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# Transformational Leadership in Creating Good District Government

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**Abstract.** This study aims to determine the role and impact of transformational leadership in creating good governance in sub-district government. The method used is descriptive quantitative, with a sample of 31 respondents. Data collection techniques used in this study were observation, questionnaires, literature studies, and interviews. The collected data is processed using a frequency table. The results showed that the role of transformational leadership in creating good governance in sub-district government is categorized as useful. The most certain thing is if the leader can provide training for officials (facilitation). The impact of transformational leadership in creating good governance is that apparatus compliance increases both to leadership in the sub-district government. The impact is seen from the collaboration of the authorities when serving as well as the moral leaders of the apparatus when serving the community. Therefore, this study suggests that leaders often provide training and act as facilitators in an activity.

**Keywords:** *district government, transformation leadership*

## 1. Introduction

The application of transformational leadership in sub-district governance is carried out to pioneer various innovations and changes in an organization. Change and leadership innovation are issues that are very relevant in the industrial era 4.0, so it is important to prepare managers who have the ability as transformational leaders. The problems found in sub-district governance are due to the persistence of old habits that are no longer in line with the current dynamics of government leadership. Thus, a firm transformational leadership role is needed in encouraging the success of the innovative change process.

Leadership describes the relationship between leaders and those who are led and how a leader directs those who are led [1]. Leadership cannot be separated from what is known as a leadership style, where the transformational leadership style is one of them. This leadership style is one of the leadership styles that are widely applied in various organizations, and also a lot of material. Transformational leadership is a charismatic leader and has a central role and strategy in bringing the organization to its goals [2].

Transformational leadership style has a leader or leader with a persuasive style, where the leader can invite his subordinates to participate in achieving organizational goals. Transformational leaders pay attention to individual followers' developmental needs and problems by helping them view old problems in new ways, and they can excite, excite, and inspire followers to put extra effort into achieving target group goals. able to describe good service governance. The next transformational leadership is a leader who inspires followers to go beyond their self-interest for the benefit of the organization. aware of self-interest for the organization. Based on the above background, the author will examine the role of transformational leadership in creating good governance in district government [3].



## 2. Methodology

The research method used in this research is a quantitative descriptive research method. Descriptive research aims to generate what Clifford Geertz (1973) referred to as "thick descriptions" of social life (those that provide details, meanings, and context), typically from the perspective of the people living it. [4] Data collection is a process of procuring primary data for research purposes. In other words, data collection is a systematic and standard procedure or way to obtain the data needed in the field. The data collection techniques used by the author in collecting data are observation, interview, literature study, and questionnaire.

The scale of data measurement is done by emphasizing more on measuring one's attitudes, opinions, and perceptions about social phenomena using a Likert scale. With a Likert scale, the variables to be measured are translated into variable indicators. Then the indicator is used as a starting point for arranging instrument items which can be in the form of questions or statements. To facilitate the analysis, the questions asked of respondents are given a gradation on several types: very influential, influential, quite influential, less influential, and does not influence in accordance with the questionnaire questions. They answer the questionnaire by scoring answers with those 5 scales.

## 3. Literature Review

Change and leadership innovation are issues that are very relevant in the industrial era 4.0. Countries that master the fastest and best artificial intelligence-based technology will win in the Industry 4.0 era. Indonesia named it *Making Indonesia 4.0*. Also, the use of the Internet of Things and robots for leadership to run more effectively, in this era of AI leaders can no longer rely solely on power, assertiveness and only become experts in certain fields. Leaders need 4 competencies that are considered more agile to face times with such radical changes, such as humility, adaptability, having a clear vision, and engagement that can listen to employee criticism.

Leadership is the most important factor in an organization, as Masa'deh said that transformational leadership is one of the most popular theories in the leadership area[5]. The same thing was said by Bass [6], leadership development is a transformational process that requires progressive reorganization, ending with the highest level of development.

Next, there are three kinds of leadership style models, those are transactional, transformational, and laissez-faire. These three leadership styles each have advantages and disadvantages, as stated below:

### 3.1. Transactional Leadership Style

The characteristics of transactional leadership are contingent reward and management by exception. Management by exception emphasizes the function of management as control [7]. Transactional leadership is a leader who guides or motivates their followers towards a predetermined goal by clarifying their roles and duties. Transactional leadership involves the exchange of rewards from contingents and management except for leaders and subordinates. Vinger and Cilliers, (2006) [6].

### 3.2. Transformational Leadership Style

Transformational Leadership refers to an innovative style of leadership in which leaders promote individual attention, give empowerment to followers, have intellectual stimulation, exert idealized influence, stimulate growth and use inspirational motivation[9]

Transformational leadership can be defined as "a motivational leadership style which involves presenting a clear organizational vision and inspiring employees to work towards this vision[5]. Transformational leadership is a leader who inspires his followers to set aside their interests. Moreover, they possess extraordinary influencing abilities. Transformational leadership is a relational leadership style in which followers have trust and respect for the leader and are motivated to do more [10]. Transformational leadership behavior is at least the same and useful as a bureaucratic mechanism in public organizations.[11]. Transformational leaders are effective in promoting organizational commitment by aligning the goals and values of the followers, the group, the leader, and the organization. This leadership's strong, positive effects on followers' attributes and commitment will then motivate them to reach their fullest potential and exceed expected performance.[12]. Transformational leadership has several dimensions as suggested by S. Mittal, transformational leadership has four dimensions, "intellectual stimulation, individualized consideration, charisma, and inspirational motivation"[13].

The second characteristic of the leadership style above, according to Delegach, is that transformational leaders enhance affective commitment to safety and transactional leaders enhance

continuance commitment to safety. Specifically, when leaders display transformational behaviors, they focus on promoting meaningful issues within the organization, including safety [14]. Leaders can make perceptions as the individuals who can support and give cares to the underlings with individualized consideration, through inspirational motivation and charisma. While transactional leadership according to Mekpor and Dartey-Baah (2017) is a leadership style known as managerial leadership, which prioritizes the supervising, organizing, assigning, controlling and monitoring of each performance [15].

### 3.3. Laissez faire Leadership Style

Laissez-faire leadership is exercised by giving full freedom to the person being led in making decisions and carrying out activities according to their respective wishes and interests, both individually and in the form of small groups.

Transformational leadership theory has dominated the current leadership literature for about three decades, producing hundreds of studies spanning the industrial, government, education, and medical domains.[16]. That a transformational leader can change the condition of his organization, by the way, the leader behaves based on each stage of the transformation process. It can be said that transformational leadership can change the organization it leads to a better direction [17]. Transformational leaders give several influences as pointed out by As noted, a transformational leader can influence managers' reaction, and play an important role in creating a congenial organizational culture and motivating managers[18].

According to Coffey, good governance principles, as normative statements about how governing or steering should happen [19]. According to the OECD and the World Bank (Sedarmayanti, 2009: 273), Good Governance as the implementation of reliable and responsible development management in line with democracy and efficient markets, avoiding misallocation of scarce investment funds, and preventing political and administrative corruption, carrying out budget discipline as well as the creation of a political and legal framework for the growth of entrepreneurial activities. Good Governance is considered as one of the requirements of the Structural Adjustment Program, which is expected to be in return for loans to governments in developing countries, increasing transparency, accountability, and even legitimacy in the form of democratic Governance [20]. Another opinion, that a sound governance system provides an emphasis towards achieving integrity, its practice in the public sector is crucial at any stage in enhancing accountability in a public sector organization[21]. Furthermore, inflating good Governance has also helped to encourage "one best way" thinking about what needs to be done to improve public sector performance[22] According to Rochman (2009: 276) Governance is a mechanism for the management of economic and social resources that involves the Influence of the state and non-state sectors in a collective effort. According to Kaufmann and Kraay (2010), Governance is a habit, practice, values, and organization through which power in a country is exercised which involves government election procedures, replacement of government and accountability, respect and rights of citizens and the ability of the state to design and use at its discretion[23]

According to Parto (2005: 6), Good Governance includes strong leadership to ensure a consistent approach in complex systems and openness to the possibility of learning and reformulation of problems [24]. Good Governance factors impressive in its Principles to provide a robust mechanism for reforming the system through transparency and strong condemnation of corruption, the rule of law, and accountability[25].

Furthermore, there is a synergy between the state, the private sector, and the public. This is by the nine main characteristics of Good Governance according to UNDP, such as participation, application of the law, transparency, responsiveness, orientation, equity, effectiveness, accountability, and strategic vision.

**4. Finding and Discussion**

**4.1. The Role of Transformational Leadership in creating Good Governance in sub-district government.**

The results of research analysis on the role of transformational leadership in creating good governance in sub-district government as a whole can be seen in the following table:

Table. Accumulated Transformational Leadership Roles

No	Variable	Percent (%)	Category
1	The leadership's ability to provide direction to subordinates for work (Simplification)	78	good
2	Leaders build apparatus cooperation at work (Motivation)	73,4	good
3	Leaders in providing training for apparatus (Facilitation)	83,2	good
4	Division of responsibility for apparatus tailored to their education (Innovation)	75,4	good
5	Leadership in supervising the apparatus at work (Mobility)	69,6	good
6	Leaders in overcoming problems in service to the community (Standby)	76	good
7	Leaders in carrying out tasks that have been planned before (determination)	74	good
8	Community participation in attending meetings at the Panca Rijang District Office (Participation)	67	good
9	Application of the principle of cooperation in serving the community at the Panca Rijang District Office (Application of Objectives)	72,8	good
10	Use of information boards in the Panca Rijang District Office (Transparency)	62	good
11	The response of the apparatus in serving the community at the Panca Rijang District Office (Responsivity)	73,4	good
12	Service procedures provided by the officers of the Panca Rijang District Office (Orientation)	72	good
13	Applying the principle of apparatus justice in serving the community at the Panca Rijang District Office (Justice)	66,4	good
14	Accountability for apparatus errors when serving the community at the Panca Rijang District Office (Effectiveness)	68	good
15	Division of apparatus work in the Panca Rijang District Office (Accountability)	78	good
16	Implementation of decisions on joint work meetings with the community at the Panca Rijang District Office (Vision Strategy)	77,4	good
	Total	1.666,6/16 = 72,91%	good

Source: processed primary data 2020

Based on the table data above, it is known that the role of transformational leadership in creating good Governance in the sub-district government is categorized as useful with an average percentage of 72.91%. From the table, it is known that the highest score is the leader in providing apparatus training (facilitation) with an average rate of 83.2%. Facilitation at the District Office is a conscious and wholehearted process of helping a multi-stakeholder group succeed in achieving group goals. The group functions as a group by adhering to the principles of participation and group dynamics. to state a form of 'intervention' or support needed to increase the capacity of individuals, groups, or institutions in society.

The Employee Training Program at the District Office has the following essential meanings:

- a. Human resources, or employees who occupy a specific position in the organization, do not necessarily have the capabilities that match the requirements required in that position.

- b. With the advancement of science and technology, it will affect an organization or agency. Therefore, positions that were not needed before are now required.
- c. Promotion in an organization is a must if the organization is to develop.
- d. During this development period, organizations or agencies, both government and private, felt compelled to organize pieces of training for their employees to obtain work effectiveness and efficiency following the development period.

The interviews conducted from several sources stated that "employees training closely related to the performance results. Therefore, an assessment is needed to measure employee performance, and employee training is carried out after the results of the assessment are made. Employee training is carried out with the aim that employees have the knowledge, abilities, and skills following the demands of their work.

#### **4.2. The impact of transformational leadership in creating Good Governance in sub-district government**

The impact of apparatus compliance on the leadership is categorized as useful with an average value of 74%. Observation has an essential role in achieving service goals. The quality or not of service is strongly influenced by the most critical factor, like compliance. Compliance is part of employee discipline and one's self-awareness in creating self-control (self-control) of the prevailing rules and regulations.

The impact of apparatus cooperation while serving the community is categorized as useful with an average value of 72.8%. Building cooperation as an exemplary attitude, including caring for each other, encouraging each other, and helping each other at work. Collaboration is work that is usually done by individuals but done simultaneously by two or more people to make the work lighter. Cooperation can occur when the individuals concerned have the same interests and awareness to work together to achieve common goals and interests.

The impact of the morale of the apparatus leadership when serving the community in the sub-district government is categorized as useful with an average value of 73.4%. Confidence is needed in all work activities. Without enthusiasm for work, success will not be achieved. However, morale does not always exist in a person. Sometimes morale can also decrease. Several things affect high or low confidence in a person. For example, work comfort or atmosphere, work goals, amount of salary or income received, and someone's interest in the work being done. The spirit of work must be continuously cultivated to achieve all dreams, hopes, and desires optimally. Some ways to maintain morale so that it is always in us, among others, by saying thanksgiving for everything that we have today. Also, we must be able to see and correct all our weaknesses. A stable and consistent work spirit can take us to the pinnacle of success.

#### **5. Conclusion**

Based on the analysis of the research results, it can be concluded that the role of transformational leadership in creating Good Governance in the district government is categorized as good, with an average percentage of 72.91%. The impact of the role of transformational leadership in creating Good Governance in sub-district government includes the impact of apparatus compliance with an average value of 74%, the impact of apparatus cooperation with an average value of 72.8%, and the impact of the morale of the apparatus with an average value of 73.4%.

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