

TRANSFORMATIONAL LEADERSHIP OF LOCAL GOVERNMENTS

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Introduction

One of the driving factors that can improve the performance of the apparatus is the presence of an effective leader. An effective leader is one of the important factors that affect the workings of the apparatus, wherein later job satisfaction will arise, which will eventually be seen in the work given by the apparatus. Effective leadership and improved performance of the apparatus are two factors that have been considered the basis for a successful organization. Widitmoko (2007: 17) states that improving the quality of public services is very much influenced by the concern and commitment of leaders and government administrators to carry out good governance as well as this is explained by Stephen Robbins 2005 states that leadership is the ability to influence a group towards achieving goals.

The important role of the existence of a leader in an organization is as a guide for the direction and goals of the future, agent of change (agent of change), negotiator and development (Munawaroh, 2011). Hasan Ipmawan , (2015) said that the current leadership model today is transformational leadership that will play an important role in the organization. Transformational leadership includes a very close relationship between leaders and with followers which is not based on agreement but rather on a relationship of trust, feeling admired, loyal, and respectful to their superiors so as to motivate their subordinates to do more than usual.

Transformational leadership style with regard to the means used by leaders / managers to influence subordinates. Leadership style is the norm of behavior used by a leader / manager when he influences his subordinates. In transformational leaders, influence followers by generating strong emotions and identification with the leader, but they can also transform followers by acting as a trainer, teacher or mentor. Transformational leaders try to empower and elevate followers. Transformational followers can be found in any organization at any level. Transformational leadership is also developing each person becomes *berp e rilaku* as superleaders means a transformational leader can self leadership (Luthans (2012) . Transformational leadership is a leader who leads others to lead themselves. Dimensions and indicators of transformational leadership style according to Bass Bernand (20 06), namely: a) The effect of the ideal (idealized influence) which has three indicators, namely, as an exemplary leader, respect of subordinates, and leaders give confidence to subordinates . b) Inspirational motivation , which consists of two indicators, namely inspiration to complete tasks, and motivation to complete tasks with enthusiasm.c) Intellectual stimulation , which consists of two indicators, namely motivation to be innovative, and the leader encourages subordinate to the creative. d) the attention that is individual (Individualized consideration , which has two indicators, namely consideration of the needs, and giving attention.

Research and findings that state that leadership affects the performance of the apparatus such as the findings of research by Juriko Abdussamad (2014) states that wise leaders generally pay more attention to the conditions of subordinates in order to achieve organizational goals. The style to be used received a warm welcome by the subordinates so that the process of influencing subordinates went well and on the one hand there was an awareness to work together and work productively. There are various ways to influence these subordinates in the leader's interests, namely organizational goals. Leaders in achieving the goals that have been set on tasks and functions, through the process of communicating with their subordinates as a dimension in leadership and techniques for maximizing decision making.

Yulianti Wuryanti (2015) found transformational leadership has a positive effect on performance, as well as the research findings of Djoko Setyo Widodo, Eddy Sanusi Silitonga, and Hapzi Ali, (201 7); Thomas WH Ng, (201 7); Ria Nelly Sari, Dewi Junita, Rita Anugerah, Raisya Zenita (2019) ; that transformational leadership has a positive influence on performance. Nonetheless recorded men are also studies e mukan leadership conyngency reward have any impact negatively on the performance of individual followers (Howel and Avolio, 1993; Yammarino and Bass, 1990).

Leadership To Support Good Governance

Bennis (2010: 2) The concept of leader comes from the foreign word "leader" and the word "leadership" from the word "leadership". Leaders are the most results-oriented people in the world, and certainty with these results is only positive when one knows what one knows. J. Kaloh (2006) A good leader is a leader who can create a climate, where the people they lead feel free to provide input
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(including criticism) as well as ground their various ideas and ideas openly, without feeling afraid, burdened, pressured or overshadowed. - overshadowed by punishment and the possibility of being removed or laid off.

Pasalong (2010: 2) says that a leader is a vioner as a person who is willing to step into an unknown situation. Leaders who have a clear vision can be a guide in carrying out their main duties and functions as a leader. Fahmi (2010) a leader in a broad sense is "someone who leads, by initiating social behavior by regulating, demonstrating organizing or controlling the efforts (efforts) of others or through prestige, power or position". Pasalong (2010: 2) states that a leader is a person who has certain superiority, so that he has the authority and power to move others to make joint efforts to achieve certain goals. Meanwhile, Syaffi'ie (2009: 1) says that a leader is a person who influences other parties through a process of communication authority so that the other person acts something in achieving certain goals. Wirjana (2006: 4) says that a leader is "a person who occupies a group position influencing people in the group according to the expectations of that role and position, and coordinates and directs the group to defend itself and achieve its goals". Rivali (2010: 65) states a leader is a member of a group who is given a certain position and is expected to act according to his position, so the leader is also someone in an association who is expected to use his influence to realize and achieve group goals. Sudriamunawar (2006: 1) a leader is someone who has certain abilities that can influence his followers to work together towards achieving predetermined goals.

Leaders in the organization must have advantages compared to their subordinates, namely employees in the organization concerned, so that they can show their subordinates to move, be active, have high efforts to achieve predetermined goals. However, just directing all employees is not enough, so there needs to be an encouragement so that employees have a great interest in their work. On this basis, as long as the leader's attention is directed to his subordinates, the work productivity of his employees will increase.

Syamsul Arifin (2012: 4) Leadership is the ability to persuade people to achieve firm and passionate goals. Siagian (2007: 86) Leadership is a process of directing and influencing activities related to the tasks of the group. Behavioral leadership is leadership based on observations of what effective leaders are doing. Leadership here provides leeway for individuals to realize their own potential motivations to satisfy needs while at the same time contributing to the achievement of organizational goals.

Kartini Kartono (2013: 32) leadership is the process of influencing the interpretation of the events of the followers, the choice of target groups or organizations, organizing these activities to achieve the goal of maintaining cooperation and teamwork, as well as gaining support and cooperation from people who are outside groups and organizations. Safaria in Syamsul Arifin (2012: 6) states that leadership is one of the easiest phenomena to observe, however, it is one of the most difficult to understand. Kartino Kartono (2013: 38) the leader is someone who has one or more advantages as predisposition (aptitude under birth), and is a requirement of the situation or age, so he has the power and kewiba wa late to direct and guide subordinates .

Transformational Leadership

Transformational leadership always starts with a vision that reflects a common goal, and is explained to all employees in a clear and simple manner, always strives to increase employee awareness of the value and importance of their duties and work for the organization, is oriented towards achieving the vision by maintaining and maintaining the commitment that has been built together, dare to make and respond to changes when needed, and explain to all employees about the benefits of changes made, and develop themselves continuously through various learning media to improve leadership competencies.

In formulating change, a humane transformational approach is usually used, in which a participatory work environment with a collegial management model that is full of openness and decisions are taken together. Thus transformational leadership is leadership that is able to create fundamental changes and is based on the religious values of the system and culture to create innovation and creativity for its followers in order to achieve the predetermined vision. Transformational leaders are actually agents of change, because they are closely related to the transformations that occur in an organization. Its main function is to act as a catalyst for change, not as a controller for change.

Burns in Sedarmayanti, (2010: 184), transformational leaders who are able and successful to make changes, because transformational leaders provide a clear vision for change. Bass in Pasolong, (2008: 129) defines transformational leadership as the ability of a leader to influence his subordinates so that they will believe, imitate and respect him. The process of change carried out by transformational leaders, according to Bass, can be done by: (1) Increasing employee awareness of the value and importance of tasks and work, (2) Directing them to focus on group and organizational goals, not on personal interests, and (3)) Develop their potential to the optimal.

In the path goal theory developed by Robert House (1971, in Kreitner and Kinicki, 2005) states that leaders encourage higher performance by providing activities that influence their subordinates to believe that valuable results can be achieved by serious endeavor. Leadership that applies universally results in high levels of performance and subordinate satisfaction.

Previous research on transformational leadership and performance was carried out by Yulianti Wuryanti (2015) to see transformational leadership, behavioral integrity and trust in leaders in improving performance, found transformational leadership had a positive effect on performance, trust. Trust has a positive effect on performance, integrity of behavior has a positive but insignificant effect on performance. Research results by Djoko Setyo Widodo, Eddy Sanusi Silitonga, and Hapzi Ali, (2017); Thomas WH Ng, (2017); Ria Nelly Sari, Dewi Junita, Rita Anugerah, Raisya Zenita (2019); that transformational leadership has a positive influence on performance. Nonetheless recorded men are also studies e mukan leadership conyinging reward have any impact negatively on the performance of individual followers (Howel and Avolio, 1993; Yammarino and Bass, 1990).

In an effort to form, realize, and increase public trust in the government, good governance is needed, managed in a participatory manner and side by side between the community and the government (Kesi Widjajanti and Eviatiwi Kusumaningtyas Sugyanto (2015). Good governance is a government that is close to the community. and in providing services must be in accordance with the needs of society. the essence of good governance (good governance) is characterized by the implementation of the service of public good, it is in line with the essence of the policy of decentralization and regional autonomy that is intended to give flexibility to the area organize and manage the community local and improve public services (Khafid, 2011).

Hayat (2014) explains that leadership is a milestone in the success of bureaucratic reform in public services towards the goals of good governance. Leadership nation firmly in strategic policy, transparent effectiveness and efficiency, accountability in the task and authority, coupled with communication patterns and relations populist, good and just be a benchmark for the achievement of bureaucratic reform with good will that do together - together in a service oriented as the main function of the bureaucracy that is oriented towards good governance. The principles of leadership in the implementation of bureaucratic reform are demands that must be carried out and driven as a driver of macro governance success towards good governance.

This study tries to establish a relationship whether the implementation of good governance will be able to cause the leadership to apply transformational leadership. This concept is based on the fact that the implementation of good governance includes accountability, transparency, and effectiveness and efficiency which can change leadership styles.

Organizational goals can be achieved with good relationships between leaders and subordinates. Leaders must develop an approach that best fits the situation of the individual and the people they work with (Overton, 2002). A leader must act as a caregiver who encourages, guides and guides his / her care (Hasibuan, 2012, p. 170). Therefore, leaders must have a leadership style that is applied in their organization. Leadership style is a behavior norm that is used by someone when that person tries to influence the behavior of others.

In an organization or community, morality is highest because it radiates accountability for the behavior of a leader. Accountability is also an important part of the formation of organizational or governmental governance. The relationship between morality and leadership accountability is indeed complex, influenced by cultural factors, situations and conditions. But really it can be simplified as a linear relationship. Accountable leadership is produced from morality with character and integrity, (Iwan Nugroho, 2013)

The government will emphasize more on the aspect of government accountability in reforming the government bureaucracy. One way to achieve government accountability to its citizens is by using the principle of transparency (openness). Through the transparency of government administration, the public is given the opportunity to know the policies that will and have been taken by the government. Also through the transparency of government administration, the community can provide feedback or outcomes to the policies that have been taken by the government (Astuti, 2013). Like accountability, transparency also has an important role in government administration because with transparency, the public is given the opportunity to find out about policies or decisions that have been set by the government. So, the government provides the information needed by the public regarding the policies taken by the government, (Fanny Jitmau, Lintje Kalangi, Linda Lambey, 2017), the implementation of accountability and transparency requires the government, in this case the leadership, to report and provide information to the public regarding the implementation of programs have been done. Such leadership behavior reflects transformational leaders. As stated by Harbani Pasolong (2008; 1280) basically the term transformational means transforming or changing something to be different from before. for example, transforming a vision into reality, a mission into a program. Therefore, the transformation of the meaning of characteristics can change something into another form, for example, the motive for achievement into real achievement.

Based on the data in Figure 4.8, it can be explained that all indicators in the Transformational Leadership Style variable have a loading factor value greater than > 0.6 . Transformational leadership variables are measured by 4 (four) dimensions, including: ideal influence with a loading factor value of 0.815 (81.5%), inspirational motivation of 0.858 (85.8%), intellectual stimulus with a loading factor value of 0.800 (80.0%), and individual attention with a loading factor value of 0.861 (86.1%). These results indicate that the transformational leadership variable with an indicator whose loading factor value is above 0.60 has a high level of validity or meets convergent validity.

Conclusion

The leadership style of transformational ber influence positively on the performance of the apparatus, which means that if the style of leadership of transformational applied in the organization, it will be followed also by the increase in the performance of the apparatus. Ha si l This shows that there is a direct influence style of leadership transformational to the performance of the apparatus .

The implementation of good governance is able to influence the leadership to apply a transformational leadership style, because transformational leadership is based on the implementation of accountability, responsibility and efficient and effective governance, the charisma of the leadership to always provide motivation to employees in realizing good public services.

Good governance and the style of leadership transformational in together (simultaneously) ber influence positive and significant impact on the performance of the apparatus. The results have demonstrated that the performance of the apparatus can be explained by jointly by good governance and the style of leadership transformational. By thus that good governance and the style of leadership transformational are together having a relationship directly and positively to the performance of the apparatus.

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