



## ARTICLE

## Tadulako Leadership Values

## Efforts to Improve National Resilience Governance

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## OPEN ACCESS

Citation: Makruf, F., Ali, M. N., & Herman, A. (2024). Tadulako Leadership Values: Efforts to Improve National Resilience Governance. *Jurnal Bina Praja*, 16(2), 441–451. <https://doi.org/10.21787/jbp.16.2024.441-451>

Submitted: 22 June 2024

Accepted: July 2024

Published: August 2024

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**Abstract:** This study aims to explore the importance of Tadulako leadership values in enhancing national governance resilience in Indonesia, particularly in Central Sulawesi. The concept of Tadulako goes beyond individual identity, embodying noble values that promote truth and community welfare. Historically, Tadulako played a significant role in maintaining territorial sovereignty during the colonial period, suggesting that these values are not merely myths but rooted in real struggles for freedom. This study uses an ethnographic approach to examine how these values can serve as an ethical foundation for modern leadership, fostering social cohesion and managing diversity in line with the principle of *Bhinneka Tunggal Ika*. The results showed that courage, justice, and solidarity are integral to building a cohesive national identity and enhancing social resilience against internal and external threats. This study also emphasized the importance of revitalizing local wisdom and integrating these values into the educational framework to ensure cultural continuity and strengthen community ties. This study is a balanced dialogue between tradition and modernity, showing that principles derived from Tadulako can significantly contribute to a strong and sustainable national resilience strategy. In the context of strengthening national resilience governance, it is recommended that Tadulako leadership values be integrated with the concept of transformational leadership in the modern era. Innovative and flexible leadership that emphasizes adaptability and resilience in facing challenges is essential to maintaining national resilience while realizing the progress of the nation and state.

**Keywords:** Leadership Values; Tadulako; National Resilience; Central Sulawesi.

## 1. Introduction

The value system alive and adopted in society is a form of complex culture. Its existence includes, among others, identity, solidarity, language, art, customs, and norms of value, as well as the historical value of heritage itself, which is the core of culture and society's identity (Rahim, 2022). Tang (2016) explains that cultural values enrich people's lives and play an important role in building the foundation of national security. When cultural values are maintained and preserved, people tend to feel connected and have a sense of responsibility for the existence of their country. Meanwhile, in the context of leadership associated with national resilience governance, To Kulawi said that one of the ancestors who died or anyone warrant reincarnated as Tadulako (Adriani & Kruyt, 1912). Tadulako can be interpreted as a leader, where the principle of Tadulako leadership is part of the social system of the Central Sulawesi community.

The local wisdom of Tadulako leadership can be seen as a system of values and norms that integrate society, solve problems, and maintain survival. When these values are applied in the context of the state, it is expected that they will contribute to national resilience through the realization and strengthening of national resilience governance by utilizing local resources accompanied by strengthening the character of innovative leadership that is responsive to the needs of the community (Dianto et al., 2015). These characteristics are part of local wisdom that must be maintained and preserved to encourage increased community welfare (Zulfiani et al., 2013).

Tadulako leadership helps build the dynamics of life, maintain stability, and strengthen national resilience through complex interactions between leaders, followers, and the environment. It is rooted in local wisdom that forms transformational leadership. Its actualization inspires and motivates the community to maintain cultural identity, overcome challenges, and even build a better future. The existence of Tadulako leadership encourages a comprehensive study of the formation of social identity among the people of Central Sulawesi.

The principles of Tadulako leadership that emphasize the balance between humans and nature can be the basis for developing sustainable development policies in Central Sulawesi. Applying Tadulako leadership principles in formulating public policies has a strong orientation toward developing local wisdom and national resilience. Applying Tadulako values, Tadulako leadership principles and their relevance to national resilience can be explored and developed. This is important so that the Tadulako leadership system can be described as one that plays a role in maintaining the stability and balance of the social structure of the Central Sulawesi community in various aspects of life.

In pre-colonial times, Central Sulawesi consisted of various tribes with small kingdoms competing to defend their territory. The emergence of Tadulako as a leadership concept emerged when a community group showed the existence of its power in a certain area. The role of Tadulako is not only limited to the military aspect but also includes the responsibility of guarding the territory and society and even expanding power by conquering other areas. Tadulako is a leader who plays a strategic role in maintaining local identity amidst external challenges and threats. A leader who receives the title "Tadulako" not only reflects physical courage but also mental courage to reject conquest and defend the honor of the country and has a character that is respected, obeyed, and loved by the community.

The concept of Tadulako is not only as an individual but also as noble values inherent in a leader who fights for the truth and welfare of society. According to Ilyas and Jefrianto (2014) Tadulako was essential in maintaining the region's sovereignty during the Dutch colonial period and Japanese occupation. Tadulako is an invincible

warlord, except through trickery. Realistically, the power of Tadulako is not just a myth but is also manifested in real warfare, where each Tadulako fights to the last drop of blood, even if they have to die in fierce resistance.

Tadulako's leadership was not only limited to inter-tribal wars but also actively supported tribal power both internally and externally. He was tasked with creating and maintaining public order and protecting the region from external threats. During inter-tribal wars, Tadulako guarded important moments in his efforts to assert claims over the kingdom's territory.

Amid the scarcity of resources and reference literature to understand Tadulako's leadership, this study attempts to build a discourse to explore, recognize, and maintain the values of leadership and local wisdom that shape Tadulako's character as a source of values that are contributive and strategic in building national character and national resilience. In addition, the essence obtained can be a local cultural heritage relevant to modern development. This shows that national resilience depends not only on economic and/or military factors but also on the strength of cultural identity and leadership values rooted in local traditions and culture. Therefore, this study aims to explore Tadulako's leadership values for further use in improving national resilience governance.

## 2. Methods

This study uses a qualitative method with an Ethnographic approach. The aim is to better understand the daily life of the Kaili people in more depth, explore the history and traditions of the Kaili people comprehensively, and recognize their development (Guba & Lincoln, 1982; McInnes et al., 2017). The determination of the study locus in Central Sulawesi provides an opportunity to carry out a critical reflection on empirical interactions within the community, thereby enriching the analysis and strengthening the interpretation of the data in this study (Ann Cutler et al., 2021; Denzin & Lincoln, 1996).

In this study, the meaning of the Tadulako concept is limited to the symbol of individual personality and its strategic role and existence. As a symbol of leadership, Tadulako is identical and related to defense and security, as well as traditional/religious duties and roles in the Kaili, Lore, and Pamona tribes (Dewi, 2022). As a symbol of personality, Tadulako is closely related to leadership qualities and performance, such as courage and ability in the field of defense & security.

Data was collected through in-depth interviews and participatory observation using phenomenological, ethnomethodological, and hermeneutical techniques (Creswell & Poth, 2016; Patton, 2014; Smith, 2021). In-depth interviews were conducted with community leaders, traditional leaders, and individuals who deeply understand Tadulako leadership values. The aim was to gain a broader and more authentic perspective on how Tadulako leadership values are applied in the context of national resilience. Furthermore, phenomenological techniques revealed Tadulako values in informants such as Tadulako figures (Creswell & Poth, 2016; Patton, 2014). Ethnomethodology techniques are used to explore the personification of Tadulako values and figures (Smith, 2021), especially the description of leadership with the qualities of struggle, such as justice, intelligence, courage, and high loyalty to its community. While the use of hermeneutic techniques to interpret certain meanings in constructing the simplification of Tadulako values from micro to macro into national resilience values (Tampake, 2009). Data analysis was carried out interactively according to Miles and Huberman's analysis techniques (Miles et al., 2014).

### 3. Results and Discussion

#### 3.1. National Resilience As Socio-Culture

National resilience is a holistic approach involving a series of dimensions to ensure a country's security, stability, and survival. Unlike national defense, which focuses on the military aspect, national resilience includes several key dimensions. The multidimensional aspect is the core of the concept of national resilience. The resilience of a country is not only measured by its military strength but involves geopolitical, economic, socio-cultural, and national identity elements. This comprehensive understanding reflects that challenges to a nation's resilience can come from various sectors, and effective solutions must be through a holistic approach (Israel, 2014), and innovative to improve public and community services (Rofi et al., 2021).

Factors that influence national resilience include various elements such as geography, natural resources, industry, military strength, demographics, national character, national morals, diplomacy, and quality of government. Economic sustainability and industrial capabilities play an important role in building national resilience and military defense capabilities. National identity and culture are also important elements. The values of struggle, courage, and loyalty to the homeland are the basis of national resilience. These cultural elements strengthen the sense of unity and nationality, love of the homeland, and support the goals of national resilience (Djuyandi, 2016).

Active community participation is an important component of national resilience, as it involves synergy between the government, society, and related institutions. Community participation in increasing knowledge, supporting national values, and actively building national resilience is the key to success. Overall, national resilience creates a foundation for holistic security, an understanding that a country's sustainability depends not only on military strength but also on the balance and interaction between factors from various dimensions. This approach reflects the ability to adapt to complex changes and challenges, thus ensuring the survival and sustainability of a country in the long term (Denzin & Lincoln, 1996).

#### 3.2. Strengthening Social Cohesion Through Tadulako Values

Tadulako values, such as togetherness, courage, and wise leadership, have significant relevance in the context of national resilience. These values create a strong social foundation, which is needed to build solidarity among the community. In this context, the sense of togetherness and love of the homeland contained in the Tadulako values can strengthen social cohesion. These values can be presented in Table 1.

Analysis of interview findings revealed that the values associated with Tadulako leadership were closely linked to the concept of leaders in the community. Key values such as justice, courage, and loyalty emerged prominently during the interviews. Informants articulated that embodying these values was essential for effective leadership, community engagement, enhancing community ties, and building intergroup tolerance (Srimulyani et al., 2023).

In addition, the interviews highlighted the importance of community cohesion fostered by these values. Informants noted that shared values create a sense of belonging and solidarity among community members, essential for national resilience. The findings suggest that Tadulako values, as reflected in the Tadulako framework, serve as a unifying force that strengthens social bonds. However, informants also acknowledged the challenges posed by modernity and globalization, which can create tensions between traditional values and the demands of contemporary society. This

**Table 1.** Classification of Tadulako Values and Their Manifestations in Social Life in Central Sulawesi

No.	Name	Interview Results	The Values of Tadulako
1	Sennacherik Opo, Florence Opo, Leonard Tokare, Kristian Bontinge, Serli Donggulu, Yeni Siliwanga, Rizman Tombolotutu	Tadulako is essential to preserving the cultural heritage of Watutau Village, connecting the community to its history and fostering unity. It symbolizes the unique identity of the villagers, distinguishing them from others. Highlighting the importance of intergenerational knowledge transfer, where elders teach the youth about Tadulako, ensures its relevance. This cultural element strengthens social bonds and promotes collaboration, making it essential for community resilience and pride in their heritage.	<b>Culture</b> Cultural diversity can strengthen unity and social cohesion, which are important elements in resilience (Maisondra, 2023).
2	Yusuf Bagia, Yan Tompina, Andarias Hampo, Henro Calvin Saroinso, Nina, Andrias Tou, Ruhu Wungko, Abdul Hafid, Muhammad Taufan, Wismanto, Agung Cahyanto, M. Abdi Sabri, Mahfud, Subran Djampu	Tadulako has important qualities: wise, fair, and protects the community. These qualities must be reflected in customary institutions that play a role in resolving disputes in the community. Customary institutions handle issues such as infidelity, provide fair sanctions, and protect the parties involved. In decision-making, customary institutions consult the village head, who holds written rules. It is important to teach the qualities of Tadulako to the younger generation through cadre formation. Currently, cadre formation is carried out autodidactically, but there is a need for formal education related to customs. The qualities of Tadulako are still considered relevant in solving problems at the village level. The importance of wise leadership that balances government, tradition, and religion emphasizes the need for leaders to adapt to modern times while preserving cultural values. This reflects the essence of effective leadership in guiding communities through contemporary challenges while respecting their heritage.	<b>Leadership</b> Effective leadership is essential for building national resilience, as it encourages community involvement in decision making (Muslimin & Daeli, 2012).
3	Immanuel Pele, Marten Lumentut, Seni Ama, Kambe Tendea, Paulina Riwi, Dasing Ntowana, Imansyah, Indo Bale Bin Datupamusu Bin Yolulemba Bin Lasakumbili, Lilis Widjawati Sobhan Sobian Viano, H. Sophansyah Yunan, Fadli Amir, Abdillah	Tadulako comes from the Kabilaha (warrior) class in Pekurehua society. They act as judges and leaders, resolving disputes and mediating between the king and the people. Tadulako's traits include courage, justice, wisdom, and protection of the community. Today, Tadulako values are passed on through traditional leaders and assemblies and applied in local problem-solving and leadership. The passing on of values is done informally, but there are concerns about a decline in understanding among the younger generation. The spirit of Tadulako is still relevant in the modern context, as reflected in the resistance to colonialism and terrorism and support for the Republic of Indonesia. The importance of preserving these values is to maintain the community's identity. In addition, Tadulako has educational value, teaching the younger generation about their roots and instilling pride and responsibility. Overall, it is an important aspect of the community's social, cultural, and educational landscape, ensuring continuity and harmony among the people.	<b>Courage</b> In an effort to improve national resilience governance, leaders need to have moral courage in making decisions (Pajakoski et al., 2021).
4	Naima Dg. Ali, Joli Tonio	Bugis migrants in Winowanga Village, Poso, share their experiences since 1994. Despite the riots in 1996/1997, they felt safe thanks to the local community's protection. The village became a refugee camp, accepting and protecting refugees from outside. Until now, the village has remained harmonious, with various tribes living together without conflict. Religious tolerance is seen from the activities of the mosque and church that run side by side. Although once afraid, Naima chose to stay because she felt safe. The presence of security forces is also seen in the area. This interview describes the security situation and social life after the conflict in the village.	<b>Diversity</b> Diversity can be formulated in a policy perspective for national resilience in the context of tadulako leadership (Gomez & Bernet, 2019).
Total	37 Informants		4

Source: Processed by the author

suggests that adaptive and responsive leadership is essential for national resilience in the face of contemporary challenges (Fitriati & Marsanty, 2023). This dynamic illustrates the complexity where individuals must navigate to preserve cultural identity while adapting to changing circumstances.

In the end, the role of instilling Tadulako values in the younger generation emerged as a critical theme in the interviews. This intergenerational transfer of knowledge and values prepares younger individuals for future leadership roles. In addition, integrating Tadulako values into modern governance practices is seen as a way to enhance national resilience, as these values provide an ethical basis for leadership that respects diversity and promotes social justice. This integration is essential to creating a cohesive society that effectively addresses local and global challenges. The

key characteristics of Tadulako, including wisdom, justice, and the role of community protector, are still relevant in the modern context and are reflected in customary institutions and local leadership. Tadulako values are still considered important by the people of Central Sulawesi. Current cadre formation is self-taught, and there is concern about a decline in understanding among the younger generation. This raises the need for more formal education methods related to Tadulako customs and values. In addition, there are challenges in adapting these traditional values to the modern context, which requires a balance between preserving cultural heritage and adapting to the demands of the times. Tadulako has contributed to the creation of harmony and tolerance. Practically, religious tolerance is seen from the harmonious existence between the mosque and the church.

Tadulako's leadership values and existence are mapped through Mind Mapping, which can be seen as illustrated in Figure 1.

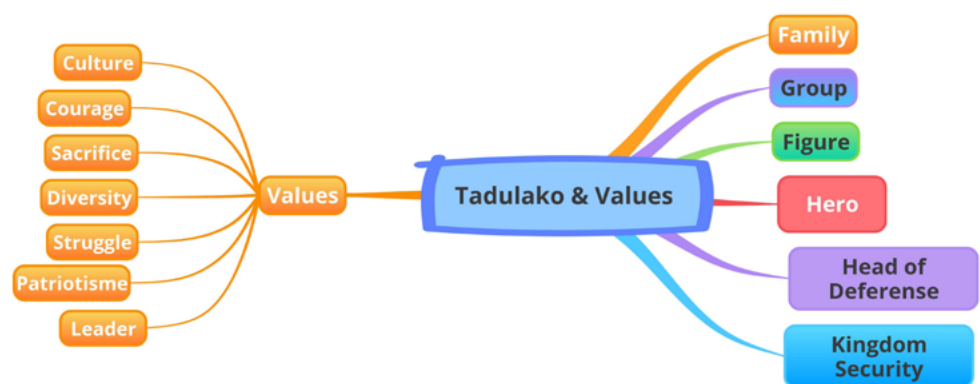


Figure 1. Mind Mapping of Tadulako Values in National Resilience Governance

Source: Research Results. Processed Data. 2024

Tadulako has deep historical roots in the land of Kaili, Central Sulawesi. This concept developed as a response to the community's need for a leader who is not only physically strong but also wise and has integrity. Those who can risk their lives and are recognized by the community are called Tadulako. During the pre-colonial period, the tabulator was responsible for defending the territory. Therefore, Tadulako was someone who was trusted to lead a tribe, and war could be relied on by the Kingdom. There are several elements in describing how aspects of the Tadulako community's life are interconnected and influenced by the values they adhere to 1) Family appears as one of the important things in the Tadulako concept, this shows that the values of Tadulako leadership do not only apply in the wider community but are also applied and fostered in the smallest unit of society, namely the family. The family plays an active role in maintaining and continuing traditions and cultural values from generation to generation, 2) Groups and groups show that Tadulako values are also applied in the wider community. This can include various forms of social organizations or community groups where Tadulako principles are practiced, 3) Figures, important figures in Tadulako History who are considered role models and sources of inspiration for the Tadulako community. The values held by the community are often represented and manifested through the actions and behavior of these figures; 4) Heroes, the concept of heroes, refers to historical or mythological figures who embody Tadulako values. They not only fight to defend and protect the community but also become role models for the community in implementing these values, 5) Figures: Tadulako is also interpreted as a community figure who is a role model and inspiration for the community and

plays an important role in providing opinions or maintaining the community, 6) Head of Kingdom Resilience, refers to the position or role responsible for security, Kingdom resilience in the traditional leadership structure and the stability of the Kingdom as a condition for achieving prosperity.

Identification of Tadulako Values in the Context of National Resilience: 1) Cultural Values, Tadulako Leadership in Central Sulawesi, cultural values play a central role. Tadulako, as a traditional leader, is a symbol of the preservation and application of local wisdom. This leadership practice reflects how local cultural values can contribute to forming a strong national identity. Preservation of local cultural values such as Tadulako leadership can strengthen the foundation of national resilience by maintaining the uniqueness and richness of Indonesian culture, 2) Courage, Tadulako is reflected in the difficult decisions that a leader must take. This can include the courage to defend the community's interests or face external threats. The courage of local leaders such as Tadulako in facing challenges can be an inspiration for national resilience, especially in facing crises or threats to sovereignty, 3) Willingness to Sacrifice: The principle of Tadulako leadership emphasizes the willingness of leaders to sacrifice personal interests for the sake of their people. This shows a high dedication to the welfare of the community (Rachmawati et al., 2021). This spirit of sacrifice, if applied nationally, can strengthen social cohesion and national resilience in facing various challenges; 4) Diversity, Central Sulawesi, like many regions in Indonesia, has ethnic and cultural diversity. Tadulako leadership reflects the ability to unite various community groups. Effective management of diversity at the local level can be a model for the application of the principle of *Bhinneka Tunggal Ika* on a national scale, strengthening national unity and resilience; 5) Struggle: The history of Tadulako leadership is full of narratives of struggle, both in defending the region from colonization and in advancing the welfare of the community, 6) Patriotism, reflected in efforts to protect and advance its territory. Strong local patriotism can be the foundation for national patriotism, strengthening citizens' attachment to the country and increasing national resilience; 7) Leader Tadulako's leadership principles themselves are manifestations of the value of "leader." This may include wisdom, justice, and the ability to inspire and mobilize the community. Effective leadership models at the local level can provide valuable lessons for national leadership, helping in the formation of leaders who can strengthen national resilience (Arman et al., 2024). It also considers the potential of these myths as an educational tool to instill cultural values in the younger generation and emphasizes the importance of preserving the cultural heritage of the Kaili people (Suparta, 2022).

### 3.3. Tadulako Leadership and Values

By implementing tabular values, the leadership system positively impacts the community's social life. Tadulako's leadership values have significant potential in strengthening Indonesia's national resilience. As part of the richness of the archipelago's culture, these leadership principles can contribute to various aspects of national resilience. The cultural diversity reflected in the traditions of Tadulako and other tribes in Sulawesi is an asset in building social cohesion and national solidarity (Kruyt, 1930). The adaptability of these values to the modern context demonstrates the resilience of Indonesian culture, which is essential for long-term resilience. The wisdom in resource management and communal defense systems that may be contained in the Tadulako philosophy can inspire strategies for national resource management and community-based defense. Furthermore, these values have the potential to enrich Indonesia's cultural diplomacy and contribute to national character education. By integrating Tadulako leadership principles into the national resilience framework, Indonesia can build a strong foundation, rooted in local wisdom yet

globally relevant, to face contemporary and future challenges. Tadulako leadership values can be seen as a local manifestation of Indonesia's strategic culture that can influence national resilience governance (Johnston, 1999).

According to Makruf (2021), the values of Tadulako also demonstrate the ability to adapt to complex changes and challenges. In interviews with community leaders, it was revealed that these values are relevant in a historical context and can also be applied to address modern challenges, such as social conflict and environmental change. By integrating these values into governance policies and practices, Indonesia can build a more robust and sustainable national resilience.

Tadulako's values are rooted in local traditions, such as courage, justice, and a sense of togetherness. These values are expected to strengthen national resilience by building solidarity and social cohesion among diverse communities. However, the implementation of these values does not always run smoothly. This arises when Tadulako's values collide with the challenges of modernity and globalization. For example, in an increasingly heterogeneous society, traditional values can shift or even be rejected by groups prioritizing universal or global values. The mismatch between local values and global demands can create tension, where people feel trapped between maintaining cultural identity and adapting to rapid change. In addition, internal conflicts within society, such as differences of opinion regarding the interpretation of Tadulako values, can also trigger social tension. This conflict requires an inclusive and adaptive approach. In the context of national resilience, it is important to integrate Tadulako values with modern principles that respect diversity and human rights. In this way, local values can be a strong foundation for building a cohesive national identity without neglecting the need to adapt to changing times. This process creates space for dialogue between tradition and modernity, where Tadulako values can be strengthened and renewed to address contemporary challenges.

The sense of togetherness and love for the homeland, which are values in Tadulako culture, can be integrated into national resilience. Togetherness and patriotism create social cohesion that, if applied at the national level, can strengthen solidarity among citizens. National resilience in this context is focused on physical defense and the ability to face challenges together. A sense of togetherness creates a spirit of togetherness that becomes a strength in facing internal and external threats.

Tadulako teaches respect for cultural diversity. In the context of national resilience, this value is very important to maintain harmony in a heterogeneous society. Respecting cultural and ethnic differences, as demonstrated by the Lore community during the Poso conflict from 1998 to 2001, can strengthen national identity without degrading local values. In diversity, strength and national resilience can be achieved by integrating various cultural elements into one common strength.

The concept of Tadulako patriotism creates mental and physical resilience. In national security, patriotism contributes to the sustainability of resources. Simple resilience allows adaptation to environmental changes, whether in the context of the economy, the environment, or security. By practicing the value of simplicity, national resilience can be built without relying on temporary advantages.

In addition, the values of Tadulako can serve as an educational tool to instill cultural values in the younger generation. Research shows that understanding and appreciating these values can strengthen national identity and encourage active participation in maintaining social resilience. Thus, preserving the values of Tadulako is important in education and national character development.

Indonesia can strengthen the foundation of its national resilience by understanding and integrating values such as culture, courage, willingness to sacrifice, diversity, struggle, patriotism, and leadership rooted in local traditions. This ethnographic approach respects the uniqueness of local culture and exploration and enriches national understanding of leadership and values that support national unity and progress. Thus, a source of inspiration and strength in building a strong and sustainable national resilience.

#### 4. Conclusion

The synthesis of Tadulako leadership values with the needs of national resilience governance emphasizes the importance of national leadership rooted in culture, local wisdom, service, and public participation. The principles of Tadulako leadership in Central Sulawesi have significant relevance and contribute to strengthening national resilience governance. Tadulako leadership values are a solid foundation that builds an adaptive-responsive leadership system. Local wisdom contained in the Tadulako concept offers an ethical foundation that is essential for the formation of modern leadership character.

The ability of leaders to internalize Tadulako values will lead them to be more adaptive in managing change and diversity, thereby strengthening social cohesion. This situation aligns with the principle of *Bhinneka Tunggal Ika*, which emphasizes the importance of unity in diversity. Tadulako values can be a model for applying effective leadership principles nationally. Integrating these values into the concept of national resilience further strengthens the integrity that builds a strong national character and prepares appropriate and innovative solutions for facing contemporary challenges in the future.

The study found that Tadulako leadership values have strong historical roots in the socio-cultural structure of Central Sulawesi society, especially in the Kaili tribe, which has long inhabited the area. Tadulako leadership values include courage, wisdom, and the ability to protect the community. Although its implementation does not always run smoothly, it is expected to strengthen national resilience built through solidarity and social cohesion in a pluralistic society.

This study of Tadulako leadership values emphasizes the importance of an ethnographic approach in building national resilience, which depends not only on military or economic strength but also on the strength of cultural identity and leadership values rooted in local traditions. Leadership ability is a model for applying the principle of *Bhinneka Tunggal Ika* on a national scale. Values such as a sense of togetherness and love for the homeland contained in the Tadulako concept in managing diversity and strengthening social cohesion can strengthen solidarity and social resilience, which are important elements in facing various national challenges. In this context, the Tadulako values are rooted in local traditions, such as courage, justice, and a sense of togetherness.

In the context of strengthening national resilience governance, it is recommended that Tadulako leadership values be integrated with the concept of transformational leadership in the modern era. Innovative and flexible leadership that emphasizes adaptability and resilience in facing challenges is necessary to maintain national resilience while realizing the progress of the nation and state. In addition, integrating Tadulako leadership values in a modern system encourages the creation of a comprehensive and effective leadership model. In essence, Tadulako leadership is a source of inspiration and authentic strength that can respond to and face global

challenges for the management of national resilience that is progressive, modern, and anticipatory of global dynamics in the future.

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