



**LEADERSHIP STYLE VISIONARY-TRANSFORMATIONAL AYEP ZAKI
IN THE REALIZATION OF THE VISION OF "FAITH" IN THE CITY OF
SUKABUMI**

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Abstract

This study examines the leadership style of H. Ayep Zaki, Mayor of Sukabumi (2025 – 2030), in translating his “IMAN” vision (Innovative, Self-Reliant, Religious, Nationalistic) into 19 flagship programs promised during the 2024 mayoral election. Using a qualitative descriptive approach based on literature and document review, the article explores his visionary–transformational leadership features, implementation strategies, first-100-day achievements, and public critiques. Findings reveal that a blend of visionary, participative leadership and public-service orientation accelerated the launch of the RT endowment fund, doubled RT/RW incentives, awarded 100 scholarships per sub-district, and expanded digital public services (“Sukabumi Menyala”). Nevertheless, legislative pushback on the municipal waqf endowment and



delays in finalizing the Mid-Term Development Plan (RPJMD) pose major challenges. The study underlines the need for multi-stakeholder collaboration and participatory governance to ensure program sustainability.

Keywords: Visionary Leadership, Flagship Program, Vision and Mission, Ayep Zaki, Sukabumi City

INTRODUCTION

Leadership in regional government has a very strategic role in determine direction of development and The success of public service delivery. Regional leaders serve not only as administrative heads but also as drivers of social, economic, and cultural change in their regions. In this context, the role of the mayor as a central figure in city government is crucial, particularly in formulating vision And mission development term medium And long. Leadership Effective leadership will be reflected in the extent to which leaders are able to translate their political promises into real, measurable work programs that have a direct impact on society.

One of the figures who has attracted attention in the dynamics of regional leadership in Indonesia today is H. Ayep Zaki, who was elected as Mayor of Sukabumi in the Regional Head Election. (Regional Election) year 2024. Ayep Zaki is known as a national business figure which has background strong in industrial world and empowering MSMEs, and being active in social and religious matters. Together with his running mate, Bobby Maulana, he championed a grand vision titled "IMAN," an acronym for Innovative, Independent, Religious, and Nationalist, which served as the ideological foundation for all development plans for Sukabumi City for the 2025–2030 period.

LITERATURE REVIEW

Style Leadership Visionary and Transformational

Leadership is a central element in organizational and government processes, serving as a director, motivator, and strategic decision-maker. In the study of management and public administration, various leadership styles are recognized, each with its own characteristics and effectiveness, depending on the context and conditions encountered. Two leadership styles relevant to analysis in the context of regional heads are visionary leadership



and transformational leadership.

Visionary leadership refers to a leader's ability to formulate vision future Which clear, interesting, and able to inspire all elements of the organization or society he leads. A visionary leader not only thinks about the current situation, but also how to bring the entity he leads towards change. positive long term. According to Nanus (1992), leader visionaries are they Which capable see Far to front And designing strategy term long Which innovative, and build collective commitment to realizing that vision. In the context of governance, a visionary leader is able to align the regional vision with local potential, community aspirations, and contemporary developments such as digitalization, the green economy, and public participation.

Meanwhile, transformational leadership emphasizes the leader's ability to make fundamental changes to the work culture, mindset, and organizational structure. This theory was developed by James MacGregor Burns (1978) and expanded by Bernard M. Bass (1985), who explained that transformational leaders motivate their followers to achieve extraordinary performance through inspiration, empowerment, and exemplary behavior. Style This own four dimensions main Which known as Four I's, that is:

1. Idealized Influence (influence ideal), 2. Inspirational Motivation (motivation inspirational), 3. Intellectual Stimulation (stimulation intellectual), And 4. Individualized Consideration (individual attention).

In the context of public leadership, transformational leaders are able to transform a bureaucracy that tends to be rigid into one that is more adaptive, innovative, and responsive to the needs of the community. They also prioritize ethical leadership and strong emotional connections with constituents. Visionary and transformational leadership styles often complement each other, particularly in the context of regional leaders, who require both long-term planning (vision) and change management (transformation) skills.

Second style This Also considered relevant in face challenge century complex 21st, like digitalization, social inequality, as well as increasing demands transparency and public participation.

Program Featured as Instrument Realization Vision

In every political contest, especially regional head elections, the vision and mission of the candidate pair... candidate usually poured to in program featured as form concrete From political promises. Flagship programs are a



collection of priority policies promised to the public during the campaign period and typically have high appeal and the potential to directly impact citizens' lives. In public policy, flagship programs fall into the category of strategic policies, which are the identity of the elected leadership.

According to Svara (2008), flagship programs play an important role as an instrument in building legitimacy political And trust public to leader new. This program designed No just as "sweetener" campaign, but Also as mechanism to accelerate development achievements early in his term. In practice, flagship programs often focus on crucial sectors such as poverty alleviation, education, health, basic infrastructure, and improving public services.

Program featured Which effective usually own characteristics as following:

1. Relevant And responsive to need public.
2. Own target And indicator Which clear as well as can measured in a way periodic.
3. Characteristic inclusive, involving various stakeholders interest in planning and implementation.
4. Can realized with available resources, both from the APBD and alternative sources such as endowment funds, CSR, or public-private partnerships.

On the other hand, failure to realize flagship programs can damage the leader's image. And grind trust public. By Because That, important for leader regions to align their flagship programs with medium-term development planning (RPJMD), fiscal capacity, and regional bureaucratic readiness.

In the case of Ayep Zaki's leadership, flagship programs became the primary means of realizing the grand vision of "IMAN." Therefore, a study of how his leadership style played a role in designing, socializing, and realizing these programs is needed. the very important For evaluate effectiveness his leadership during the term of office.

RESEARCH METHOD

This research uses a qualitative descriptive approach, which aims to understand and describe social or political phenomena in depth based on data obtained from various sources. This approach is considered appropriate Because object study namely style leadership Guardian City Sukabumi Ayep Zaki and the realization of his government's flagship programs are complex,



contextual, and cannot be directly quantified.

Design Study

This research is a qualitative study based on a single case study. The primary focus is Ayep Zaki's role as regional head and the implementation of flagship programs during his first 100 days in office. The case study was chosen because it allows for a deeper exploration of leadership dynamics and policies within a specific context, namely, Sukabumi City for the 2025–2030 period.

Collection Data Technique

Data collection was done through the following technique:

- Studies Library (Library Research): Collection information and data is done by reviewing various written documents, both primary and secondary, that are relevant to the research topic. Data sources include:
- Document vision and mission Ayep Zaki and Bobby Maulana's moment campaign Regional Election 2024.

Policy Document Analysis: Analyzing government documents such as the Regional Medium-Term Development Plan (RPJMD), Mayor's Regulations (Perwali), as well as budget plans and technical policies for flagship programs.

RESULTS AND DISCUSSION

Characteristics Style Leadership Ayep Zaki

Ayep Zaki demonstrated a leadership style that can be categorized as transformational, collaborative, and participatory. This transformational style was demonstrated through his ability to develop a grand vision for Sukabumi City as a religious, modern, and competitive city. He not only conveyed this vision in campaign rhetoric, but also actively drove systemic change across sectors through policy innovation.

As a transformational leader, Ayep Zaki inspired government officials and the public by emphasizing the importance of integrity, clean public service, and the courage to make breakthroughs. He is known for his statement that "Leadership is not just about governing, but about serving and moving society toward change."

Character collaborative seen from his open approach Providing ample



space for participation across all elements, from academics and businesspeople to religious leaders and youth, to local communities, Ayep Zaki frequently holds public discussion forums and open meetings with residents to gather input. This approach reflects a leadership philosophy that is not top-down, but rather based on deliberation and mutual cooperation. Furthermore, Ayep Zaki's participatory style is also reflected in the bureaucratic structure of Sukabumi City. He encourages civil servants to actively innovate and creates a work culture that is responsive to change and service-oriented. Through an app-based performance evaluation system and digital reporting system, he builds a transparent and accountable government system .

Realization Vision and Mission through Program Featured

Vision And mission Ayep Zaki And Bobby Maulana Which carried moment campaign have focus focuses on humane, inclusive, and technology-based development. In practice, the vision and mission is implemented to in a number of strategic programs, including:

A. Sukabumi Smile (Transformation System Service Public)

This program aims to make public services faster, more accurate, and more transparent. Through digitization, the public can now access various administrative needs such as business permits, certificates, and public complaints through the app. one integrated application. This service reflect the principles *Citizen-centric* , where the needs and convenience of residents are the primary focus. The success of this program is evident in the increasing level of public satisfaction with public services in Sukabumi, as well as a decrease in extortion and bureaucratic inefficiency.

B. Program Strengthening MSMEs And Entrepreneurship Local

Ayep Zaki understands that regional economic recovery and growth must begin at the grassroots level. Therefore, his administration is actively implementing training programs in business management, digital marketing, and access to capital through collaborations with regional banks, cooperatives, and fintech platforms. In addition, That, government Also facilitate market MSMEs through *event* routine like Sukabumi Expo And Work The same e-commerce local. Matter This give room wide for small business actors to develop and absorb local labor.

C. Sukabumi Smart City And Green City



As part of his long-term vision, Ayep Zaki is promoting digitalization in urban planning, transportation, and spatial planning based on environmental sustainability. The Smart City program includes the development of a city data center, smart CCTV, and an information system. disaster, as well as application For monitor facility public in a way real Meanwhile, Green City is realized through the development of city parks, pedestrian paths, greening programs, and waste management based on sorting from home. ladder. This is at once push awareness environment among inhabitant.

D. Reformation Bureaucracy And HR Superior ASN

Ayep Zaki realized that the vision and mission would not walk without a competent and adaptive bureaucracy. Therefore, bureaucratic reform is carried out through competency-based recruitment, ongoing training, and the implementation of a merit system in the appointment of structural officials. Civil servants are encouraged to have *a mindset* as waiter public And innovator, No just implementer. In term long, reform This expected give birth to government modern city And professional.

E. Education, Health, And Social welfare

Another flagship program closely related to the social mission of the community is strengthening the education and health sectors. Ayep's administration Zaki expand scholarship education for student not enough capable, improve facilities school, as well as provide service health free based NIK. Meanwhile, sector welfare improved through help social integrated, House livable, and community empowerment vulnerable (disabled, elderly, street children, etc.).

CONCLUSION

Leadership H. Ayep Zaki as Guardian City Sukabumi period 2025–2030 demonstrates strong characteristics as a visionary and transformational leader. The vision "FAITH" (Innovative, Independent, Religious, Nationalist) who He stretcher No only become slogan campaign, but realized through various program featured Which concrete, strategic, And has a direct impact on society. His visionary and transformational leadership style is reflected in the active involvement of the community, civil servants, and stakeholders in the planning and implementation of public policy. Programs such as "Smiling



Sukabumi," scholarships for 100 undergraduates per sub-district, strengthening MSMEs, and digitalizing city services, And reform bureaucracy is proof real from effort integrative between vision big and implementation policy. However, challenge still there is, like political resistance to the City Endowment Fund program and delays in the preparation of the RPJMD. This emphasizes the importance synergy between institutions and adaptive, open and community-based governance on service public. In a way overall, style leadership Ayep Zaki make a significant contribution to the transformation of Sukabumi City towards a more innovative and inclusive direction, although the sustainability of these programs will depend heavily on consistent execution and cross-sector support.

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