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JMK, VOL. 20, NO. 1, MARCH 2018, 53–62 DOI: 10.9744/jmk.20.1.53–62 ISSN 1411-1438 print / ISSN 2338-8234 online MARKETING ON POLITICS AND PUBLIC LEADERSHIP Purwanto1*, Eddy Madiono Sutanto2, Asmara Indahingwati3 1 Faculty of Economics, W. R. Supratman University, Indonesia 2 Faculty of Economics, Petra Christian University, Indonesia 3 Indonesia School of Economic Surabaya, Indonesia *Corresponding author; Email: cakpo3r

@gmail.com Abstract This study examines the influence **of** political marketing **and** 3

political will on public leadership and individual performance. The sample used is the people in Surabaya as many as 265 with a random sampling method. Amos 21 is used to test the indirect effect by using bootstrap test. The result of the research shows that political marketing and political will have a significant influence to the success of gaining public leadership, political marketing and marketing will have no significant effect on performance, and public lea- dership has a significant effect on performance. For the indirect influence, political marketing and political will on individual performance are mediated by public leadership. Keywords: Political marketing, political will, performance, public leadership. Introduction Public leadership resulted from direct elections has become increasingly interesting topic

in recent years, along **with the** empirical fact **that** more needs **to be known about this phenomenon** 1

(Shaughnessy, Treadway, Breland, & Perrewé, 2017; Lvina, Maher, & Harris, 2017). One phenomenon in public leader- ship contestation is the willingness of the individuals in marketing themselves and political skill

owned (O'Shaughnessy, 1990, 2006; Henneberg & O'Shaugh- nessy, 2007) to convey the promise of program sin- cerely that shows the word with action. Although the marketing model in politics differs significantly from the marketing model in business, because in the poli- tical world it is something mysterious, it nevertheless has substantially the same ultimate goal of providing value and loyalty to the constituents (Butler & Col- lins, 1996; Wring, 1997; Henneberg, 2007). There- fore, the political marketing strategy implementation in public leadership contestation becomes very rele- vant (O'Cass, 2001; O'Shaughnessy, 2006; Kotler & Zaltman, 1971). Empirical facts on the phenomenon have trig- gered an investigation of public leadership and beha- vioral consequences and effectiveness of management to the organization (eg,

Carson, Tesluk, & Marrone, 2007; Ensley, Hmieleski, & Pearce, 2006; Friedrich, Vessey, Schuelke, Ruark, & Mumford, 2009; Zhang, Waldman, & Wang, 2012). 1

Some early researchers claimed that the skillful leadership in politics at least is more effective, because it can pack and present per- ceptions of behavior more ethical, effective and with- out showing any ulterior motive in society (Ewen et al., 2014; Harvey, Harris, Kacmar, Buckless, & Pes- cosolido, 2014). Political marketing in democratic parties is ana- logous to a competitive market, voters or citizens as consumers, and prospective leaders as products or ser- vices (Henneberg & O'Shaughnessy, 2007). The be- havior of the Democratic Party and overlapping busi- nesses, eventually led to the culture of consumerism and transactional, causing loyalty to parties and can- didates for leadership change (Collins & Butler, 2003). Politics inherent in most organizations are caused by the informal behavior of members of the organization in order to gain supports as a leader (Mintzberg, 1983). Shaughnessy et al. (2017) argue that the role of the leader is a part of the informal and formal structure, so that this informal role requires both the competence and political ambition to be sup- ported by the subordinates (the people). Therefore, the political will becomes the ultimate requirement owned by a leader. The political will is highly rele- vant to the process of public leadership because the personality and skills-related traits do not automa- tically gain power from subordinates (Mintzberg, 1983). Thus, the individual's willingness to engage in the political process must have an appropriate political skill and political marketing. Political skill as a main requirement in the poli- tical will, must be effectively able to understand others at work, and able to influence others to act ac- cording to personal and or organizational goals (Ferris et al., 2005; Brouer, Douglas, Treadway, & Ferris, 2013). Prospective leaders thrive

in the space between the formal structure **and informal status,** 1

so it must risk the reputation

capital, as well as the appropriate context to exert the **influence** 1

of its leadership 53 (Treadway, Hochwarter, Kacmar, & Ferris, 2005; Treadway, Douglas, Ellen, Summers, & Ferris, 2014; Lvina et al., 2017). Although some previous re- searchers have discussed the political will and poli- tical marketing, a complete understanding about the consideration of political will and political marketing

in leadership is still poorly developed, especially the process of ambition, ability and political skill affect the success of leadership (eg, Blickle, Oerder, & Sum- mers, 2010; Douglas & Ammeter, 2004; Ammeter, Douglas, Gardner, Hochwarter, & Ferris, 2002; Treadway et al., 2014). This study combines and ex- tends the literature in developing the political market- ing positioning model and the political will towards the performance of public leaders. Based on the pre- vious research, the performance of the work of public

leaders is determined by adequate **ability:** ability **to evaluate** the **dynamics** 1

of the organization appropri- ately, and utilization of the resources as well as the space provided based on his or her leadership status which can improve performance of individuals or or- ganizations (Ammeter et al., 2002; Treadway et al., 2005; Ferris et al., 2007).

Specifically, this study aims to investigate the influence **of** political marketing **and** political will **on** 3

public leadership and individual per- formance. The constructed hypothesis is that the public lea- dership mediates the effect of political marketing with the concept of the marketing mix and the political will on the performance of the individual. If the prospec- tive leaders have the power to sell and political skill, the individual's performance as a public leader will be accepted by the organization (government). In the next few sections, there are some reviews on previous researches on political marketing, political will and in- dividual performance. Then it is followed by the des- cription of the research method, including a descrip- tion of the measurements to test the hypothesis. After reviewing the results of the study, the conclusion is drawn, including some important implications for lea- ders, weaknesses, and directions of future researches. Public Leadership Many public sector literatures tend to focus on the political leadership of the great men who become political leaders, and the nature or characteristics of the individual. The public sector leadership literature is focused on the president and also to Congress as demonstrated in the Encyclopedia of Leadership (Raf- fel, Leisink, & Middlebrooks, 2004). Public sector leadership is much more specific than leadership ge- nerally in organizations and even more expansive than political leadership, as some recent publications reveal. Van Wart and Dicke (2007) suggest several types of public sector leadership, namely organization (neglected and focused), politics and movement (Martin Luther King's role in the civil rights move- ment). Classical organizational theory consists of for- mal and informal organizations. Formal organization is as a consciously coordinated system of activities of two or more persons (Barnard, 1938). That is expli- citly actuating the subordinate to achieve the same goal in gaining success. The central actors in the or- ganization leadership have certain characteristics that effectively can improve the performance in the orga- nization (Scott, 1961). The concept of public leader- ship status acts as a product of contestation and poli- tical skill, which is reflected in the extent to which they recognize as the leader. Therefore, the

individual must be accepted **and** acknowledged **in aggregate** by the **followers, as** 1

leaders exert influences over others (Lord & Maher, 1991; Phillips & Lord, 1981). Political Marketing The implementation of practical marketing in politics is a new additional concept, which enters the realm of social

and nonprofit marketing with various contributions (Mauser, 1983; Newman, 2002; Farrell & Wortmann, 1987; Reid, 1988; Harrop, 1990; O'Shaughnessy, 1990; Smith & Saunders, 1990). It introduces the topic and analysis of in-depth mar- keting instruments, although it does not state spe- cifically as a theory. However, researches on political marketing are rapidly gaining momentum, as driven primarily by the development of dynamic marketing applications of some political parties and candidates, such as in the election of public sector leaders. Political marketing as a reference or analysis tool of the party or candidate of leaders to promote com- petitive ideas can help realize organizational goals and satisfy voter groups in exchange for voter's votes (Wring, 1997). O 'Cass (1996) stipulates that the use of marketing aims to offer the ability of political par- ties to address various problems and needs of voters through analysis of planning, implementing, and con- trolling of political campaigns and contestation. Fur- thermore, O 'Cass (1996) argues that the main pur- pose of political marketing is political parties and vo- ters making the most appropriate and satisfactory de- cisions for society. Political marketing is a promise and delivery process or implementation that is "pro- duced jointly" by all involved actors (Henneberg & O'Shaughnessy, 2007). The marketing political model used in contesta- tion is through the classical concept of marketing mix consisting of product, price, place and promotion (Niffenegger, 1989). The products in politics are the party platforms, track records and personal characte- ristics. Political prices include the economic costs, psychological costs and imagery. Distribution in- cludes the marketing programs and volunteer pro- grams. Promotions include the campaigns containing advertising, publications and vote getter. Thus the success of a leader is influenced by how to apply the marketing mix in the appropriate political marketing. Therefore, the hypothesis formulated as follows: H1 : Political marketing

has a significant effect on the success **of** public leadership. **H2** : Political marketing **has a significant effect on performance** **3**

Political Will Power tends to be viewed as a part of an effec- tive leadership; thus, a motivation for power is often investigated in the context of leadership (Shaughnessy et al., 2017; Lvina et al., 2017). The political skill that must be possessed in the need for power (political will) is associated with individual effectiveness (Blickle et al., 2010), leaders (Douglas & Ammeter, 2004), teams (Ahearn, Ferris, Hochwarter, Douglas, & Ammeter, 2004), and subordinates (Brouer et al., 2013). Lacking political skills is seen as a pretext to depose leaders (Laird, Zboja, Martinez, & Ferris, 2013; Van Velsor & Leslie, 1995).

Most great leaders have highly developed social antennae. They use a complex mix of cognitive and observational skills to recognize what followers are consciously and un- consciously **signaling to them** **2**

(Goffee & Jones, 2005). For example, some studies show that poli- tically skilled individuals who use branding tactics are rated higher than politically unskilled individuals (Harris, Kacmar, Zivnuska, & Shaw, 2007; Tread- way, Ferris, Duke, Adams, & Thatcher, 2007; Ferris, Treadway, Brouer, & Munyon, 2012). The increase in performance value is mediated by the per- ception of leaders on the capabilities and suitability with the people's expectations (Kolodinsky et al., 2007; Wu, Kwan, Wei, & Liu, 2013). People who have the need for power with political skills are judged to be more effective (Douglas & Ammeter, 2004) and have high performing teams (Ahearn et al., 2004) than leaders without skill. A leader's political skill is the most important predictor of managerial performance in addition to self-description, self-effi- cacy, and emotional

intelligence (Robins & Ferris, 2006). Political will emerges as the strongest predictor of adaptive and proactive capabilities and perform- ance when compared to other predictors including professional experience and intrinsic motivation (Gar- cía-Chas, Neira- Fontela, & Varela-Nira, 2015).

A person with a **high** personal **power** motive **will cultivate a cognitive** 1

tendency to exert power and in- fluence

others (Kehr, 2004). On the other hand, political will **would** define leadership **behaviors that lead to** 1

organizational performance (McClelland, Koestner & Weinberger, 1989; Lord & Dinh, 2014). The present study highlights certain contexts (e.g., public leadership of a region), as this may trigger this behavior in individuals with a high motivation for power. Political will is often the theme in studies of organizational politics (Treadway, 2012). The need for power represents the mobilization of

energy in the **pursuit of political goals (Treadway et al., 2005).** 1

Mo- tivation or willingness

to engage in political behavior will show the **actual political** behaviors **and their** 1

poli- tical skills will transform those behaviors into organi- zational outcomes (Shaughnessy et al., 2017). The present study draws on some previous literatures that examine the

need for power (political will) and public **leadership as** a **political behavior** 1

to influence perfor- mance. Political will constitutes a requirement that shall be possessed by a potential leader in order for in- dividual performance to be realized as the final out- comes expected by subordinates. The (public) organizational performance is a conceptualization of political will since public leader- ship with political skills is thought to have greater suc- cess in the organization (Brouer et al., 2013; Ferris et al., 2005; Ferris et al., 2007). Previous studies show that the construct of political will and political skill of leaders can influence the levels of

performance (Ferris et al., 2005). Furthermore, Ferris et al. (2007) suggest **that political** will **has implications for the self,** relevant **others, and** 1

group or organization. Political behaviors characterize **the**

public leadership with a political will; despite the limited social capital and the lack of sup- port from the political party, in terms of grassroots it has a strong mass base to influence. The need for power (political will) of an individual as a leader will have an effect on subordinates (the people). There- fore, the following hypotheses are formulated: 1. Political Marketing Political Will H2 H1 Public H5 Leadership Performance H3 H4 Figure 1. The conceptual model of the proposed framework Figure 1. The conceptual model of the proposed frame- work H3 : Political will (the need for power) has a signi- ficant effect on the success of public leadership. H4 : Political will (the need for power) has a signi- ficant effect on performance. H5 : The success of public leadership has a signi- ficant effect on individual performance. The conceptual framework that describes the overall hypothesis is shown in Figure 1. Research Method Samples and Procedures The sample of respondents encountered in of- fices, shopping centers or campuses were taken in Surabaya by using the random sampling technique. Of 300 respondents, a total of 265 (or 88%) was deemed eligible for analysis. In detail, 160 respon- dents (or 60.3%) were male and 85 or 32.07% were female and 20 or 7.53% did not identify their sex and their average age was 32.5 years). With regard to edu- cation level 65.0% of respondents were undergra- duate, 20.0% had a master degree, 10.0% had a doc- toral degree, and 5.0% did not identify their level of education. Furthermore, 71.5% of respondents were from Surabaya and 28.5% from outside Surabaya. Research Measuring Instrument All the scales used in the present study are adapted from the measuring instruments that have been tested and validated by previous researchers. Po- litical marketing is measured by a measurement con- sisting of product politics, price politics, distribution politics and promotional politics (Niffenegger, 1989; Henneberg & O'Shaughnessy, 2007; O'Shaughnessy, 2006). The items use a 5-point scale (1 = strongly disagree, 5 = strongly agree). The items of subordinate perceptions of the leader's political will (the need for power) are adapted from McClelland (1975), Ferris et al. (2005), Shaughnessy et al. (2017) and Lvina et al. (2017). These include the personal influence (e.g., "It's easy to build good relationships with most people"), the social intelligence (e.g., "He understands people very well"), the behavioral integrity (e.g., "When commu- nicating with others, he is trying to be sincere about what he says and he does"), the networking capability (e.g., "He devotes a lot of time and efforts building networks with others"), and the political skills ("Al- ways be instinctively aware of the right thing to say and to do to influence others"). Public leadership is measured by the political will of aspects of leadership traits (Knoke & Burt, 1983; Lord & Dinh, 2014) and representation net- works. Some earlier investigators ask respondents to answer a statement addressed to a list of all candidate leaders

(e.g., Neubert & Taggar, 2004; Venkatarama- ni, **Richter & Clarke, 2014; Zhang et al., 2012).** Spe- cifically, **respondents** 1

are asked to nominate their candidate leaders and to put a tick next to the name of individual considered as a suitable leader. However, the present study does not mention the names of candidate regional leaders in order to avoid subjec- tivity and, coincidentally, there will be an election of Governor and Vice Governor of East Java Province in 2018. With regard to the performance variables, orga- nizational performance measures similarly to those of other study investigating performance or work perfor- mance (i.e., Zhang et al., 2012), covering employee relationships with colleagues and their

supervisors, their interactions **with other staff and clients,** professi- 1

onalism, **and punctuality.**

The control variables used from

the number of collected **demographic variables** consist of **age, gender, and** 1

education, which are taken into account in this analysis

as age (Sturman, 2003; Waldman & Avolio, 1986), gender (Eagly & Karau, 2002), and education **(Biernat & Kobrynowicz, 1997) have shown to have an effect on leadership and/or performance,** 1

as found by Waldman and Avolio (1986) that job performance may increase with the age. Results and Discussions Reliability and Construct Validity To test the construct validity of each scale, the present study uses the confirmatory construct analysis (CFA) and analyzes the covariance matrix by using the maximum likelihood procedure of Amos 21. The complete results of CFA, including mean, standard deviation, construct reliability, average variance ex- tracted (AVE) and bivariate correlations among each latent factors can be found in Table 1. The results show that the measurement model corresponds to the data adequately ($\chi2$ = 2507.11; p <0. 01; df = 1.303; CFI = 0.88; TLI = 0.87; RMSEA = 0.08; SRMR = 0.07). In addition, items incorpora- ted into the measurement model have construct relia- bility ranging from 0.78 to 0.98, indicating that the measuring instrument is very reliable. Furthermore, Churchill, Jr. (1979) suggested that the construct must be tested for its convergent validity and discriminant validity. The average variance extracted (AVE) for politi- cal marketing is 0.88, political will 0.89, public lea- dership 0.84, and performance 0.87. All values exceed the recommended level of 0.50. Thus, the scales of political marketing, political will, public lea- dership, and performance have a convergent validity since these variables show a greater explanatory po- wer than the error variance (Fornell & Larcker, 1981). Figure 2. Hypothesis test result Hypothesis Testing The path analysis is conceptualized on the model using AMOS 21. The results of the structural model

can be seen in Table 2 **and the** result of **the** hypothesis testing **can be seen in** 3

Figure 2. Overall, the model shows a fit with the data ($\chi2$ = 3.53, p = 0.75, df = 7; CFI = 1.01; TLI = 1.03; RMSEA = 0.00; SRMR = 0.03); as can be seen from Table 2. Political marketing has a significant effect on public leadership (β = 0.52, p < 0.01) and political marketing has a significant effect on public leadership (β = 0.24, p < 0.01), and public leadership has a signi- ficant effect on performance (β = 0.21, p <0.01). Thus, the results support H1, H3, and H5, while H2 and H4 are not supported. The indirect effect bootstrap test (Preacher & Hayes, 2008) is used to evaluate hypotheses, between implicit variables in the model, as in Table 3. The analysis results show that there is a significant direct influence of political marketing of the leader on the performance (a × b = 0:13; 95% CI [0:06, 0.21]). When there is a direct effect of leaders political marketing to the performance of the models, the line was not significant (β = 0.04, p = 0.55).

Simultane- ously, the effect of the leader's political marketing on performance is entirely mediated by the success of public leadership. Similarly, a direct influence on the performance of political will is also fully mediated by the success of public leadership (a × b = 0.17; 95% CI [0.02, 0.12]) and (β = 0.05, p = 0.54). Thus, support was found for Hypothesis 1 and 3. The indirect effect of political marketing on per- formance is not significant (a x b = -0.01; 95% CI [0.04, 0.02] β = 0.12** and the indirect effect of poli- tical will on performance is also insignificant, (a x b = -0.02; 95% CI [-0.02, 0.11] β = 0.72**). Hence Hypo- thesis 2 and Hypothesis 4 are not supported. The di- rect effect of public leadership to performance is very significant (a x b = 0.21; 95% CI [0.07, 0.20] β = 0.01 (p = 0.51). This means that someone who has high political marketing and political will and is recognized as a leader also achieves high performance values. Thus, support is found for Hypothesis 5. The results of the analysis indicate that someone who has high political marketing and

political will (i.e., high power motivation) is **more likely to be** re- cognized **as** a leader, **and the performance of** a leader **is found to** depend **on political**

1

marketing and political skills. Thus, the present study extends the literature on marketing in politics to gain public leadership legiti- Table 2 Structural Model Result Paths B Political Marketing → Public Leadership 0.52** Political Marketing → Performance -0.03 Political Will → Public Leadership 0.23** Political Will → Performance -0.07 Public Leadership → Performance 0.21** Model fit: χ2 = 3.53, p = 0.75, df = 7; CFI = 1.01; TLI = 1.03; RMSEA = 0.00; SRMR =0.03 R2 69.5% 77.5% 7.5% Note. N = 265. †p < 0.10. *p < 0.05. **p < 0.01. Table 3. Bootstrap Test of the Standardized Indirect Effects a x b 95% CI βdirect path Political marketing → public leadership → performance 0.13** [0.06, 0.21] 0.04 (p = 0.55) Political marketing → performance -0.01 [-0.04, 0.02] 0.12** Political will → public leadership → performance 0.17** [0.02, 0.12] 0.05 (p = 0.54) Political will → performance -0.02 [-0.02, 0.11] 0.72** Public leadership → performance 0.21** [0.07, 0.20] 0.01 (p = 0.51) Note. N = 265. CI = confidence interval; Analyses based on 1,000 replications (Preacher & Hayes, 2008). The βdirect path represents the standardized parameter estimate of the X → Y direct path when included in the structural model. †p < 0.10. *p < 0.05. **p < 0.01. macy by providing empirical evidence of individual differences between those with political skills and po- litical marketing as well. The results showed that in- dividuals with political marketing and political will (i.e., someone who has the power motives) are more likely to be recognized as a potential leader, but re- cognition by the community as a leader is not associ- ated with the level of performance appraisal. This shows that the performance of public leaders depends on the ability to manage the organization (govern- ment) obtained through political skill ownership in the political will of a person. Findings of this study indi- cate that individuals who have a precise political mar- keting and high political will, to gain public leadership success, cannot be used to judge individual perfor- mance in the organization, so there is still a need for further research on the antecedents of performance appraisal of leaders. In other words, the success of public leadership cannot be seen as limited to political marketing and political will alone. Realizing that the construct of political market- ing and political will are contemporary and pragmatic, the results of the analysis are limited to how a poten- tial leader seeks victory in a political contest. In addi- tion, with regard to political marketing and political will associated with the effectiveness of leaders and teams (the performance), the mechanism by which leaders use political marketing and have political will that can lead to effective subordinate functions cannot be measured by using the two constructs (Ahearn et al., 2004; Douglas & Ammeter, 2004; Treadway et al., 2014). Results also show that those individuals who rightfully use political

marketing and are politi- cally skilled are more adept at the branding manage- ment and able to disguise their insincere motives (Harris et al., 2007; Treadway et al., 2007, Ferris et al., 2007; Wu et al., 2013), leading their positioning in the public eye to be more acceptable. Associated with the holistic marketing theory (Kotler, 2003), the results of the present study cannot be fully applied to power politic activities since the application of marketing to practical politics is diffe- rent from business activities that should be far from politics, and politics is considered very mysterious (Henneberg, 2007). For example, the mix program of political marketing derived from products, promo- tions, prices and places is strongly influenced by indi- vidual track records, and the sincerity shown by po- tential leaders (Lvina et al., 2017; Henneberg & O'Shaughnessy, 2007; Niffenegger, 1989). Coupled with the emergence of transactional culture, marketing practices become running less well as it should do in the business world. Therefore, regardless the political marketing and political skills that should be in line with the words and deeds of leaders, subordinates (the people) will respond to leaders (e.g., to vote and mobilize others) based on their perceived quality of leaders. Furthermore, a potential leader or regional head and perhaps also political parties have to increase their awareness by using a buzzer model in order to familiarize everyone. Thus,

the subordinates' perception of the leaders' alignment of **words and deeds** **2**

deserves further inves- tigation. Finally, this model further demonstrates that po- litical marketing and political will (motivation) serve as the public leadership to instigate the willingness of the subordinates (people) to achieve certain goals (Shaughnessy et al., 2017; Henneberg & O'Shaugh- nessy, 2007). On the contrary,

Treadway et al. (2005) focuses **on the role of political** will **as a resource** **1**

to undertake political behavior; however, to utilize

their status to achieve personal gain (i.e., performance) **1**

a leader should be provided with adequate political skills. These findings prove that the motivation of power (political will) is a different entity with political marketing, but both are important to gain public lea- dership, which is expected to run the organization well so that performance measurement can be mea- sured. In addition, this study provides empirical sup- port

for the theoretical positioning of political will **as a personal resource** **1**

in gaining a leadership position

(Ferris et al., 2007; Ferris et al., 2005). Conclusions **and** Implications **The** **1**

phenomenon of public leadership that uses the strategy of marketing and political will cannot de- termine the

effectiveness of prospective leaders in im- proving performance. Meanwhile, Brass (2001) ar- gues

that leader effectiveness is less **based on** leader- ship **traits,** but rather **on the ability to** complete **work through others.** 1

Individual work performance depends on a match between political skill and the context of public leadership. In short, empirical support for the development of the concept of public leadership stra- tegies found

provides a basis for understanding, iden- tification, **and success of** public **leaders in** 1

organiza- tions. A prospective congenial leader is using political marketing and skillful in politic and more adept at imaging management and able to disguise the motive was sincere, to sell himself as a prospective leader. Political marketing is not fully applied into the politi- cal activities of power, because the application of marketing in different practical politics in business ac- tivities should be away from politics and politics is considered very mysterious. Practical Implications The most apparent implication of this research findings is that political will equipped with political skill can be used to influence people's perceptions. Political will and political marketing have an impor- tant place in the contestations of public leadership. Some leaders may not be aware of the impact of the unfulfilled promises in their political campaigns, but an aware leader will immediately fulfill his promises. Political will and political marketing has an im- portant place in public leadership contestation. Some leaders may not realize the impact of the pledge vio- lated in the political campaign, but leaders quickly re- alized will soon fulfill his promise. In addition, there are some important practical implications with regard to public leadership, which is the political will would be framed with good political skills that can be built and managed better. Thus, there is an opportunity to help people

become more self- **aware,** conscious **of the promises they make,** and find out **how they intentionally** or **unintentionally** commu- nicate **promises and values** 2

of leaders. Organizations should ensure that a leader can understand the effect caused by the alignment of words with their deeds on the effectiveness of the organization. Public leaders should also continue to make innovation on packa- ging design of marketing mix which is more unique so that marketing practices in politics work well. Limitations of Research There is the potential ambiguity with regard to the

theoretical conceptualization of public **leadership** because **it** can **be** confused **with other concepts such as** the private **leadership** (business) in **the** 1

formal orga- nization (Barnard, 1938). Furthermore, the generaliza- tion of the results of the present study

to the formal **leadership literature** can **be** influenced **by the context** 1

in which the research is conducted (Anderson, Spa- taro, & Flynn, 2008; Lord & Dinh, 2014) and operationalized in formal organizational leaders that do not distinguish the public from private sectors. Thus, generalization of the use of leadership concept should be tailored to the existing context, whether in public or private organizations. However, the findings of pre- vious studies support the validity of the results of the present study (Balkundi & Kilduff, 2005). As previ- ously described, political will together with political skills are not necessarily acceptable to the people. Ne- vertheless, a truly politically skilled leader will be able to appear genuinely, regardless of whether they are naturally so or not. Directions of Future Research

Mintzberg's (1983) discussion of the definition and mechanism **of political will** 1

show a detailed ex- planation, in which

political will is highly **relevant to the** process of public **leadership** since the **personality and traits** 1

associated with political skill cannot in itself secure a strong position from subordinates. Unfortu- nately, few studies attempt to implement his thoughts. Similarly, Treadway (2012) considers political will necessary to explain how motivation affects the poli- tical process within an organization. The conceptual considerations are of particularly concerned to lea- dership

researchers (Osborn, Hunt, & Jauch, 2002), but public **leadership** researchers **have little** 1

to say about these issues. Additionally, the conceptualization of political marketing also cannot be fully used since there is a significant difference in the packaging of the appropriate marketing mix (see Niffenegger, 1989; Henneberg & O'Shaughnessy, 2007). This gap may trigger the idea to investigate marketing in a more practical political context. References Ahearn, K. K., Ferris, G. R., Hochwarter, W. A., Douglas, C., & Ammeter, A. P. (2004). Leader political skill and team performance. Journal of Management, 30(3), 309–327. Ammeter, A. P., Douglas, C., Gardner, W. L., Hoch- warter, W. A., & Ferris, G. R. (2002). Toward a political theory of leadership. Leadership Quar- terly, 13(6), 751–796. Anderson, C., Spataro, S. E., & Flynn, F. J. (2008). Personality and organizational culture as deter- minants of influence. Journal of Applied Psychology, 93(3), 702–710. Balkundi, P. & Kilduff, M. (2005). The ties that lead: A social network approach to leadership. Leadership Quarterly, 17(4), 419–439. Barnard, C. I. (1938). The functions of the executive. Cambridge, MA: Harvard University Press. Biernat, M. & Kobrynowicz, D. (1997). Gender-and race-based standards of competence: Lower mi- nimum standards but higher ability standards for devalued groups. Journal of Personality and So- cial Psychology, 72(3), 544–557. Blickle, G., Oerder, K., & Summers, J. K. (2010). The impact of political skill on career success of em- ployees' representatives. Journal of Vocational

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