

The Influence of Regional Secretary Leadership on Apparatus performance at the Regional Government Secretariat Seluma Regency Of Bengkulu province

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ABSTRACT:-The problem in this research was the low performance of the apparatus of the Government Secretariat Regional Seluma Regency of Bengkulu provinc affected by the less effective leadership from regional Secretary Seluma regency. The theory used to analyze the issue was leadership theory of *Multifactor Leadership Questionnaire* (MLQ) which the measurement of its effect on performance of thebureaucracywhich will be illustrated through *Full Range of Leadership* (FRL) models. The research method used was quantitative method implemented by the approach of the survey. The data obtained by research instrument such as questionnaires and observation, followed by data analysis techniques in the form of descriptive data analysis and parametric statistical analysis using *Structural Equation Modeling* (SEM). The results of this research illustrated that: the option of the Secretary Regional policy in using models or transformational leadership style gave satisfaction and peace of apparatus in work compared with other models or styles of leadership, although the apparatus were not yet fully understand the transformational leadership. The results of the research also illustrated that some leadership styles that simultaneously can be implemented which it was related to the education level of knowledge of the apparatus itself, when a certain condition (circumstantial) in the possible for transformational or transactional can be applied to complement each other and not to each other substitute or replaced each other. Transformational leadership style was a priority, but if the objective condition of the environment of the Organization, such as the values, culture and socio-political environment the Government required to be used other leadership style, then for the short term, other leadership options outside of the leadership style of tranformasional was a transactional leadership that it was the right choice of the effectiveness of the achievement of organizational goals rule, because it could give alternative, give higher satisfaction than the model or other leadership styles, expected to come/get the turn the type a transformational leadership style remains the premier choice in the future.

Keywords: Leadership, Transformational, Transactional, performance

I. INTRUCTION

Patron - client practice of kinship politic, namely the placement of political officials and apparatus on the basis of kinship and or closeness, is another form of the phenomenon of leadership behavior in managing local governance which contributes to the low effectiveness of the regional administration (Kausar Ali, 2006), cultural Patron of the client has been rooted in the structure of the apparatus, is due to the culture of the main leaders in the regency have the privilege to manage any kind of Government Civil Servants.

As for the setting started from the formation, placement, level, transfer and dismissal, it is without seeing law regulations that applicable and does not involve some elements of leadership at the second level / Regency Secretary and other related elements of leadership. Similarly, with the recent developments from the report the inspection results (LHP), the Supreme Audit Agency (BPK) on the performance of financial management Seluma that almost always obtains a predicate WTP, had sparked controversy among the public and many academics.

Similarly, the survey Corruption Eradication Commission (KPK) in 2013 which described the relatively low index of integrity of regional Government in Seluma (6.62), which is the average index value of Kepahiang City, the city of Bengkulu and Rejang Lebong as the sample Regional. ([http://www.kpk.go.id/images/pdf/ Pengumuman / Skor SI daerah 2013. pdf \[05/05/2015\]](http://www.kpk.go.id/images/pdf/Pengumuman_Skor_SI_daerah_2013.pdf)). In the Report Executive of Indonesia Governance Index 2014 entitled "Reforming Indonesia of Regions" is explained by Lenny Hidayat one of the lead researchers Indonesia Governance Index.

As for the statement, stating that the low effectiveness of local governance is caused by factors of leaders behavior and stakeholders involved in implementing local governance involved in local governance, among others: the Leader of Region / Regent, local political Officials (DPRD), regional government apparatus, civil society and economy civil. Of the 34 regencys of samples taken randomly from all regencys in Indonesia

by IGI showed that Seluma regency is the worst Seluma with rating 34. ([http://www.Kupas Bengkulu.com] 20/102014).

Leadership in the Regency (Regional Secretary) into the reflection and the model of the staff and the community because these leaders are exemplified by the apparatus since he became an administrator of Government, Development and society demanded more maximum in carrying out. This is to create an environment of government organizations more dynamic in carrying out daily.

The appointment and dismissal of a Regency Secretary are clearly stipulated in Government Regulation No. 19 of 2010 and ASN law in 2014 however still many met the appointment Secretary regency based on likes or dislikes of a Regent to propose to the Governor as the representative of the Central Government in the region. Recognized or not client/Patroen political Favors at the real results of the elections, and this will be visible from the apparatus and officials reinstated after Regent elected from the results of the elections whether the regent will choose a leader brought by him/her qualified or not.

For the realization of the increase in performance of the apparatus state / government, have been set clearly through article by article to the Act ASN itself, including on Government Regulation RI number 19 of 2010 on the appointment and dismissal of Regional Secretary, however, not meaningful the function of a leader / Regent is not required but is expected to better understand about management of government and required more knowledgeable about legislation regulation (aspects of Law and Legal constitutional) who then are able to select the people around him / his assistant started from the Regional Secretary up to the village chief, who is able to manage regional government apparatus in efisen and effective, transparent, performance-oriented and can be accounted to the public (Accountable).

The Regional Secretary (Sekda) has an important role in control of the process of change by way of doing the movement of reforming apparatus. Therefore, Sekda need to organize apparatus to realize the excellent service, so that people's expectations for a better life is reached, and they could feel the presence of the government. Moreover, accountability for performance needs to be considered for the realization of government that is more powerful, clean and responsible.

In Law No. 5/2014 of the ASN, with giving stand the Sekda as the competent authority, the role of Secretary is demanded the higher. Article 1, point 13 referred to the competent authority is the authority that has officials carry out the process of appointment, transfer, and dismissal the official of ASN in accordance with the provisions of the legislation.

The mandate of Article 54 of Law ASN 2014:

(1) *The President may delegate authority of ASN management development to the Authorized Officer in the ministry, the general secretary / secretariat of state institutions, non-structural institution secretariat, the general secretary of the provincial and regency / city.*

(2) *The Authorized Officer as mentioned in subsection (1) in the performing of management functions in the ASN of Government Agencies based Merit System and consult with officials in Staffing agencies Builder respectively.*

(3) *Authorized Officer as referred to in subsection (1), provide recommendations to the official proposal to officials in Staffing agencies Builder respectively.*

(4) *Authorized Officer propose the appointment, transfer and dismissal of Administration officials and Functional Officer to the Officer Trustees official in instansi respectively.*

The practice of power that tend hegemonic and monopolistic for example, indicated as one of the causes are not synergetic inter-regional work units (SKPD) in organizing the regional government, so as not established a relationship of equal partnership and synergy between SKPD which tends to bring the sectoral ego of each Department an existing agency, such as the head SKPD behavior is possible because the recruitment and program level due to not paying attention the the applicable laws and regulations, and in worsening by each head of SKPD has its own closeness with the Regent. Examining the various anomalies that seem to be more relevant and fundamental using approach leadership style.

Diversity behavior of leaders and their followers in an organization will affect the the course of organization activity. This not only will affect the results to be achieved by the organization but also the public who enjoy the results of the organization. However the advance of technology if it is not supported by reliable human resources and proper management then there will be the possibility of the organization's goals will not be achieved. In this case the role of the leader becomes a decisive factor in achieving these goals. As revealed by Bass (1990:25) that the quality of a leader is often regarded as the most important factor of success or failure of the organization, both business-oriented and public. Success or failure of the organization is usually perceived as the success or failure of its leaders.

Through his leadership style, a leader of the Regional Secretary in accordance with the duties of principal function: Drafting of regional government policy; Coordinating implementation tasks of Regional Office and the Regional Technical Institute; Monitoring and evaluation of the implementation of government policy; Coaching administration and regional government apparatus helps the Regent in formulating policies

and coordinating with the Regional Office and the Regional Technical Institute, in a participatory manner to facilitate the planning, implementation, utilization, development, execution is certainly the orientation of the secretariat in the local authorities and not take the policy / decision out.

Departing from this fact as well, further research in order to understand the phenomenon of leadership style Regional Secretary in governance for improved performance of the apparatus, it becomes interesting to do, not just for the sake of theoretical, but also Axiological value in contributing to the development of the field science research public administration, as well as for efforts to improve the practice of local governance in general.

The selection of location in Seluma, motivated by the fact of the existence Seluma relatively new as an autonomous region, which became the provincial and national attention with its performance is relatively low compared with 6 (six) other new Regency, even got into national attention with a number of anomalies in development of the region, as well as cases of corruption Regent (2011) multi-year funds by the KPK and the oligarchs practice was widespread.

The pattern of intergovernmental relations have changed so too do with all the other stakeholders change. With the change so that happens changes the Organization and system of government administration in carrying out basic duties and functions. If the previous Government leadership model tends to be transactional, top down, centralized and authoritarian, then the post-Reformation style or model of government leadership is required to be a catalyst, steering rather than rowing, open, accountable, decentralized, and able to perform a number of principles of governance (good governance) which carried a new management model of public administration (new public management). Through the model or style of leadership that emphasizes on empowering government performance was expected to be better in the roles and functions.

In previous research on leadership, other researchers have also been doing research on the leadership that are certainly a wide variety of aims and purposes, the methods used and the results of the research itself, there are some earlier research on leadership, among others :: Idi Jahidi 2014, with the title of Transformational Leadership Regional Head Cimahi, this research focuses on the analysis of the transformational leadership style only, while research that will be done to unite the two styles of leadership that is Transformational and Transactional.

Darmawan, doing research on the Mayor's Visionary Leadership in the development of Infrastructure in the city of Jambi, the research just took one of the dimensions of transformational leadership style, Ondang Suryana in 2008 conducted a research on the influence of Leadership on performance of service and Network of PT PLN Persero UPJ. PLN Persero Distribution West Java, in this research in this research did not convey in explicitly on several dimensions of leadership itself but rather on the dimensions of performance, Sukiyat in 2008 also conducted research with the title Analysis of the Influence of Leadership Against Public Services (The study PDAM Government of Gresik) in this research also not in depth outline some dimensions of leadership in use in analyzing it.

While the research done by Andrie Indriawati in 2003 under the title Influence Style Situational Leadership against Work Discipline Employees Head Office Teluk Segara Bengkulu City only describes the characteristics of situational leadership style and no reviews more depth whether situational leadership that should be in use in what circumstances and what organizations.

The same research is about the style of leadership situational also be done by Ridwan in 2012, with the title of Style Analysis Situational Leadership on Employee Performance At DPRD Secretariat of Kediri, the two researchers focused on style Situational but not delivering results or recommendation when, what circumstances, an organization that requires Situational leadership styles certainly the research that has pointed out previously in contrast to research that will be done by researchers, especially in leadership style will be undertaken by the Regional Secretary Seluma, which combining Transformational and Transactional leadership style, according to the researchers combining these two styles is an art leads, which is expected to be complementary not substitute for each other.

Through research of the Regional Secretary of the leadership style against the performance of the apparatus of Government provincial Seluma Regency of Bengkulu, therefore the Researcher of this research focuses of the entitled "The Effects of Leadership Regional Secretary of the Administrative Performance in Local Government Secretariat Seluma Bengkulu Province".

As occurred in various regions in Indonesia, the problem of leadership become one of the factors affecting the performance of regional government, leadership Problem intended impact on the institutional aspects of regional government, organizational structure, regulatory, organizational processes, and others. Nevertheless, the problem of culture, especially related to leadership behaviors and elements involved in the government apparatus in the region of course be other factors which significantly affect the performance of local governance as the symptoms appear from various macro indicators of regional development.

The overall symptoms the elements involved in the apparatus of Government in the region is closely related to the factors of leadership apparatus style, so this research limit its focus on leadership style Secretary

using a behavioral approach to explore and understand the performance apparatus. Based on the identification of the problem, the problem in this research is formulated as follows: "How much influence the leadership style of the Regional Secretary of the performance of the apparatus at secretariat Regency Government Seluma Bengkulu Province?".

This research aims to obtain a new concept or a new understanding of the behavior of the leadership of the regency Seluma, especially in the context of leadership behavior and local government apparatus directly involved in government, as well as the environment that shape the behavior of the apparatus. Thus practically expected to contribute in improving the leadership system of administration / government apparatus in the future, and theoretically could contribute to the development of science, especially the science of Public Administration.

Applied research paradigm is *positivism* through a series of quantitative research by distributing statements to the respondents to solicit perceptions or opinions on issues of research are formulated. Design research is research that explains (explanatory survey), the method of survey research explanatory causal relationships and testing hypotheses, which in his description of it contained a description and the focus is on the relationship between variables as defined by Singarimbun (1989: 4).

There are two variables that are examined in this research, namely the independent variable X and the dependent variable Y. The variable X is leadership, and Y is the performance of government apparatus Seluma Bengkulu Province. Leadership variable (X) used in the research was based on operational definitions, dimensions and indicators of leadership behaviors developed by Bass and Riggio (2006). Meanwhile, government apparatus performance variables of Seluma is an organizational performance variable (Y) with operational definitions, dimensions, and behavioral indicators that affect the performance of the apparatus of Rowe et al (1995).

II. UNIT OF ANALYSIS, POPULATION AND SAMPLE

The unit of analysis in this research was PNS who becomes the object of this research who they are Government Civil Servants (PNS) in the Secretaria of regional Government Seluma, Total population of 217 people, because the object of research in the scope of the Government Secretariat of Seluma Regency, which was divided in two parts officials, echelon structural ranging from 2 B to echelon 4 B and the staff at the regional Government Secretariat of Seluma amounted to 217 people.

Likert scale use in this research was intended to illustrate the attitudes, opinions and perceptions of respondents. The answer item of instrument by using a Likert scale has a gradation from positive to negative, in the form of answers to questions with the following scores: Strongly Disagree with a score of 1; Disagree with a score of 2; not know the score 3; Agree with a score of 4; and Strongly Agree with a score of 5.

The research instrument used was a questionnaire which is a translation and modification of sheets questionnaire MLQ-5x Short compiled by Bass and Avolio (1997) to translate statements into Indonesian and arranged in accordance with the sequence indicator, while for the research instrument of performance the Apparatus of Regency Government Seluma, used the dimensions of Rowe et al (1995).

Conceptual hypothesis proposed was the influence of transformational leadership and transactional leadership on the performance of government apparatus in the Secretariat of the Regional Seluma Bengkulu province. The statistical method used to test the hypothesis was *Structural Equation Modeling* (SEM) using *Partial Least Square* (PLS). Before using the statistics test non-parametric structural equation modeling (SEM) used *Partial Least Square* (PLS).

III. RESULTS AND DISCUSSION

Recapitulation of Respondents answer against Transformational Leadership variable (X₁)

Variable	Dimensions	Respondents answer					Total	Score Actual	Score Ideal	%	Category
		S	T	T	S	SS					
Transformational Leadership (X ₁)	Idealized Influence (Charisma)	17	78	117	413	243	868	3391	4340	78,13	Good
	Idealized Influence (Behavi)	18	83	129	432	206	868	3329	4340	76,71	Good

	or)										
	Inspirational Motivation	19	101	132	425	191	868	3272	4340	75,39	Good
	Intellectual stimulation	43	127	252	280	166	868	3003	4340	69,19	Good
Total		97	389	630	1550	806	3472	12995	17360	74,86	Good
Category									Good		

Recapitulation of Respondents answer Against Variable Transactional Leadership (X₂)

Variable	Dimensions	Respondents answer					Total	Score Actual	Score Ideal	%	Category
		S T S	TS	T T	S	S S					
Transactional leadership (X ₂)	Individual Attention	70	203	173	299	123	868	2806	4340	64,65	Enough
	Contingency Rewards	88	201	173	299	107	868	2740	4340	63,13	Enough
	Active Management by Exception	86	200	173	302	107	868	2748	4340	63,32	Enough
	Passive Management	109	165	219	273	102	868	2698	4340	62,17	Enough
	Non Leadership Laissez Faire	94	171	237	288	78	868	2689	4340	61,96	Enough
Total		447	940	975	1461	517	4340	13681	21700	63,05	Enough
Category									Enough		

Recapitulation of Respondents answer Variable Against Apparatus Performance (Y)

Variable	Dimensions	Respondents answer					Total	Score Actual	Score Ideal	%	Category
		S T S	T S	TT	S	S S					
Kinerja	Efficien	12	78	101	312	14	651	2459	3255	75,55	High

Aparatur (Y)	cy					8						
	Efektifitas	22	76	104	309	140	651	2422	3255	74,41	High	
	Equity	27	79	102	306	137	651	2400	3255	73,73	High	
	Responsiveness	37	78	104	304	128	651	2361	3255	72,53	High	
Total		98	311	411	1231	53	265	9642	13020	74,06	High	
Category									Good			

IV. CONCLUSION

1. performance of the Regional Government apparatus as planned change process through the structuring, founding, structure, resources and local cultural values become the leading to improvement apparatus performance. The most important factor in improving the performance of the leadership style of transformational and transactional simultaneously have a significant influence on the performance of the apparatus. From the two sub variables (transformational and transactional) were identified, transformational leadership factors contribute more dominant (74.86%) of the performance of the apparatus, but the magnitude of the influence of factors contributing determination Transactional leadership (63.05%) with dimensions can not be left the role due to factors of cultural resources and apparatus. These findings showed that this research supports the theory tested (MLQ of Bass & Riggio 2006), despite the differences in the sequence of the determinant factors position which from Transformational Leadership Dimensions and Transactional Dimensions put together but also put Laizes Faire is located on the last thread. Another factor of no less importance is the local culture that developed in the community that was dominant.

2. The results showed that even this Leadership Regional Secretary is seen as a figure who has a very influential role in regional governance and development in general in the community that impact significantly on Improved performance of the apparatus.

2 From the research results also showed that transformational leadership style include: Dimensional idealized influence (idealized Influence), inspirational motivation (Inspirational Motivation), intellectual stimulation (Intellectual Stimulation) and individualized consideration (Individualized Consideration) on Transformational leadership style have a significant effect (74.86 %) of the performance of the apparatus, but it should be followed by human resources, funds and two-way communication of information access.

Of these four dimensions Idealists, most dominant charisma of a leader to influence the performance of the apparatus. Despite the availability of human resources, funding, communication and information that simply will not guarantee improvement of the performance, when the leaders themselves do not have the charisma / leader of moral integrity. In addition, it also is found a new concept in this research such as The Importance of Local Culture Values Leadership and Performance to strengthen regional government apparatus.

3. The combination of Application of Transformational and Transactional Leadership style apparently will further enhance the performance of the apparatus itself, however, both styles of leadership is not a substitute for each other in spite of these results more dominant influenced by transformational leadership style, transactional leadership with its dimensions (Individualized Consideration, contingency Rewards, Management-by-Exception (active), Management-by-Exception (passive), and Laizzer Faire), affect the performance of the apparatus amounted to 63.05% while the sequence of results of research based on Transformational and transactional dimensions are: influence idealized charismatic, Influence idealized behavioral, Inspirational Motivasion, intellectual stimulation, individual attention, Contingency Award, Management by-Exception (active), Management-by-Exception (passive), and Laizzer Faire.

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