

Implementation of Leadership Style in Increasing Local Government Innovation

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Abstract

The purpose of this study is to determine the implementation of leadership styles in increasing local government innovation. This research method is based on the approach used in this study is a qualitative approach. This research was conducted in North Luwu Regency, South Sulawesi Province, to be precise at the Regent Office of North Luwu Regency. Data collection was carried out through observation and interviews. The results showed that the leader has carried out his function as a spokesman. The output of the aforementioned activities has brought the good name of the North Luwu Regency Government as a regency that has the ability to speak professionally, where organizing international and national scale events require optimal lobbying and negotiations. The implementation of the leader in giving natural rewards to employees turns out to be able to improve performance and motivation on the pretext that the work given is an award because not everyone is able to complete the job well, on the other hand, employees feel that tasks that can be completed properly are opportunities for further increase his potential and competence so that it will be easier to get strategic positions in the future. Leaders play a role in creating a positive mindset towards developing potential employees from various dimensions, namely the dimensions of HR development, the dimensions of skill development, and the dimensions of decision making.

Keywords: Government Innovation, Leadership Style, Local Government

Introduction

The best leadership style, or is there a leadership style that can increase government innovation in achieving its vision and mission. From some literature that describes "the best style", namely a style that seeks to optimize human productivity and satisfaction in various conditions, such as the one best approach proposed by Blake & Mouton (1964), as well as McGregor & Cutcher-Gershenfeld (1960) in the context of It seems that the issue of leadership is relevant and always interesting to study, especially when it is related to a crisis of trust in society.

In connection with the above, the results of the empirical study show that the success of the local government is certainly influenced by several factors. Fiedler (1974) tries to answer the question by pointing out three elements in a work situation that determine an effective leadership style. The three elements are the relationship between the leader and subordinates, the task structure, and the position of power of the leader. The relationship between leaders and subordinates is an important factor that greatly affects leadership power and effectiveness. If the leader and subordinates respect each other, then the leader or manager does not need to adopt an authoritarian attitude. While the manager is not liked, he must direct and encourage his subordinates to carry out group tasks.

Leadership in an organization is the lifeblood in achieving organizational goals. Operationally, there is the main function of leadership, namely instructive, where the leader functions as a communicator who determines what is the content of orders, how to do orders,

and where to do orders so that decisions can be realized effectively. Consultative, leaders can use the consultative function as two-way communication (Fairholm, 2009). This is used when the leader is in an effort to make decisions that require consideration and consult with the people he leads. Participation, the leader tries to activate the people they lead, both in making decisions and in implementing them (Beierle & Cayford, 2002; Blanchard, 2018).

In the science of public administration, it explains that every member of the group gets the same opportunity to participate in carrying out activities that are described from the main tasks, according to their respective positions. The delegation, the leader provides the delegation of authority in making or making decisions (Hollander & Offermann, 1990; Pellegrini & Scandura, 2006; Daniguelo, 2020). The function of delegation is actually the leader's trust in the person who is entrusted with the delegation of authority by carrying out with full responsibility. The function of delegation must be realized because the progress and development of the group cannot be realized by a leader alone (Ladegard & Gjerde, 2014). Control, the control function assumes that effective leadership must be able to organize the activities of its members in a directed manner in effective coordination so as to enable the maximum achievement of common goals. In carrying out the control function, the leader can realize through activities of guidance, direction, coordination, and supervision.

Leadership and innovation are keywords to restore government confidence in society. In various literature, innovation has varied meanings put forward by experts. One of the definitions of innovation put forward by Rogers (1983) is that innovation is an idea, practice, or object that is considered new by individuals or another unit of adoption. Meanwhile, Bartos (2003) defines innovation that is appropriate for the public sector: a change in management policy or practice that leads to improvements in service or the quantity and quality of organizational output (Sangkala, 2014). This study examines the implementation of leadership styles in increasing local government innovation in the North Luwu Regency.

Methods

The approach used in this study is a qualitative approach. Judging from the type of this research is a descriptive study designed to obtain information about the status and symptoms at the time of the research. This research is directed to determine the nature of a situation, namely explaining the leadership style in increasing government innovation in North Luwu Regency.

This research was conducted in North Luwu Regency, South Sulawesi Province, to be precise at the Regent Office of North Luwu Regency. Data collection was carried out through observation and interviews. To get a detailed and in-depth description and explanation of the phenomena related to the problem, this research focuses specifically on the Regional Government of North Luwu Regency, namely: Internal government officials and employees, the Chairperson of the DPRD and several Commission Members, Community Figures, Religious Figures, Political Parties, NGOs, Mass organizations and the general public. The data analysis procedure used refers to the interactive model from Miles et al., (2014) which includes several stages of analysis activities, namely data condensation, data display, and conclusion drawing and verification.

Result and Discussion

Implementation of Leadership Style in Improving Innovation

Leadership implementation is defined as a real action taken by a leader against a predetermined policy as well as a measure of the success of the government. Indicators to see

the implementation of Visionary Leadership and Supervisory leadership in North Luwu Regency refer to performance indicators based on inputs, processes, outputs, and outcomes

Visionary Leadership

Based on the results of previous identification, North Luwu Regency applies the Visionary Leadership style of leadership in developing leadership mandates with indicators: leader as a determinant of direction, leader as an agent of change, leader as a spokesperson, and leader as a trainer, the next step is the implementation of leadership style in realizing the program. or organizational goals to be achieved.

Implementation of the Vision and Mission of the North Luwu Regency government as a direction setter, the author refers to the input, process, and output performance indicators. In connection with the determination of the Vision and Mission of the North Luwu Regency, it cannot be separated from the involvement of stakeholders. From the results of the interviews, it shows that in the preparation up to the determination of the Vision and Mission of North Luwu Regency, it cannot be separated from the involvement of all stakeholders

Overall, the implementation of the leader as a determinant of direction based on the vision and mission of the authors concludes that North Luwu Regency is in a good category by fulfilling the assessment indicators namely input, process, output, and outcome.

Agent of Change

Implementation of the role of the leader as an agent of change. The author refers to the stages of development contained in the Regional Medium Term Development Plan (RPJMD) for North Luwu Regency 2016-2021, wherein the RPJMD we can see the planning and development changes of the year after year.

Table 1. Stages of development priorities in North Luwu Regency from year to year

2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Consolidating bureaucratic reform and strengthening the people's economic base in supporting quality development	Accelerating infrastructure development, developing people's economy and strengthening human quality in realizing equitable development	Accelerating social economic development and strengthening human quality in increasing regional competitiveness innovation	Development of people's economy and implementation of public services as well as public order and security.	Consolidating quality and equitable development in supporting the maturity of community welfare

Source: 2016-2021 North Luwu Regency RPJMD Document Data.

The process of change that occurred in the North Luwu Regency was inseparable from the involvement of all stakeholders as a joint commitment in the oath of office when inaugurated as the leader in each regional work unit (SKPD).

The results of the interviews show that the leaders of North Luwu Regency have carried out their functions as agents of change as well as making predictions about the implications for regional development, being able to make priorities for change that are synergic with their vision and able to promote experimentation with people's participation to produce the expected changes.

To see in general the implementation of the leader as an agent of change (Agent Of Change) towards the development of North Luwu Regency based on the stages described above the author presents in table.

Table. 2. Analysis of the improvement of development achievements in 2019 – 2021

Development Indicators	Quantification	Medium-Term Development Target 2021	Realization of development in 2019	Development achievements (%)
Bureaucratic Reform	Percentage	80,00	50,13	62,66
Indigenous community participation in the development	Percentage	75,00	53,23	70,97
Habitable settlement	Percentage	79,50	77,01	96,87
Life expectancy	Percentage	68,70	68,20	99,27
Education index	Percentage	80,00	60,43	75,54
Youth development	Percentage	66,67	88,00	131,99
Gender empowerment	Percentage	45,62	43,92	96,27
Cultural Preservation	Percentage	79,99	57,88	72,36
Economic growth	Percentage	7,80	7,11	91,3
Investment Increase	Percentage	10	12	121
Vacation	Percentage	16,50	12,77	77,39
Living environment	Percentage	76,09	76,42	100,43
Poverty index	Percentage	8,00	13,60	58,82
Open unemployment	Percentage	2,10	3,34	69,08
Regional Infrastructure	Percentage	66,95	65,47	97,69
Sense of secure	Percentage	76,00	64,00	84,21

Source: Data processing of the North Luwu Government Agency Performance Accountability Report (LAKIP) 2019.

The achievements of the development of the 2016-2021 RPJMD as a whole in 2019 based on indicators have increased. The target for the development of Bureaucratic Reform in 2021 is 80% of the average realization until 2019 50% Achievement of Bureaucratic Reform 62%. The target achievement for the development of Indigenous Community Participation in 2021 is 75% realization in 2019 53% achievement of Indigenous Community Participation development 75%. The target achievement for the development of habitable settlements in 2021 is 79% realization up to 2019 77% achievement for livable settlements 96%.

The target achievement for the development of the Life Expectancy Rate in 2021 is 68% realization until 2019 68% achievement of 100% Indigenous Community Participation

development. The target of education development achievement in 2021 is 80% realization in 2019 60% achievement of Education development 75%. Achievement target of Youth development in 2021, namely 75% realization in 2019 53% achievement average 75% Youth development. The target of gender empowerment development achievement in 2021 is 45% realization in 2019 43% of gender empowerment development achievement is 96%. The target for the achievement of Cultural Preservation development in 2021 is 79% realization in 2019 57% achievement of cultural preservation development 72%.

The target of development achievements Economic growth in 2021, namely 75% realization in 2019 53% achievement average development 75% economic growth. The target for the development of increased investment in 2021 is 10%, 2019 realization, 12%, the average development achievement is 121%. The target for the development of Tourism Visits in 2021 is 16%, 2019 realization, 12% achievement in Tourism Visit development 77%. The target achievement for environmental development in 2021 is 76% realization in 2019 76% achievement on average 100% Indigenous Community Participation development.

The target for the development of the poverty rate in 2021 is 8%, 2019 realization, 13% development achievement. Participation in the poverty rate is 58%. The target for the development of the Open Unemployment in 2021 is 2.10%, the realization in 2019, 3.34%, for the development of Open Unemployment, 69.08%. The target of Regional Infrastructure development achievement in 2021 is 66% realization in 2019 65% achievement of Regional Infrastructure development 97%. The target of development achievement A sense of security in 2021 namely 76% realization in 2019 64% development achievement A sense of security 84%.

Based on the 2017 and 2018 achievements as well as the 2019 achievements of the 16 indicators, the author concludes that in general the increase in development achievements from year to year has been in accordance with the expected target. The increase in development achievements from 2016 to 2019 is on average above 50%, so it can be said that the leader of North Luwu Regency has carried out its function as an agent of change in implementing the concept of effective, efficient, economic and productive.

Spokes Person

The implementation of the North Luwu Regency leader as a spokesperson refers to several activities that have been successfully held or participated in by the North Luwu Regency government at local, regional, national and international scales, along with a list of activities that show the leader of North Luwu Regency as a good spokesperson.

Table 3. List of activity names and roles of North Luwu Regency Leaders

No	Name of activity	Role in Activity	Activity Level
1	International Women's Day (10-14 March 2020)	As the host	National
2	International Conference of the Ministry of National Development Planning (PPN) and BAPPENAS in collaboration with the Australian Department of Foreign Affairs and Trade (DFAT) Wednesday, 10 - 11 July 2018	As a speaker at the Indonesia Development Forum (IDF) with the theme of Implementing commitment to basic needs services in North Luwu Regency	International
3	Youth Political Club Activities of the Indonesian Youth Faction DPP. Hotel Grand Malebu Makassar 18-20	Speaker theme: Millennial generation leadership	National

	October 2019		
4	Public Service Innovation Jamboree and agency one innovation declaration in Makassar 24 April 2019	The speaker of the theme: Commitment of North Luwu as an Innovation Area in South Sulawesi	National
5	National Seminar of the Indonesian Journalists Association (PWI). Arya Ambassador Hotel Jakarta 10-16-2019.	Speaker, theme: Dream of young Indonesian leaders in 2045	National
6	Socialization of the Education Quality Assurance Institute for South Sulawesi. LPM South Sulawesi 03-27-2019	Speaker, Teacher theme is the determinant of the quality of the nation's children	National

The data above informs that the North Luwu Regency Leader has carried out his function as a spokesperson. The output of the aforementioned activities has brought the good name of the North Luwu Regency Government as a Regency that has the ability to speak professionally, where organizing international and national scale events require optimal lobbying and negotiations.

Interviews show that the North Luwu Regency government has been successful in several activities both as an organizer and as a speaker at various levels of activities, on the other hand, the leaders of North Luwu Regency have succeeded in demonstrating their abilities as good spokespersons. The above statement, the researcher concludes that the implementation of the leader as a spokesperson has been successfully demonstrated by several successful activities held both as an organizer and as a speaker at the international, national and local activity levels.

Coach

Personal behavior carried out by the leaders of North Luwu Regency as trainers is interpreted in the form of honesty, discipline, assertiveness, moral and ethical values. This is described in everyday life in various activities, for example, every morning all employees arrive on time and take attendance through the fingerprint system so that employees who are often late and employees who are truly disciplined will automatically detect this. In the evaluation of absences, we as leaders will give strict sanctions in the form of oral and written warnings.

North Luwu Regency leaders have developed directions for employees to improve their competitiveness through education and training based on their respective qualifications and expertise. The creation of a strong team in the North Luwu Regency is inseparable from the implementation of the leader as a trainer by conducting competency mapping before taking on the mandated strategic position. The output expected from a leader as a trainer has a hard-working character works thoroughly and gets satisfying results continuously. The output indicator of the leader as a trainer who has a hard-working character, the leader of North Luwu Regency has provided output in the form of 32 awards for the results of hard work, the thorough work of the leader as a trainer.

Leadership

To see the implementation of the super leadership style that is applied in North Luwu Regency, it still refers to four indicators, namely: 1) personality model (self-modeling), 2) self-goal setting, 3) natural reward, 4) Positive thought patterns.

Self-modelling

The implementation of North Luwu Regency leadership towards the personality model for employees and the community from the identification results in the field found that North Luwu Regency has provided positive exemplary education to subordinates or employees.

An exemplary model is born from the restlessness of service recipients or the community who have so far felt that the bureaucracy is part of a process that complicates public affairs. Other perceptions also consider that all forms of administrative affairs are prerequisite to Collusion, Corruption and Nepotism (KKN).

From the results of the interview the head of the One Stop Integrated Service Agency (PTSP) emphasized that the service system created by the PTSP of North Luwu Regency was an example of coaching employees not to abuse the authority they were responsible for, especially in the practice of KKN.

The exemplary model shown above by the North Luwu Regency government as a super leadership leader has had a positive impact on the regional development of North Luwu Regency. The results of the interview confirmed that public services free from illegal fees, transparency services, equal rights services and communicative services built-in North Luwu Regency have been running well and in accordance with established procedures.

Self-Goal Setting

Implementation of Self Goal Setting (Goal Determinants) North Luwu Regency uses the SMART Goals approach to achieve goals, namely specific, measurable, achievable (target), relevant (appropriate), timebound (time limit). The five indicators are an instrument in making work programs throughout the Regional Work Units (SKPD) in determining organizational targets for the North Luwu Regency using a system that is relevant to the development of science with the SMART concept.

Based on the interview, it is clear that North Luwu Regency in determining organizational goals puts forward scientific concepts, namely: Specific, Measurable, Achievable (target), Relevant (appropriate), Timebound (time limit) which is abbreviated as SMART. Overall, the implementation of targeting with the SMART concept are (1) Specific, as a whole the Village Community Empowerment (PMD) work program describes the specific targets to be achieved so that the implementation structure is well realized. (2) Measurable, from the work program mentioned above, a measure of the performance of each variable to be achieved is illustrated so that the contents of the success achieved are clearer (3) Achievable, the target to be achieved by PMD North Luwu Regency in the column above, namely from 2007-2021 in the table above, it is clear that the development achievements are on track and some have even exceeded the target. (4) Relevant (appropriate), the program mentioned above shows a strong relevance between existing human resources and work programs that have been determined so that implementation is easier to realize. (5) Timebound (deadline) that the work program mentioned above that has been set by PMD has a time limit in accordance with the Village RPJM so that the program realization will automatically be in accordance with the predetermined stages. The researcher concluded that the implementation of the leader as a self-goal setting has gone according to the scientific concept with the acronym SMART.

Natural Reward

The implementation of North Luwu Regency Leaders in giving awards to employees or ASN is not in the form of material but by teaching how to respect themselves which is natural. From the results of the interview, it shows that the North Luwu Regency Leader gives natural rewards to employees to appreciate themselves while the forms of this award are: recognition

of having the ability to carry out tasks, recognition of a sense of responsibility in completing tasks and tasks given to employees is an award.

The implementation of the leader in giving natural rewards to employees turns out to be able to improve performance and motivation on the pretext that the work given is an award because not everyone is able to complete the job well, on the other hand, employees feel that tasks that can be completed properly are opportunities for further increase his potential and competence so that it will be easier to get strategic positions in the future.

The number of employees receiving the Satya badge is 204 people who are given to employees for their service for 30 years, 20 years and 10 years, of course, this award is given based on the criteria set by the North Luwu Regency government, the submission of 16 award certificates to outstanding principals in activities for the exchange of school principals, this award certificate is given for the duties given by the leadership as an award for employees. Submission of an award certificate to the Mappideceng agricultural extension center for its success in achieving the planting target of 3,119 hectares and realization of 4,109 hectares, submitting award certificates to SD / SMP / SMA for their active role in implementing the Adiwiyata 2019 program, submitting 12 award certificates to the Quick Reaction Response officers (TRC) the Environmental Office for an active role in carrying out the task of planning and maintaining open space. North Luwu Regency in giving rewards to employees is natural so that employees will be motivated to improve their performance in leading themselves.

Positive Thought Patterns

The implementation of leaders in building a positive mindset refers to several collaborative processes in the form of education, training, and in the form of policies (Bouwen & Taillieu, 2004). The North Luwu Regency government as a leader in creating a positive mindset provides opportunities for employees or subordinates to think about how to see and see and seize future opportunities that exist in the North Luwu Regency.

The results of the interview show that the implementation of creating a positive mindset in North Luwu Regency can be seen from several successful activities carried out as a form of development and improvement of various potentials, both potential strengthening of human resources, potential skills, and the potential for research-based decision making as a whole is a form of providing opportunities for employees. towards developing self-potential to seize opportunities in filling leadership shifts in North Luwu Regency. The implementation of the leader in creating a positive mindset towards developing the potential of employees from various dimensions, namely: the dimension of human resource development, the dimension of skill development, the dimension of research-based decision-making which boils down to how to seize opportunities and readiness to occupy strategic positions in the future.

Conclusion

Implementation of leadership styles in the Improvement of Local Government Innovation in North Luwu Regency which includes the leadership of Visionary Leadership and Super Leadership simultaneously well implemented. Even so, the North Luwu Regency Leader is still making efforts to improve in order to improve various services, various deficiencies including the development of human resource capacity as the lifeblood of institutional strengthening both internally and externally.

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