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Governor Herman Deru Leadership Style in the Implementation of the Regional Government System for the 2018-2023 Period in South Sumatra Province

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Abstract

Leaders are the main agents of change. PP No. 33 of 2018 The governor is the representative of the central government in the region, his duty is to oversee the provincial regulations The governor has the task of coordinating, monitoring, evaluating, and supervising the implementation of local government. The research method uses a qualitative approach to the research object of the Governor of South Sumatra collecting data observation interviews documentation, conducted to regents and mayors in South Sumatra using Robert House's path goal theory analysis derective, supportive, participative and achievement oriented. As well as presenting data in qualitative case studies. The results showed that of the four aspects of the leadership style of the path goal theory, there are three aspects that have generally gone well including, in the derective leadership aspect, in the supportive leadership aspect and in the achievement oriented leadership aspect, all of these aspects are optimal. However, in the participative leadership aspect, it is not optimal for the special allocation funds that have been disbursed as much as IDR 3.9 trillion, there are BPK RI findings on the realization of the distribution of special funds for governor assistance that do not have standardized standards

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in their distribution. the dominant determinant factor is the supportive leadership factor Herman Deru's attitude brings the work atmosphere to feel more fun, the popilarity factor, the communication factor and the development factor.

Keywords: Leadership Style, Governor Herman Deru, Local Government

INTRODUCTION

Being a leader is not an easy task, but not many people dare to take this decision, the key to achieving leadership success, including the existence of leaders and followers, the effect of change and the goals to be achieved, the image of the leader must be able to become a good guide and role model for the community (Abednego et al., 2014) . Leadership is defined by the ability to move all the resources in an organization, so that they can be maximally utilized, in order to achieve the goals that have been set (Hidayati et al., 2009). Leadership is an inseparable part of the organization and the synergy of cooperation between leaders and subordinates is needed to achieve maximum performance in order to create a competitive advantage in achieving organizational goals that have been set (Marimin, 2011) . Leadership itself is a consequence of the emergence of a life in society. The leader should be a person who must sacrifice many things, meaning that all forms of personal interests must be relieved for the common good to achieve a goal that has been agreed upon beforehand. The right choice in determining the leadership style can support individual and organizational goals. Accuracy in choosing a leadership style will also make relationships or communication with subordinates better (Panjaitan, 2017) .

Leadership style basically implies a manifestation of the behavior of a leader, which concerns his ability to lead. These manifestations usually form a certain pattern or shape. In other words, the leader's overall pattern of action as perceived or referred to by subordinates is known as a leadership style. Each leadership style has weaknesses and advantages, therefore an evaluation is needed so that the weaknesses can be corrected so as not to interfere. Leadership style is a way that a leader uses to influence the thoughts, feelings, attitudes, and organizational behavior of his subordinates where this leadership style aims to guide and motivate subordinates so that it is expected to produce high productivity (Indra, 2018) . The leadership style of a leader will greatly affect the performance of his subordinates, a leader must be able to choose a leadership style

according to the existing situation. If the leadership style applied is correct and appropriate, it can direct the achievement of organizational and individual goals and vice versa if the leadership style chosen is wrong and not in accordance with the existing situation, it will result in difficulty in achieving organizational goals (Kamal et al., 2019) . Therefore, a leader must be good at seeing the situation and conditions to choose the best leadership style. There are two aspects in task and relation leadership. In the task aspect, it will show assertiveness in a clear work standard and be able to coordinate regularly with subordinates (Mahmudah et al., 2013) . In addition to the task aspect, there is a relation aspect, namely a leader will act as a good listener of what is conveyed by his subordinates and receive input and criticism as an evaluation given (Bhudianto, 2015) .

Based on Law No. 23 of 2014 regional government regional division article 4 and 91 Regional Government The Governor carries out general government extension of the central government. Law Number 32 of 2004 on regional autonomy and local government mandates that the duties and authority of some government affairs be handed over to the regions through decentralization of authority and by strengthening regional autonomy demands openness, accountability, responsiveness, and creativity from all state apparatus. Based on Government Regulation PP No. 33 of 2018 the duties and authorities of the Governor as the representative of the central government in the region. The Governor has the Authority, namely: a. Coordinate the guidance and supervision of the Implementation of assistance tasks in regencies / cities; b. Conduct monitoring, evaluation, and supervision of the implementation of regional governments in regencies / cities in their territory; c. Empower and facilitate regencies and cities in their territory; d. Evaluate the draft regional regulations of the RPJMD. Evaluating the draft regional regulations of RPJMD, regional revenue and expenditure budgets, changes to revenue budgets, accountability for the implementation of revenue budgets, regional spatial planning, regional taxes, and regional levies; e. Supervising district or city regional regulations; f. Guarding the neutrality of ASN, TNI, and TNI. Guarding the neutrality of ASN, TNI and Polri, maintaining public order and tranquility and performing duties in accordance with the provisions of laws and regulations.

As one of the largest provinces in Indonesia, South Sumatra has 17 regencies and cities. The Governor of South Sumatra for the 2018-2023 term of service certainly faces many challenges that must be resolved in his territory. There are several prominent problems that occur in South Sumatra, including problems of poverty, education, health,

implementation of bureaucratic reforms, economic development, distribution of special fund allocations to synchronize authority with regencies and cities in South Sumatra. Eradicating problems in a conventional way in the province of South Sumatra, the leader must be able to collaborate with all regional leaders, especially regents and mayors, by using various styles of approaches that are relevant and current and contemporary.

METHODS

The method used in this research is descriptive qualitative, this research is a case study is an empirical knowledge search process to investigate and examine various phenomena in the context of real life. Qualitative research methods are an in-depth approach and focus on understanding the social and cultural context, as well as the experiences of the subjects studied, as well as research procedures that produce and process technical data such as interview transcripts, field notes, photographs, and documents that describe case studies as an empirical cognitive process to study and investigate different phenomena in real world situations that there are various sources that can be used as a reference to explore evidence and information, where the case study approach can be used when the boundaries between phenomena and real world contexts are ambiguous or unclear, case studies are a detailed and in-depth method for examining individual conditions physically and psychologically. The research location was carried out in South Sumatra, while the research focus was on Leadership Style.

The data sources used in this research are primary data and secondary data. Primary data is taken through in-depth direct interviews, field notes, observation notes, or written materials obtained through direct interaction between researchers and participants. Meanwhile, secondary data is data obtained through literature reviews, various documents needed, as well as the results of research that is relevant and related to research, such as journals, books, or electronic archives that contain data relevant to the research topic. The first data collection technique used in this research is observation. Observation was carried out at the research locus, namely, the figure of Governor Herman Deru. The second technique is in-depth interviews (interviews*)* with several informants who are considered feasible and know information related to the pattern of relations that occur between Governor Herman Deru and regional heads in South Sumatra, and the last data collection technique is documentation, namely by collecting information through electronic archives

in the mass media, related to the coverage of the figure of Herman Deru as governor of South Sumatra.

The data obtained was analyzed inductively. The collected data is analyzed by looking for patterns, themes, and meanings that arise naturally, which are related to Herman Deru's leadership style in serving as governor of South Sumatra. A qualitative approach with the aim of obtaining information that is more complete, in-depth and reliable, so information can be found in the nature of feelings, norms, values, beliefs, habits, mental attitudes, and culture adopted from a person or group of people in community life, is naturalistic because the research is carried out in natural conditions (natural setting), including post-positivism research, interpretive and constructive paradigms that view social reality as holistic, complex, dynamic, full of meaning, and the relationship between symptoms is interactive (reciprocal). The results of this analysis are in-depth descriptions, theories developed based on data, or a holistic picture of the phenomenon under study. Furthermore, the last process is drawing conclusions.

RESULTS

Leadership is an inseparable part of the organization and the synergy of cooperation between leaders and subordinates is needed in order to achieve maximum performance in order to create a competitive advantage in achieving predetermined organizational goals. Leadership style is a norm of behavior that a person uses when that person tries to influence the behavior of others, thus this leadership style is a behavior based on certain rules or principles so that it can be used to lead or direct others. The path goal theory leadership style is a contingency approach to leadership in which the leader's responsibility is to increase subordinate motivation by clarifying the behavior required for task completion and rewards.

As one of the largest provinces in Indonesia, South Sumatra has 17 regencies and cities, and Governor Herman Deru, who served for the 2018-2023 term of office, certainly faces many challenges that must be resolved in his territory. There are several prominent problems that occur in South Sumatra, including poverty, education, health, implementation of bureaucratic reforms, economic development, distribution of special fund allocations (BANGUB) to synchronization of authority with regencies and cities in South Sumatra.

Therefore, the contingency approach where the leader's responsibility is to increase the motivation of subordinates by clarifying the behaviors required for task completion and rewards, how a leader's behavior affects the motivation and work performance of his subordinates, expectancy motivation theory, where a worker's motivation depends on his expectation that high achievement is a means of obtaining positive results, focuses on how leaders influence the perceptions of their followers and many argue that using this model the leader becomes more effective because of the positive effects provided by the leader, such as motivation to followers to improve performance and job satisfaction. Path goal theory has four behavioral styles of a leader that are interesting to study, namely First, directive leadership. Second, supportive leadership. Third, participate leadership. Fourth, achievement-oriented leadership.

What leadership style does Governor Herman Deru apply in organizing the regional government system for the 2028-2023 period in South Sumatra?

Leadership style is a norm of behavior that a person uses when that person tries to influence the behavior of others. Thus this leadership style is a behavior based on certain rules or principles so that it can be used to lead or direct others. The path goal theory leadership style is a contingency approach to leadership in which the leader's responsibility is to increase subordinate motivation by clarifying the behaviors required for task completion and rewards. Path goal theory explains how a leader's behavior affects the motivation and work performance of his subordinates, in different work situations. It stems from the theory of *expectancy* motivation, where a worker's motivation depends on his or her expectation that high achievement is a means of obtaining positive outcomes.

The theory developed by Robert House focuses on how leaders influence the perceptions of their followers and many argue that using this model leaders become more effective because of the positive effects provided by leaders, such as motivation to followers to improve performance and job satisfaction. Path goal theory has four behavioral styles of a leader, namely : Directive leadership, supportive leadership, participating leadership, achievement-oriented leadership , as follows:

Directive leadership

Referring to the results of interviews with regents and mayors in South Sumatra. The results of the question obtained the answer that. The direction given by Mr. Herman Deru is optimal, the direction is given during musrembang, the direction given when he

goes down to the area, the direction during the meeting with the regional head and the direction in disaster situations, for example Covid-19 yesterday. All informants argue that leaders with *directive* leadership styles, who only give orders and tasks and criticize when mistakes occur, are not carried out by Herman Deru. The next question obtained the answer that all informants agreed to answer that there was direct direction by Mr. Herman and it was very good to apply the directive leadership style.

The results of the study indicate that the directive leadership style of Governor Herman Deru plays a good role in increasing the work motivation of regional heads in South Sumatra, because it can increase the work motivation of regional heads. Subordinates are not interested if the leader applies a leadership style that only gives orders continuously to subordinates, it will make subordinates feel burdened with their work. Because subordinates are required to work quickly with tasks and work that accumulate. In addition, the attitude of leaders who like to criticize will certainly make subordinates feel upset, especially if the criticism is given with wrong delivery, harsh words and makes subordinates feel uncomfortable, of course, it will have an impact on the mental health of the subordinates themselves.

To optimize the directive leadership style, several actions that can be taken by Herman Deru to realize a better leadership style that is more effective and efficient, then Mr. Herman Deru can do various ways, namely making a planned schedule in providing regular briefings, providing specific guidance on how to complete and when to complete based on the vision and mission that has been set, providing direction on strategic programs, and not violating existing legal regulations in Indonesia and always maintaining good communication between all regional heads in South Sumatra.

Supportive leadership

Referring to the results of interviews with regents and mayors in South Sumatra regarding the *supportive* leadership style applied by Mr. Herman Deru. The question obtained by Mr. Herman Deru's answer is very good relations, he is a leader who always greets with warmth, smiles easily, always takes the time to stay in touch, comes at regional head events and community events he uses a communication style that is easily understood by everyone. The communication style applied makes everyone feel close and comfortable to communicate. All informants interviewed chose the supportive leadership style said it was good to apply, they argued that the work would be completed quickly and subordinates

better understood the tasks assigned by the leader. In Herman Deru's leadership, he has applied this leadership style in providing work and tasks to subordinates.

Both informants who choose this leadership style or do not choose say the supportive leadership style is good and can also be applied. The results of the study state that the supportive leadership style plays a very important role in increasing the work motivation of subordinates. This leadership style is widely expected by subordinates to be applied by leader Herman Deru because it will bring a comfortable situation for subordinates. The regional head feels very guided in completing the work with the direction given, so he is not afraid of being wrong to do a job. In addition, leaders who want to cooperate with subordinates will create closeness between subordinates and leaders.

Based on the findings of this study on the relationship aspects built by Mr. Herman Deru in accordance with the expectations of the regional head to overcome various problems of responsiveness in running the government in South Sumatra there are several actions that can be taken, including maintaining good communication between regional heads, building concern for the problems experienced by regional heads and providing assistance both morally and materially on a regular basis.

Partcipate leadership

Referring to the results of the Interview, five informants chose a participatory leadership style to be applied, the answer was that the involvement in policy-making by the regional head was still not optimal, the involvement in policy-making was only during musrembang, natural disaster situations and during covid-19. The results of informants who chose a participatory leadership style to be applied, some said no and some said it had been partially implemented. No means that the leader has not implemented a participatory leadership style and the answer yet means that the leader has implemented a participatory leadership style but not optimally.

The results of the study indicate that the participatory leadership style also plays a role in increasing the motivation of regional heads in South Sumatra. The regional head wants the participatory leadership style to be applied by Governor Herman Deru as well, such as discussing with subordinates to solve difficult work problems and not meeting the point of completion and decisions taken together, especially on the realization of the distribution of special funds for governor assistance. With suggestions and input given by

subordinates will make work problems can be resolved. In addition, receiving suggestions given by subordinates will make subordinates feel involved in the work. Participative leadership style will also create a positive environment and a comfortable situation at work . In this indicator, it is not optimal in applying a participatory leadership style in his leadership, Governor Herman Deru tends to make decisions according to his personal wishes and involves less, especially in the realization of special assistance which has BPK RI findings. To overcome various problems in policy making by Mr. Herman Deru, the following steps need to be taken, especially in the realization of special funding assistance or governor assistance including:

a. Governor Herman Deru must have clear criteria standards in the distribution of special funds for governor assistance or governor assistance.
b. Create a clear SOP in the distribution of special funds such as who gets it, how much can be earned up to how to realize the aid funds.
c. Involve regional heads in preparing the governor's aid fund budget according to the needs of each region.
d. In the preparation of the provincial and regional RPJMD, involve regional heads so that there is synchronization in development.
e. Before the policy is taken, Mr. Herman Deru asks for input from regional heads, the community, academics, the industrial world and absorbs the aspirations of all existing elements.

Achievement-oriented leadership

Referring to the results of interviews with regents and mayors in South Sumatra regarding the achievement-oriented leadership style to be applied. The question obtained the answer that achievement orientation has optimally run well which is applied by Mr. Herman Deru to regents and mayors in South Sumatra, He gives awards and support in the form of governor's assistance funds to regions that are in line with the vision and mission of Mr. Herman Deru as well as stimulus assistance for agricultural programs in accordance with the vision and mission of food independent South Sumatra and South Sumatra going forward together as well as awards to individuals who excel in the form of moral and material awards in the form of money and certificates of appreciation. Mr. Herman Deru also always gives challenges to regional heads in the form of awards, for example if your

region achieves its program then Mr. Herman Deru helps fund program support funds. Subordinates are not interested if the leader applies an achievement-oriented leadership style. The question is answered that the results of the Interview there are those who state that Governor Herman Deru has implemented an achievement-oriented leadership style. The results showed that the achievement-oriented leadership style plays a role in increasing motivation in the process of achieving the work goals of regents and mayors in South Sumatra.

From various issues related to the Achievement-oriented leadership dimension in Herman Deru's leadership, it has gone very well but needs to be improved. Therefore, it is necessary to improve the leadership style strategy and actions that can be taken include setting the standard of goals to be achieved, providing challenging opportunities, developing programs to be achieved continuously developing the process of achieving goals and providing rewards according to the achievements of each regional head and individual to create a spirit of competition.

DISCUSSION

The most dominant determinant factor in the leadership of Governor Herman Deru in running the government and development of the 2018-2023 period in South Sumatra Province.

The most dominant determinant factor in the leadership of Governor Herman Deru in the implementation of the regional government system for the 2028-2023 period during his tenure as governor of South Sumatra can include various aspects that influence his success. The following are the dominant determinant factors in Herman Deru's leadership, namely:

1. The supportive leadership style factor of Governor Herman Deru brings the work atmosphere to feel more pleasant hambel easy to smile he really cares about colleagues almost every community event he takes the time to attend, friendly in the form of smiles and greetings when meeting people and more open with his subordinates with leaders in the regions, as well as through effective communication with other regional officials since he took office there has been a lot of development completed in the region then his expertise in maintaining relationships with everyone and being able to position himself as a leader for all stakeholders in South Sumatra. This is effective in

building social relationships physically or psychologically. Herman Deru is friendly, easy to establish relationships to build closeness with all elements, he goes directly to the community and the area where the leadership style he uses in persuading members and residents to be able to work together to support development programs.

2. The factor of popularity, belusukan determines the high popularity of Governor Herman Deru in the people of South Sumatra cannot be separated from his frequent visits to the regions to hear directly from the community, he is a leader who is easy to establish friendships, there is attention to the people at the bottom and is approachable, often goes to the community and reviews the regions. One of the leaders who is very easy to meet directly with him is very friendly, close to everyone often goes down to the community to just shake hands and greet the community making the community become closer to him. Seeing the results of the public satisfaction survey, which is always high above 75% based on the LSI Djayadi Hanan and Popoli Canter survey institutions, the high electability of the people of South Sumatra towards Governor Herman Deru cannot be separated from his frequent visits to the regions to hear input directly from below.
3. Fokor good communication with the regent mayor and the community almost every time he goes to the district and city Herman Deru talks with officials in the area and greets the existing community, he has the ability to master several regional languages in South Sumatra, a calmer and more effective communication style for the majority of the population he leads, has good communication skills with the community and related stakeholders and is able to communicate in a language that is easily understood by the people and is able to master several regional languages of each tribe in South Sumatra.
4. Herman Deru's development factor leads the province of South Sumatra the most significant progress and is felt directly by the community in the infrastructure sector such as irrigation development river normalization, landslide cliffs, retention ponds, hospitals and health facilities, schools and other facilities and infrastructure infrastructure development such as road construction, bridges and a number of other public facilities managed to build roads along 1.362.6 kilo meters and 83 bridges spread across South Sumatra with an aid fund of 4 trillion for 2029 to 2022 and in the field of agriculture the food independent South Sumatra Movement program succeeded in

increasing the productivity of agricultural products he received an award in agriculture and made South Sumatra a province with a national food barn in five 5 food barn producing provinces .

The strategy implemented by Governor Herman Deru in running the government and development of the 2028-2023 period in South Sumatra Province.

Strategy in general can be interpreted as an individual or group effort to create a scheme to achieve the intended target, in other words, strategy is an art for individuals or groups to utilize their abilities and resources in order to achieve target targets through procedures that are considered effective and efficient to achieve the expected goals. The strategy used in the leadership of Governor Herman Deru can be seen when researchers go to the field using case studies, the opinion by Yin (1996) which explains that case studies are an empirical knowledge search process to investigate and examine various phenomena in the context of real life. The case study method according to Yin can also only be applied when the boundaries between phenomena and real-life contexts tend to be vague. So that it does not look so clear, which certainly raises a research topic that must be found an answer or solution. By examining some of the leadership styles below.

South Sumatra Province is a province in Indonesia located in the southern part of the island of Sumatra. The capital of South Sumatra is in the city of Palembang while Herman Deru is the governor of the 2028-2023 period in this study researchers highlighted Herman Deru's leadership style strategy in organizing the government system and regional development in that period from various aspects of leadership style.

Situational Leadership

In situational leadership theory is a contingency theory that focuses on followers. In this case the emphasis on followers in leadership effectiveness reflects the fact that it is the followers who accept or reject the leader. Hersey and Blanchard identified four specific leader behaviors depending on follower ability and motivation. **First,** leadership effectiveness is reflected in the emphasis on followers being unable and unwilling to carry out tasks, leaders need to provide clear and specific directions, field findings: The direction carried out is seen in the leadership of Governor Herman Deru, who provides clear direction and guidance to subordinates through organizational approaches such as briefings at musrembang events, routine meetings, when going down to the regions and personal

briefings the regional head always gets clear direction and guidance from Mr. Herman Deru regarding government tasks.

Second, if followers are not capable and willing, leaders need to display a high task orientation to compensate for followers' lack of ability and high relationship orientation to get followers to follow the leader's wishes. Interview results and field findings, state:Subordinates are not able and willing to carry out the task, I provide an example of directing style involvement in a high task in providing teaching (coaching style) to subordinates so that they are able to carry out the task. So that later they are able and willing to complete the task. Mr. Herman Deru gave an example before applying to regional heads, an example of Herman Deru's direct involvement in many things by giving high tasks as a form of teaching given to me for my inability to carry out my duties. In terms of policies from the central government, Herman Deru worked on it first before applying it to local governments, at the time of covid-19 before ordering to implement social distancing Herman Deru first made meetings through online zoom, before applying it to districts and cities.

Third, if followers are able and willing, leaders need to use a supportive and participatory style. As expressed by informants we found in the field, stating: I, always given support by Mr. Herman Deru in carrying out high tasks and helping by providing direction and input in completing these tasks, I am always given support and direction from superiors and input in carrying out these tasks. There is a leadership style that supports the regional head in helping to complete tasks, as well as direction as a form of governor Herman Deru's leadership style that participates in the needs of regional heads in South Sumatra. Governor Herman Deru has a leadership style that does not need to do much, if the governor and regional heads are both able and willing to carry out tasks in synergy. The existence of Herman Deru's leader style that appreciates the ability and willingness of the regional head to carry out tasks in the form of verbal "ok" or "that's good", becomes the last element of Herman Deru's leader behavior, in the identification of situational theory developed by Hersey and Blanchard.

With four indicators of Herman Deru's leadership style. It is evidence of the successful leadership effectiveness achieved by Governor Herman Deru in the 2018-2023 government and development period in South Sumatra by choosing the right leadership style. In accordance with what Paul Hersey and Ken Blanchard argue that successful

leadership is achieved by choosing the right leadership style, depending on the level of readiness of the followers.

CONCLUSION

This study looks at the leadership style of Governor Herman Deru in the implementation of the regional development government system for the 2028-2023 period, factors and strategies. The results showed that based on the four aspects of the path goal theory leadership style, there are three aspects that have generally gone well including, in the aspect of derective leadership, in the aspect of supportive leadership and in the aspect of achievement oriented leadership. However, in the participative leadership aspect, the involvement of subordinates in the BPK findings of policy making is still not optimal in the findings in the field of special aid expenditure funds is problematic because it does not have clear criteria in its provision, in the realization of the realization of the distribution of special funds for governor assistance does not have a standard standard in its distribution.

The determinant factors in Herman Deru leadership are, the attitude factor that brings the work atmosphere feels more pleasant, Hambel is very concerned with colleagues who are friendly, easy to establish relationships, the popularity factor of the belusukan style determines the high popularity of reaching 75% in the community, the communication factor is a calmer communication style and is more appealing to the majority of the population he leads, development factors with the South Sumatra Forward Together Movement to build irrigation river normalization, landslide retaining cliffs, retention ponds, hospitals and health facilities, schools and facilities and infrastructure and the South Sumatra independent food movement was named as the head of the region that succeeded in increasing the productivity of agricultural products with various awards, making South Sumatra a province with a national food barn. Herman Deru's leadership style strategy measured by four indicators of leadership style is evidence of the effectiveness of the successful leadership achieved by Governor Herman Deru in the 2018-2023 period of governance and development in South Sumatra by choosing the right leadership style. In accordance with what Paul Hersey and Ken Blanchard argue that successful leadership is achieved by choosing the right leadership style, depending on the level of readiness of the followers.

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