

EFFECTIVE LEADERSHIP AND GOOD GOVERNANCE: STUDIES ON THE IMPLEMENTATION OF REGIONAL AUTONOMY

Deni Nurcahya

Sekolah Tinggi Ilmu Sosial dan Ilmu Politik (STISIP) Tasikmalaya, Indonesia

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E-mail:
deni_bmp@rocketmail.com

ABSTRACT

This study aims to find out about the effectiveness of leadership and good governance that occurs in regional autonomy where in this case the leadership factor has a very strategic and important role in creating a government that is characterized and supported by the principles of good governance so that the existence of local government can be utilized properly. In essence, the administration of regional government has undergone very fundamental changes since the enactment of Law No. 12 of 2008 and was finally replaced by Law No. 23 of 2014 concerning Regional Government. This study uses descriptive analysis as a research method, using a qualitative approach, and the results of this study reveal that, in simple terms, indicators in assessing the progress of the implementation of regional autonomy in regional government must be based on several important aspects including (1) regional economic aspects, namely the development carried out is development that stimulates economic growth in local communities. Then regional autonomy must be able to synergize with aspects of public service, where in this context, it must be assessed how close the regional government is to the community, which is reflected in open, efficient and effective public service matters. In addition, the implementation of regional autonomy requires the realization of good governance in principle encourages regional heads to develop leadership that is more transparent and accountable, as well as conditions various steps of bureaucratic reform.

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1. INTRODUCTION

The region has a very important position and role since the implementation of regional autonomy in Indonesia, especially in the reform era (Achmadi, 2015). The practice of centralization and domination by the central government has now changed to decentralization and deconcentration. Along with the current development of national development in Indonesia, it has brought people towards attitudes, behaviors and mindsets that are more critical, thus impacting various demands for better services from time to time (Amin, 2008). So along with the consequences of the progress of the community's mindset, it should be a motivation for government officials to be able to carry out their duties optimally in order to provide optimal service to the various demands of community needs, both civil services and public services (Andini et al., 2017).

If we examine, in fact, Indonesia's national development is essentially development that always prioritizes the welfare of its people with full justice and prosperity and is based on the values of the 1945 Constitution and Pancasila as the national ideology (Atahari, 2015). Therefore, it is fitting that every development plan that is supposed to be implemented must be able to reach all regions in Indonesia and not be focused on just one area (central). Of course, this is reflected in Law Number 32 of 2004 as amended by Law Number 12 of 2008, which states that it gives broad authority to the Regency/City area to organize regional government (Fahroji, 2004).

According to Fuziah & Trisnawati (2016) the administration of regional government has undergone very fundamental changes since the enactment of Law No. 12 of 2008 and was finally replaced by Law No. 23 of 2014 concerning Regional Government. Meanwhile, the research results of Indriana & Nasrun (2019) explain that, the principle used in this law still adheres to the widest use and authority of the regions, in the sense that the regions are given the freedom to regulate all government affairs outside those that are the affairs of the central government. The granting of the widest possible autonomy to the Regions is directed at accelerating the realization of social welfare through service

improvement, empowerment, and community participation. Besides that, through broad autonomy, in the strategic environment of globalization, the regions are expected to be able to increase competitiveness by taking into account the principles of democracy, equity, justice, privileges and specificities as well as regional potential and diversity within the system of the Unitary State of the Republic of Indonesia (Kamarasyid, 2019).

The results of Kurniawan's research (2007) reveal that the regional autonomy policy is also expected to be able to overcome various symptoms and the possibility of developing national disintegration while at the same time increasing community empowerment in the dynamics of development growth independently from below which ensures more justice in the future. However, the Negara journal (2017) argues that, in practice it is undeniable that the euphoria of autonomy and decentralization policies tend to be interpreted as an authority and freedom to regulate and manage their own households, so many forget that the republic of Indonesia is a unitary state which does have various regulations. which must be respected by all regions without exception.

Through the principle of decentralization, the law gives authority to the regions to regulate and manage their own households but must remain within the bonds of the unitary state of the Republic of Indonesia (Nuris, 2020). Regions are a form of democratic life in the context of a unitary state as explained in Article 18 of the 1945 Constitution, namely that the people through their representatives in the DPRD participate in the administration of government. Therefore the success of regional government administration depends on the performance of regional government elements. The elements of regional government are the regional government as the executive branch of the region and the DPRD as the legislature. The Regional People's Representative Council (DPRD) is part of the Regional Government which has legislative, budgetary and supervisory functions. The task of the DPRD is normatively a reflection of democratic life in regional government as a means of check and balance and it is hoped that the supervisory function carried out by the DPRD can realize good governance.

Purba (2020) says that, the implementation of regional government in Indonesia as mandated by the 1945 Constitution of the Republic of Indonesia as the highest basic law in the country, the legal political policy that must be pursued by the government towards regional governments by giving authority to the regions to regulate and administer government affairs themselves, according to the principles of autonomy and co-administration, and the granting of this authority must be directed at accelerating the realization of social welfare, through increased service, empowerment, and broad community participation in all fields.

Changes that are directed at realizing good government administration, in order to realize good governance within the local government environment, the government should carry out reforms in all aspects of regional management (Ramdiansyah, 2005). Which dimension of the public sector is not just a change in the format of institutions, but includes renewal of the tools used for the operation of these public institutions in a transparent manner, accountability and participation (good governance) and is supported by a good leadership style. Therefore Saleh (2012) explains that, the community demands that the local government management system and management of other authorities can be carried out in a transparent and full of responsibility manner.

Good governance itself is the best practice in the process of administering state power in carrying out the provision of good government services to its people (Samangun et al., 2019). In order for good governance to become a reality and run as it should, it requires the commitment and involvement of all parties, namely the government and society. Effective good governance requires good alignment (coordination) and integrity, through several characteristics such as professionalism, high work ethic, legal certainty, the principle of proportionality, the principle of professionalism and the principle of accountability.

Several important points related to the implementation of the principles of Good Governance are a guideline for local governments in transforming government management which is also supported by aspects of leadership. Because basically in an organization (local government) leadership becomes the spearhead and a very vital supporting factor especially in order to achieve predetermined targets. In addition, the success of implementing bureaucratic reform is determined by the existence of a leader with various inherent characters and the responsibilities he has assumed, so a leader is required to always move aggressively, innovate, and contribute to the expected change process. So, based on the description and explanation of the background that has been previously described, the researcher is interested in further examining how aspects of effective leadership and the principles of good governance in building effective local government.

2. METHOD

Researchers used descriptive analysis as a research method, using a qualitative approach. According to Sugiyono (2010) descriptive analysis is intended as a way to summarize an ongoing situation at the time the research was conducted. Meanwhile Mulyadi, M. (2011) states that qualitative research is research that uses a natural setting with the intention of interpreting phenomena that occur and is carried out by involving various existing methods. The qualitative strategy was chosen with the understanding that this research is intended to collect actual data and to explore research problems in order to obtain the expected results. The use of qualitative research is considered very relevant in the study of public administration, especially research that tries to evaluate and understand society.

3. RESULTS AND DISCUSSION

The effectiveness and efficiency of regional government administration really needs to be improved by paying more attention to aspects of the relationship between government structures and between regional governments, for example such as the potential and diversity of regions, opportunities and challenges of global competition by giving the widest possible authority to the regions accompanied by the granting of rights and obligations to implement regional autonomy, but still pay attention to the various tasks of implementing regional autonomy, one of which is capable of being supported by the presence of superior apparatus or human resources in various aspects and abilities (Happy, 2013).

In fact, the regional autonomy policy in the context of a national scale has now moved towards the consolidation of democracy, both in the context of the institutionalization of democracy and the growth of a democratic culture. Meanwhile, the principles of regional administration as stipulated in Law Number 23 of 2014 article 58 must indeed consist of a) The principle of legal certainty b) The principle of orderly administration of the state c) The principle of public interest d) The principle of openness e) The principle of proportionality f) The principle of accountability and g) The principle of efficiency.

Parameters of good local government (good local government) is in the form of service to the community and empowerment of citizens in every development. In order for good local government to become a reality and run as it should, the process must also be supported by the commitment and active involvement of the local government and the community. Because in the administration of regional government leadership is needed for regional heads who have the ability, are creative, responsive, honest, trustworthy, democratic, and obedient to principles and have leadership insights that are characterized by local wisdom. Thus, the wheel of regional government which is run with the principle of broadest autonomy is able to create good and accountable regional government.

Leadership is often termed as a process in which a person influences the behavior of others towards the completion of more specific goals and is encouraged to be able to train and develop various abilities such as knowledge, skills and attitudes that are owned by every individual in the organization. The quality of leadership in various forms shows the difference between organizations that are able to achieve goals and organizations that just stay put. For this reason, the role of the leader as an agent of change indeed has a very complex task, especially in restoring public trust in the management and management of a bureaucracy.

As for Sunarmo et al, (2018) concluded that, leaders are figures who have an important role in organizations that are able to move, direct and motivate all components involved in various activities in achieving organizational goals. In reality, whatever the form of an organization, it definitely requires someone to occupy the position of leader (leader). With the position of someone who occupies a leadership position in an organization, then he has assumed the task of carrying out his leadership.

In realizing excellent service, a leader must have the courage to make changes, because it requires transformational leadership, namely leadership that is able to be present as an agent of change. In addition, transformational leadership can also generate employee motivation, so that they can develop and achieve performance at a very high level, beyond what they previously expected (Sunarto & Welly, 2019). The ability of a transformational leader can change the value system of subordinates in order to achieve the goals obtained by developing one or all of the dimensions of transformational leadership, namely: ideal influence, inspirational motivation, intellectual development and finally personal attention. However, experts say that leadership greatly influences the goals of an organization, especially in motivating employees to always find new ideas or ideas that can support various achievements and to maximize all the potential that exists in each organization.

Based on the opinion of George R. Terry, the concept of leadership consists of three main things, namely a) In occupying his position a leader must have the ability to influence or invite his subordinates to work together; b) The influencing activity must result in voluntary cooperation between

organizations, not an individual activity; c) Collaboration is carried out to achieve a goal desired by the leader in the organization. 17 Based on some of the definitions above, it can be concluded that the leader occupies a very important and primary position because it is the party that determines various aspects of organizational life, such as setting objectives, division and division of labor, structure, ways of working and so forth.

These roles can be carried out by a leader with or without the participation of its members, but the most important thing is the ability to make decisions regarding various aspects of the life of the organization. With these decisions, leaders must be able to mobilize and influence their members to carry out their respective main tasks effectively and efficiently. On the other hand, there is a common perception about the ability of leaders to influence and provide direction to their subordinates to carry out organizational activities in an integrated manner.

Realizing Good Governance in the Era of Regional Autonomy

Regional autonomy provides broad authority to regional governments, in order to realize community welfare through improvement, including quality of service, empowerment, community participation, and regional competitiveness can be achieved so that there are no irregularities and abuse of authority between the central and regional governments. Delegation of authority from the central government to local governments to implement is called decentralization. Decentralization as a system used in government systems is the opposite of centralization. In a centralized system, the authority of both central and regional governments is concentrated in the hands of the central government. In a decentralization system, some of the authority of the central government is delegated to other parties to be implemented, specifically regional issues are delegated to local governments.

In applying the principle of decentralization as a form of division of authority from the central government to regional governments, there is a paradigm in the administration of regional governance. The paradigm in question is that local government is structured and run based on autonomy and co-administration (mere). Then the local government is structured and run on the basis of the widest possible autonomy. All government functions in the field of state administration are carried out by regional governments, except for those determined as central affairs. Furthermore, regional governments are structured and run on the basis of regional diversity, because in essence differences must be possible both on cultural, social, economic, geographical grounds and so on (Mahyuddin & Sahri, 2022). And finally, regional government is structured and implemented by recognizing and respecting customary law community units and their various traditional rights. Indigenous government units and the rights of indigenous peoples to land, water, etc. must be respected for the greatest possible prosperity and welfare of the local people.

In the journal Tulandi et al, (2015) reveals that, Law number 32 of 2004 which was later amended by Law Number 12 of 2008 states that, responsible autonomy is autonomy which in its implementation must be truly in line with the goals and the purpose of granting autonomy is basically to empower the region including improving people's welfare which is the main part of the national goal. Thus autonomy is an institution of the adherence to the form of a unitary state, because the values of autonomy itself already have the meaning of maintaining a unitary state, without a unitary state there is no autonomy.

Decentralization has now become a principle of governance that is universally accepted with various forms of application in every country. The acceptance of decentralization as a principle in administering government is due to the fact that not all government affairs can be carried out in a centralized manner, bearing in mind the geographical conditions, the complexity of community development, the plurality of local social and cultural structures and the demands for democratization in governance. Explicitly in Law Number 23 of 2014 concerning regional government, it is very clear that it is mandated that in principle regional autonomy can be used as a medium or way to answer three fundamental issues in governance and service to the public. First, regional autonomy must be a way or an effort to bring the government closer to the people. Second, through regional autonomy, well-maintained accountability must also be created. Third, how regional autonomy is formulated into steps to strive for responsibility, in which the public actively participates in policy-making at the local level.

In the implementation of regional governance that has been held in Indonesia for more than a decade, there are several indicators of the success of regional development as long as the implementation of regional autonomy is enforced. In simple terms, the indicators in assessing the progress of the implementation of regional autonomy in regional government must be based on several important aspects including (1) regional economic aspects, namely the development carried out is development that stimulates economic growth in local communities. This needs to be carried out by

conducting an in-depth study, so that in the future it will be seen how much influence regional autonomy has, both at the district/city level and regionally, to spur community economic growth and in line with efforts to improve people's welfare.

Then regional autonomy must be able to synergize with aspects of public service, where in this context, it must be assessed how close the regional government is to the community, which is reflected in open, efficient and effective public service matters. In addition, the implementation of regional autonomy requires the realization of governance. Good governance in principle encourages regional heads to develop leadership that is more transparent and accountable, as well as conditions various steps of bureaucratic reform. The realization of regional policies that prioritize people's welfare, on the one hand increases the rational human development index and on the other hand results in the development of the education and health sectors as well as reducing poverty (Marewa & Tanan, 2019).

The realization of good governance in the administration of regional government in Indonesia will largely be determined by the extent to which Law no. 22 of 1999 concerning Regional Government which was later replaced by Law no. 32 of 2004 concerning Regional Government provides accommodation and guarantees for the implementation of good governance principles such as accountability, transparency, responsiveness, equality, effectiveness, rule of law, participation and consensus. In this context, from the results of the research that has been carried out, the linkage between the two laws on regional administration has found some of the following information.

In Law no. 22 of 1999 the implementation of good governance as can be seen in the preamble to letters (b) and (c) where the principles of democracy and community participation are more emphasized in the implementation of regional autonomy. This is reaffirmed when we look at the general explanation of Law no. 22 of 1999. However, if we look at the contents of the articles and also the explanation of these articles, it can be seen how poor the regulations are in Law no. 22 of 1999 in an effort to realize good governance in the administration of regional government in Indonesia. Although it is emphasized in Article 1 letters (h) and (i) and Article 4 paragraph (1) that the aspirations of the people are an aspect that must be considered in implementing regional autonomy.

Compared to the previous Law, it can be said that Law 32 of 2004 provides greater opportunities in the effort to realize good governance in the implementation of Regional Government in Indonesia. This can be seen from the greater number of preambles, articles and explanations contained in the law which can accommodate the application of the principles of good governance. For example, in preamble (a), for example, it is emphasized that Regional Government is directed to accelerate the realization of community empowerment and participation by taking into account the principles of democracy. Other rules that are felt to support the implementation of good governance are as stipulated in Article 20 regarding the General Principles of State Administration which include a number of good governance principles.

However, what is felt to be rather disturbing in this arrangement is the impression that a number of important principles such as accountability only refer to internal accountability based on a hierarchy and not accountability to the public. A number of other articles which, in the author's opinion, are quite significant and promising for the realization of good governance within the scope of regional government are contained in Article 22 letter (c) which regulates the obligations of the Regions to develop democratic life and regulate regional financial management in an efficient, effective, transparent, accountable manner, orderly, fair, proper and obedient to the laws and regulations. So based on the information found above, it can be seen that there are already positive indications for efforts to realize good governance in the administration of regional government in Indonesia, especially based on the provisions in Law no. 32 of 2004.

In law number 28 of 1999 concerning the administration of government that is clean from corruption, collusion and nepotism in one of its articles (article 3), it indicates the importance of one of the principles of professionalism in the administration of government and the context of regional autonomy. If Law number 32 of 2004 as amended by Law Number 12 of 2008 concerning regional autonomy clearly emphasizes the importance of independence, competitive ethos, creativity, and a high work ethic, then it becomes an important warning for the regions to improve in terms of improvement of good governance (good governance). The principle of professionalism is the initial key to the successful implementation of regional autonomy, therefore mental reform is the initial choice if you want a smooth implementation of regional autonomy. The smooth operationalization is not due to the collusive actions of the bureaucrats, but how to create a professional and responsible local government mechanism and system.

The implementation of regional government in Indonesia as mandated by the 1945 Constitution of the Republic of Indonesia as the highest basic law in the country, the legal political policy that must be taken by the government towards regional governments by giving authority to the regions to regulate and manage government affairs themselves, according to the principle of autonomy and duties assistance, and the granting of authority must be directed at accelerating the realization of social welfare, through improving services, empowerment, and broad community participation in all fields within the system of the Unitary State of the Republic of Indonesia. Based on the elucidation of Law Number 32 of 2004 concerning Regional Government letter b where the principle of granting the widest possible autonomy to the regions means that the regions are given the authority to regulate and manage all government affairs other than those which are government affairs stipulated in the law.

4. CONCLUSION

Good local governance or clean governance (good local governance) is the most prominent issue in the discussion of government policies today. The demand for ideas made by the community to the government for the implementation of good or clean regional governance is in line with increasing public knowledge. One form of good governance is the image of a democratic government. The most important principle of democracy is to put power in the hands of the people where at the last level the people provide provisions on key issues concerning their lives, including in assessing government and state policies, because these policies determine people's lives. The parameters of good local government are in the form of service to the community and empowering citizens in every development, so that good local government can become a reality and run as it should.

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