing so, it strengthens the theoretical relationship between constitutional values, governance theory, and national resilience while providing a more robust conceptual foundation for leadership development and public governance within Indonesia's increasingly complex constitutional, territorial, and socio-political environment.

LITERATURE REVIEW

Theoretical Studies

Leadership increasingly functions as an integrative mechanism through which governments align constitutional values, institutional objectives, and collective action within complex political and social environments. Rather than relying solely on formal authority, effective leadership derives legitimacy from its capacity to cultivate shared identity, promote equitable public administration, and reflect the cultural values embedded within society. Social Identity Theory explains that collective identification strengthens cooperation and national cohesion (Tajfel & Turner, 1979), whereas Equity Theory argues that institutional legitimacy and political stability depend upon fairness, justice, and ethical responsibility in public decision-making (Rawls, 1971). Cultural Theory further maintains that leadership effectiveness is shaped by the compatibility between institutional practices and the values, norms, and symbolic systems shared by society (Hofstede, 1984). Viewed together, these complementary theoretical perspectives provide a coherent conceptual foundation for interpreting *Nusantara*-oriented national leadership as a governance paradigm that integrates shared identity, distributive justice, and cultural legitimacy to reinforce national resilience within Indonesia's pluralistic socio-political context.

Empirical Studies

Growing empirical evidence consistently indicates that effective leadership enhances organisational resilience by fostering inclusivity, legitimacy, collaboration, and stakeholder participation across diverse public and organisational contexts. Although conducted in different institutional settings, studies within higher education, public administration, local governance, and community development converge in showing that

inclusive leadership improves organisational adaptability, policy legitimacy, public trust, and collective commitment (Ghafa & Imtihanah, 2023; Shore et al., 2011; Boin & Hart, 2003). Similar evidence from collaborative governance shows that cross-sector collaboration expands institutional capacity by enabling coordinated responses to complex public challenges requiring collective action (Ansell & Gash, 2008; Crosby et al., 2015). Indonesian studies further support these broader findings by showing that inclusive leadership improves resilience in higher education, encourages collective participation and village development through gotong royong, promotes organisational innovation through perceived organisational support, and reinforces civic engagement, social cohesion, and national identity within local communities (Ghafa & Imtihanah, 2023; Syukur et al., 2024; Aini & Nugrohoseno, 2022; Naibaho & Siregar, 2023). Taken together, these findings suggest that leadership effectiveness relies on the ability to accommodate diverse societal interests while fostering legitimacy, adaptability, and collaborative governance.

Further empirical research indicates that inclusivity alone cannot sustain resilient governance. Combining equitable governance with long-term sustainability enhances accountability, public legitimacy, organisational innovation, and adaptive capacity beyond what inclusive decision-making can achieve in isolation (Fauzi et al., 2024; Sedyowidodo, 2024). Existing studies, however, continue to examine inclusivity, justice, and sustainability as separate leadership dimensions, largely within organisational, educational, or community settings. Consequently, limited empirical attention has been devoted to explaining how these complementary principles interact within *Nusantara*-oriented national leadership or how their integration reinforces national resilience through the *Asta Gatra* framework. Addressing this limitation establishes a stronger conceptual foundation for interpreting leadership as an integrated governance paradigm that aligns constitutional values, institutional effectiveness, social cohesion, and sustainable national development within Indonesia's pluralistic socio-political context.

METHODS

This study adopts a qualitative descriptive approach to develop an in-depth understanding of *Nusantara*-oriented national leadership within Indonesia's cultural, ideological, and institutional context. This approach is particularly appropriate for examining complex governance phenomena that require contextual interpretation rather than statistical generalisation (Creswell & Creswell, 2018). Data were collected through a comprehensive review of scholarly journal articles, academic books, and official policy documents concerning leadership, national resilience, and the *Nusantara* perspective. Source selection followed predefined inclusion criteria covering conceptual relevance, publication within the last ten years, and source credibility, with priority given to publications indexed in Scopus or SINTA. Google Scholar, DOAJ, and Garuda served as the principal databases for identifying relevant literature. Consistent with Abdussamad (2021) and Sugiyono (2019), this approach facilitates a holistic and contextual interpretation of social phenomena, making it suitable for examining how the *Nusantara* perspective has been conceptualised and applied within contemporary leadership discourse.

Data were analysed using an interpretive approach supported by the interactive qualitative analysis model developed by Miles and Huberman (1994). The analytical

procedure comprised three iterative stages. First, data condensation involved selecting, organising, and classifying the literature according to leadership, inclusivity, justice, sustainability, the *Nusantara* perspective, and national resilience. Second, the selected evidence was systematically displayed and synthesised to identify recurring concepts, relationships, and governance patterns across theoretical and empirical studies. Third, conclusions were drawn and continuously verified through comparison across multiple sources to ensure conceptual consistency and analytical coherence. Research rigour was enhanced through source triangulation by comparing scholarly publications, academic books, and official government documents, alongside methodological triangulation integrating interpretive-descriptive and conceptual perspectives (Patton, 2015). Throughout the analysis, the *Nusantara* perspective served as the principal analytical lens, whereas the *Asta Gatra* framework guided interpretation of how inclusivity, justice, and sustainability collectively reinforce national leadership and national resilience.

RESULT AND DISCUSSION

Result

Foundations of Nusantara-Oriented National Leadership

Nusantara-orientated national leadership integrates intellectual capacity, moral orientation, strategic awareness, and leadership competencies to align national priorities with regional interests while remaining firmly grounded in Pancasila as the ideological foundation of governance and national development (Alamsyah, 2009; Wahyudi, 2018). The reviewed literature consistently positions leadership within Indonesia's constitutional philosophy, emphasising that national leadership derives legitimacy not only from formal authority but also from adherence to the values embodied in Pancasila. Wawasan Kebangsaan, founded upon Pancasila, the 1945 Constitution, the Unitary State of the Republic of Indonesia (NKRI), and Bhinneka Tunggal Ika, provides the constitutional and strategic basis for interpreting Indonesia as a unified territorial, political, and socio-cultural entity that embraces geographical and cultural diversity as fundamental elements of national identity (Menkopolhukam, 2016). Within this constitutional orientation, leadership assumes responsibility for maintaining the coherence of a geographically dispersed and culturally diverse nation by balancing regional aspirations with broader national interests. The reviewed evidence consistently indicates that the *Nusantara* perspective encourages governance that accommodates local cultural values while safeguarding national integrity, strengthening social cohesion, and managing ethnic, linguistic, religious, and socio-economic diversity as strategic national assets rather than as sources of fragmentation (Hildayanti et al., 2023; Nadhiroh & Ahmadi, 2024). Leadership consequently operates within an integrated governance orientation that combines constitutional values with practical decision-making across diverse territorial and institutional contexts.

The literature further indicates that effective *Nusantara*-orientated leadership depends upon a comprehensive understanding of regional characteristics, enabling leaders to formulate equitable policies that recognise local potential, address structural constraints, maintain political stability, and promote balanced national development. This perspective acknowledges that Indonesia's geographical dispersion and socio-cultural diversity require governance that remains responsive to local conditions while preserving national coherence. Respect for cultural diversity and pluralism has therefore long been

recognised as an essential foundation of Indonesian society and as an important consideration in leadership and public policymaking (Azzuhri, 2012). At the same time, the reviewed evidence identifies differences in the institutional application of *Nusantara* values across governance settings. Although the constitutional principles underpinning the *Nusantara* perspective continue to receive broad recognition, their integration into leadership development, executive education, and governance capacity-building programmes remains uneven, reflecting variations in institutional priorities, organisational practices, and leadership preparation across different public institutions (Lase, 2009). These findings collectively indicate that the *Nusantara* perspective provides a well-established constitutional foundation for national leadership, while also highlighting the continuing need to strengthen its systematic integration into leadership development and governance practice throughout Indonesia.

Inclusive Nusantara-Oriented Leadership

Inclusive *Nusantara*-orientated leadership recognises diversity, promotes active participation, and empowers individuals and communities to contribute meaningfully to governance, making inclusivity a fundamental dimension of national leadership (Naibaho & Siregar, 2023). The reviewed literature consistently positions inclusivity as an essential governance principle that enables leadership to accommodate Indonesia's pluralistic social structure while preserving national unity. Grounded in the *Nusantara* perspective, inclusive leadership creates an environment in which individuals are respected, valued, and actively involved in decision-making, thereby supporting effective, equitable, and participatory development (Aini & Nugrohoseno, 2022; Andani & Wibawa, 2022; Ghafa & Imtihanah, 2023; Lau, 2024). The evidence further indicates that leadership informed by this perspective promotes intercultural dialogue, mutual respect, and recognition of pluralism through governance arrangements that encourage equal participation regardless of cultural, ethnic, religious, or social background. Inclusive governance therefore accommodates Indonesia's socio-cultural diversity while reinforcing national cohesion through non-discriminatory public policies and collaborative decision-making processes (Syukur et al., 2024; Khumalia & Asbari, 2023; Prasinta et al., 2023). Collectively, these findings position inclusivity not merely as an interpersonal leadership characteristic but as a governance orientation that strengthens cooperation among diverse communities while maintaining constitutional commitments to equality and social integration.

The reviewed evidence further indicates that transparency and accountability reinforce inclusive *Nusantara*-orientated leadership by broadening public participation, encouraging collective responsibility, and ensuring that governance reflects wider societal interests rather than the priorities of groups or institutions. These governance characteristics consistently strengthen public trust, civic engagement, institutional legitimacy, and social cohesion, particularly in responding to the increasingly complex challenges associated with globalisation, social transformation, and contemporary political dynamics (Naibaho & Siregar, 2023; De Gani & Sembiring, 2023). The literature also demonstrates that inclusive leadership encourages constructive collaboration between governments, communities, and other stakeholders, thereby supporting governance that remains responsive to regional diversity while preserving national integration. Although implementation varies across governance settings, especially in regions characterised by different socio-cultural conditions and institutional capacities, the reviewed studies consistently identify participation, equality, pluralism, and national

cohesion as the defining characteristics of inclusive *Nusantara*-orientated leadership. These findings collectively indicate that inclusivity constitutes an integral governance principle through which leadership accommodates diversity, strengthens institutional legitimacy, and promotes collaborative governance capable of supporting Indonesia's long-term national resilience.

Just Nusantara-Oriented Leadership

Just *Nusantara*-orientated leadership safeguards equal rights, equitable treatment, and equal opportunities regardless of ethnicity, religion, or social background, making justice a fundamental dimension of national leadership (Ramadhani et al., 2023). The reviewed literature consistently positions justice as a constitutional and governance principle that enables leadership to promote equality while preserving social harmony within Indonesia's pluralistic society. Grounded in equitable policymaking, balanced resource allocation, and governance practices that advance collective welfare, this leadership orientation requires leaders to understand the diverse needs of communities, allocate appropriate resources, and uphold fairness throughout policy formulation and development implementation (Fauzi et al., 2024; Hababil et al., 2024; Hekmatullah et al., 2021). The evidence further indicates that justice extends beyond legal equality by encouraging governance that distributes development opportunities fairly, reduces structural disparities, and ensures that public policies accommodate the interests of diverse communities. Leadership informed by these principles therefore supports governance that balances constitutional commitments with practical decision-making while strengthening social cohesion, political stability, and equitable national development. Collectively, the reviewed studies identify justice as an essential governance orientation through which leadership promotes fairness across political, economic, and social dimensions without compromising national unity.

The reviewed evidence also indicates that integrity, transparency, and accountability reinforce the implementation of just *Nusantara*-orientated leadership by strengthening institutional legitimacy and maintaining public confidence in governance. Equal opportunity, supportive working environments, impartial treatment, and responsible leadership practices consistently contribute to stronger organisational performance, employee commitment, and social cohesion across both public institutions and organisational settings (Setyawan et al., 2022; Pratiwi & Firdaus, 2023). The literature further demonstrates that governance founded upon fairness encourages broader public acceptance of government decisions while supporting institutional credibility and social stability. Although implementation differs across governance sectors, particularly in relation to access to public services, regional development outcomes, and institutional capacity, the reviewed studies consistently identify accountability, equity, impartiality, and transparent governance as the defining characteristics of just *Nusantara*-orientated leadership (Fauzi et al., 2024; Hababil et al., 2024; Pratiwi & Firdaus, 2023). These findings collectively indicate that justice functions as a central governance principle that strengthens leadership by promoting equitable public administration, reinforcing institutional legitimacy, and supporting balanced national development across Indonesia's geographically and socio-culturally diverse governance environment.

Sustainable Nusantara-Oriented Leadership

Sustainable *Nusantara*-orientated leadership balances present development priorities with future national interests by integrating responsible decision-making, environmental stewardship, and prudent natural resource management into public governance, thereby supporting enduring social, economic, and ecological progress (Suprayogo, 2024). The reviewed literature consistently positions sustainability as a strategic governance principle that enables leadership to reconcile immediate development needs with long-term national resilience. Consistent with this perspective, sustainable leadership creates lasting value for both public institutions and society by embedding sustainability within policy formulation while aligning economic progress with environmental protection and social responsibility through responsible governance and active stakeholder engagement (Sedyowidodo, 2024). The evidence further indicates that sustainability extends beyond environmental management by encouraging governance that integrates long-term planning, responsible resource utilisation, institutional continuity, and balanced development across economic, social, and ecological dimensions. Leadership informed by these principles therefore supports governance capable of maintaining development continuity while responding to changing national priorities and emerging strategic challenges. Collectively, the reviewed studies identify sustainability as an essential governance orientation that strengthens leadership by balancing present responsibilities with future national interests within Indonesia's diverse territorial and institutional context.

The reviewed evidence also indicates that innovation, structural reform, and adaptive policymaking reinforce the implementation of sustainable *Nusantara*-orientated leadership by strengthening organisational resilience and enhancing national capacity to respond to evolving governance challenges (Ahsan & Khawaja, 2024; BI Institute, 2020). The literature consistently associates sustainable leadership with institutional adaptability, continuous improvement, and governance arrangements capable of responding effectively to technological transformation, environmental change, and socio-economic development while maintaining long-term public value. Responsible stakeholder engagement further supports these governance processes by encouraging collaboration among public institutions, communities, and other relevant actors in pursuing sustainable national development (Sedyowidodo, 2024). Although implementation varies across governance settings, particularly in balancing immediate development priorities with longer-term environmental and socio-economic objectives, the reviewed studies consistently identify sustainability, institutional adaptability, responsible governance, and long-term strategic orientation as the defining characteristics of sustainable *Nusantara*-orientated national leadership (Suprayogo, 2024; Ahsan & Khawaja, 2024). These findings collectively indicate that sustainability functions as a fundamental governance principle that strengthens leadership through adaptive institutions, responsible resource management, and enduring development capable of supporting Indonesia's long-term national resilience.

Discussion

Nusantara-orientated national leadership is more appropriately understood as an integrated governance paradigm than solely as a constitutional, geopolitical, or territorial doctrine. Earlier studies have largely interpreted the *Nusantara* perspective as a foundation for national unity, territorial integrity, and civic identity (Mukhlis & Padilah, 2023; Saputri & Najicha, 2023). The present analysis broadens this understanding by

positioning the Nusantara perspective as a governance orientation through which constitutional values guide leadership practices that reinforce institutional legitimacy, social cohesion, and long-term national resilience. Integrating inclusivity, justice, and sustainability within a single governance framework provides a more comprehensive explanation of leadership capable of responding to increasingly interconnected political, social, economic, and environmental challenges. Accordingly, the Nusantara perspective extends beyond its traditional constitutional role to provide a practical foundation for contemporary public governance.

The theoretical perspectives examined in this study collectively reinforce this interpretation. Social Identity Theory explains that leadership strengthens collective identity by cultivating shared values and common purpose across diverse communities (Tajfel & Turner, 1979). Within Indonesia's pluralistic setting, the Nusantara perspective provides an institutional foundation through which geographical, ethnic, cultural, religious, and regional diversity is integrated within a unified national vision. Equity theory further explains that distributive justice, fairness, and equal opportunity reinforce institutional legitimacy and political stability (Rawls, 1971), whereas cultural theory argues that governance becomes more effective when leadership reflects the values, norms, and traditions embedded within society (Hofstede, 1984). Considered collectively, these theoretical perspectives explain why constitutional values, equitable governance, and cultural legitimacy operate as complementary foundations supporting effective national leadership.

Inclusivity also assumes a broader governance function than has generally been recognised within previous leadership research. Existing empirical studies have predominantly associated inclusive leadership with organisational adaptability, stakeholder participation, civic engagement, and institutional legitimacy across organisational, educational, and community settings (Aini & Nugrohoseno, 2022; Ghafa & Imtihanah, 2023; Naibaho & Siregar, 2023; Syukur et al., 2024). The present analysis expands this perspective by explaining that inclusivity strengthens governance through institutional arrangements that transform Indonesia's socio-cultural diversity into collective governance capacity. Public participation, intercultural accommodation, and collaborative decision-making consequently reinforce institutional trust, policy legitimacy, and national cohesion while enabling governance to accommodate diverse societal interests within a unified constitutional framework.

Justice likewise functions as a strategic governance principle that extends beyond ethical leadership and administrative fairness. Previous studies have primarily examined justice-orientated leadership in relation to organisational ethics, employee commitment, and equitable treatment (Fauzi et al., 2024; Hekmatullah et al., 2021; Hababil et al., 2024). The present analysis places justice within a broader constitutional governance context by emphasising equitable policymaking, balanced resource allocation, accountability, and public confidence as interconnected foundations of national resilience. This interpretation is consistent with equity theory, which explains that perceptions of fairness strengthen institutional legitimacy and political stability (Rawls, 1971). Equitable governance consequently reinforces administrative effectiveness while simultaneously reducing structural disparities, strengthening public trust, and maintaining social cohesion across Indonesia's geographically and socio-culturally diverse society.

Sustainability complements inclusivity and justice by strengthening leadership through long-term strategic governance. Earlier studies have commonly associated sustainable leadership with environmental stewardship, organisational resilience, and

long-term value creation (Sedyowidodo, 2024; Ahsan & Khawaja, 2024). The present analysis broadens this empirical understanding by positioning sustainability as a governance capability that enables national leaders to reconcile present development priorities with future national interests through institutional innovation, adaptive policymaking, and responsible natural resource management. Sustainability consequently functions not only as a development objective but also as an institutional capability supporting resilience in response to evolving environmental, technological, economic, and geopolitical pressures.

Interpreting these governance dimensions through the *Asta Gatra* framework strengthens the conceptual contribution of the study. Leadership scholarship has devoted comparatively limited attention to explaining how leadership simultaneously reinforces both *Tri Gatra*, comprising geography, demography, and natural resources, and *Panca Gatra*, encompassing the ideological, political, economic, socio-cultural, and defence-security dimensions of national resilience. Within this framework, inclusivity reinforces socio-cultural cohesion and political participation; justice strengthens political legitimacy, equitable development, economic balance, and social stability in accordance with the principles of the Pancasila economy that reduce inequality while reinforcing national resilience (Karimullah et al., 2025), whereas sustainability supports responsible natural resource management, institutional adaptability, and enduring economic resilience. These governance dimensions operate as an integrated system through which constitutional values strengthen Indonesia's broader national resilience agenda.

Collectively, the analysis advances leadership scholarship by repositioning Nusantara-orientated national leadership as an integrated governance capability rather than a collection of independent leadership attributes. Integrating constitutional values with inclusivity, justice, and sustainability provides a coherent conceptual explanation of how leadership reinforces institutional legitimacy, policy coherence, adaptive governance, social cohesion, and long-term national resilience. This interpretation broadens the application of the Nusantara perspective beyond constitutional and geopolitical discourse while providing a stronger analytical foundation for understanding leadership within Indonesia's diverse governance environment.

CONCLUSION

The present study shows that Nusantara-orientated national leadership represents an integrated governance paradigm that translates the constitutional principles embedded in the Nusantara perspective into leadership practices capable of enhancing Indonesia's resilience through the complementary dimensions of inclusivity, justice, and sustainability within the *Asta Gatra* framework. Rather than functioning as separate governance principles, these dimensions operate synergistically to foster institutional legitimacy, social cohesion, equitable development, adaptive public administration, and enduring national resilience. This integrated interpretation extends existing scholarship by repositioning the Nusantara perspective beyond its constitutional and geopolitical foundations towards a practical governance paradigm capable of accommodating Indonesia's territorial diversity, multicultural society, and increasingly complex strategic environment.

The conceptual perspective developed in this study also offers practical guidance for leadership development, public administration, and policymaking by encouraging the integration of the Nusantara perspective and the *Asta Gatra* framework into leadership

competency standards, institutional capacity development, and public decision-making. Nevertheless, the analysis is limited to a qualitative conceptual synthesis of the literature and therefore does not empirically validate the proposed relationships across different governance institutions, administrative levels, or regional contexts. Future research should examine the applicability of Nusantara-orientated national leadership through comparative case studies, qualitative field research, or quantitative investigations involving central and local government institutions, educational organisations, and civil society. Further empirical studies may also evaluate how this integrated governance paradigm responds to emerging challenges associated with digital transformation, environmental sustainability, geopolitical uncertainty, and public sector reform, thereby strengthening both its theoretical contribution and practical applicability.

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