



**ANALYSIS OF THE LEADERSHIP STYLE OF THE MAYOR OF BANDUNG
2025 THROUGH THE VISION AND MISSION APPROACH****Sheravina Maulidya¹**

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Abstract

This study explores the leadership model of Muhammad Farhan, the 2025 Mayor of Bandung, by examining how his leadership aligns with the city's vision and mission. Utilizing a descriptive qualitative method, data were sourced from official government platforms, reputable online news, and audiovisual materials reviewing his first 100 days in office. The analysis reveals that Farhan employs a combination of transformational, bureaucratic-adaptive, and participatory leadership styles. His focus lies in promoting innovation, enhancing digital public services, and encouraging community engagement in decision-making.



Nevertheless, challenges persist, such as a relatively low initial public satisfaction rate (44%) and criticism of his preference for ceremonial activities over addressing fundamental urban issues such as waste management and traffic congestion. The study suggests improving two-way communication with the public, increasing leadership presence in the field, and fostering active public involvement in the evaluation of government programs.

Keywords: Leadership, Muhammad Farhan, Transformational, Participatory, Bureaucratic-Adaptive, Vision-Mission

INTRODUCTION

Muhammad Farhan, currently serving as Mayor of Bandung, has a diverse and rich background that has shaped his leadership approach to city management. Farhan was born in Bogor on February 25, 1970, and spent his childhood and primary education in Bandung. Farhan completed his undergraduate studies in economics from Padjadjaran University in 1995, before continuing his studies at Harvard Business School and the MIT Sloan School of Management. This solid education provided a strong foundation in understanding the dynamics of economics and management, which is highly relevant to his role as city leader (Prokopim Bandung, 2025).

Before entering politics, he had a successful career in the media industry, where he was known as a radio broadcaster and television presenter. His experience in the media sector not only equipped him with effective communication skills but also facilitated the development of good relationships with the community. He also served as Director of PT Persib Bandung Bermartabat, demonstrating his abilities in organizational management and sports community development (Poros Media, 2025).

As a member of the Indonesian House of Representatives from the NasDem Party, he was active in Commission I, which oversees defense, foreign affairs, communications, and informatics. During his tenure, he was involved in the development of strategic policies that had a broad impact on society. This legislative experience gave him a deep understanding of public policy and governance, which is highly relevant in implementing his vision and mission as Mayor of Bandung (Detik.com, 2025).

His vision and mission as Mayor of Bandung focus on creating a superior, open, trustworthy, progressive, and religious city. In the first 100 days of his



leadership, Mayor Farhan committed to resolving three key issues in Bandung: waste management, traffic congestion, and inflation. To address the waste problem, he implemented strict policies regarding waste sorting and established more regular transportation schedules. Meanwhile, to reduce congestion, Farhan encouraged the public to switch to public transportation with a target of increasing usage by 20%. In addition to focusing on infrastructure and economic issues, Farhan also launched the "Bandung Nyaah Ka Indung" program, which aims to improve the welfare of mothers, especially those from underprivileged backgrounds. This program is designed to provide social support, skills training, and health assistance so that women can live more independently and prosperously.

Farhan is known as a leader who prioritizes openness, inclusivity, and collaboration with various parties. Leveraging his experience in broadcasting, he regularly hosts live broadcasts on various local radio stations in Bandung to directly listen to residents' complaints, input, and aspirations. Through this approach, he creates a more interactive dialogue between the government and the public, ensuring that policies are truly aligned with the needs of the citizens (Poros Media, 2025).

RESEARCH METHOD

This study adopts a descriptive qualitative approach to analyze the leadership style of Muhammad Farhan as Mayor of Bandung, focusing on his vision and mission. This approach was chosen because of its ability to comprehensively explore the meaning, characteristics, and dynamics of leadership from various existing data sources.

The primary data sources for this study were obtained from official Bandung City government content, including the [prokopim.bandung.go.id](#) website, the vision and mission document available on [bandungutama.id](#), and the official Bandung City Government video featuring the Mayor's 100-day evaluation. Secondary data sources were drawn from credible online news outlets, such as [Detik.com](#), which included information on program implementation and public response to implemented policies.

Data collection was conducted through analytical content analysis of policy documents and video transcripts, as well as digital observation of content on official social media platforms. The collected data was then analyzed thematically to identify transformational, participatory, and adaptive leadership



patterns emerging from the vision and mission and the implementation of priority programs.

To ensure data validity, this study employed source triangulation by comparing information obtained from official documents, media reports, and video content. Data analysis focused on the alignment between the vision and mission rhetoric and program implementation, the challenges faced in implementation, and their impact on Bandung City governance in 2025.

RESULTS AND DISCUSSION

Leadership Style Possessed by Muhammad Farhan

Muhammad Farhan applies a transformational leadership style that inspires and motivates followers to achieve positive change and innovation, while quickly adapting to current developments, particularly in bureaucratic reform and the digitalization of public services. He also prioritizes an adaptive bureaucracy that is responsive and efficient in addressing the ever-changing needs of society, as well as a participatory leadership style that actively involves the community in decision-making to build an inclusive and collaborative government. This combination of leadership styles makes Farhan effective in leading and improving the quality of public services.

a. Transformational Leadership Style

Bennis and Burt Nanus, in 1985, provided another definition of leadership. They argued that a leader must possess four essential abilities: attention (vision), meaning (communication), trust (emotional bond), and self (commitment). In Burns' view, transformational leadership means "a process of interaction between leaders and followers that reaches the highest levels of morality and motivation, such as realizing humanity, justice, and freedom, without being influenced by emotions, greed, jealousy, or personal preferences" (Burns, 1997). In transformational leadership, efforts to change the vision will be continuously carried out by actively involving all team members in formulating and achieving that vision.

From another perspective, transformational leadership can be defined as: (Idealized Influence) idealized influence or charisma that sets a vision, demonstrates self-confidence, and sets high standards or ideals to be achieved together. Inspirational motivation aims to encourage followers by fully involving them in achieving shared goals. Intellectual stimulation provides support for followers to question existing assumptions and create creative solutions to solve



problems. Individual consideration includes treating each follower as an individual by providing opportunities for development, coaching, and mentoring (Bass, 1985). Through this definition, transformational leadership can be considered authentic and always characterized by a high moral and ethical order in every dimension.

In the context of transformational leadership, Muhammad Farhan, elected Mayor of Bandung for the 2024 term, emphasized his vision of realizing a superior, open, trustworthy, progressive, and religious Bandung City (Bandung UTAMA). The policies and programs he promoted became a catchy slogan, starting with the revitalization of the Regional Development and Empowerment Innovation Program (PIPPK), which allocated a budget of IDR 1 billion per RW (neighborhood unit). This initiative aims to empower communities at the grassroots level by encouraging them to contribute to the development of their region. In addition, Farhan also involves the community in the decision-making process, especially regarding policies that directly impact their lives. These steps reflect the characteristics of a transformational leader who seeks to empower the community to participate in the development of Bandung City actively.

b. Bureaucratic-Adaptive Leadership Style

Bureaucratic leadership is oriented toward rules, hierarchy, and formal procedures. Bureaucratic leaders act as policy implementers, prioritizing stability, predictability, and impersonality. Their primary characteristics are adherence to structural norms, such as a rigid division of tasks and regulatory-based decision-making (Max Weber, 1947).

Adaptive leadership is a leader's ability to respond to change, manage uncertainty, and empower organizational members to face complex challenges. Adaptive leaders rely not only on rules but also on flexibility, collaboration, and collaborative learning (Ronald Heifetz & Marty Linsky, 2009).

Bureaucratic-adaptive leadership is suitable for stable environments that require consistency (e.g., traditional government institutions), but is often criticized for being slow and resistant to change and is more relevant in dynamic eras (e.g., modern public organizations or crises), because it encourages innovation and collaboration.

Muhammad Farhan's leadership style as an adaptive bureaucratic leader is reflected in his ability to manage formal structures and procedures while remaining responsive to changes and challenges faced by the City of Bandung. In carrying out his duties, Farhan adheres to applicable structural norms and regulations, including in budget management and the implementation of



government programs. Nevertheless, he also demonstrates flexibility by implementing digital systems aimed at accelerating public administration services, reflecting his efforts to increase efficiency and transparency within the bureaucracy.

Furthermore, Farhan emphasized the importance of collaboration by involving communities and private partners in various development programs, such as the Regional Development and Empowerment Innovation Program (PIPPK). By allocating budgets to neighborhood units (RW) and encouraging active community participation, he empowered the organization's members to address complex challenges and create innovative solutions. This approach demonstrates that Farhan does not rely solely on existing regulations but also adapts to the evolving needs and dynamics of the community, making him an effective leader in managing uncertainty.

c. Participative Leadership Style

Participatory leadership is a leadership approach in which the leader actively involves group or community members in the decision-making process. In this model, each individual is given an equal opportunity to express opinions, ideas, and suggestions to achieve wiser decisions that favor the common good. One concrete example of the application of this leadership style can be found in village deliberations, where all elements of society, from traditional leaders and religious leaders, village officials, to the general public, are involved in the planning and implementation of development programs. This approach not only strengthens a sense of ownership of the policies adopted but also encourages transparency, accountability, and trust between leaders and the communities they lead (Sitanggang et al., 2025).

The participatory leadership style implemented by Muhammad Farhan as Mayor of Bandung reflects an approach that actively involves the community in the decision-making process. In this regard, Farhan provides opportunities for various community elements, including neighborhood association (RT/RW) administrators, integrated health post (Posyandu) cadres, and community leaders, to express their opinions and ideas. By involving the community in the planning and implementation of development programs, Farhan not only produces wiser decisions but also ensures that the policies adopted align with the common good.

Farhan's participatory approach also contributes to transparency, accountability, and trust between leaders and the public. By organizing discussion forums and deliberations, Farhan creates a space for community



interaction and input, thus making the decision-making process more transparent. This not only increases public trust in the government but also encourages better collaboration between leaders and citizens, which is crucial for creating an environment conducive to sustainable development.

The impact of Muhammad Farhan's leadership style on the quality of public services and community participation in the city of Bandung

Muhammad Farhan's leadership demonstrated efforts to improve the quality of public services through job transfers and rotations based on a merit system. This aimed to place competent officials who were suited to their responsibilities, thereby improving local government performance and the efficiency of public services. However, in the first 100 days of his leadership, public satisfaction with his performance remained at 44 percent. This indicates that, despite positive initial steps, further time and effort are needed to significantly improve the quality of public services.

Farhan also emphasized the importance of vision alignment and bureaucratic solidarity as keys to government success, which has implications for the effectiveness of program implementation and public services. There has been no direct indication from survey results or reports that explicitly mention a significant increase in public participation during Farhan's leadership. However, the crisis of public trust that emerged due to the previous leadership hiatus presents a challenge that must be overcome to increase public participation and trust.

Farhan's focus on education and character building for the younger generation is also a strategic effort to build better community participation in the future, through improving the quality of human resources.

Muhammad Farhan's leadership style in Bandung City tends to focus on internal bureaucratic improvements and human resource quality through a merit system of job transfers and rotations, which has the potential to improve public service delivery. However, a tangible impact on public satisfaction will take time to develop, with initial satisfaction levels being moderate. Meanwhile, public participation has not shown significant improvement, although trust-building and education efforts are crucial foundations for encouraging more active participation in the future.

The negative impact of Muhammad Farhan's leadership style

The negative impacts of Muhammad Farhan's leadership style as Mayor of Bandung that have come under scrutiny include:



- a. Farhan is considered to be attending too many ceremonial events, which are deemed to have little direct impact on the development and improvement of the city and its residents. This criticism came from the Bandung City Council (DPRD), which felt Farhan was more involved in ceremonial events than in directly addressing community issues.
 - b. The DPRD also assessed that Farhan hadn't addressed the substantive issues that are Bandung City's main problems, such as waste, traffic jams, public transportation, flooding, and poverty. Until the beginning of his term, there had been no clear strategic planning or grand design to address these issues.
 - c. Other criticisms suggested that Farhan wasn't present enough in the community to listen to and resolve existing issues. The DPRD suggested that Farhan be more active in outreach and interacting directly with residents rather than focusing too much on ceremonial activities.
- In addition, Farhan himself acknowledged the crisis of public trust in the government due to the previous leadership gap, which presents a challenge in rebuilding public trust.

CONCLUSION

Muhammad Farhan's leadership as Mayor of Bandung for the 2025 term reflects the implementation of three main approaches: transformational, bureaucratic-adaptive, and participatory leadership. Transformational leadership is demonstrated through innovative change efforts, community empowerment, and an emphasis on the vision of a superior, open, trustworthy, progressive, and religious city of Bandung. Meanwhile, the bureaucratic-adaptive approach is evident through merit-based bureaucratic reform policies, the digitalization of public services, and increased efficiency in government governance.

On the other hand, participatory leadership is evident in efforts to directly involve the community in decision-making, discussion forums, and deliberations that enable the community to contribute to city development. However, initial survey results indicate that public satisfaction with Farhan's performance remains relatively low, at only around 44%. This suggests that the initial steps taken have not fully met public expectations.

Criticisms voiced by members of the Bandung City Council (DPRD) indicate a disparity between the Mayor's often ceremonial activities and his direct involvement in addressing the city's fundamental problems. Strategic issues such as waste management, congestion, public transportation, flooding, and poverty



are deemed to have not been addressed systematically and comprehensively. Furthermore, another challenge faced is the crisis of public trust resulting from the previous leadership vacuum, which will require time and an effective public communication strategy to restore.

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