

The Capacity of Local Leaders to Improve Performance of New Autonomous Region (DOB) in Indonesia

--- A Case Study on the Regional Province of Bengkulu Seluma Regency

Titi Darmi
Politics and Social Science Department
Muhammadiyah University
Bengkulu, Indonesia
(titi.harmadi@gmail.com)

Sri Suwitri, Yuwanto, Sundarso
Politics and Social Science Department
Diponegoro University
Semarang, Indonesia
(titi.harmadi@gmail.com)

Abstract— This study conducted in Seluma district as County decentralized mandates as beneficiary with the DOB policy formation on the basis of Act No. 3 in 2003, is a wise step in order to achieve the goal of autonomous region. Bases on the study results, the performance of Ministry of Intern Country, Seluma district DOB revealed low. Of all the stakeholders involved, the people most instrumental states that the management conclude up failed or successful an area.

Keywords— *Capacity; Leadership; DOB*

I. INTRODUCTION

To speed up the process of community welfare, The Central Government gives full rights to local governments (local government) to manage its territory with multiply potential areas for the people prosperity [15]. The number of regional desire to secede, in other words, desirous of creating new autonomous region knows as (DOB), bases on the society aspirations. Today, Indonesia has recorded 34 provincial, 508 district/ cities (see table 1).

TABLE I. A COMPARISON OF THE SUM AREA BETWEEN THE OLD REFORM AND REFORM

Old Reform Before 1999		Reform Begin From 1999 To 2015	
Province	District/ Cities	Province	District/ Cities
26	293	34	508
<i>Amount: 319 District (Sub District/ Cities)</i>		<i>Total: 542 District (Sub District/ Cities)</i>	

^a. Source: Kemendagri.go.id

The purpose of DOB is to optimize the Government Organization, bureaucracy and improve the flow decreases of public services quality. Bases on numerous studies, establishment of the DOB noble goal, shifted with the original purpose, so a lot of the DOB has unsatisfactory performance. Statement of the Minister of Internal Affairs, amount 65% DOB is declared failed [10] DOB often creates conflicts, for example: DOB results conflict areas, see table 2 [13][19] gap, doesn't not good average of human resource division nor the stem between them with new areas [11], the failure also

triggered political role dominance against the proposal of DOB, DOB doesn't ready to implicates against management for example happen getting heavy burden on national budget because the area is just depend on funds transfer from the [5].

TABLE II. EXAMPLES OF CASES CONFLICT DOB RESULT

Main District	DOB
Bekasi District	Bekasi City
Musi Rawas District	Lubuk Linggau City
Tasikmalaya District	Tasikmalaya City
Kerinci District	Sungai Penuh City

^b. Source: Ardiansyah Depkeu RI, 2009, quoted by Ratnawati 2010

Seluma district is coastal areas, administratively in Bengkulu province. Getting mandate of regional autonomy based on ACT No 3 in 2003 on the establishment of the new autonomous region. This research resulting [1] average of the coastal region at Bengkulu province, there is poverty and economic disparities DOB is higher than the parent area. The prosperity level in Seluma district is still low, with HDI ranked 11 of 11 district/city of Bengkulu province [2].

The impact of the DOB is not always bad. It all depends on the leadership of the DOB. When giving a grant allocation, the greater allocating of the public service, the development of regional infrastructure, can have implications for an increase in the foreign region power and good governance, [5]. There is has been no failure of DOB regional leadership commitment in the exercise of good governance that is not yet in line with the autonomous philosophy region [19] [1] [5].

II. DISCUSSION

A. DOB Performance

The performance is meant the ability of DOB local Government, dig potential regions for the well-being of the society by using resources that are effectively owned efficient. The performance of the DOB can generate output and outcomes according to the purpose of the ACT as well as relevant to public necessity [12].

To measure the DOB performance, Ministry of Intern Country through the Director-General of district autonomy take evaluation by measuring four factors, namely social welfare, public service, regional competitiveness and good governance, which is later reduced in 14 of the 31 variables/indicators and assessment aspects. In general the DOB has not shown the expected performance, contributing factor: 1) the process of its formation is not accordance with the legislation; 2) coaching and supervision given to the DOB has not been optimally [14] Many of the DOB is not performing optimally, because the leader of DOB more giving priority to spending on means of governance and employee expenditures rather than on public service [14].

In the context of DOB performance can in view of how local Government can utilize the resources and potential of his country to dig the welfare of society. Thus the intelligence leadership in managing the resources there is absolute, so that resources are managed effectively and efficient so it can be useful to stakeholders.

B. DOB Leader Capacity

In implementing leadership capacity very DOB determine the success in achieving the vision and mission administration, considering there are still many shortcomings which belonged to either the resource or human resource. According to [6] to achieve the vision and mission leadership has demanded the paradigm of good governance. Good Governance will be easily accomplished if the leadership has a moral behavior, and a good integrity will have followers [17]. Many factors affect the performance of the DOB, a very dominant factor is capacity management. Local political leadership roles against the institutional capacity of local Governments [17], [18] one of the elements of the institutional capacity of local government is a management process that has dimensions of leadership that became the deciding goal achievement Partnership Organization. [8]

Describing the organizational capacity of how leadership can collaborate, innovate and can provide motivation through a process of education, teaching and learning the human resources with a wide range of educational methods with good methods of approach to pedagogy as well as with the approach of and ragging. Not only do through formal education but also through non-formal courses, such as training, internships, dissemination. This is done in a sustainable way in the time allowed.

Local leadership capacity can be seen in the attitude of the speed and accuracy of execute opportunities and can read the changes that will occur in the future are able to support economic growth in the regions. The success of the leadership that can be seen of some stunt the leadership in executing policy, for example the success of Bandung led by Ridwan Kamil, Tri Rismaharini Mayor of Surabaya. Indicators of the success of their leadership in improving the performance of local government, as leader of the local Government can make them good governance and oriented to the interests of the public can meet the basic needs of the community, health, education and infrastructure.

C. The Role of Local Leader in DOB Performance

Leadership as inspiring, motivating that will changing mindset of increasing leadership capacity in achieving the Organization's vision and mission [17]. Local leadership needs DOB can have their resources ability to optimally fit the expectations of the public. The figure of local leadership should have individual capacity in order to take high integrity, intelligent, creative, competitive, responsible, the most urgent thing of leadership in managing the DOB, bases on the principle of honesty and justice.

Bases on the process of organizing the DOB, start since the establishment of the DOB. Seluma district, emerging local elites, then become DOB Chairman, they have the power to dominate all sectors of political, social, economic and cultural in Seluma district. One such figure is Murman Effendi, he is elected Regent of 2 (two) periods (2005 elections and the 2010 elections by gaining 62% of the votes), the core of society give confidence to local elites to provide leadership in managing its territory. In the leadership role of Murman Effendi is very central and dominant. However, the power given by the people implies the role, the function of the legislature and civil society as a stabilization is overlooked.

Following of the local leadership influence on policy formulation begins the planning process of decision making in development program does not accommodate people necessity. Governance in Seluma district got the worst governance index level of district/ city around Indonesia in 2013. It is quoted by the Executive Director of the Partnership for Governance Reform [11]. The dominance of the local leadership should be made the capital of the local leadership to improve the DOB performance. The society will support a force for the leadership to realize the program areas accordance with public necessity.

Performance is determined by the leadership of the DOB Seluma Regency, can be seen from taking action in formulate and execute policies in accordance with the design of the construction of the Middle Jangkah region (RPJMD) in 2011-2015. Regency Seluma have strategic issues: 1) the rate of economic growth; 2) economic growth should be spread to all regions; 3) reduce the gap between the perpetrators of the attempt; 4) damage the environment; 5) infrastructure development; 6) increased productivity of Natural Resources (SDA); 6) governance good governance; 7) of law enforcement [7].

Strategic issues applying with real, unconfirmed data [3] yet its optimal capability in meeting the needs of food, clothing and housing based on the poverty level of data reaching 21,22%, this figure is go in categories. The low quality of human resources was still ranked 11 of 11 other districts in the province of Bengkulu. Participant community in determining policy is still low, the limited supporting infrastructure investments, licensing procedures are still relatively long and require high costs, whereas a guarantee of legal certainty towards the business climate has yet to go according to expectations, the impact of the limited opportunities to work and the opportunity to try. Institutional governance Regional Seluma not fully based on the principle of rational and efficient organization so that organizational structure is less proportional. Still the practice of lapses that is led to the abuse of authority

(corruption), still neglecting the ethical values and work culture in bureaucracy thus weakening the working discipline, work ethic, and work productivity. In view of the financial management of Seluma Regency original income only contribute 3% of their budget. While the tourism potential is pretty good, it has beautiful beaches, waterfalls, Lake ninth colors, very unfortunate yet is managed with a maximum of.

The problems outlined above indicate a role of leadership was not executed according to his role, for example, doesn't optimal oversight of program implementation and leadership can't anticipate the problem will appear. But the successful a program many factors influence, as the many factors that the DOB is not available for example are still lack of human resource ASN, the lack of financial resources reducing the area by land, will make the local government cannot be perceived program according the vision the mission Seluma District. All those problems could be addressed if the Partnership has a leadership that can create new innovations and breakthroughs.

III. CONCLUSION

In European and American Countries are explicitly the real aspect of the leadership crisis to get an honest leadership, fairness and high integrity are very difficult [17]. The crisis of leadership happened also in Indonesia. To overcome these things should begin with local leaders who have a commitment to develop the capacity of ourselves as a leader in developing regions. A local leader has to fight for its people and further prioritize common interests (society) compared to personal interests (individual) matches the slogan of the leader is suffering, in order to realize the desired public expectations.

REFERENCES

[1] Arianti, Nyayu, Neti dan Cahyadinata, Indra, *Kajian Dampak Pemekaran Wilayah terhadap Kinerja dan Pemerataan Ekonomi Daerah Pesisir di Provinsi Bengkulu*, Laporan Penelitian, LPPM Universitas Bengkulu, 2013.

[2] Badan Statistik Provinsi Bengkulu, 2013, *Provinsi Bengkulu Dalam Angka*, Bengkulu, Indonesia

[3] Badan Statistik Kabupaten Seluma, 2013, *Seluma dalam Angka*, Seluma, Bengkulu, Indonesia.

[4] Direktorat Jenderal Otonomi daerah-Kementerian dalam Negeri Republik Indonesia, *Kemendagri Kaji Usulan pembentukan Daerah Otonomi Baru*, <http://otda.kemendagri.go.id/index.php/berita-210/1968>.

[5] Firman, Tommy, *Territorial Splits (Pemekaran Daerah) in Decentralising Indonesia, 2000–2012: Local Development Drivers or Hindrance?* *Space and Polity*, 2013 Vol. 17, No. 2, 180–196, <http://dx.doi.org/10.1080/13562576.2013.820373>

[6] Grindle, 2010, *Good Governance: The Inflation of an Idea*, *Facultas Reseach Working paper Series*, Harvard Kennedy School.

[7] Kabupaten Seluma, 2011, *Rancangan Pembangunan Jangka menengah Daerah (RPJMD)*, Seluma, Bengkulu, Indonesia

[8] Horton, D, Alexaki, A., and Bennett Larty, S, *Compilan, D*, 2003, *Evaluating Capacity Development: Experiences from Research and development Organizations Around the World*, Ottawa; International Development Research Centre.

[9] Kamuli, Sukarman, *Otonomi Daerah Dalam Memperkokoh Integritas Bangsa*, *Jurnal Inovasi*, ISSN 1693-9034, Vo.7 No.4 Desember 2010.

[10] Kompas, Jakarta, *Mendagri Perketat Pemekaran Daerah Baru*, Sabtu 11 Juli 2015.

[11] *Kupas Bengkulu.com*, *Tata Kelola Pemkab Seluma Versi IGI Terburuk*, 22 Oktober 2014.

[12] Patterson, D.A. 2008. *Intergovernmental Cooperation*. Albany, NY: New York State Department of State Division of Local Government Services.

[13] Ratnawati, T. 2007. *Beberapa Permasalahan Pemekaran Wilayah Era Reformasi dan Alternatif Solusi*. Manado; Makalah Seminar Nasional AIPI XXI.

[14] Republik Indonesia Kementerian Negara Perencanaan Pembangunan Nasional/Badan Perencanaan Pembangunan Nasional (Bappenas), 2008, *Ringkasan Eksekutif, Studi Evaluasi (Impact) Penataan Daerah Otonom Baru*, Direktorat Otonomi Daerah Deputy Bidang Pengembangan Regional dan Otonomi Daerah.

[15] Republik Indonesia, 2014 *Undang - Undang Nomor 23, Tentang Pemerintah Daerah*, Jakarta

[16] Salanguit, Ana Khristina, 2009 *Community Capacity Building and Local government Leadership: Describing Transformation Leadership Practices in Naga City, The Philippines*

[17] Thomas, A, Mark, *Gurus on Leadership*, Thorogood, Publishing Ltd 10-12, Rivington Street, London, EC2A 3DU, 2006.

[18] Yuliadi, Imamudin, *Kesenjangan Investasi dan Evaluasi Kebijakan Pemekaran Wilayah di Indonesia*, *Jurnal Ekonomi Pembangunan* Volume 13, Nomor 2, Desember 2012, hlm.276-287