

Local Government Innovations Related to the Application of Visionary Leadership and Super Leadership Styles

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ABSTRACT : This study aims to analyze Local Government Innovations Related to the Application of Visionary and Super Leadership Styles. The approach used in this study is a qualitative approach. Data collection was carried out through observation and interviews. Activities such as data condensation, display data and conclusion drawing and verification. The results showed that the sustainability of innovation in North Luwu Regency which consists of legislative, executive, human resource, environment, technology, and community support in general has received a positive response so that the sustainability of innovation in North Luwu Regency is not in doubt. service improvement, process innovation, administrative innovation, systems innovation, conceptual innovation, and radical innovation. A number of types of innovations in North Luwu Regency have been implemented. The innovation that was born in North Luwu Regency is inseparable from the application of the Visionary leadership and Super leadership styles. Leadership innovation Visionary Leadership and Super leadership in terms of the types of innovation have met the type or types of innovation in the public sector.

Keywords: government innovation, leadership style, local government

Introduction

One of the important instruments for the region to continue to exist in running the government is highly dependent on the role of the leader in innovating and the leadership style applied in the government, where the leadership style is a part that determines the success of a government (Elliott & Salamon, 2002; Agranoff, 2004; Daniguelo, 2020).

Based on information from the Consumer News and Business Channel (CNBC, 2019), Indonesia is far behind in the 2019 Global Innovation Index amidst the excitement of the industrial revolution 4.0 and the development of the digital industry, Indonesia is far behind in innovation, ranking 85th out of 129 countries. In the 2019 Global Innovation Index (GII) Indonesia's position did not change from the previous year. Indonesia's ranking condition is the same as Malaysia, whose position is also stagnant. It's just that Malaysia is superior because it is ranked 35, while other neighboring countries Vietnam ranked 42, Singapore ranked 43, and Philippines ranked 54.

On the other hand, in the 2019 Global Competitiveness Index (GCI), Indonesia ranks 50th out of 141 countries, while Singapore excels in 103 main indicators. Starting from digital skills inflation, and trade tariffs in 141 countries. Singapore's life expectancy is number one with newborn children expected to live to be 74 years old. Singapore managed to get rid of the United States which previously got the top ranking in 2018.

In accordance with the statement of Davis and Newstrom (2000) describing the role of the leader is very important in the organization, because without a leader an organization is only a failure of the people in the organization. Leadership is the ability to convince and motivate others to cooperate under their leadership as a team to achieve a goal (Druskat & Wheeler, 2003; Rath & Conchie, 2008; Blackaby & Blackaby, 2011). This means that leadership greatly affects organizational goals, on the other hand, a leader is needed to be able to build a harmonious relationship between the leader and those who are led by a leader who is obliged to always think about and try to improve the level of work performance, work quality, security, job satisfaction and morality in a organizational institutions, based on this, the skills of each subordinate need guidance so that independence appears in completing tasks that are a burden of their responsibility (DeTienne et al., 2012; Atmojo, 2015).

Innovation leadership is defined as a technique that combines different leadership styles to influence employees in creating, new ideas, products and services or knowledge for society in a particular social system (De Jong & Den Hartog, 2007; Yidong & Xinxin, 2013). One measure of the success of leadership is the extent to which leadership leads society to new life, new services, new products, new technology and new discoveries. (Halvorsen, 2003). Therefore, this study aims to analyze Local Government Innovations Related to the Application of Visionary and Super Leadership Styles.

Methods

The approach used in this study is a qualitative approach. Judging from the type, this research is included in research. In qualitative research, the focus of research is related to the formulation of the problem, where the research problem is used as a reference to determine the focus of the research. This is in accordance

with the flexible qualitative approach method, which follows an empirical inductive mindset by channeling information obtained in the field that reflects the real situation.

This research was conducted in North Luwu Regency, South Sulawesi Province, to be precise at the Regent's Office of North Luwu Regency. Data collection was carried out through observation and interviews. The informants in this study were internal government officials and employees, the chairman of the DPRD and several Commission members, community leaders, religious leaders, political parties, NGOs, mass organizations and the general public. The data analysis procedure used refers to the interactive model from Miles et al (2014) which includes activities such as data condensation, data display and conclusion drawing and verification.

Results and Discussion

Types of Innovations in North Luwu Regency

To see the Innovation of North Luwu Regency Government towards the implementation of Visionary Leadership and Super Leadership we refer to typology or types of public sector innovation consisting of six dimensions, namely:

Service Innovation

Service innovation is defined as improved service, one of the breakthroughs from the North Luwu Regency Government is the birth of Hypnotherapy Antenatal Care (ANC) service innovation, this innovation was born as a solution to the problems faced by the North Luwu Regency Government, namely the high mortality rate of pregnant women. The narrative shows that the ANC function is a health service for pregnant women to anticipate the high mortality rate, it was recorded that in 2016 North Luwu was the highest contributor to the death rate in South Sulawesi, namely 11 cases of maternal mortality but in 2017 it decreased from 11 cases to 5 cases, However, it should be noted that the 5 cases have not been confirmed by ANC Hypnotherapy, so that from 2018 to 2019 there are no deaths of pregnant women.

Apart from being a health service for pregnant women, it is also an Innovation for North Luwu Regency which penetrates the TOP 40 Public Service Information Service System (SINOVIK) and in 2019 ANC Hypnotherapy participated in the prestigious international level United Nations Public Service Award (UNPSA) event in Canada. Based on the information above, it confirms that ANC Hypnotherapy is an improved service as a solution to the high mortality rate for pregnant women.

Another service innovation that needs to be disclosed in North Luwu Regency is the Proportional Teacher Distribution Innovation which won the United Nations Public Service Award (UNPSA) from the PAN-RB minister on Thursday, July 18 2019. Proportional Teacher Distribution Innovation is motivated by the uneven distribution of teachers, especially in remote areas, so the government must take steps to anticipate it.

The comments of the head of the North Luwu Regency Education Office above confirm that the Proportional Teacher Distribution Innovation is a service that is improved for the inequality of the education system in North Luwu Regency, especially the distribution of PNS teachers in remote areas. The North Luwu Regency DGP program is not only a solution to the problems of the education system such as uneven teachers, school accessibility and affordability, inadequate availability of infrastructure and teachers, as well as a translucent innovation TOP 99, it is not enough that DGP is also able to bring North Luwu Regency international world as a participant of the 2018 United Nations Public Service Award (UNPSA).

The description above confirms that in the North Luwu Regency there are two service improvement innovations, namely Antenatal Care (ANC) Hypnotherapy at the health office as a service in anticipating the high mortality rate for pregnant women and Proportional Teacher Distribution (DGP) as an even distribution of educational services.

Service Process Innovation

Service process innovation is defined as a change in the provision of services to the public towards procedures and policies, thus the service process focuses on improving service quality. North Luwu Regency has created an innovation called Mobile e-Pintar which aims to bring services closer to the community in creating service effectiveness and efficiency. The e-Smart Mobile innovation is a service process innovation with an online application system where this online application aims to answer all the challenges faced by DPMPSTP before, including the number of documents or requirements that must be completed by the applicant as well as a convoluted bureaucratic system that has the potential to take a long process of issuing permit documents and non licensing.

Another thing that previously challenged DPMPSTP was the existence of a community system stigmatizing that permit processing was inseparable from unclear administrative costs as a lubricant in issuance which became a bad stigma in government. This e-Smart Mobile innovation is a solution in answering convoluted service processes into a fast service process and keeping the government away from extortion which has become a public unrest.

The output of this Mobile e-Pintar innovation includes: (1) the increasing number of licensing and non-licensing applicants, (2) the summary of the time of issuance of permits, (3) the increase of IKM (public satisfaction index), (4) the ease of archiving documents with a data base *system*.

Administrative Innovation

Administrative innovation is the use of new policy instruments as a result of a policy change. North Luwu Regency since the birth of the concept of E-Government as an information technology system in improving public services, then the concept of good governance, clean governance, which is stated in Presidential Instruction No. 3 of 2003 regarding the policy of developing E-Government strategies throughout the government. The statistics show that North Luwu Regency is one example of a Regency that applies an information disclosure system by winning the first rank in South Sulawesi three times from 2017 to 2019.

In connection with the above regarding the Infokom portal which consists of 24 accounts which are integrated into several SKPDs so that all information will be integrated through KOMINFO, this innovation is an electronic-based administrative service system innovation as a follow-up to Presidential Instruction No.3 of 2003 on strategic policies E-Government development, Republic of Indonesia Government regulation No. 82 of 2012 concerning the Electronic transaction system, Law Number 14 of 2008 concerning Public Information Disclosure. Here is the list of official accounts integrated into the Information and Communication Office of North Luwu Regency:

Table 1. North Luwu Official Account

No	Portal Name	ODP	Regulation
1	LPSE (Electronic Procurement Service)	LPSE (ad-hok)/ INFOKOM	Perbub No. 34. TH.2010
2	SMSKI (Community complaint service)	Infocomm	Number 11 Of 2018
3	SYRUP (General Procurement Plan Information System)	ULP (ad-hok) INFOKOM	Presidential Decree 16 Year 2018 Perbub No.3 Tahun2013
4	WEB MAIL	INFOKOM LUTRA	Perbub No.3 Tahun2013
5	Statistical Data Services	BPS LUTRA	Act. Number 16 Year 1997
6	SIPINAWA (State Civil Apparatus Information System North LuwuRegency)	KOMINFO LUTRA	Law No.5 of 2014 PP. No. 11 Th 2017
7	E-SAKIP (Electronic system of accounting for the performance of Government Agencies)	KOMINFO LUTRA	PP. No.29 Th 2014
8	PPID (Information and Document Management Officer)	Infocomm	PERBUB N0.13 Year 2013
9	JDIH (Legal Documentation and Information Network)	HEAD OF LAW	PERPRES No.33 Th. 2012 PERBUB No.68 Th. 2017
10	BU- INDAH (Open Regional Investment)	DMPTSP	-
11	REPORT (People's On-line Aspiration and Complaints Service) SPAN (National Public Management Complaints Management System)	Office of the President's Staff Kemen PAN- RB OMBUSMAN	Perspres No. 76. Th.2017 PerMENPAN and RB No.3.2015
12	SaPa (Community Sapa Portal)	Infocomm	-
13	e-RFK (electronic- Physical and Financial Realization)	Bappeda	UU No.25 Th.2004
14	Geoport (Geographic Access Account Through IT)	KOMINFO	Perspres No 9 Th.2016
15	E- Performance (ASN Performance Allowance Information System)	BKPSDM	PP Number 30 Th 2019 Perbub No.18 Th

			2019
16	Online Permissions	DPMPTSP	LUTRA LOSS No. 24 Th. 2006
17	siMaya (Virtual Office System)	DPMPTSP	PP No. 82 Th. 2011
18	JBS (JournalbagdaSimpurisiang)	Regional Development Research Agency	-
19	UN POST (UN Payment at POST Office)	Post and Giro /DISPENDA	Perbup No.27 Th 2011
20	Si. Amien Setia (Drinking Water Information System At All Times	PDAM LUTHER	-
21	GIS For E-CONTROL (Geography Information System)	Environment	Regulation No.6 Yr. 2015
22	SI BANG TIO	DISKOMINFO	-
23	e-Agenda (Electronic Agenda of LUTRA Activities)	DISKOMINFO	Perbub No.18 Year 2019
24	Village Info (Website Collection of All Villages in LUTRA)	DISKOMINFO	Loss No.2 Th.2015

Source: Secondary Data KomInfo LUTRA.

Based on the INFOKOM data above, it shows that North Luwu Regency has used a new instrument as a follow-up to policy changes, the 24 accounts mentioned above have led North Luwu Regency to be the best regency in information disclosure and public services in South Sulawesi.

The existence of the above accounts received a positive response from the community, especially those who live in remote or isolated areas.

The results of the interviews show that the official account of North Luwu Regency provides a positive value to the community in facilitating various service and administrative affairs in North Luwu Regency.

System Innovation

System innovation is defined as innovation that occurs from a collaborative process or new interactions. One of the breakthroughs of North Luwu Regency is the creation of an innovative collaboration between the STIA-LAN tertiary institutions and the North Luwu Regency Government to develop the capacity of ASN in North Luwu Regency.

This is done because it has become a demand in order to strengthen human resources in a competitive bureaucratic world, of course the expected output is the birth of a professional workforce that is creative, innovative and competitive in today's globalized world.

The results of the interview with the head of BKPSDM emphasized that the cooperation of higher education institutions in North Luwu Regency is an effort to strengthen institutions as a solution to creating smart, creative, innovative and solutions to government challenges.

In connection with the cooperation of the above universities in order to create educational stability, the North Luwu Regency government conducted a Memorandum of Understanding (MoU) or a Memorandum of Understanding for both parties, namely the North Luwu Regent and the Director of STIA-LAN Makassar, the signing was the legal basis for both parties. in developing the sustainability of ASN capacity in North Luwu Regency.

Conceptual Innovation

Conceptual innovation is a change innovation that is achieved by using a new concept. One of the fundamental concepts adopted by the North LuwuRegency Education Office is the exchange of school principals from model schools to remote schools.It is clear evidence that North Luwu Regency has developed a conceptual innovation with the principal exchange model so that there is an equal distribution of the quality of education which has been considered uneven.

Another benefit that is expected from this exchange of school principals is to share information on innovation development from the experiences of principals where they work. The affirmation that the exchange of school principals is one method and is an innovation to create equal distribution of education quality in North LuwuRegency.

Radical Innovation

Radical innovation is a conceptual shift that deviates from past practices of an organization and then creates a new model capable of providing satisfaction to public services. North Luwu Regency has created a government system innovation that is different from before, a new concept built by the current government, which is to pick up people's aspirations with the concept of a night in the village or with the Smart Eyes Answering program (People Ask the Government Answering).

Strengthening that this program is a program that has never been carried out by the government before, so that this program is a very positive program where the government is present with the community. Another positive value of this program is that the government will certainly work optimally because there are many problems that must be resolved from the aspirations of the community.

This radical innovation is carried out of course to provide a positive stigma to society that the bureaucracy is a tool to facilitate public affairs, not make it difficult for the community. The information provides information that this program is very useful because the community is involved as a partnership in development, another thing that is felt by the community is the creation of strong government solidarity with community support. Based on the overall description of the types of innovation in North Luwu Regency, it can be concluded that:

1. The types of innovations applied in North Luwu Regency are in accordance with the typology of Public Sector Innovation, namely service innovation, process innovation, administrative innovation, system innovation, conceptual innovation, and radical innovation.
2. Innovation born in North Luwu Regency is inseparable from the application of Visionary leadership style and Super leadership.

Levels and Sources of Innovation

To see the level and source of public sector innovation we refer to three levels of innovation, namely Adoptive Innovation, Instructive Innovation and Self-Innovation:

Adoptive Innovation

Adoptive Innovation is defined as innovation that comes from successful programs elsewhere before, so that the government adopts or imitates some of these programs with a different name.

From the interviews, it was found that some of the innovations in North Luwu Regency were basically adoptive innovations from the results of benchmarking in several countries and including several Provinces and Regions.

As for the Adoptive Innovations in North Luwu Regency, including smart services and smart mobile, it turns out that these innovations have been widely applied in several countries, provinces or Regencys, although the only difference is the form of service and the name of the innovation.

The information above confirms that some of the innovations in North Luwu Regency are adoptive innovations that have beneficial values to be developed in North Luwu Regency.

Instructive Innovation

Instructive innovation is defined as innovation that was born from presidential instructions (Inpres), presidential decrees (Kepres), ministerial decisions (Kepmen) and others. Instructive innovation is basically a central government policy to be elaborated and implemented by local governments.

The innovations carried out in North Luwu Regency are partly instructive innovations including electronic-based innovations where electronic-based innovation is the development of E-Government innovation as stipulated in Presidential Instruction No. 3 of 2003 regarding the policy of developing E-Government strategies throughout the government.

Independent Innovation

Independent innovation is an innovation that is born as a breakthrough by the government on the basis of necessity as a solution to the problems it faces. The innovation that occurred in North Luwu Regency is an independent innovation as a solution to the problems faced, for example overnight innovations in the village, Hypnotherapy Antenatal Care (ANC) innovation, principal exchange innovations including undergraduate teaching innovations.

Regarding the overnight innovation in the village, this is a breakthrough for the North Luwu Regency government to absorb the aspirations of the community directly by involving all SKPDs to spend the night in the village, the impact of this innovation is that the community responds positively because as if the regent's office is already in their hometown, innovation that is not important is innovation ANC Hypnotherapy where this innovation was born as a solution to the high maternal mortality rate faced by North Luwu Regency.

Another independent innovation besides the innovation mentioned above is the innovation of undergraduate teaching and the exchange of school principals, which are innovations that have an equal impact on the quality of education in North Luwu Regency where North Luwu Regency is an area with a natural structure consisting of lowlands and highlands so that many areas have an equal impact on the quality of education in North Luwu Regency. Isolation includes inadequate access to transportation so that the North Luwu Regency government has taken the initiative to give birth to a teaching innovation and an exchange of school principals as a solution to equitable education.

All of the above information, the authors conclude that the innovation that occurs in North Luwu Regency, seen from the levels and sources of innovation, consists of three levels, namely adoptive innovation, instructive innovation and independent innovation.

Sustainability Innovation

Continuity of innovation in the context of public administration is the presence of strong support from various elements, namely local government support, community support, legislative support, financial resource support, technology support, environmental support and human resource support within the scope of the North Luwu Regency government.

The North Luwu Regency Government has a strong determination to continue innovation by producing several PERDAs and PERBUBs including Perda No. 24 of 2016 concerning online licensing, Perbub No.34 of 2010 concerning electronic procurement services, Perbub No. 66 of 2018 concerning the elaboration of the Regional Expenditure Budget.

In responding to the sustainability of the innovation of the North Luwu Regency government related to human resource support, the steps taken by the North Luwu Regency government are collaboration with the College of Administrative Sciences-State Administration Institute (STIA-LAN) as a guarantee for the simultaneous availability of human resources for the sustainability of innovation and development. innovation in North LuwuRegency.

The people of North Luwu Regency fully guarantee the benefits of innovations that have been felt, besides the existence of guarantees from the community, it is also supported by the latest technology with the existence of 24 official accounts owned by North Luwu Regency. From some of the interview quotes above, the authors conclude that regarding the sustainability of innovation in North Luwu Regency, which consists of government support, legislative support, human resource support, environmental support, technology support and community support is not in doubt.

In general, the general concept of increasing visionary leadership innovation and super leadership in terms of the types of innovation consists of process innovation, administrative innovation, system innovation, conceptual innovation, and radical change innovation, the six types of innovations have met the types or types of innovation in The public sector, in terms of levels and sources of innovation, consists of adoptive innovation, instructive innovation and independent innovation. The three levels and sources of innovation have met the criteria for public service innovation (Pettigrew et al., 2003; Roberts, 2007; Maital& Seshadri, 2012).

Regarding the sustainability of innovation in North Luwu Regency which consists of support from the legislative, executive, human resources, environment, technology, and society in general, it has received a positive response so that the sustainability of innovation in North Luwu Regency is not in doubt.

Conclusion

Judging from the types of innovation include: new services or service improvements, process innovation, administrative innovation, system innovation, conceptual innovation, and radical innovation. From a number of types of innovation in North Luwu Regency, it is in accordance with the types of public service innovations presented by Halvorsen (2003). Judging from the level and sources of innovation include: Adoptive Innovation, Instructive Innovation and Independent Innovation. The three levels and sources of innovation carried out by the North Luwu Regency government. Regarding the sustainability of innovation in North Luwu Regency, it has received guarantees from various elements including: legislative, executive, human resources, environment, technology, and society in general.

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