

Institutional Transformation of the National Defense Council from a Human Rights and Human Security Perspective in Indonesia

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ABSTRACT

Multidimensional threats such as cyberattacks, disinformation, public health crises, and geopolitical tensions have transformed national security from a state-centered issue into a broader governance problem involving human security and the protection of human rights. In Indonesia, Law Number 3 of 2002 on National Defense and Presidential Regulation Number 202 of 2024 on the National Defense Council provide the legal basis for national defense governance. However, these legal instruments have not fully ensured integrated, accountable, and human rights-oriented coordination in responding to contemporary multidimensional threats. This study aims to analyze and formulate a human rights-based institutional transformation model for the National Defense Council as a strategic policy integrator within Indonesia's national security governance. This research employs a mixed methods sequential exploratory design. The qualitative phase was conducted through in-depth interviews with seven key informants, literature review, and regulatory analysis, while the quantitative phase involved a survey of 150 respondents in the defense and security sector analyzed using SEM-PLS. The findings show that the National Defense Council has limited coordinative authority, sectoral and ad hoc coordination patterns, and the absence of an integrated analytical secretariat. The quantitative results indicate that institutional transformation has a positive and significant effect on the Governance Model of Indonesia ($\beta = 0.805$; $p < 0.001$), with a very large effect size ($f^2 = 1.847$) and strong explanatory power ($R^2 = 0.649$). However, this relationship should be interpreted as a significant empirical contribution rather than as the sole determinant of national security governance. The proposed transformation design consists of strengthened coordinative authority, an integrated analytical secretariat, regulatory harmonization, cross-sectoral policy coordination, and accountability safeguards through democratic oversight, transparency, judicial control, parliamentary supervision, and human rights review. The study concludes that revising Presidential Regulation Number 202 of 2024 is necessary to strengthen the National Defense Council as an adaptive, accountable, and human security-oriented institution within the rule-of-law framework.

Keywords: national security, human rights, human security, National Defense Council, institutional transformation, security governance.

INTRODUCTION

The evolution of multidimensional threats such as cyberattacks, disinformation, pandemics, and the escalation of conflicts in the Middle East demonstrates that security can no longer be confined to military dimensions alone but must also encompass human security and the protection of human rights (Adeyeri & Abroshan, 2024). Within the framework of the rule of law, the state has a fundamental obligation to protect its citizens from such threats through integrated, accountable, and legally grounded security governance. However, in

Indonesia, the existing regulatory framework, including Law Number 3 of 2002 and Presidential Regulation Number 202 of 2024, has not fully ensured effective cross-sectoral policy integration. This condition reflects a gap between normative arrangements and practical implementation, resulting in suboptimal protection of human security and human rights (Harefa et al., 2025).

In the Indonesian context, multidimensional threats are increasingly visible in several strategic sectors. Cyberattacks against government digital infrastructure, disinformation during democratic and political processes, public health crises, and geopolitical risks in strategic maritime areas demonstrate that national security challenges are no longer limited to conventional military threats. These threats may directly affect citizens' rights, including the right to life, the right to security, the right to privacy, the right to health, and the right to access accurate information. Therefore, national security governance must not only protect state sovereignty and territorial integrity, but also ensure the protection of individuals and society within a democratic and human rights-based legal framework (Modise, 2024).

Previous studies on the National Defense Council have generally focused on institutional coordination, defense policy formulation, and strategic decision-making. However, these studies have not sufficiently examined the Council as a legal and institutional mechanism for fulfilling the state's obligation to protect human security and human rights. In particular, previous research has not clearly addressed how the Council's institutional design, coordinative authority, analytical capacity, and accountability mechanisms influence the protection of citizens in the face of multidimensional threats. This creates a conceptual, normative, and empirical gap. Conceptually, the relationship between institutional transformation and human security remains underdeveloped. Normatively, the relationship between Law Number 3 of 2002, Presidential Regulation Number 202 of 2024, and human rights protection has not been sufficiently analyzed. Empirically, there is limited validation of how institutional transformation contributes to an integrated national security governance model. This study addresses these gaps by integrating legal analysis, governance theory, human security, and empirical validation through SEM-PLS (Iancu, 2025).

The urgency of this study lies in the increasing complexity of global threats, which require not only effective security responses but also adherence to human rights principles. Fragmented security governance may lead to policies that are unresponsive to societal protection needs and risk undermining justice and accountability. Therefore, it is essential to develop an institutional design capable of ensuring both effective coordination and the protection of human security. This study is crucial in providing a legal and conceptual foundation to strengthen the role of the National Defense Council as an instrument of integrated and accountable national security governance (Woods et al., 2021).

This study contributes to the development of legal scholarship, particularly in the field of national security governance grounded in human rights and human security. Theoretically, it enriches legal perspectives by integrating the concept of human security into national security governance. Practically, it offers policy recommendations for institutional transformation to enhance the effectiveness and accountability of the National Defense Council. Normatively, it supports regulatory harmonization to ensure alignment with the principles of the rule of law and human rights protection (Shaelou & Razmetaeva, 2023).

This study aims to analyze and formulate an institutional transformation design of the National Defense Council as the central integrator of national security strategy, oriented toward the protection of human security and human rights within Indonesia's presidential system. Additionally, it seeks to identify normative and institutional gaps in national security governance and to propose policy recommendations to strengthen integration and accountability within a rule-of-law framework (Mahmutovic & Alhamoudi, 2024).

The novelty of this study lies primarily in the formulation of a human rights-based institutional transformation model for the National Defense Council. The novelty does not mainly lie in the use of mixed methods or SEM-PLS validation, because both are methodological tools used to support the analysis. The main contribution of this study is the conceptualization of the National Defense Council as a strategic legal-governance institution that integrates national security policy, human security, and human rights protection. This

model consists of strengthened coordinative authority, an integrated analytical secretariat, regulatory harmonization, cross-sectoral coordination, and accountability safeguards. Through this model, the National Defense Council is positioned not only as an advisory body in defense policy, but also as a strategic policy integrator capable of coordinating ministries and agencies in responding to multidimensional threats within the rule-of-law framework (Dwivedi & Bhaskar, 2025).

LITERATURE REVIEW

Human Security and State Obligation in Human Rights Protection

The concept of human security, introduced by UNDP (1994), redefines security by shifting the focus from state-centric protection to the protection of individuals from threats such as violence, disease, and socio-economic instability (Cameron, 2021). Within a legal framework, this concept is closely linked to human rights, which impose binding obligations on the state to protect, respect, and fulfill fundamental rights. In a rule-of-law system, security policies must therefore be aligned with human rights standards to ensure that state actions do not compromise individual freedoms. Consequently, national security governance must be evaluated not only in terms of effectiveness but also in terms of its compliance with human rights obligations (Ramakoala, 2025).

National Security Governance within the Rule of Law Framework

National security governance refers to the institutional capacity of the state to formulate and implement security policies in a coherent and coordinated manner. From a legal perspective, governance is inseparable from the principles of legality, accountability, and institutional responsibility. Fukuyama (2013) defines governance as the state's ability to effectively implement policies, while legal scholarship emphasizes that such implementation must adhere to the rule of law. In Indonesia, the legal framework governing national security, including Law Number 3 of 2002 and Presidential Regulation Number 202 of 2024, provides the formal basis for security governance. However, the effectiveness of this framework depends on whether institutional arrangements can ensure coordination and accountability in protecting citizens' rights (Ikeatu & Maduemezia, 2025).

Legal Pluralism and Fragmentation of Institutional Authority

Legal pluralism acknowledges the coexistence of multiple legal regimes and institutional authorities within a single state system. In national security governance, this is reflected in overlapping mandates among various institutions responsible for defense and security (Gulbrandsen et al., 2021). While such plurality may provide flexibility, it also risks creating fragmentation and inconsistencies in policy implementation. From a human rights perspective, fragmented governance may weaken the state's ability to fulfill its obligation to protect citizens, leading to unequal or inadequate protection. Therefore, the issue of institutional coordination becomes not only an administrative concern but also a legal problem related to the effectiveness of rights protection (Ball et al., 2019).

Institutionalism and Legal-Based Governance Reform

Institutionalism theory emphasizes that formal rules, norms, and organizational structures shape governance outcomes (Ikenberry, 2022). In the context of national security, weak institutional design such as unclear mandates and limited coordinative authority can result in ineffective governance and legal uncertainty. From a legal perspective, institutional reform is necessary to ensure that governance structures are capable of fulfilling state obligations, particularly in protecting human rights. Therefore, strengthening institutional design is not merely a matter of efficiency but also a requirement for ensuring accountability and legal compliance (Jean, 2023).

Strategic Foresight and Legal Responsibility in Security Governance

Strategic foresight refers to the ability of institutions to anticipate and prepare for future risks in a systematic manner (Gulbrandsen et al., 2021). In the context of national security, this approach is essential to address evolving and unpredictable threats. However,

from a legal perspective, anticipatory governance must also ensure that preventive actions remain consistent with human rights principles (Vicente-Oliva, 2025). Thus, integrating strategic foresight into institutional design enhances not only the effectiveness of security governance but also the state's capacity to anticipate emerging risks and adapt policy responses in a forward-looking manner (Umbach, 2024).

Based on the literature review, this study develops a conceptual framework linking institutional transformation, national security governance, human security, and human rights protection. Institutional transformation is understood as the reform of mandate clarity, coordinative authority, organizational structure, analytical capacity, and accountability mechanisms within the National Defense Council. These institutional elements are expected to strengthen the Governance Model of Indonesia by improving policy integration, cross-sectoral coordination, strategic responsiveness, and regulatory coherence. In this framework, human security and human rights protection serve as the normative orientation of national security governance. Human security requires the state to protect individuals from threats that affect survival, dignity, health, privacy, and access to information. Human rights protection requires that security policies remain consistent with legality, necessity, proportionality, accountability, and non-discrimination. Therefore, institutional transformation is not only an administrative reform but also a legal mechanism to ensure that national security governance protects both the state and citizens (Hamzani et al., 2023). The conceptual relationship can be described as follows: Institutional Transformation of the National Defense Council → Integrated National Security Governance → Strengthening of Human Security and Human Rights Protection.

METHOD

This study employs a mixed methods approach with a sequential exploratory design (Gogo & Musonda, 2022; Wipulanusat et al., 2020). The qualitative phase was conducted first to identify institutional weaknesses, legal gaps, coordination problems, and human rights implications in the current design of the National Defense Council. The findings from this phase were then used to develop and refine the quantitative questionnaire. The quantitative phase was conducted to test the relationship between institutional transformation and the Governance Model of Indonesia using SEM-PLS. This design was selected because the research problem involves both normative-legal analysis and empirical validation. The normative and socio-legal approach was used to analyze Law Number 3 of 2002, Presidential Regulation Number 202 of 2024, and relevant human rights principles. Meanwhile, the quantitative approach was used to examine whether institutional transformation significantly contributes to the development of an integrated national security governance model (Husain et al., 2024).

Qualitative Phase

Primary data were obtained through in-depth interviews with seven key informants selected through purposive sampling. The informants were selected based on their knowledge and experience in defense policy, national security governance, legal regulation, institutional coordination, and human rights protection. To protect confidentiality, the informants were coded as I1 to I7. The interview procedure consisted of three stages. First, the researcher prepared a semi-structured interview guide covering institutional authority, coordination mechanisms, analytical capacity, legal accountability, and human security protection. Second, interviews were conducted with each informant after obtaining informed consent. Third, the interview data were transcribed, coded, categorized, and analyzed thematically. The coding process consisted of open coding, axial coding, and selective coding. Open coding identified key statements related to institutional weakness, sectoral coordination, legal fragmentation, analytical capacity, and human rights protection. Axial coding grouped these statements into broader themes. Selective coding integrated the themes into the proposed institutional transformation model (Williams-McBean, 2019).

Quantitative Phase

Quantitative data were collected through a structured questionnaire using a five-point

Likert scale (Rashid et al., 2021). The questionnaire was developed based on the qualitative findings and the conceptual framework. A total of 150 respondents from the defense and security sector were selected using purposive sampling. The respondents were selected because they had knowledge or experience related to defense policy, security governance, institutional coordination, or policy implementation (Rokeman, 2024). The Institutional Transformation variable was measured using five indicators: mandate clarity, coordinative authority, institutional structure, integrated analytical capacity, and accountability mechanisms. The Governance Model of Indonesia variable was measured using five indicators: policy integration, cross-sectoral coordination, strategic responsiveness, human security orientation, and human rights protection. The data were analyzed using SEM-PLS with SmartPLS 4. The outer model was evaluated using outer loading, Cronbach's alpha, composite reliability, AVE, HTMT, and the Fornell-Larcker criterion. The inner model was evaluated using path coefficients, t-statistics, p-values, R^2 , f^2 , SRMR, and CVPAT. Because this model tests one primary relationship, the results are interpreted as evidence of a significant contribution of institutional transformation to governance effectiveness, not as proof that institutional transformation is the only determinant of national security governance (Tanujaya et al., 2022).

RESULTS AND DISCUSSION

In-Depth Interview Results

Before presenting the quantitative findings, the qualitative results were organized into several main themes. These themes were derived from the coding process and represent the main institutional problems identified in the current design of the National Defense Council. The results show that the core issue does not only concern administrative coordination, but also the absence of institutionalized mechanisms for integrating national security policy with human security and human rights protection (Doubleday et al., 2022). The main themes identified from the qualitative analysis, together with their implications for the proposed institutional transformation model, are summarized in Table 1.

Table 1. Summary of Qualitative Findings

Theme	Informant Codes	Main Finding	Implication for the Model	Theme
Limited coordinative authority	I1, I2, I4	The National Defense Council has not yet been equipped with strong authority to coordinate cross-ministerial and inter-agency security policy.	Strengthening coordinative authority is required.	Limited coordinative authority
Sectoral and ad hoc coordination	I2, I3, I5	Security responses are often conducted based on sectoral mandates and situational initiatives.	A permanent coordination mechanism is needed.	Sectoral and ad hoc coordination
Absence of integrated analytical secretariat	I1, I4, I6	Threat analysis and policy recommendations are not yet supported by an integrated analytical unit.	An integrated analytical secretariat should be established.	Absence of integrated analytical secretariat
Weak human security orientation	I3, I5, I7	Security policies tend to focus on state protection and have not fully incorporated citizen-centered protection.	Human security should become a core governance	Weak human security orientation

Theme	Informant Codes	Main Finding	Implication for the Model	Theme
			orientation.	
Limited accountability safeguards	I2, I6, I7	Stronger institutional authority must be balanced with oversight, transparency, and legal review.	Democratic oversight and human rights review must be included.	Limited accountability safeguards

Excerpt from the interview:

“The National Defense Council does not yet possess sufficiently strong coordinative authority to integrate cross-ministerial and inter-agency security policies, resulting in threat analysis and strategic decision-making processes that remain separate and dependent on sectoral initiatives rather than institutionalized integration mechanisms.”

The interview findings indicate that the National Defense Council has not yet been granted sufficiently binding coordinative authority across ministries and agencies. Its institutional role therefore remains largely advisory, focusing on providing recommendations rather than directing the integration of national security strategies. Consequently, threat analysis, policy formulation, and strategic responses tend to be conducted sectorally by individual institutions according to their respective mandates, without a structured and permanent national integration framework. This condition may result in policy duplication, overlapping authorities, and reactive or poorly synchronized responses to multidimensional threats. These findings underscore the need to strengthen the institutional design of national security governance so that strategic integration does not depend on individual or situational initiatives, but is supported by institutionalized and sustainable mechanisms (Praditya et al., 2023). (Praditya et al., 2023).

Field Observation Results:

Field observations indicate that national security coordination patterns tend to be ad hoc and administrative, particularly in handling cyber issues, health crises, and regional geopolitical dynamics. This reflects the absence of an integrated analytical secretariat and a structured long-term strategic planning system under a single institutional hub.

Previous Research Findings:

These findings are consistent with previous studies highlighting overlapping authority and institutional fragmentation within the national security system, emphasizing that regulatory strengthening, human resource capacity development, and context-sensitive reform design are prerequisites for achieving more integrated and effective security governance.

Literature Review and Theoretical Foundation:

Based on the literature review and theoretical framework, the effectiveness of national security is strongly influenced by institutional design capable of integrating military, political, economic, social, and environmental sectors within a unified strategic coordination framework. Thus, comprehensive security, new institutionalism, cross-sectoral governance, and strategic foresight perspectives reinforce the need to transform the National Defense Council into an adaptive and anticipatory integrative institution.

Comparative Results with Other Countries”

Comparative analysis with the United States, Japan, and South Korea demonstrates that the presence of a National Security Council with strong coordinative authority, a professional analytical secretariat, and binding policy integration mechanisms is a key factor in ensuring national strategic coherence. Such functions have not yet been substantively performed by Indonesia’s National Defense Council. The synthesis of qualitative findings indicates that the primary weakness of Indonesia’s national security governance lies in the absence of an institutionalized strategic integration function within the National Defense Council. This is reflected in limited coordinative authority, sectoral

and ad hoc coordination patterns, and the absence of an integrated analytical secretariat and long-term strategic planning. These findings align with prior research and theoretical perspectives emphasizing the importance of integrated institutional design in addressing multidimensional threats, further reinforced by international comparisons demonstrating that effective national security governance depends on the existence of a strong integrative institution with binding coordination mechanisms. The institutional transformation of the National Defense Council into a strategic policy integration hub is therefore a structural necessity rather than merely an administrative option.

The qualitative findings were used as the basis for developing the quantitative indicators. The theme of limited coordinative authority was translated into indicators on mandate clarity and coordinative authority. The theme of sectoral and ad hoc coordination was translated into indicators on policy integration and cross-sectoral coordination. The absence of an integrated analytical secretariat was translated into indicators on analytical capacity and strategic responsiveness. The weak human security orientation was translated into indicators on human security and human rights protection. Finally, the theme of limited accountability safeguards was translated into indicators on accountability and oversight mechanisms. Thus, the questionnaire was not developed separately from the qualitative findings, but was directly derived from the themes identified in the exploratory phase (Russo et al., 2021).

Quantitative Research Analysis Results

Based on the qualitative findings and conceptual framework, the variables and indicators used in the quantitative analysis are presented in Table 2.

Table 2. Research Variables and Indicators

Variable		Indicator Code	Indicator
Institutional Transformation		X1	Clarity of mandate of the National Defense Council
Institutional Transformation		X2	Strength of coordinative authority
Institutional Transformation		X3	Institutional structure and division of functions
Institutional Transformation		X4	Integrated analytical capacity and strategic foresight
Institutional Transformation		X5	Accountability and oversight mechanisms
Governance Model of Indonesia	Y1		Integration of national security policy
Governance Model of Indonesia	Y2		Cross-sectoral coordination among ministries and agencies
Governance Model of Indonesia	Y3		Strategic responsiveness to multidimensional threats
Governance Model of Indonesia	Y4		Human security orientation
Governance Model of Indonesia	Y5		Human rights protection in security governance

Outer Model Evaluation

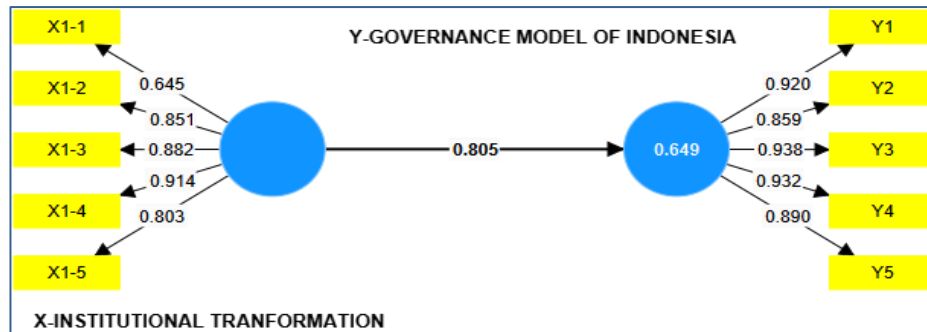


Figure 2. Outer Loading SEM PLS

Figure 2 presents the outer loading results for the indicators included in the PLS-SEM measurement model. The results show that most indicators have loading values above 0.70, while one indicator of Institutional Transformation has a loading value of 0.645. In exploratory PLS-SEM, indicators with loading values between 0.40 and 0.70 may be retained when the construct demonstrates adequate composite reliability and AVE. In this model, the AVE value of Institutional Transformation is 0.680 and its composite reliability is above 0.90, indicating that the construct maintains adequate convergent validity. Therefore, the indicator was retained because it remains theoretically relevant and does not reduce the overall reliability and validity of the measurement model. The path coefficient of 0.805 indicates a strong positive relationship between institutional transformation and the Governance Model of Indonesia, while the R^2 value of 0.649 shows that 64.9% of the variance in the governance model can be explained by institutional transformation (Cruz, 2024). Overall, the model can be interpreted as both measurement-valid and structurally robust, where institutional transformation plays a significant role in shaping integrated national security governance.

Table 3. Construct Validity and reliability

Variable X- Y	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X-Institutional Transformation	0.881	0.908	0.913	0.680
Y-Governance model of Indonesia	0.947	0.947	0.959	0.825

Data Source: Developed by the authors

As shown in Table 3, both constructs demonstrate excellent levels of reliability and validity. The Cronbach's alpha value for variable X (Institutional Transformation) is 0.881 and for variable Y (Y-Governance Model of Indonesia) is 0.947, both exceeding the minimum threshold of 0.70, indicating strong internal consistency. Similarly, the composite reliability values (rho_a and rho_c) for both variables are above 0.90, demonstrating that the indicators within each construct are able to reflect their respective latent variables in a stable and consistent manner. The Average Variance Extracted (AVE) values are 0.680 for variable X and 0.825 for variable Y, both exceeding the recommended threshold of 0.50. This indicates good convergent validity, as each construct explains more than 50 percent of the variance of its indicators. Overall, these results confirm that the measurement instruments used in this study possess strong psychometric properties and are appropriate for structural model analysis

Table 4. Heterotrait Monotrait Ratio (HTMT)

Variable X- Y	X-Institutional Transformation	Y-Governance model of Indonesia
X-Institutional Transformation Y-Governance model of Indonesia	0.850	

Data Source: Developed by the authors

As shown in Table 4, the Heterotrait-Monotrait Ratio (HTMT) between Institutional Transformation and the Governance Model of Indonesia is 0.850 between variable X (Institutional Transformation) and variable Y (Governance Model of Indonesia). This value is below the commonly used threshold of 0.90 and meets the more conservative criterion of 0.85. This result provides evidence of acceptable discriminant validity between the two constructs, indicating that institutional transformation and the governance model of Indonesia remain empirically distinguishable within the research model. Therefore, the measurement model provides adequate evidence that the two constructs are empirically distinguishable within the research model.

Table 5. Fornell-Larcker Criterion

Variable X- Y	X-Institutional Transformation	Y-Governance model of Indonesia
X-Institutional Transformation	0.824	
Y-Governance model of Indonesia	0.805	0.909

Data Source: Developed by the authors

As shown in Table 5, the square root of the Average Variance Extracted (AVE) for variable X is 0.824 and for variable Y is 0.909. Both values are higher than the inter-construct correlation value of 0.805. This condition satisfies the Fornell-Larcker criterion, which requires that the square root of a construct's AVE be greater than its correlations with other constructs. These results confirm that each variable demonstrates good discriminant validity, meaning that the indicators within each construct represent their respective variables more strongly than they relate to other variables in the model. Therefore, the measurement model can be considered to meet construct validity assumptions and is appropriate for proceeding to structural analysis.

Inner Model

Table 6. Path Coefficients and Hypothesis Test

Variable X- Y	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic s (O/STD EV)	P values
X-Institutional Transformation-> Y-Governance model of Indonesia	0.805	0.805	0.025	31.641	0.000

Data Source: Developed by the authors

As shown in Table 6, the path coefficient from Institutional Transformation to the Governance Model of Indonesia is 0.805, indicating a positive and very strong relationship between the two variables. This value suggests that any increase in institutional transformation is substantially followed by an improvement in the quality of the governance model. The t-statistic value of 31.641 with a p-value of 0.000 ($p < 0.05$) confirms that the effect is statistically significant, meaning that the hypothesis stating a positive and significant influence is accepted. The relatively small standard deviation (0.025) also indicates that the model estimation is stable and consistent.

Substantively, these findings indicate that the successful development of the Y-

Governance Model of Indonesia is strongly determined by the quality of institutional transformation, which includes strengthening mandates, integrating cross-sectoral coordination, and reforming institutional design to be adaptive to dynamic threats. The high coefficient demonstrates that institutional transformation is not merely a supporting factor, but rather a primary determinant in shaping integrated national security governance. An appropriate institutional design becomes a strategic prerequisite for establishing effective and long-term oriented national security governance, as institutional structure determines clarity of mandate, division of authority, coordination mechanisms, and the quality of decision-making processes in addressing multidimensional threats. Without an integrated and adaptive design, security policies tend to become fragmented, reactive, and sectoral, thereby weakening national strategic coherence. Conversely, institutions designed with strong coordinative mandates, supported by professional analytical secretariats and measurable performance evaluation mechanisms, are capable of systematically integrating threat analysis, policy formulation, and cross-sectoral implementation. Ultimately, national security effectiveness is not determined solely by military capacity or resources, but by the quality of institutional architecture that ensures continuity, consistency, and long-term strategic orientation in responding to the dynamics of the global environment.

The SEM-PLS findings indicate that institutional transformation has a strong, positive, and statistically significant relationship with the Governance Model of Indonesia. However, because the model examines one primary relationship, the result should not be interpreted as evidence that institutional transformation is the only determinant of national security governance. Rather, institutional transformation should be understood as a significant and empirically supported determinant that contributes to governance effectiveness, while other factors such as political leadership, bureaucratic capacity, legal harmonization, inter-agency trust, technological infrastructure, and public oversight may also influence national security governance.

Table 7. F-square

Variable	X-Institutional Transformation	Y-Governance model of Indonesia
X-Institutional Transformation		1.847
Y-Governance model of Indonesia		

Data Source: Developed by the authors

As shown in Table 7, the effect size of Institutional Transformation on the Governance Model of Indonesia is 1.847 on variable Y (Y-Governance Model of Indonesia). According to Cohen’s (1988) criteria, an f^2 value of 0.02 is categorized as small, 0.15 as medium, and 0.35 as large; therefore, a value of 1.847 indicates a very large effect. This means that institutional transformation has a very strong contribution in explaining the variance of the governance model and is not merely a complementary factor. Substantively, this finding reinforces that changes in institutional design, mandate strengthening, and the integration of cross-sectoral coordination are primary determinants in shaping the effectiveness of national security governance. Thus, institutional transformation can be positioned as a dominant strategic factor within this research model.

Model Goodness-of-Fit and Model Fit Evaluation

Table 8. R-square

Variable	R-square	R-square adjusted
Y-Governance model of Indonesia	0.649	0.648

Data Source: Developed by the authors

As shown in Table 8, the R-square value for the Governance Model of Indonesia is 0.649, with an adjusted R-square of 0.648. This indicates that 64.9 percent of the variance in the governance model can be explained by the Institutional Transformation variable, while the remaining 35.1 percent is influenced by other factors outside the model. The very small

difference between the R-square and adjusted R-square values suggests that the model is stable and does not suffer from bias due to the number of predictor variables. Substantively, this value can be categorized as strong in social science research, indicating that institutional transformation has a significant and relevant contribution in explaining the effectiveness of the Y-Governance Model of Indonesia.

Table 9. SRMR

	Saturated model	Estimated model
SRMR	0.090	0.090

Data Source: Developed by the authors

As shown in Table 9, the SRMR value is 0.090 for both the saturated and estimated models. Although this value does not meet the more conservative threshold of 0.08, it remains below the more lenient threshold of 0.10. Therefore, the model can still be considered acceptable for exploratory analysis. However, this result also indicates that the model may be improved in future research by adding other relevant predictors, such as political leadership, bureaucratic capacity, inter-agency trust, legal harmonization, and public accountability mechanisms. Thus, the SRMR result should be interpreted cautiously and should not be used to claim that the model has a very strong overall fit.

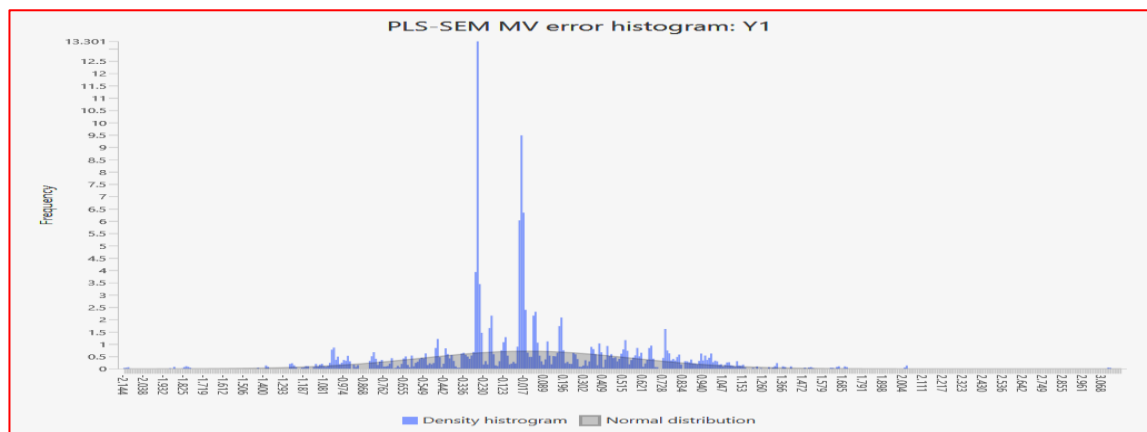


Figure 3. PLS-SEM MV Error Histogram for Y1

Figure 3 illustrates the distribution of measurement errors or residuals for the endogenous variable Y1 (Governance Model of Indonesia). The PLS-SEM MV Error Histogram: Y1 (Y-Governance Model of Indonesia) illustrates the distribution of measurement error or residuals for the endogenous variable Y1 in the PLS-SEM model. Technically, this histogram depicts the distribution of the differences between the actual values of Y1 (Y-Governance Model of Indonesia) and the values predicted by the model. The horizontal axis represents the residual values, while the vertical axis indicates the frequency of those residuals. The histogram bars display the density of the error distribution, and the comparison curve represents the theoretical normal distribution. Based on the visualization, the residuals are concentrated around zero and form a relatively symmetrical pattern, although there are minor deviations on both the right and left sides. The concentration of errors around zero indicates that the model has good predictive capability for variable Y1, as most predicted values do not significantly deviate from the observed values. There is no evidence of extreme dispersion or sharp skewness, suggesting no strong indication of systematic bias or model misspecification. The constructs influencing Y1, such as institutional design, cross-sectoral coordination, and strategic foresight, are statistically able to explain the variation in Y1 adequately. Therefore, the structural model can be considered sufficiently stable and demonstrates acceptable predictive validity, making it suitable for further evaluation using Q^2 , SRMR, and R^2 indicators

Table 10. CVPAT -PLS-SEM vs. Indicator Average

	PLS loss	IA loss	Average loss difference	t value	p value
Y-Governance model of Indonesia	0.348	0.736	-0.388	5.319	0.000
Overall	0.348	0.736	-0.388	5.319	0.000

Data Source: Developed by the authors

As shown in Table 10, the PLS loss value of 0.348 is lower than the indicator average (IA) loss value of 0.736, with an average loss difference of -0.388 . This indicates that the PLS-SEM model has a lower prediction error compared to the indicator average model. The t-value of 5.319 with a p-value of 0.000 ($p < 0.05$) demonstrates that this difference is statistically significant. This finding indicates that the Y-Governance Model of Indonesia possesses superior predictive capability and is substantially more accurate than a simple indicator-average approach. Therefore, the developed model demonstrates predictive superiority and is appropriate for explaining and empirically projecting national security governance. The quantitative analysis results indicate that the research model has excellent measurement quality and strong structural power. All indicators meet convergent validity requirements with outer loading values above 0.60; construct reliability is strong with Cronbach's alpha and composite reliability values above 0.70; and discriminant validity is satisfied through both HTMT and Fornell-Larcker criteria. The relationship between Institutional Transformation and the Y-Governance Model of Indonesia is positive and highly significant ($\beta = 0.805$; $p < 0.001$), with a very large effect size ($f^2 = 1.847$) and strong explanatory power ($R^2 = 0.649$). The SRMR value of 0.090 indicates acceptable model fit, while the CVPAT results confirm the model's predictive superiority over the indicator-average approach. Institutional transformation is empirically demonstrated as the primary determinant significantly shaping the effectiveness of national security governance (Vuković, 2024).

DISCUSSION

The findings of this study must be understood not only as empirical evidence of a positive relationship between institutional transformation and governance effectiveness, but also as a legal argument for strengthening the National Defense Council within Indonesia's rule-of-law framework. The qualitative findings show that weak coordinative authority, sectoral coordination, and the absence of an integrated analytical secretariat create a structural gap in national security governance. The quantitative findings confirm that institutional transformation significantly contributes to governance effectiveness. Therefore, the discussion focuses on how institutional reform can serve as a legal mechanism to strengthen policy integration, protect human security, and ensure accountability in national security decision-making.

Institutional Weakness and Its Implications for Human Rights Protection

The findings of this study demonstrate that the institutional design of the National Defense Council (NDC) has not yet functioned optimally as an integrator of national security governance. This is reflected in the absence of binding coordinative authority, sectoral and ad hoc coordination patterns, and the lack of an integrated analytical secretariat. These weaknesses are not merely administrative limitations but represent structural deficiencies that have direct implications for the protection of human rights and human security.

From a legal perspective, the state has an obligation to protect its citizens as part of the rule-of-law framework. This obligation includes ensuring effective governance structures capable of responding to both traditional and non-traditional threats. When institutional arrangements fail to provide coordinated and timely responses, this may lead to inadequate protection of fundamental rights, including the right to life, security, and well-being. Therefore, institutional weakness within the NDC can be interpreted as a limitation in fulfilling the state's legal responsibility toward human rights protection (Viljoen, 2021).

Legal Basis and Human Rights Implications of National Defense Governance

Law Number 3 of 2002 provides the legal foundation for Indonesia's national defense

system. The law places national defense within the broader constitutional objective of protecting the entire nation and all the blood of Indonesia. This means that national defense is not only concerned with sovereignty and territorial integrity, but also with the safety and protection of the people. The law also emphasizes that defense must be conducted based on democratic principles, human rights, public welfare, environmental protection, national law, international law, and peaceful coexistence. Therefore, the institutional design of the National Defense Council must be aligned with the principles of legality, accountability, democracy, and human rights protection. Presidential Regulation Number 202 of 2024 establishes the National Defense Council as a non-structural institution led by the President. The Council is assigned to provide consideration and formulate policy solutions for strategic national defense policy, including sovereignty, territorial integrity, and national safety. However, the regulation has not yet clearly established binding coordinative authority, an integrated analytical secretariat, and formal human rights review mechanisms in the national security policy process. This creates a normative gap between the strategic need for integrated national security governance and the limited institutional authority currently provided to the Council.

From a human rights perspective, weak national security governance may affect several fundamental rights. Cyberattacks and digital surveillance risks may affect the right to privacy and personal data protection. Disinformation may affect the right to access accurate information and the quality of democratic participation. Public health crises may affect the right to life and the right to health. Geopolitical risks and security tensions may affect the right to security and protection from fear. Therefore, the transformation of the National Defense Council should ensure that national security policy protects both state sovereignty and citizens' fundamental rights.

Fragmented Governance as a Legal Problem

The study reveals that national security governance in Indonesia is still characterized by sectoral fragmentation, where each institution operates based on its own mandate without an integrated coordination mechanism. This condition reflects a broader issue of legal pluralism, where overlapping authorities create ambiguity in institutional roles and responsibilities. From a legal standpoint, such fragmentation undermines the principle of legal certainty (*rechtszekerheid*) and weakens accountability (Kim, 2020). The existence of multiple institutions without clear coordination mechanisms may lead to policy duplication, conflicting decisions, and inefficiencies in responding to multidimensional threats. More importantly, fragmented governance reduces the effectiveness of state intervention in protecting human security, as responses become reactive rather than systematic. Thus, the issue of institutional fragmentation should not be viewed solely as a governance problem but as a legal issue that affects the state's capacity to fulfill its human rights obligations (Hamilton et al., 2021).

Institutional Transformation as a Legal Necessity

The quantitative findings of this study provide strong empirical support for the importance of institutional transformation. The results show that institutional transformation has a positive and significant effect on national security governance ($\beta = 0.805$; $p < 0.001$), with a very large effect size ($f^2 = 1.847$) and strong explanatory power ($R^2 = 0.649$). These findings indicate that improvements in institutional design are a key determinant of governance effectiveness. From a legal perspective, this relationship can be interpreted as evidence that institutional reform is necessary to ensure the fulfillment of state obligations in protecting human rights. Effective governance structures are essential to guarantee that policies are implemented consistently, transparently, and accountably (Hamilton et al., 2021). Therefore, institutional transformation should be understood not merely as an administrative reform but as a legal requirement to strengthen the state's capacity to protect its citizens (Kandia & Wiryawan, 2025).

Comparative Analysis of National Security Council Models

Comparative analysis is important to show that effective national security governance

requires not only the existence of a council, but also clear authority, professional analytical support, institutionalized coordination mechanisms, and accountability safeguards. The comparison with the United States, Japan, and South Korea shows that national security councils generally function as strategic coordination hubs supported by analytical secretariats and formal inter-agency mechanisms. Indonesia’s National Defense Council has a strategic role under Presidential Regulation Number 202 of 2024, but its coordinative authority, analytical function, and accountability safeguards still need to be strengthened (Kandia & Wiryawan, 2025). In contrast, the NDC in Indonesia lacks such authority, limiting its role to providing recommendations rather than ensuring policy integration. This condition reduces the effectiveness of national security governance and creates dependency on sectoral initiatives. From a legal perspective, the absence of binding authority indicates a weakness in regulatory design, which must be addressed through legal reform. However, strengthening institutional authority must be balanced with safeguards to prevent excessive centralization of power. Legal mechanisms such as oversight, transparency, and accountability are essential to ensure that institutional strengthening does not lead to potential abuse of authority (Liu et al., 2021). The comparative institutional features of national security councils in the United States, Japan, South Korea, and Indonesia are summarized in Table 11.

Table 11. Comparative Institutional Features of National Security Councils

Country	Authority	Secretariat Function	Coordination Mechanism	Accountability Safeguards
United States	Strong presidential advisory and coordination role in national security policy	Professional National Security Council staff supports policy analysis and inter-agency coordination	Formal inter-agency policy process under presidential direction	Congressional oversight, judicial review, public accountability, and internal executive controls
Japan	Central coordination under the Prime Minister through the National Security Council	National Security Secretariat provides strategic analysis and coordination support	Cross-ministerial coordination involving defense, foreign affairs, and crisis management institutions	Parliamentary oversight, cabinet accountability, and legal control
South Korea	Presidential-level coordination on national security and crisis management	National Security Office supports analysis, policy coordination, and strategic communication	Inter-agency coordination involving defense, intelligence, foreign affairs, and crisis response agencies	Legislative oversight, judicial control, and democratic accountability
Indonesia	Limited to strategic consideration and policy solution formulation under Presidential Regulation Number 202 of 2024	Secretariat and organizational support exist but need stronger integrated analytical capacity	Coordination remains sectoral and requires stronger institutionalized mechanisms	Requires clearer oversight, transparency, parliamentary supervision, judicial control, and human rights review

As shown in Table 11, the four countries differ in terms of institutional authority, analytical support, coordination mechanisms, and accountability safeguards.

Proposed Institutional Transformation Model for the National Defense Council

The proposed institutional transformation model positions the National Defense Council as a strategic policy integrator, not as an institution that replaces the operational authority of existing ministries and agencies. The Council should be strengthened to coordinate strategic threat assessment, harmonize cross-sectoral policy responses, and provide integrated policy recommendations to the President. Operational authority should remain within the mandates of relevant ministries and agencies, while the Council functions as a coordinating and analytical hub. The proposed model consists of five institutional components. First, the Council should be given clearer coordinative authority to request data, convene inter-agency meetings, and formulate integrated policy recommendations on strategic national security issues. Second, an integrated analytical secretariat should be established to conduct strategic foresight, legal analysis, risk assessment, and human security impact assessment. Third, cross-sectoral coordination mechanisms should be institutionalized through standard procedures for cyber threats, disinformation, public health crises, geopolitical risks, and other multidimensional threats. Fourth, regulatory harmonization should be conducted to align defense, security, human rights, cyber, public health, and data protection regulations. Fifth, accountability safeguards should be embedded through transparency, parliamentary supervision, judicial control, independent human rights review, and periodic policy evaluation.

This design ensures that strengthening the National Defense Council does not lead to excessive centralization of power. Instead, it creates a balanced governance model in which stronger coordination is accompanied by democratic oversight and legal accountability.

Human Security as the Core of National Security Governance

This study reinforces the importance of integrating human security into national security governance. Traditional security approaches that focus primarily on military threats are insufficient to address contemporary challenges such as cyber threats, pandemics, and disinformation. These threats directly affect individuals and require a comprehensive approach that considers social, economic, and health dimensions. From a human rights perspective, the protection of human security is an extension of the state's obligation to ensure the well-being of its citizens. Therefore, national security policies must be designed not only to protect the state but also to safeguard individuals from various forms of vulnerability. The integration of human security into institutional design is essential to ensure that governance systems remain responsive to the needs of society (Sprincean, 2019).

Strategic Foresight and Preventive Legal Governance

Another important finding of this study is the lack of strategic foresight in national security governance. The absence of an integrated analytical secretariat limits the ability of the NDC to anticipate future threats and develop proactive strategies (De Vito & Taffoni, 2023). As a result, policy responses tend to be reactive and fragmented. From a legal perspective, preventive governance is an essential component of the state's responsibility to protect its citizens. The ability to anticipate risks and implement preventive measures is closely related to the principle of due diligence in human rights protection. Therefore, incorporating strategic foresight into institutional design is necessary to ensure that governance systems are not only responsive but also anticipatory (Manolescu, 2025).

Regulatory Reform and Legal Harmonization

The findings of this study highlight the need for regulatory reform to strengthen the role of the NDC. Institutional transformation also requires careful attention to the alignment of organizational functions, human resource capacity, and administrative practices, as institutional restructuring may create functional duplication and implementation gaps when not supported by adaptive governance arrangements (Ishma et al., 2025). This institutional reform is also relevant to broader processes of state institutionalization, in

which the establishment and restructuring of governmental institutions can reshape administrative authority, governance arrangements, and the protection of public interests (Qosim et al., 2026). The current regulatory framework, particularly Presidential Regulation Number 202 of 2024, does not provide sufficient authority or mechanisms for effective coordination.

As a result, institutional functions remain limited and fragmented. This condition also illustrates the broader role of law and government policy in shaping institutional development, particularly where legal frameworks must respond to changing governance needs and human rights considerations (Fauzia, 2019). Legal reform is necessary to address this issue by clearly defining institutional roles, strengthening coordinative authority, and establishing mechanisms for inter-agency coordination. The importance of clear institutional roles and effective coordination is also demonstrated in regional disaster governance, where institutional capacity, information sharing, and operational integration are essential for translating normative frameworks into effective responses to complex and multidimensional threats (Nur et al., 2026). The effectiveness of institutional authority also depends on how formal mandates are translated into concrete governance mechanisms and relationships among institutions, rather than merely on the existence of formal legal authority (Yusuf et al., 2026). Such reform also requires synchronization across institutional structures and legal arrangements, as fragmented responsibilities may weaken the coherence and effectiveness of governance mechanisms (Fatoni & Rosyadi, 2025). This finding is consistent with evidence that fragmented institutional authority and disharmonious distribution of regulatory responsibilities can generate legal uncertainty, sectoral interests, and ineffective supervision, highlighting the importance of institutional reform and clearer allocation of authority (Muttuqin et al., 2025). In addition, regulatory harmonization is required to ensure consistency between various legal instruments governing national security (Solikhudin et al., 2024). The need for such harmonization is also consistent with the broader principle that legal institutions must adapt to social change while maintaining legal certainty, justice, and institutional coherence within the national legal system (Mukhlis, 2022). The importance of regulatory harmonization is also evident in other governance contexts, where fragmented regulatory frameworks may create legal uncertainty and weaken the integration of institutional responsibilities across regulatory bodies (Lahuri et al., 2026). From a rule-of-law perspective, regulatory clarity and coherence are essential to ensure effective governance and accountability. Without adaptive and forward-looking regulatory mechanisms, institutional reform may struggle to respond effectively to emerging risks and changing policy environments (Ahern, 2025).

The revision of Presidential Regulation Number 202 of 2024 should not be interpreted as an effort to centralize all defense and security authority under the National Defense Council. Rather, the revision should be directed toward clarifying its role as a strategic policy integrator. The Council should be strengthened to coordinate threat assessment, harmonize cross-sectoral policy responses, and provide integrated strategic recommendations to the President, while operational authority remains within the mandates of existing ministries and agencies. This design is important to prevent institutional overlap, maintain democratic oversight, and ensure that the strengthening of national security governance remains consistent with human rights principles.

Accountability, Institutional Capacity, and Sustainable Reform

Institutional transformation must also be supported by strong accountability mechanisms and adequate human resource capacity. Institutional transformation must also be supported by strong accountability mechanisms and adequate human resource capacity (Febianti et al., 2026). Accountability is a fundamental principle of the rule of law and is essential to ensure that institutional power is exercised responsibly. This includes mechanisms for monitoring, evaluation, and transparency in decision-making processes. In addition, the effectiveness of institutional reform depends on the competence and professionalism of human resources (Negash & Hassan, 2024). Capacity-building initiatives, including training and education, are necessary to support the implementation of new governance models. Without adequate capacity, even well-designed institutional reforms

may fail. Finally, institutional transformation should be viewed as a continuous process rather than a one-time reform. Sustainable governance requires ongoing evaluation and adaptation to changing conditions (Amalia et al., 2025; Zaini et al., 2025). This approach is essential to ensure that national security governance remains effective and aligned with human rights principles (Mekky, 2024).

Strengthening the National Defense Council must be accompanied by safeguards against abuse of power (Hidayat, 2015; Regus, 2020). These safeguards should be grounded in principles of justice, collective responsibility, accountability, and public interest, which provide an ethical foundation for legitimate governance and the responsible exercise of institutional authority (Karingayi, 2025). This ethical orientation is also important for maintaining the legitimacy of state institutions, particularly where the exercise of public authority must remain responsive to ethical considerations, public recognition, and broader governance expectations (Kuznetsov, 2026). Stronger coordinative authority should therefore be balanced with democratic oversight, transparency, judicial control, parliamentary supervision, and independent human rights review. These safeguards are necessary to ensure that national security policy does not undermine civil liberties, privacy, access to information, public health rights, or the right to security. Therefore, institutional transformation must be designed not only to improve efficiency and strategic coherence, but also to ensure accountability, legality, proportionality, and respect for human rights.

Toward Human Rights-Based National Security Governance

Overall, the findings of this study demonstrate that the transformation of the National Defense Council is a structural and legal necessity. The integration of human security and human rights into national security governance requires not only institutional reform but also a shift in policy orientation and legal framework (Njiru, 2026).

The proposed transformation emphasizes the importance of strong coordinative authority, integrated analytical capacity, regulatory clarity, and accountability mechanisms. These elements are essential to establish a governance system that is both effective and consistent with the principles of the rule of law. Thus, national security governance should be understood not only as a matter of state protection but also as a framework for ensuring the protection of human rights and human security. This perspective is crucial to ensure that security policies contribute to the well-being of citizens rather than merely maintaining state stability (Pavlova, 2020).

Strengths and Limitations of the Study

This study demonstrates several notable strengths from conceptual, methodological, and scholarly perspectives. Conceptually, it advances the discourse on national security by shifting the focus from a state-centric approach toward a framework grounded in human rights and human security, positioning the National Defense Council as a legal instrument for safeguarding citizens. This perspective enriches legal scholarship by emphasizing that security governance is not solely concerned with state stability but also with the protection of fundamental individual rights. Methodologically, the use of a mixed methods sequential exploratory design enhances analytical depth by integrating qualitative insights with quantitative validation, enabling a comprehensive understanding of both normative and empirical dimensions. The incorporation of SEM-PLS analysis provides robust empirical support, demonstrating that institutional transformation significantly influences the effectiveness of national security governance. In addition, the combination of normative and socio-legal approaches allows the study to go beyond textual analysis of regulations and examine their practical implementation within institutional settings. The inclusion of comparative analysis with other countries further strengthens the study by offering relevant benchmarks and reinforcing the necessity of institutional reform in Indonesia (Huckerby, 2020).

Despite these strengths, several limitations should be acknowledged. First, the focus on respondents from government institutions in the defense and security sector may limit the diversity of perspectives, particularly those of civil society and vulnerable groups, which are central to the concept of human security. Second, the application of SEM-PLS, while

methodologically rigorous, is relatively uncommon in legal research and therefore requires careful justification to ensure its relevance within a normative legal framework. Third, the study's scope is confined to the Indonesian context, which restricts the generalizability of its findings to other jurisdictions with different legal systems, institutional arrangements, and political environments. Fourth, the analysis of policy implementation is based on cross-sectional data, which may not fully capture long-term institutional dynamics or evolving governance patterns. Furthermore, the potential for response bias among participants, particularly those from bureaucratic institutions, cannot be entirely ruled out, as their perceptions may be influenced by institutional interests or normative expectations.

Accordingly, future research should consider expanding the range of participants to include non-governmental actors, adopting longitudinal approaches to better capture policy evolution over time, and strengthening the legal analysis of accountability and oversight mechanisms. Such efforts would enhance the comprehensiveness and applicability of the findings, particularly in advancing the protection of human rights and human security within national security governance frameworks.

CONCLUSION

This study concludes that the current institutional design of the National Defense Council in Indonesia has not yet fully functioned as an effective strategic policy integrator in national security governance. The findings show that the Council still faces limited coordinative authority, sectoral and ad hoc coordination patterns, and the absence of an integrated analytical secretariat. These institutional weaknesses create a normative and practical gap between the legal mandate of national defense and the need to protect human security and human rights in the face of multidimensional threats.

The empirical findings demonstrate that institutional transformation has a positive and significant effect on the Governance Model of Indonesia. However, this result should be interpreted proportionally. Institutional transformation is a significant determinant of national security governance, but not the only determinant. Other factors such as political leadership, bureaucratic capacity, legal harmonization, inter-agency trust, technological capability, and public oversight may also influence governance effectiveness.

From a legal perspective, the transformation of the National Defense Council is necessary to ensure that national security governance operates consistently with the rule of law, democratic principles, human security, and human rights protection. Law Number 3 of 2002 provides a foundation for defense governance based on democracy and human rights, while Presidential Regulation Number 202 of 2024 provides the institutional basis for the National Defense Council. However, the current regulation should be revised to clarify and strengthen the Council's coordinative role, analytical capacity, inter-agency coordination mechanisms, and accountability safeguards.

This study recommends revising Presidential Regulation Number 202 of 2024 in four main areas. First, the regulation should clarify the Council's authority as a strategic policy integrator that coordinates ministries and agencies without replacing their operational mandates. Second, it should establish an integrated analytical secretariat responsible for strategic foresight, legal analysis, risk assessment, and human security impact assessment. Third, it should institutionalize cross-sectoral coordination mechanisms for multidimensional threats, including cyberattacks, disinformation, public health crises, and geopolitical risks. Fourth, it should include safeguards against abuse of power through transparency, parliamentary supervision, judicial control, independent human rights review, and periodic policy evaluation.

In conclusion, national security governance should not be understood only as the protection of sovereignty and territorial integrity, but also as a legal framework for safeguarding individuals and society. The institutional transformation of the National Defense Council is therefore essential to establish an integrated, accountable, democratic, and human security-oriented national security governance model in Indonesia.

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AUTHOR CONTRIBUTIONS

Author 1: Conceptualization, Methodology, Formal Analysis, Writing – Original Draft.

Author 2: Data Collection, Validation, Writing – Review and Editing.

Author 3: Supervision, Investigation, Formal Analysis

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No conflict of interest

DATA AVAILABILITY

The data supporting the findings of this study are available from the corresponding author upon reasonable request.

AI USE DECLARATION

The authors declare that no generative artificial intelligence (AI) tools were used in the preparation, analysis, or writing of this manuscript.

ETHICAL CLEARANCE

Ethical clearance was not required according to the applicable institutional research ethics procedures. The participants were informed about the purpose of the study and their participation was voluntary.

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