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RESEARCH ARTICLE

THE EXTENT OF STRATEGIC LEADERSHIP, ORGANIZATIONAL COMMITMENT, ORGANIZATIONAL CULTURE, CONSENSUS STRATEGY AND ACHIEVEMENTS OF DEVELOPMENT STRATEGY PLANS AT GOVERNMENT INSTITUTIONS IN TIMOR LESTE

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Abstract

The Strategic Plan for Development in Timor Leste is one such document long-term development strategy plans for various prioritized sectors every five years, and for the preparation of the state budget every year. On the initial implementation of the development strategy plan all government agencies refer to the document, but because of the change of government, and there is no consensus at the political level, it has an impact on conflicting party-political interests, power, and considers that the 2011-2030 PED document does not reflect. The National Development Strategy Plan is good, and therefore it was not used as a reference for planning the budget and costs of the state of Timor Leste. Strategic management studies that determine the success or failure of a strategic plan development in its implementation is inseparable from several determining factors namely top leadership in government agencies, it is necessary to establish organizational commitment, the creation of an organizational culture and one of the important factors is the existence of a commonality understanding of the development strategy plan is the presence of strategic consensus so as to ensure the implementation of development strategy plans in various sectors in accordance with the functions of existing government agencies in Timor Leste. Strategy implementation is part of the management strategy which also includes strategy formulation and plan control. Strategic management is seen as a set of decisions and actions designed to achieve an organization's mission, vision, strategy, and strategic goals. Strategy implementation is seen as an important part of strategic management because it is seen as the process that transforms the formulated strategy into actions that ensure the vision and the mission of the organization is achieved as planned. The researchers focused on the Extent of Strategic Leadership, Organizational Commitment, Organizational Culture, and Consensus Strategy Against Achievements of the Development Strategy Plan for Government Agencies in Timor Leste.

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Introduction:-

The Timor Leste development strategy plan was started as an answer to the lofty ideals of independence, namely to achieve a prosperous and prosperous society. Timor Leste is one of the independent countries in the millennium century, to be precise, after the 1999 referendum and with the victory of 78% of the people voting for independence, on 20 May 2002 Timor Leste declared its independence again as the República Democrática de Timor Leste (RDTL). As a new country, Timor Leste is carrying out development to achieve the aspirations of the nation and state, the first government in 2002 laid out the first long-term national development plan or in Tetun language known as *Plano Desenvolvimento Nacional* (PDN) 2002-2020 or known as vision 2020 (vizaun2020). In implementing the 2002-2020 national development plan (PDN) by the government until 2010, because then the government determines the direction of the next national development by establishing a second long-term development plan known as *O Plano Estratégico de Desenvolvimento* (PED) de Timor-Leste 2011- 2030.

O Plano Estrategico de Desenvolvimento de Timor-Leste é umavisão a vinteanos que reflecte as aspirations do Povotimorenserelativamente à criação de umaNação forte e próspera. O Plano foidesenvolvido para inspirarmudanças, apoiaracçõescollectivasousadas e pensarnum future melhor.

The development strategy plan is an effort by the government of Timor Leste to utilize its main natural resources, namely oil and gas as the only current source of state revenue to finance the national development of the country of Timor Leste. In addition, this development strategy plan is a long-term development strategy plan with reference to the Millennium Development Goals proclaimed by the United Nations, namely the Millennium Development Goals (MDGs) which ended in 2015. Thus, before the United Nations continues or establishes the Sustainable Development Goals (SDGs) in 2030, the Government of Timor Leste has established the 2011-2030 PED as the basis for a 20-year national development strategy plan.

Referring to Indonesia's national development planning system with various levels, including the National Long-Term Development Plan (RPJP) used for 20 years and translated by related ministries or agencies down to the regional level. The RPJP is divided into Medium Term Development Plans (RPJM) both at the national level, central/ministerial or institutional level down to the regions. The Medium-Term Development Plan at the ministry or agency level is also translated as a strategic plan or Renstra of the ministry or agency. It is these strategic ministries or institutions that at the regional level are translated respectively by SKPD in the form of SKPD strategic plans. The national development plan is one of the guidelines that serves as a guide for preparing the state budget plan for both five years and annual development plans.

The development strategic plan is divided into three stages of implementation, including the first stage is a short-term development strategy plan (Phase 1 starts from 2011 to 2015), a medium-term development strategy plan (Phase 2 from 2016 to 2020), and a long-term strategic development plan long term (Phase 3 starts from 2021 to 2030) with target setting and achievement indicators. Targets are set into four sectors, namely the social capital sector, infrastructure development, economic development, and institutional framework. The goals and actions to be achieved in the development strategy plan are that by 2030 the people of Timor-Leste will experience progress from a low-income country to a middle-to-high income country, with a healthy, educated and safe society.

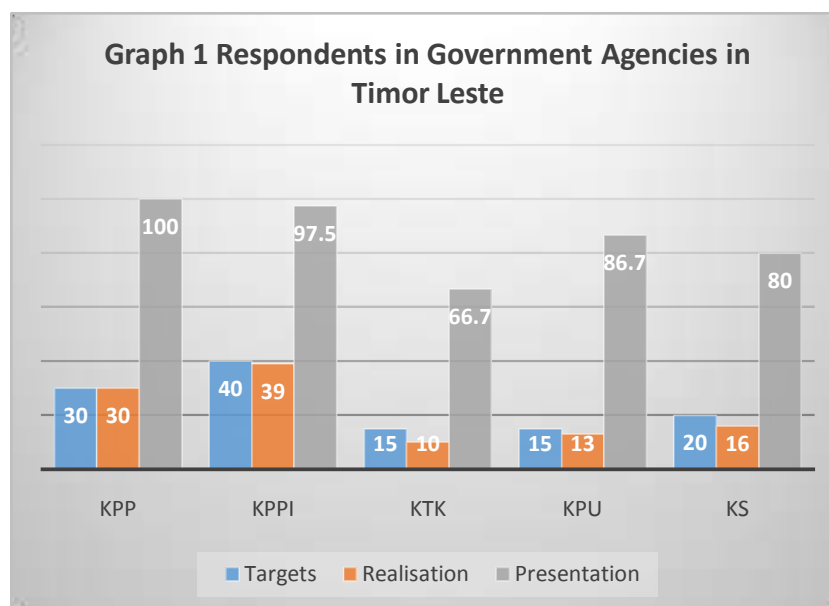
The study of strategic management that the success or failure of a strategic development plan in its implementation is inseparable from several determining factors, namely the top leadership in government agencies, the need to form organizational commitment, the creation of an organizational culture and one of the important factors is the existence of a common understanding of the strategic development plan, namely the existence strategic consensus so that it can guarantee the implementation of development strategic plans in various sectors in accordance with the existing government functions in Timor Leste.

Researchers are interested in submitting research with the title The Influence of Strategic Leadership, Organizational Commitment, Organizational Culture, Through Consensus Strategy on the Achievements of Development Strategy Plans in Government Agencies in Timor Leste. The novelties of this study, according to researchers, include (1) The influence of strategic leadership, organizational commitment, and organizational culture in one study is an actual phenomenon in the implementation of strategic development plans in Timor Leste; (2) The use of the Consensus Strategy mediating variable as a central in the implementation of the development strategy plan in Timor Leste

The results of the research which are described descriptively from the data tabulation as follows:

Description of Respondent Characteristics

The characteristics of the respondents in this study include the profiles of respondents and characteristics of government institutions including name of government institution, respondent's age, respondent's gender, respondent's position, respondent's last education, respondent's marital status. The characteristics of government institutions provide an overview of the sample of this study, while the profiles of respondents provide an overview of people who represent or represent government institutions. Respondent profiles and characteristics of government institutions can be mapped using frequency data.



1. Characteristics of Respondents Based on Government Agencies

Name of Government Institution	Total Respondents	Frequency Respondents Available for	of Presentation Respondents' Answers
Ministry of Agriculture and Fisheries	30	30	27.8%
Ministry of Tourism, Trade and Industry	40	39	36.1%
Ministry of Transport and Communications	15	10	9.3%
Ministry of Public Works	15	13	12.0%
Ministry of Health	20	16	14.8%
Total	120	108	100%

Table 1:- Characteristics of respondents based on Government Agencies.

Source: Appendix processed

From table1 above, the target respondent is 120 respondents. It can be seen that the Ministry of Agriculture and Fisheries 100% of respondents gave answers, the Ministry of Tourism, Trade and Industry 97.5% of respondents gave answers, the Ministry of Transportation and Communication 66.66% of respondents gave answers, Ministry of Public Works 86.66%, and Ministry of Health 80% of respondents gave answers, so overall 108 respondents gave answers or 90%. The characteristics of respondents in the Ministry of Tourism, Trade and Industry had the largest percentage with a presentation of 36.1%, followed by the Ministry of Agriculture and Fisheries with 27.8%, the Ministry of Health with 14.8%, the Ministry of Public Works with 12.0%, and the Ministry of Transportation and Communication with 9.3%.

The Ministry of Agriculture and Fisheries (KPP) 100% of respondents gave answers, the Ministry of Tourism, Trade and Industry (KPPI) by 97.5%, the Ministry of Transportation and Communication (KTK) by 66.7%, the Ministry of Public Works (KPU) of 86.7%, and the Ministry of Health (KS) of 80%.

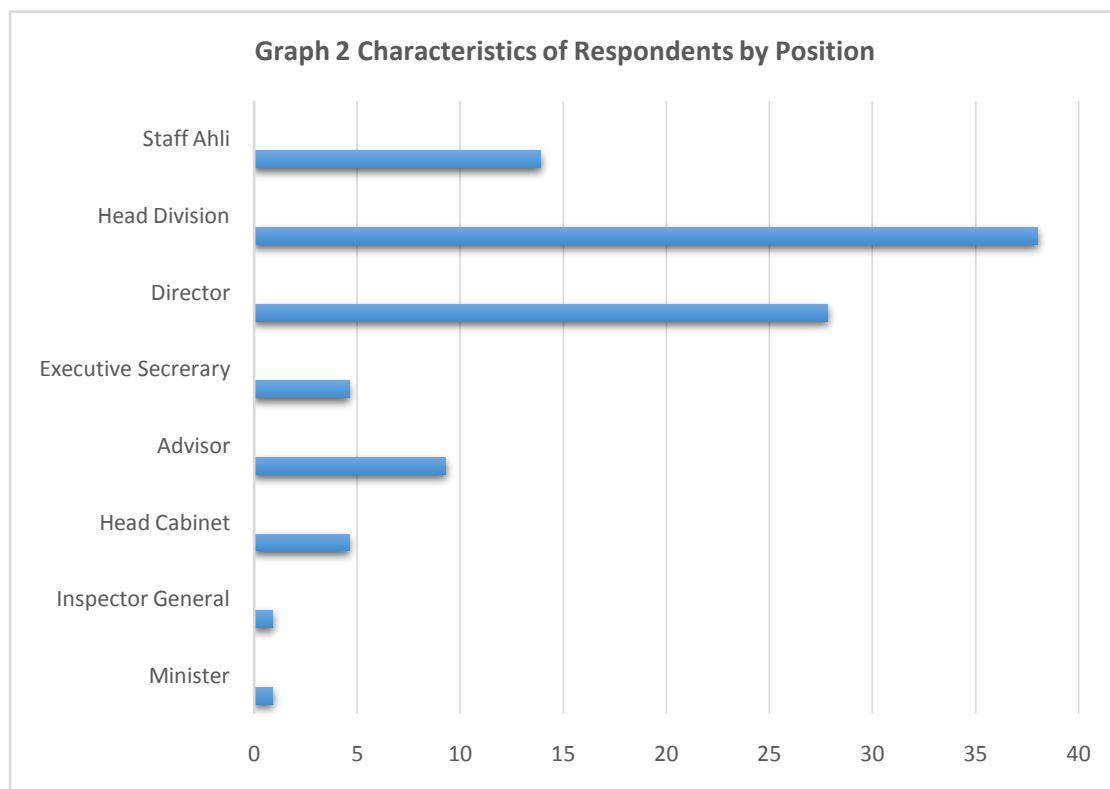
Characteristics of Respondents by Position

Table 2:- Characteristics of Respondents by Position.

Position	Frequency	Percentage	Cumulative Percentage
Minister	1	0.9	0.9
Inspector General	1	0.9	1.8
Head of Cabinet	5	4.6	6.4
Advisor	10	9.3	15.7
Executive Secretary	5	4.6	20.3
Director	30	27.8	48.1
Head of Division	41	38.0	86.1
Planning Expert Staff	15	13.9	100
Total	108	100	

Source: Appendix processed

From table 2 and the graph about the characteristics of respondents based on position are as follows: The ministerial position was 1 (0.9%) who took part in filling out the research form, then the Inspectorate General position was 1 (0.9%) respondent, followed by several positions such as Cabinet Head 5 (4.6) respondents, Advisors/Assessors 10 (9.3%), Executive Secretaries 5 (4.6%) respondents, Directors 30 (27.8%) respondents, Section Heads 41 (38%) respondents and Planning Expert Staff 15 (13.9%) respondents.



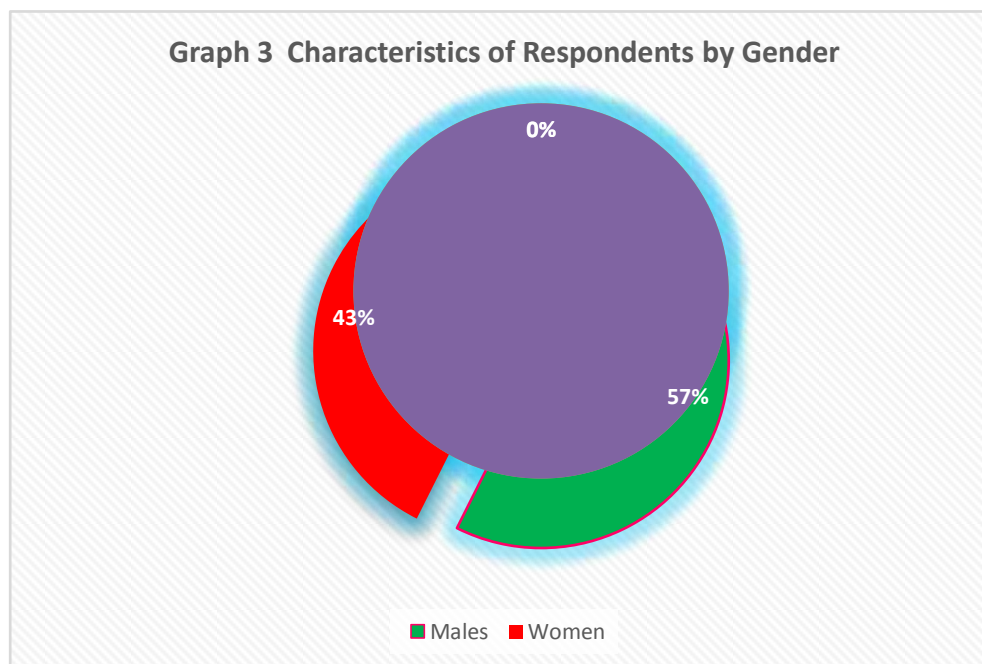
Characteristics of Respondents Based on Gender

Table 3:- Characteristics of Respondents by Gender.

Name of Government Institution	Frequency	Gender			
		Males	%	Women	%

Ministry of Agriculture and Fisheries	30	18	29.0	12	26.0
Ministry of Tourism, Trade and Industry	39	21	33.9	18	39.1
Ministry of Transport and Communications	10	6	9.7	4	8.7
Ministry of Public Works	13	5	8.0	8	17.5
Ministry of Health	16	12	19.4	4	8.7
Total	108	62	57.41	46	42.59

Source: Appendix processed



From table3 above the characteristics of respondents based on the gender of each government agency are the Ministry of Tourism, Trade and Industry Males as much as 33.9% and Women 39.1% meaning that more women give answers, Ministry of Agriculture male gender as much as 29.0% and Women 26.0%, Ministry of Transportation and Communication gender Male 9.7% and Female 8.7%, Ministry of Public Works Male gender 8.0% and Female 17.5%, and Ministry of Health Male gender 19.4% and women as much as 8.7%.The graph above shows that the majority of respondents were male with 62 respondents or 57% and female with 46 respondents or 43%.

Characteristics of Respondents Based on Marital Status

Table 4:- Characteristics of Respondents Based on Marital Status.

Marital Status	Frequency	Percentage	Cumulative Percentage
Married	98	90.7	90.7
Single	10	9.3	100
Total	108	100	

Source: Appendix processed

From table 4.3.4 the characteristics of respondents based on marital status are the majority of 98 respondents or 90.7% married, and 10 respondents or 9.3% single (not married).

Characteristics of Respondents Based on Education Level.

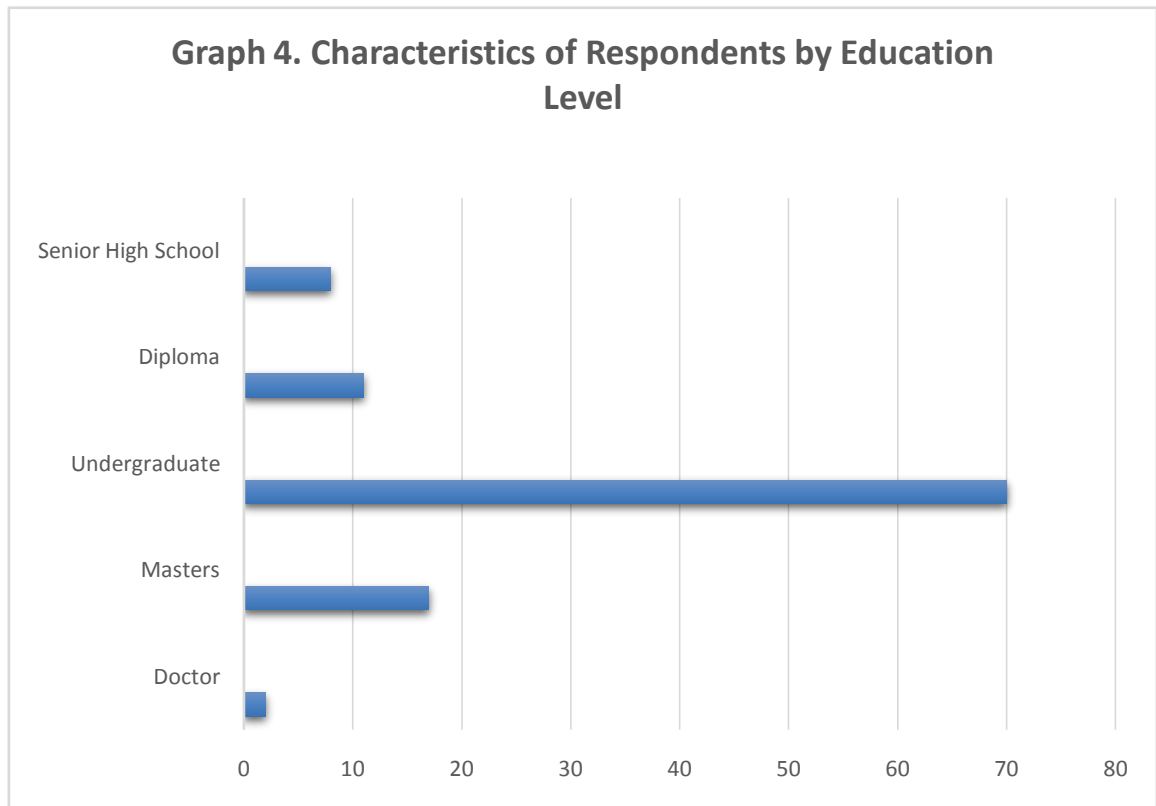
Table 5:- Characteristics of Respondents by Education Level.

Education Level	Frequency	Percentage	Cumulative Percentage
Senior High School	8	7.4	7.4
Diploma Three (D3)	11	10.2	17.6
Undergraduate Degree (S1)	70	64.8	82.4
Masters (S2)	17	15.7	98.1

Doctor (S3)	2	1.9	100
Total	108	100	

Source: Appendix processed

From table 4.3.5 and the graph above the characteristics of respondents based on their level of education, the majority had a bachelor's degree education of 70 (64.8%), followed by a Master's degree of 17 (15.7%), Diploma three of 11 (10.2%), 11 senior high schools (7.4%) and 2 (1.9%) doctoral graduates.

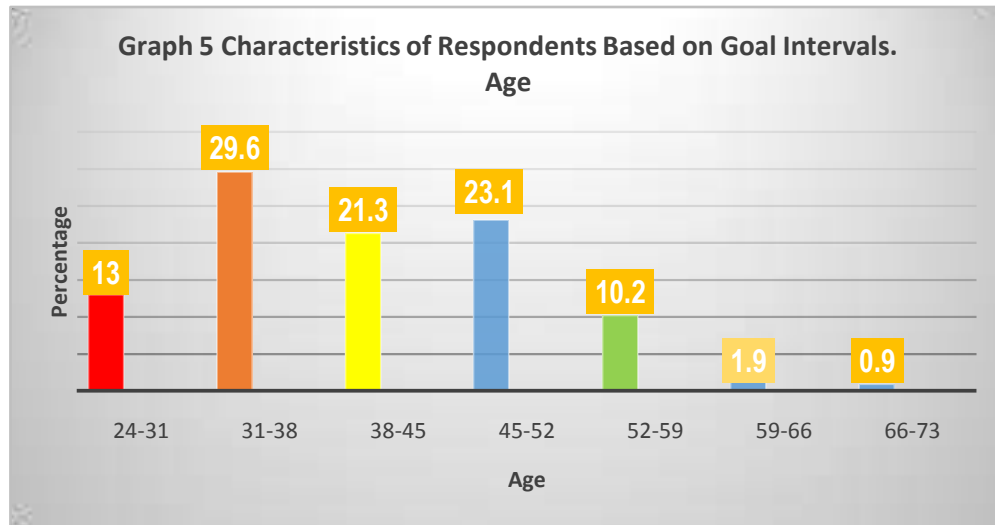


Characteristics of Respondents Based on Age Group Intervals

Table 6:- Frequency Characteristics of Respondents Based on Goal Intervals. Age.

Age Group Intervals	Frequency	Percentage	Cumulative Percentage
24 - 31	14	13.0	13.0
31 - 38	32	29.6	42.6
38 - 45	23	21.3	63.9
45 - 52	25	23.1	87.0
52 - 59	11	10.2	97.2
59 - 66	2	1.9	99.1
66 - 73	1	0.9	100
Total	108	100	

Source: Appendix processed



From Table 4.3.6 and the graph below the percentage of respondents based on age group intervals shows that respondents with 31-38 age group intervals were more, namely 32 (29.6%), followed by 45-52 age group intervals of 25 (23.1%), the interval for the age group 38-45 (21.3%), the interval for the age group 24-31 is 14 (13.0%), the interval for the age group 52-59 is 11 (10.1%), and the smallest interval is the age group 59-66 years with the number is 2 (1.9%) and the age group interval of 66-73 is 1 (0.9%) respondent.

Description of Research Variables

The variable of this research is a latent variable with several reflective indicators to measure the latent variable. The results of the distributed questionnaires were processed using SMART PLS to analyze the descriptive statistics of the research variables. The descriptive statistical measurement used is central tendency to ensure descriptive statistical data for research variables, as well as dispersion to determine data variations (Cooper & Schindler, 2014, p.401). The results of the descriptive statistics of the five latent variables of this study are as follows: Strategic Leadership variable has 5 indicators with 15 statement items, Organizational Commitment Variable has 11 indicators with 11 statement items, Organizational Culture variable has 8 indicators with 8 statement items, Consensus Strategy Variable has 10 indicators with 10 statement items, and the Development Strategy Plan Achievement variable has 13 indicators with 13 statement items.

Based on the data obtained from the results of the respondents' answers, the value of each variable can be determined as a basis for identifying how the trends and variations in responses to the questionnaire can be submitted for research variables. The tendency and variation of respondents' answers to the research variables is determined based on the frequency distribution, where the interval value can be determined beforehand to determine the answer category with the following formulation:

Description of Strategic Leadership Latent Variables

The Strategic Leadership variable has 5 indicators, namely strategy translation, strategic intervention, strategic competence, systematic decisions and control systems with 15 statement items which can be explained as follows:

Table 7:- Description of Strategic Leadership Latent Variables.

Indicators/Declaration Items	Mean	Standard deviation	Remarks
Indicator: Strategy Translation			
X1.1 This ministry is translating the strategy according to Plano EstrategicoDesenvolvimento	5.420	1.313	High
X1.2 This ministry is translating the strategy of the PED in the Five-Year Plan	5.367	1.285	High
X1.3 This ministry translates the PED strategy into annual plans	5.420	1.278	High

Average Strategy Translation Indicator	5.402	1.292	High
Indicator: Strategic Intervention			
X1.4 This ministry intervenes according to the PED strategy	5.420	1.200	High
X1.5 This ministry has a 5-year plan as a strategic intervention from PED	5.420	1.311	High
X1.6 This ministry has an annual plan in strategic interventions from PED	5.429	1.219	High
Average Strategy Intervention Indicators	5.423	1.243	High
Strategy Competency Indicator			
X1.7 The Ministry has strategic competence in PED	5.296	1.278	High enough
X1.8 The Ministry has strategic competence in the five-year plan according to the PED.	5.383	1.218	High
X1.9 This ministry has strategic competence on the annual budget plan according to the PED	5.290	1.357	High enough
Average Strategy Competency Indicator	5.323	1.284	High
Systematic Decision Indicator			
X1.10 This Ministry has a Systematic Decision on PED	5.090	1.174	High enough
X1.11 This ministry has a systematic decision in the five-year plan according to the PED	5.213	1.235	High enough
X1.12 This ministry has a systematic decision on the annual budget plan according to the PED	5.309	1.309	High
Average Systematic Decision Indicator	5.204	1.239	High enough
Indicator: Control System			
X1.13 This ministry has a control system for the implementation of PED	5.420	1.406	High
X1.14 This ministry has a control system according to the five year plan to measure PED	5.198	1.385	High enough
X1.15 This ministry has a control system on the annual budget plan according to the PED	5.164	1.386	High enough
Average Control System Indicators	5.260	1.392	High enough
Average Strategic Leadership Variable Indicators	5.322	1.290	High

Source: Primary Data processing

Based on Table 7, the results show that the Strategy Translation indicator item with an average (mean) value of 5,402 belongs to the High category and the Standard Deviation is 1,292. Strategic intervention indicators with an average (mean) of 5,423 belong to the High category and a standard deviation of 1,243. Strategic Competency Indicator with an average value of 5,323 belongs to the High category and the standard deviation is 1,284. The Systematic Decision Indicator with an average (mean) value of 5,204 belongs to the High Enough category and the standard deviation value is 1,239. Control System Indicator with an average (mean) value of 5,260 belongs to the High Enough category and the standard deviation is 1,392. The average of the five indicators for the Strategic Leadership variable is 5,322 which is in the High category and the standard deviation is 1,290, meaning that the data varies less because the standard deviation value is smaller than the mean. On average, the statements submitted were agreed by respondents with good, strong and important categories in each item of the Strategic Leadership variable indicator. These results can be interpreted that respondents tend to have strategic leadership with quite high and high average numbers. In the statement, the indicator item X1.6 is the highest mean, namely 5.429, namely X1.6. Government agencies have an annual plan for strategic interventions from PED, and the smallest mean is on indicator item X1.10, namely government agencies in Timor Leste have less systematic decisions about the achievements of Plano Estrategico. Desenvolvimento.

Organizational Commitment Variables Latent Variable

The Organizational Commitment variable has 11 indicators with 11 statement items as follows:

Table 8:- Description of Organizational Commitment Latent Variables.

Indicators/Declaration Items	Mean	Standard deviation	Remarks
X2.1 This ministry invites organizational members in the five-year plan according to the PED	5.148	1.395	High enough
X2.2 This ministry provides a work pattern in the annual budget plan according to the PED	5.170	1.385	High enough
X2.3 This Ministry conducts dissemination of organizational vision according to PED	5.136	1.289	High enough
X2.4 This ministry conducts a work orientation according to the PED	5.253	1.330	High enough
X2.5 This ministry uses communication media to achieve PED	4.985	1.316	High enough
X2.6 This ministry conducts training for achievement of PED	5.074	1.406	High enough
X2.7 This Ministry implements Standard Operating Procedures for achieving PED	5.052	1.442	High enough
X2.8 Knowledge of achievement of vision from PED in this ministry	5.151	1.394	High enough
X2.9 The Ministry identifies resources for achieving the PED vision	4.960	1.382	High enough
X2.10 This Ministry applies the involvement of all elements to achieve the PED vision	5.170	1.321	High enough
X2.11 This ministry has loyalty for achieving the PED vision	5.198	1.337	High enough
The average indicator of the Organizational Commitment variable	5.117	1.363	High enough

Source: Primary Data processing

Based on Table 8, the results show that the indicator item X2.1 has a mean value of 5.148) and the standard deviation is 1.395, the indicator item X2.2 has a mean value of 5.170 and the standard deviation is 1.385, the indicator item X2.3 has a mean value of 5.136 and a standard deviation of 1.289, the item indicator X2.4 mean value 5.253 and standard deviation 1.330, indicator item X2.5 mean value 4.985 and standard deviation 1.316, indicator item X2.6 mean value 5.074 and standard deviation 1.406 indicator item X2.7 mean value 5.052 and standard deviation 1.442, indicator item X2.8 mean value of 5.151 and standard deviation of 1.394, indicator item X2.9 mean value of 4.960 and standard deviation of 1.382, indicator item X2.10 mean value of 5.170 and standard deviation of 1.321, indicator item X2.11 mean value of 5.198 and standard deviation 1,337. The mean value of the Organizational Commitment variable indicator is 5.117 in the High Enough category and the standard deviation is 1.363, meaning that the data varies less because the standard deviation value is smaller than the mean. The statements submitted were approved by respondents in the categories Good enough, Strong enough and Important enough for each item of Organizational Commitment variable indicators.

These results can be interpreted that respondents tend to have Organizational Commitment with a fairly high average score. In the statement, the indicator item X2.4 is the highest mean, namely 5.253, indicating that government agencies in Timor Leste carry out work orientation and the smallest mean is on indicator item X2.7, namely government agencies in Timor Leste do not implement Standard Operating Procedures for achieving PED against achievements of Plano Estratégico. Desenvolvimento.

Organizational Culture Latent Variable

The Organizational Culture variable has 8 indicators with 8 statement items as follows:

Table 9:- Description of Organizational Culture Latent Variables.

Indicators/Declaration Items	Mean	Standard deviation	Remarks
X3.1 This ministry has a good organizational structure in achieving PED	5.074	1.386	High enough
X3.2 This ministry has a good organizational system in achieving PED	5.185	1.313	High enough
X3.3 This ministry has missions and strategies for achieving PED	5.423	1.244	High
X3.4 This ministry has leadership and management effectiveness for achieving PED	5.071	1.389	High enough
X3.5 This ministry has communication and decision making for achieving PED	5.037	1.305	High enough
X3.6 This ministry has the knowledge and competence to achieve PED	5.207	1.318	High enough
X3.7 This ministry has innovation and takes risks in achieving PED	4.917	1.391	High enough
X3.8 This ministry has made management changes to achieve PED	5.154	1.272	High enough
The average indicator of the Organizational Culture variable	5.133	1.327	High enough

Source: Primary Data processing

Based on Table 9, the results show that item indicator X3.1 has a mean value of 5.074 and standard deviation is 1.386, item indicator X3.2 has a mean value of 5.185 and standard deviation of 1.313, item indicator X3.3 has a mean value of 5.423 and standard deviation is 1.244, item indicator X3.4 mean value 5.071 and standard deviation 1.389, indicator item X3.5 mean value 4.985 and standard deviation 1.305 indicator item X3.6 mean value 5.207 and standard deviation 1.318, indicator item X3.7 mean value 4.917 and standard deviation 1.391, the indicator item X3.8 has a mean value of 5.154 and a standard deviation of 1.272. The mean value of the Organizational Culture variable indicator is 5.133 belonging to the High Enough category and the standard deviation is 1.327, meaning that the data varies less because the standard deviation value is smaller than the mean. The statements submitted were approved by respondents in the category of good enough, strong enough and important enough for each item of Organizational Culture variable indicator.

These results can be interpreted that respondents tend to have Organizational Culture even though the average number is not high. In the statement, the indicator item X3.3 is the highest mean, which is 5.423, indicating that government agencies in Timor Leste have missions and strategies in achieving PED, and the smallest mean is in indicator item X3.7, namely government agencies in Timor Leste lack innovation and take risks to achievements of the Plano EstrategicoDesenvolvimento.

Consensus Strategy Latent Variables

The Consensus Strategy variable has 10 indicators with 10 statement items as follows:

Table 10:- Description of Consensus Strategy.

Indicators/Declaration Items	Mean	Standard deviation	Remarks
Y1.1 This ministry has implemented a strategy formulation for achieving PED	5.269	1.319	High enough
Y1.2 The ministry is implementing the strategic decision	5.164	1.388	High enough

process for the five year plan according to the PED.			
Y1.3 This ministry implements strategic priorities on annual budget planning according to the PED	5.117	1.286	High enough
Y1.4 This ministry implements a strategic agreement to achieve the PED	5.065	1.314	High enough
Y1.5 This ministry has strategic support to achieve PED	5.256	1.310	High enough
Y1.6 These ministries have political similarities to achieve PED	4.954	1.384	High enough
Y1.7 This ministry carries out advocacy on the achievement of PED	5.293	1.318	High enough
Y1.8 This ministry implements communication facilitation for achievement of PED	5.120	1.350	High enough
Y1.9 This ministry cooperates to achieve PED	5.269	1.266	High enough
Y1.10 This ministry carries out coordination for the achievement of PED	5.182	1.379	High enough
Average Consensus Strategy variable indicators	5.169	1.331	High enough

Source: Primary Data processing

Based on Table 10, the results show that the Y1.1 indicator item has a mean value of 5.269 and the standard deviation is 1.319, the Y1.2 indicator item has a mean value of 5.164 and a standard deviation of 1.388, the Y1.3 indicator item has a mean value of 5.117 and a standard deviation of 1.286, item Y1.4 indicator has a mean value of 5.065 and standard deviation is 1.314, Y1.5 indicator item has a mean value of 5.256 and 1.310 standard deviation, Y1.6 indicator item has a mean value of 4.954 and 1.384 standard deviation, Y1.7 indicator item has a mean value of 5.293 and 1.318 standard deviation, the Y1.8 indicator item has a mean value of 5.120 and a standard deviation of 1.350, the Y1.9 indicator item has a mean value of 5.269 and a standard deviation of 1.266, and the Y1.10 indicator item has a mean value of 5.182 and a standard deviation of 1.379. The mean value of the Consensus Strategy variable indicator is 5,169 which is in the High Enough category and the standard deviation is 1,331, meaning that the data varies less because the standard deviation value is smaller than the mean. each item of Consensus Strategy variable indicators.

These results can be interpreted that respondents tend to have a Consensus Strategy with a fairly high average. In the statement the indicator item Y1.7 is the highest mean, namely 5.293, indicating that government agencies in Timor Leste carry out advocacy for the achievement of development strategy plans, and the smallest mean value is in the indicator item Y1.6, namely government agencies in Timor Leste lack political affinity for achieving development strategy plan.

Achievement Variables of the Development Strategy Plan

The Achievement Variable of the Development Strategy Plan has 13 indicators with 13 statement items as follows:

Table 11:- Description of Consensus Strategy.

Indicators/Declaration Items	Mean	Standard deviation	Remarks
Y2.1 This ministry achieved PED with a Validity Value	5.117	1.234	High enough
Y2.2 This Ministry achieves PED with Legality Score.	5.123	1.211	High enough
Y2.3 This Ministry achieved PED with Functionality Score	5.191	1.265	High enough
Y2.4 This Ministry achieves PED with Efficiency Score	5.077	1.249	High enough
Y2.5 This ministry achieves PED with an effectiveness score	5.000	1.247	High enough
Y2.6 The ministry achieves PED to increase productivity	5.207	1.378	High enough

Y2.7 This ministry achieved PED to increase exports	4.895	1.475	High enough
Y2.8 The ministry reached PED to reduce imports	4.892	1.547	High enough
Y2.9 The ministry achieves PEDs to increase diversification of economic income	5.003	1.514	High enough
Y2.10 This ministry achieves PED to increase people's life expectancy	5.040	1.423	High enough
Y2.11 The ministry achieves PED to ensure educational and professional quality	5.111	1.478	High enough
Y2.12 This ministry reached PED to open employment at productive age	5.071	1.543	High enough
Y2.13 This ministry reached PED to ensure easy and fast public access	5.105	1.399	High enough
Average indicator variable Achievement of the Development Strategy Plan	5.064	1.381	High enough

Source: Primary Data processing

Based on Table 11, the results show that the Y2.1 indicator item has a mean value of 5.117 and the standard deviation is 1.234, the Y2.2 indicator item has a mean value of 5.123 and a standard deviation of 1.211, the Y2.3 indicator item has a mean value of 5.191 and a standard deviation of 1.265, item Y2.4 indicator has a mean value of 5.077 and standard deviation is 1.249, Y2.5 indicator item has a mean value of 5.000 and a standard deviation of 1.247, Y2.6 indicator item has a mean value of 5.207 and 1.378 standard deviation, Y2.7 indicator item has a mean value of 4.895 and a standard deviation of 1.475, Y2.8 indicator item mean 4.892 and 1.547 standard deviation, Y2.9 indicator item mean 5.003 and 1.514 standard deviation, Y2.10 indicator item mean 5.040 and 1.423 standard deviation, Y2.11 indicator item mean 5.111 and standard deviation 1.478, indicator item Y2.12 mean value 5.071 and standard deviation 1.543, and indicator item Y2.13 mean value 5.105 and standard deviation 1.399. The mean value of the indicator variable for the Achievement of the Development Strategy Plan is 5.064 which is in the High Enough category and the standard deviation is 1.381, meaning that the data varies less because the standard deviation value is smaller than the mean. The statements submitted were approved by respondents in the category of good enough, strong enough and important enough for each indicator item variable Achievement of the Development Strategy Plan.

These results can be interpreted that respondents tend to have the Outcomes of the Development Strategy Plan even though the average number is not high. In the statement the indicator item Y2.6 is the highest mean, which is 5.293 indicating that government agencies in Timor Leste achieve PED to increase productivity, and the smallest mean is in indicator item Y2.7 government agencies do not achieve PED to increase exports and Y2.9 Government agencies in Timor Leste is not achieving PED to increase economic income diversification.

Conclusion:-

1. Strategic Leadership influences the achievement of development strategy plans in government agencies in Timor Leste. The results of this study are in line with C. Jooste & Fourie's research on the role of strategic leadership in effective strategy implementation: Perceptions of South African strategic leaders, Chepkirui Catherine, (2012), Northouse, (2021), Nthini, (2013), Reilly, Caldwell, Chatman., Lapid, & Self, W. (2010), and Raelin, (2011) stated that leadership thoroughly examines the situation to find gaps both internally and externally. Then, develop a suitable plan to fill those gaps in the implementation of the strategy or plan.
2. Organizational Commitment influences the achievement of development strategy plans in government agencies in Timor Leste. The results of this study are in line with the findings of Omira (2015), statements from Palomo, Gomez, Lopera (2020) regarding organizational commitment, Catherine, (2012), (Deepa et al., 2014), a higher level of commitment among employees in all fields to reduce switching intentions (Marco-Lajara and Úbeda-García, 2013).
3. Organizational Culture influences the achievement of development strategy plans in government agencies in Timor Leste. The results of this study are in line with research conducted by Ahmadi, Salamzadeh, Daraei, Akbari (2012), considering the relationship between organizational culture and organizational performance indicators by (Fey and Denison, 2003; Pirayeh et.al., 2011; Ouchi, 1985; Lee and Tseng, 2009; Abdul Rashid

et.al, 2004, 2012; Schein, 1990; Naranjo-Valencia, 2011; Lopez et.al, 2004; Davenport and Prusak, 1997). A planned change procedure within an organization” (Barney, 1986), “all the processes and outcomes that result in strategic decisions after authorization have been continued and incorporated into decision practice” (Schneider, & Smith, 2004). “the total number of activities and options required for the fast execution of a strategic plan” (Ayiecha&Senaji, 2014)

4. The Consensus Strategy has an effect on the achievement of development strategy plans in government agencies in Timor Leste. The results of this study are in line with the findings of Ateş, Tarakci, Porck, Knippenberg, and Groenen (2018), strategic consensus, shared understanding of the position of organizational strategy (Kellermanns et al., 2005), strategy implementation, (Kellermanns, Walter, Floyd, Lechner, & Shaw, 2011). Strategic consensus reduces the pursuit of subunit goals over organizational goals (Ketokivi&Castaner, 2004), embodying strategy (Ateş, N. (2014); Kellermanns et al., 2005), the importance of consensus as an outcome in each stage in the strategy formulation process (Andrews, 1971; Ansoff, 1965). In the incremental-political perspective (Dess, & Priem, 1995); Cyert and March, 1963), and in the perspective the goals and methods are determined through a political process and power-based bargaining which culminates in a TMP consensus. Tarigan, S. (2013) explicitly states the importance of consensus in the incremental approach, through his emphasis on what is called 'crystallizing consensus'.

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